

# Operational Plan and Budget | 2015/16

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## Table of Contents >>

STRATEGIC CONTEXT	7
FUNDING THE OPERATIONAL PLAN	19
SERVICES	41
PERFORMANCE PLAN – TOWNSVILLE WATER	151
PERFORMANCE PLAN – TOWNSVILLE WASTE	165
STRATEGIC FINANCIAL FRAMEWORK	179
BUDGET 2015/16	187
APPENDICIES	197
Appendix 1: List of Programmes by Core Service	198
Appendix 2: Revenue Statement	203
Appendix 3: Revenue Policy	209
Appendix 4: Debt Policy	212
Appendix 5: Investment Policy	214
Appendix 6: Pensioner Rates Concession Policy	216
Appendix 7: Charitable and community Organisations General Rates & Utility Charges Concession Policy	221
Appendix 7a: General Rates & Utility Concession Policy Concession Schedule	224
Appendix 8: Differential Rating Categories	230
Appendix 9: Differential Rates, Limitations on Increases, Minimum General Rates	235
Appendix 10: Utility Charges – Water	237
Appendix 11: Utility Charges – Sewage	239
Appendix 12: Utility Charges – Refuse and Recycling	241
Appendix 13: Nelly Bay Harbour Operational Plan	243
Appendix 14: Rural Fire Levy	244

Figures in tables and generally in the text throughout this document have been rounded. Any discrepancies in tables between totals and sums of components are due to rounding.

## Message from the Mayor



The budget contained within this plan will continue to ease the increasing cost of living pressures in our community, and lays a strong platform for growth, jobs and lifestyle opportunities into the future. This year's budget delivers one of the lowest overall rates rises in Queensland for the second year running, including a commitment to return to ratepayers a \$35 refund for the now defunct Carbon tax. This budget marks a significant milestone for the current council as it is the last of this term. The work done over the four years has placed the council on a strong, sustainable financial path. The city is in better shape to manage debt, deliver services, and afford future infrastructure for the city's growth, remaining on track to record a surplus in each and every year of our term.

Investing in the city's basic infrastructure is again a priority in this year's budget with a \$213 million capital works program. This year's capital works program includes major projects, road upgrades, drainage, water and sewerage, waste facilities and parks that will benefit residents' right across the city.

Savings have included a reduction of \$2.8 million in council's vehicle and plant operating costs. The debt has been cut by \$42 million over the past four years, and this has created savings now of \$2.4 million per year, able to better spent to provide better services to Townsville community. As a result, the budget ensures the council operates in the black for the fourth successive year. The budget will deliver: a surplus of \$1.124 million; borrowings limited to \$19.6 million for essential projects only; no net increase in the debt, which stays around \$329 million. These savings has placed the city in a stronger position for when we do need to borrow for income-producing assets, as we should in this low interest rate environment –and as a buffer against unexpected costs.

Top of the major projects list is the completion of the \$40 million Dalrymple Rd - Bohle River crossing which has been a contentious flood prone area for thousands of motorists for many years, with support from state and federal governments. Other major projects include: \$10.3 million for the CBD Utilities Upgrade for replacement of aging water and waste water infrastructure; \$1.1 million for the Townsville Recreational Boating Park to commence Stage 2 on-shore works; \$3.13 million for completion of the Magnetic Island Transfer Station; and \$1.4 million has been allocated for design of the duplication of the Haughton Pipeline to increase the city's capacity to pump from the Burdekin. Roads and transport will receive \$41 million, an increase of \$6 million, from last year's budget, in capital work for reconstruction and resurfacing of 182 local roads and streets across the city.

Townsville celebrates its 150<sup>th</sup> anniversary on 15 February next year and to give this milestone the recognition it deserves \$500,000 has been allocated for a series of community events to celebrate municipality's anniversary. Celebrations include a civic street party in Flinders Street on 15 February, the day of the anniversary, a gala T150 concert, a series of *Townsville Yarns* events and culminate with a blockbuster RAAF Airshow and Skyshow on 15 and 16 October 2016.

The Townsville lifestyle is something that must be kept safe from the rising costs of living and the pressures these costs create. It is with great pride and hard work that for the second successive year, the Townsville City Council has delivered a rate rise lower than inflation to help protect our lifestyle.

**Cr Jenny Hill**  
**Mayor of Townsville**



## Message from the Chief Executive Officer

Producing council's annual Operational Plan and Budget is a challenging process that requires balancing the needs and wants of our community for today and into the future, minimising the financial impact on ratepayers, maximising the services delivered and ensuring the financial sustainability of council. I would like to pay a tremendous thanks to our dedicated staff who have worked through various drafts with our Mayor and elected members to come up with the final 2015/16 Operational Plan and Budget. I believe it is very fair and reasonable and in the best interests of our community considering the current financial environment. This is a budget that sees a small 2015/16 operating surplus and total operational and capital expenditure at close to \$600m.



It is no secret that the cost of living has increased over the past few years, particularly the cost of electricity and insurance. In many cases these increased costs are pushing our residents to their financial limits and that's why it is important that as a council we do what we can to reduce any further burden on our residents. That has certainly been the focus of our Mayor, Councillor Jenny Hill, during her current term. What many forget though, is that as a council we also face these increased costs in an environment where our external funding opportunities are decreasing.

Our electricity bill to run water and wastewater pump stations, facilities like Riverway, The Strand, our libraries and galleries and our office accommodation has increased from approximately \$9m in 2010/11 to over \$13m in the 2014/15 financial year (44%), despite a myriad of initiatives that have been introduced to reduce our energy consumption across council operations. This will be compounded in 2015/16 by an additional \$400,000 as council takes on responsibility from Ergon Energy for powering street lights on council streets and roads. For that same four year period, our insurance costs have risen \$2m to \$3.2m, a 60% jump.

In addition, the indexation of council's Financial Assistance Grant from the Federal Government has been frozen for the next three years. This grant money contributes over \$7m of council's revenue and means the grants will not be increased in line with CPI and population increases. As a council we have needed to consider how we are going to fund these increased costs in an environment where external funding is diminishing – we can 'earn' more by increasing rates and charges or we can 'spend' less through workplace efficiencies and/or by reducing or postponing services and initiatives.

The council has achieved a good budget result for our community by keeping the rate rise to less than \$50 for the year for the average owner-occupier, lower than CPI. Council has committed to minimal new borrowings for only essential works, without increasing its overall debt level. Our team have worked to protect council's long term financial sustainability - delivering on a capital works program that focusses on sustaining community assets and council services, developing infrastructure to support continued growth and helping stimulate growth in the local economy through engagement of local businesses.

Key capital projects for the year will include finalising construction of the Dalrymple Road Bridge; the CBD Utilities Upgrade; construction of the Magnetic Island Waste Transfer Station; the next stage of the Townsville Recreational Boat Park; and planning for the Haughton Pipeline duplication. In addition, council will spend \$106.87m on maintaining our city's significant number of roads, parks, stormwater network and coastal facilities.

With the current council term coming to an end in March 2016, I would like to take this opportunity to thank our elected members for their contribution to the city and wish them well for their future endeavours, whether they be re-elected to council for a further term or take on other challenges. You should feel proud of the achievements made on behalf of our great city over the period since amalgamation; it is a tireless but none the less very rewarding job when you truly love the city you work for. To the 1,700 staff who work for our council, whether on a shovel, a phone or ushering at our theatres, thank you for your commitment and contribution that makes Townsville such a wonderful place to live. I'm proud to be part of such a great organisation.

Regards,

**Ray Burton PSM**  
**Chief Executive Officer**

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## Strategic Context



## GOVERNANCE FRAMEWORK

Council adopted its Corporate Governance Framework which is based on the principles identified in the *Local Government Act 2009* (displayed right). An effective Governance Framework provides the following benefits, which have also been applied in the development of the Operational Plan and Budget.

1. Quality decision making founded on adequate, timely and relevant information disclosure
2. Assurance of desired outcomes or results
3. Effective management of risk and opportunities
4. Effective and widespread stakeholder commitment and support for good corporate governance
5. The system of corporate governance is streamlined and flexible to meet emerging demands or needs.
6. Strong ethical, performance and values based culture
7. Transparency and disclosure.



## Why have an Operational Plan >>

Our Operational Plan and Budget sets the direction for the 2015/16 financial year and identifies how we will measure our performance. 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. A combined Operational Plan and Budget was achieved for the first time in 2013/14 and provides greater transparency and accountability of the financial management and operational activities of the organisation.

Council's Budget funds the Operational Plan and links the Long Term Asset Management Plan and Long Term Financial Forecast for sustainable management of the city - Diagram 1. The Operational Plan addresses the organisations operational risks and how council will progress the implementation of its Corporate Plan 2014/2019. It is a valuable management tool detailing the services council will deliver to the community during the financial year.

Diagram 1



Council's Operational Plan is consistent with the principles of the *Local Government Act 2009*

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



## Impact on ratepayers >>

In 2015/16, council will continue to focus on long term planning and ongoing renewal and maintenance of existing infrastructure, while keeping the average rates increase for residential ratepayers to a modest 1.45%, lower than CPI.

### General Rates - Residential ratepayers

The average financial impact on all residential ratepayers will be a general rate increase of 3.96%. Townsville City Council uses the site value of the land as advised by the Department of Natural Resources and Mines, and the property's land use code, to determine the differential rating category and calculates the rates and charges accordingly. The most recent annual valuation of the city was 1 October 2014 with the valuation being applied from 1 July 2015. Movement in land values and differential rating categories may be the reason some properties have increases or decreases in general rates above or below the average of 3.96%. An average site value for a residential property in Townsville is \$160,000.

### Rates and Charges - Residential ratepayers

To assist ratepayers council levies its general and special rates and utility charges in advance on a half yearly basis, utility charges for water consumption on certain properties may also be levied on a monthly basis. Council has a 15% discount applicable to the general rate, and the Black River Rural Water Supply special charge upon full payment of all rates and charges, including arrears, by the due date shown on the rates notice. Full details of the special rates can be viewed on page 10.

Rates notices are distributed via Australia Post mail service to the mailing address held on council records at the time of issue. Notices can also be viewed electronically through an online user registration process. Refer to council's website for further details including payment options and registration to view online.

All rates and charges must be paid by the due date stated on the notice. Overdue rates and charges will bear interest from 30 days after it becomes overdue and the interest will be calculated at a rate of 11% per annum compounding on a daily basis. Unless, the property owner is an approved pensioner as detailed in the Pensioner Rates Concession Policy, in which case overdue rates and charges for the 2015/16 year will bear interest from 1 July 2016.

Council also offers concessions to approved pensioners of up to 85% of the general rate to a maximum of \$800 as detailed in the Pensioner Rates Concession Policy – Appendix 6. The maximum concession for new approved pensioners will be \$800 from 1 July 2015. Concessions may also apply for water and sewerage utility charges to certain organisations as set out in the Charitable and Community Organisation General Rates & Utility Charges Concession Policy – Appendix 7.

Council has resolved to continue granting a concession to not for profit entities who meet the criteria as defined in section 120 of the Regulation and as detailed in the Charitable and Community Organisation General Rates & Utility Charges Concession Policy – Appendix 7.

## Differential Rates, Limitation on Increases, Minimum General Rate

Council applies capping to all residential lands categorised as Category 1 and 16 as at 1 July 2015. The capping ensures the 2015/16 general rate will not exceed the amount of general rates levied for the property for the previous year plus 30%. This is subject to a minimum rate and certain provisions.

The differential general rates, minimum general rates and limitation for increase in rates for 2015/16 are set out in Appendix 9. The differential rating categories and criteria for each category are set out in Appendix 8.

## Special Rates and Charges

Council has a number of special rates as follows:

### *Nelly Bay Harbour Development*

Council's special rate for the Nelly Bay Harbour Development is applied as follows:

- To rateable land identified in the overall plan adopted by council at its meeting held 22 June 2010
- To recover the cost of service and activity outlined in the Nelly Bay Harbour Overall Plan adopted by council at its meeting held 22 June 2010
- The annual implementation plan, as set out in Appendix 13
- At the rate of \$0.00 applied to the rateable value of the land.

### *Rural Fire Levy*

Council's overall plan and implementation plan to make and levy a special charge for Rural Fire Brigades, is applied on the following basis:

- The Rural Fire Levy Special Charge will apply to all rateable land identified in the gazetted Rural Fire Board area maps for the following areas and on the following basis
- The overall plan for the Rural Fire Brigades Special Charge is to provide financial assistance to the brigades to enable provision of a rural fire service in each area on an ongoing basis. The amount of the charge is based upon the 3 year budget for each brigade that has been provided to council by the Queensland Fire and Rescue Service
- The annual implementation plan is to remit to the respective brigades the levy collected, twice a year
- The annual charge per property in each rural fire brigade area is detailed in the following table:

Rural Fire Brigade Area	Annual Charge - per Property
Black River and District	\$50
Bluewater	\$45
Bluewater Estate	\$35
Clevedon	\$40
Crystal Creek	\$30
Cungulla	\$40
Paluma	\$35
Purono	\$20
Rangewood	\$60
Rollingstone	\$50
Rupertswood	\$30
Saunders Beach	\$30

Horseshoe Bay	\$25
Lime Hills Elliot	\$35
Majors Creek	\$25
Oak Valley	\$20
Reid River	\$25
West Point	\$30
Toolakea	\$12

### ***Julago and Alligator Creek Water Supply Scheme***

The annual implementation plan to make and levy a special charge of \$1,050 per property per annum for the Julago and Alligator Creek Water Supply Scheme, will repay a capital contribution of \$10,500 per property for the Julago and Alligator Creek Water Supply Scheme on the following basis:

- The overall plan for the Julago and Alligator Creek Water Supply Scheme was adopted by council at its meeting held on 19 August 2008.
- The properties to which the charge applies are identified in the overall plan for the Julago and Alligator Creek Water Supply Scheme was adopted by council at its meeting held on 19 August 2008
- The annual implementation plan for the Julago and Alligator Creek Water Supply Scheme is to levy the charge to each property identified in the overall plan for the period stated in the overall plan.

### ***Black River Rural Water Supply***

The annual implementation plan to make and levy a special charge of \$920 per property per annum for the Black River Rural Water Supply and applies on the following basis:

- The overall plan for the Black River Rural Water Supply was adopted by council at its meeting held on 10 January 2006
- The properties to which the charge applies are identified in the overall plan for the Black River Rural Water Supply
- The annual implementation plan for the Black River Rural Water Supply is to levy the charge to each property identified in the overall plan for the period stated in the overall plan.

## **Utility Charges**

Utility charges for water will rise on average by 1.51% while sewerage charges will remain static. The standard water plan of 772kL will rise from \$728 to \$739 and the excess water charge will be \$2.83 per kilolitre. The fixed service charge for the Water Watchers scheme will rise from \$332 to \$337 with the price per kilolitre increasing from \$1.33 to \$1.35.

Waste charges will increase from \$214 to \$223 with the issue of eight vouchers for bulk waste disposal to applicable property owners each year and one free dumping weekend to prepare for cyclone season.

## Linking the Operational Plan to the Budget >>

Council's Operational Plan and Budget are linked at the programme level and grouped by way of service and core service. This structure will inform the community what we want to achieve through each programme, how we will measure the performance of each programme and the proposed cost of the programme.

Table 1 below provides an overview of the budget by core service.

**Table 1**

Core Service	Operating			Capital		
	Revenue \$000	Expense \$000	Surplus/ (Deficit) \$000	Capital Works \$000	Funding \$000	Net Cost \$000
Community & Cultural Services	10,468	64,659	(54,191)	3,360	2,160	1,200
Enabling Services	185,464	48,259	137,205	26,950	1,280	25,670
Environment & Sustainability Services	65	5,695	(5,630)	318	0	318
Planning & Development	10,123	20,650	(10,527)	0	8,000	(8,000)
Public Infrastructure	7,984	129,635	(121,651)	106,484	39,702	66,782
Solid Waste Management	34,135	29,900	4,235	17,595	0	17,595
Wastewater Services	82,417	56,840	25,577	17,241	4,798	12,443
Water Services	107,590	81,484	26,106	40,619	7,818	32,801
<b>Total</b>	<b>438,246</b>	<b>437,122</b>	<b>1,124</b>	<b>212,567</b>	<b>63,758</b>	<b>148,809</b>

Internal allocations are included in the table above to enable a more complete understanding of the operating results attributable to each Core Service.

Capital works and capital funding exclude assets donated to council.

Details of each Core Service and Programme can be found in the Services section of this document. Quarterly performance reports will provide details on the progress including programme expenditure to date and deliverables achieved each quarter.



## Planning for the future>>

Council's Strategic Planning Framework is the overarching framework used to assist council and the community to plan for the future. It is a continuous, systematic process, which includes how council engages with the community to identify intended future outcomes and monitor and report on the progress of outcomes.

The Strategic Planning Framework ensures that efficiencies are achieved through coordinated planning and budgeting and that systems and arrangements are undertaken in an integrated manner to inform a well-considered asset, capital and financial strategic direction for the council.

The Framework comprises a hierarchy of cascading and interconnecting documents, which when taken together allows council to turn its long-term aspirations, goals and plans into reality. The Framework assists in planning, delivering and progressing our programmes, projects and capital works for the benefit of our community, the environment and the economy. It also ensures methodologies are in place for measuring performance against desired outcomes.

## Planning for the Community >>

Council remains committed to the Community Plan adopted in July 2011, as the long term (10 years and beyond) plan for Townsville. The Plan identifies the community's needs and desires and articulates the community's long-term vision, aspirations and priorities. The Community Plan is a 'whole of community' plan not just a local government plan. It includes a wide range of stakeholders and all levels of government.

Council will continue to work together with the community to realise our Community Plan vision being:

*Townsville is the northern gateway to Queensland. Our well-built city connects people to their community, via an active lifestyle that is enjoyed by all who live and visit. We are leaders of positive environmental action. We are acclaimed for our business entrepreneurship, government enterprise, innovation, technology and cultural stewardship.*

. The Community Plan themes are:

- Strong, connected community
- Sustained economic growth
- Environmentally sustainable future
- Shaping Townsville

Council's Annual Report will provide feedback to the community on the progress of the Community Plan.

## Planning for the next five years >>

In March 2014, council adopted its Corporate Plan 2014 – 2019, which commenced on 1 July 2014.

The Corporate Plan is a five year plan and builds on the vision and themes in the Community Plan. Its structure follows the globally recognised sustainability framework of Quadruple Bottom Line (QBL), which focuses on four goals; economic sustainability, environmental sustainability, social sustainability and responsible governance. The Corporate Plan includes a range of strategies on how council plans to deliver the goals and outcomes identified within it. The corporate goals, outcomes and strategies are identified in the Corporate Plan 2014 – 2019 over page.

Council's Corporate Plan vision is:

*Townsville, Capital of Northern Australia; the City with Opportunity and Great Lifestyle.*

Council reports against the outcomes identified in the Corporate Plan in the Annual Report.

<b>GOAL 1:</b>	<b>Economic Sustainability</b>
<b>OUTCOME:</b>	A strong diverse economy which provides opportunities for business and investment with an integrated approach to long term planning where the city's assets meet the community needs.
1.1	Create economic opportunities for Townsville to drive community prosperity.
1.2	Maximise opportunities through engagement and partnership with stakeholder achieve a strong resilient economy.
1.3	Utilise the City Plan to inform the development of current and future infrastructure needs of Townsville.
1.4	Promote and market Townsville as a vibrant destination for commerce, entertainment and lifestyle.
<b>GOAL 2:</b>	<b>Environmental Sustainability</b>
<b>OUTCOME:</b>	A sustainable future where our environment is valued through the protection and enhancement of our unique, natural and built environment with a commitment to reducing our environmental impact.
2.1	Effective management, protection and conservation of our environment to ensure a balance between built infrastructure and areas of environmental significance.
2.2	Implement an effective integrated demand management approach to infrastructure planning and delivery.
2.3	Preserve and protect our natural environment through active management, education and compliance activities
2.4	Adopt urban design principles that create a distinct sense of place, enables and informs place creation, maximises efficiency, and enhances the built and natural environment.
2.5	Research and implement environmental solutions utilising innovative smart technology and encourage behaviour change.
<b>OUTCOME:</b>	A vibrant community that is accessible, safe, healthy, creative and knowledgeable, where we embrace diversity and our sense of community.
3.1	Encourage active and healthy lifestyles through accessible public facilities and community initiatives.
3.2	Support the community's access to and participation in a range of artistic, cultural and entertainment activities.
3.3	Enhance wellbeing and safety in the community.
3.4	Enhance a knowledgeable, inclusive and connected community that embraces growth and lifelong learning.
3.5	Provide community infrastructure and services that support growth and meets community needs.
<b>GOAL 4:</b>	<b>Responsible Governance</b>
<b>OUTCOME:</b>	A well-managed, transparent and effective organisation that gives the community confidence, demonstrates financial sustainability, where our customers are satisfied with our services and our employees are proud to work here.
4.1	Undertake robust and accountable financial, resource and infrastructure planning and management to ensure affordable and sustainable outcomes for our community.
4.2	Deliver best value customer service to our community.
4.3	Enable innovation and technology capacity within council to drive organisational efficiencies.
4.4	Engage with the community to inform council decision making processes.
4.5	Provide inspirational leadership and contemporary management systems that drives a coordinated, motivated, highly effective and efficient organisation.
4.6	Commit to open transparent and accountable governance to ensure community confidence and trust in council.
4.7	Promote an organisational culture that values and empowers its workforce.

## Planning for this year >>

Council's 2015/16 Operational Plan details the programmes and Budget that will deliver a range of corresponding objectives, milestones and targets over the next twelve months. Quarterly performance reports are provided to management, council and the community detailing the progress of all operational programmes and their financial status.

The Operational Plan is a one year plan that details the day to day operations of council to deliver its services to the community, building and delivering on the outcomes of the Corporate Plan.

### Terms used in the Operational Plan

Term	Definition
<b>Key Performance Indicators (KPIs)</b>	Key performance indicators serve as a measure to evaluate how we are going in achieving our goals.
<b>Targets</b>	Targets represent the desired result of a performance indicator.
<b>Milestones</b>	Achievement of a specific body of work or event by a given time.

## Managing our Operational Risks >>

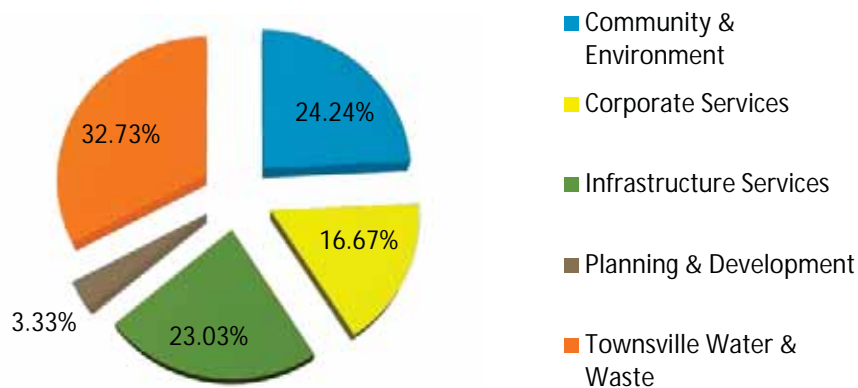
The Operational Plan includes management of council's strategic and operational risks. Council's commitment to risk management is outlined in the Enterprise Wide Risk Management Policy and Enterprise Wide Risk Management Strategic Framework and Process. Both these documents clearly state that council will manage risk by integrating risk management practices into corporate and operational planning.

Risk assessments were completed in the 2014/15 financial year against all of council's financial programmes. This has allowed the development of risk profiles at strategic, operational and departmental levels. It also aligns risk with the goals and outcomes of the Corporate and Operational Plans.

The most recent annual review of council's strategic and operational risk plans was completed between July and September 2014. The risk management plans arising from the assessments are monitored on an ongoing basis by the responsible department, reported to council's Audit Committee, inform the Internal Audit Plan and are formally reviewed on an annual basis.

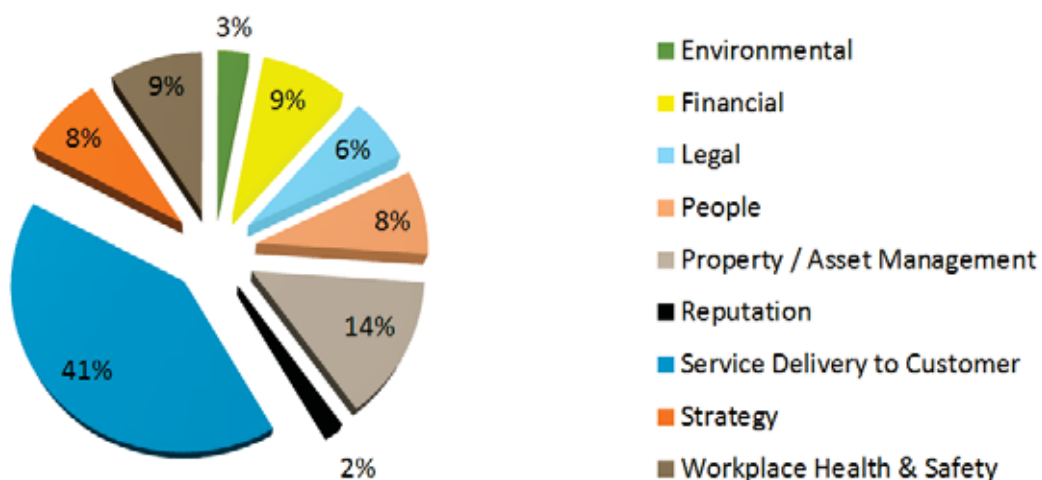
The following pie chart represents a view of the percentage of risks for each of the five Divisions of Council:

## Percentage of Risk by Division



The operational risks are categorised into nine risk categories.

## Percentage of Risk by Category



41% of council's risks have been categorised as risks to service delivery to our customers. This reflects council's role to service the community. A summary of the service delivery risks are as follows:

- Quality of service compromised
- Complaints
- Disruption to the provision of service
- Inability to deliver services to meet community expectations
- System failure leading to a disruption of services
- Failure to deliver efficient and effective services.

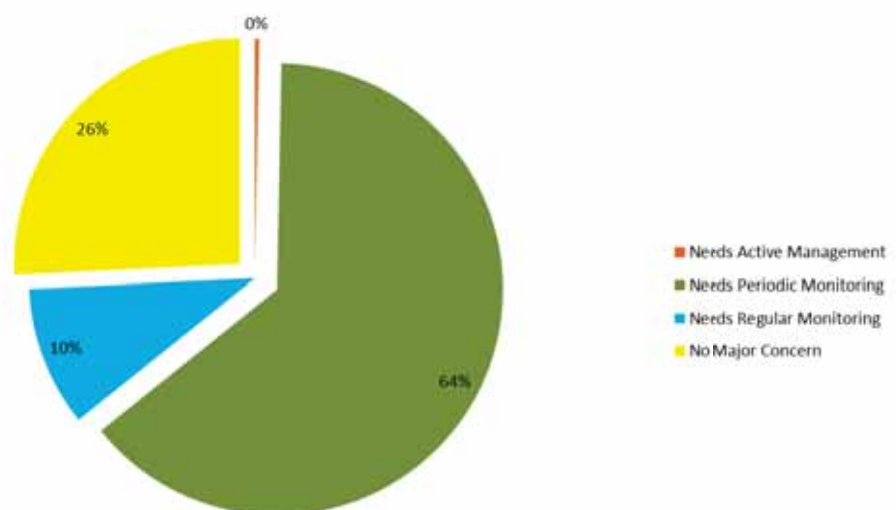
Key performance indicators and milestones are reported quarterly to monitor key risk areas such as those identified and include monitoring of customer satisfaction, quality of service and complaints management.



Each risk is rated based on the likelihood of the risk occurring and the consequences of the risk to trigger an appropriate management response. The final pie chart represents the percentage of potential risks and their required management response.

Risk Rating	Management Response
<b>Needs Active Management</b>	Risk treatment plan must be established immediately. Requires senior management decision making.
<b>Needs Regular Monitoring</b>	Treatment process should be adopted and implemented as a high priority, paying close attention to the maintenance of controls. Senior Management attention is required.
<b>Needs Periodic Monitoring</b>	Risk treatment process should be adopted and implemented, as soon as possible, primarily focused on monitoring risks in conjunction with review of existing control procedures. Management responsibility should be specified.
<b>No Major Concern</b>	No major concern and can be managed by routine procedures.

**Management Response to Risk**



Risk management strategies identified by each department, where applicable, have been included as milestones at the programme level to mitigate council's risk. This helps reduce the level of council's residual risk on behalf of the community.

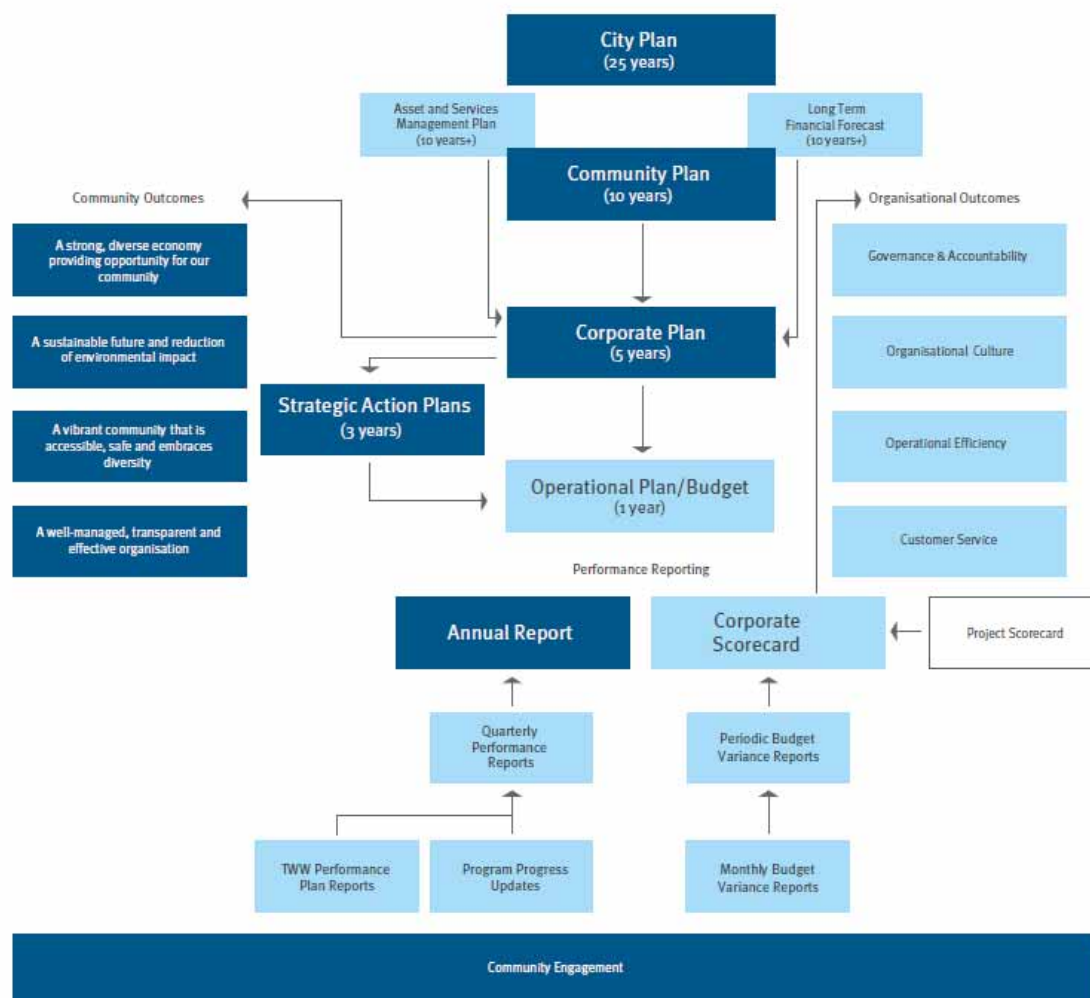
## Measuring our Performance>>

Council will assess the achievement of its Operational and Corporate Plans on a quarterly basis. To emphasise the importance of this requirement, Council has incorporated performance management and reporting as an essential part of our overall Strategic Planning Framework. Regular reporting provides council with the opportunity to ensure programmes 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 programmes.

The diagram below outlines the various reports, which inform council of the progress against its long, medium and short-term plans. The diagram also shows which reports detail progress against the outcomes defined in the Corporate Plan.

The Operational Plan and Budget incorporates all programmes. An overall objective has been defined for each programme and to measure each programme's performance a suite of key performance indicators and milestones have been developed. These performance measures, together with Budget variance reports are reported quarterly providing an assessment of council's achievement of the strategies and goals outlined in the Corporate Plan.

## Council's Planning, Performance and Reporting Processes >>







## Funding the Operational Plan

## Funding the Operational Plan

Funding for council's Operational Plan outcomes are from three main sources:

- Rates and utility charges
- Fees and charges
- Grants, subsidies, contributions and donations.

### Fees and Charges

The fees and charges for 2015/16 can be viewed on council's website. The fees and charges include details of cost-recovery fees pursuant to section 98 of the *Local Government Act 2009*. Cost-recovery and commercial fees and charges may be amended by resolution at any time during the financial year. Fees and Charges also include statutory charges for regulatory services and those associated with the granting of a permit/licence or the regulation of an activity. Changes in fees and charges can result from changes in State Government legislative direction, volume, CPI, and service delivery costs for council's services.

### Rates

The following is a summary of the rate increases for each rate type.

Rate Type	Description	Overall Increase
General Rates	Residential	3.96%
	Non-Residential	3.96%
	Large Shopping, Bulky Goods	3.96%

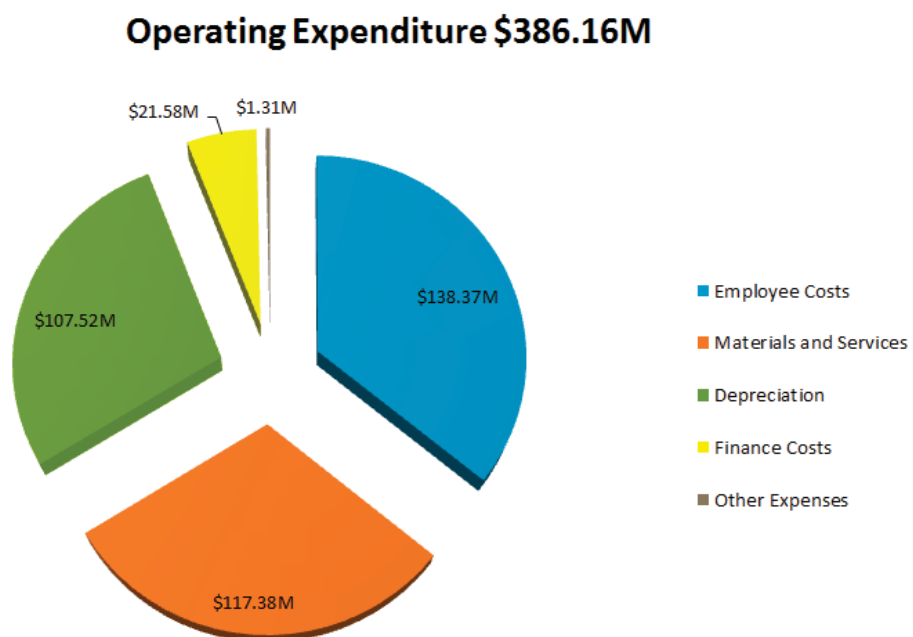
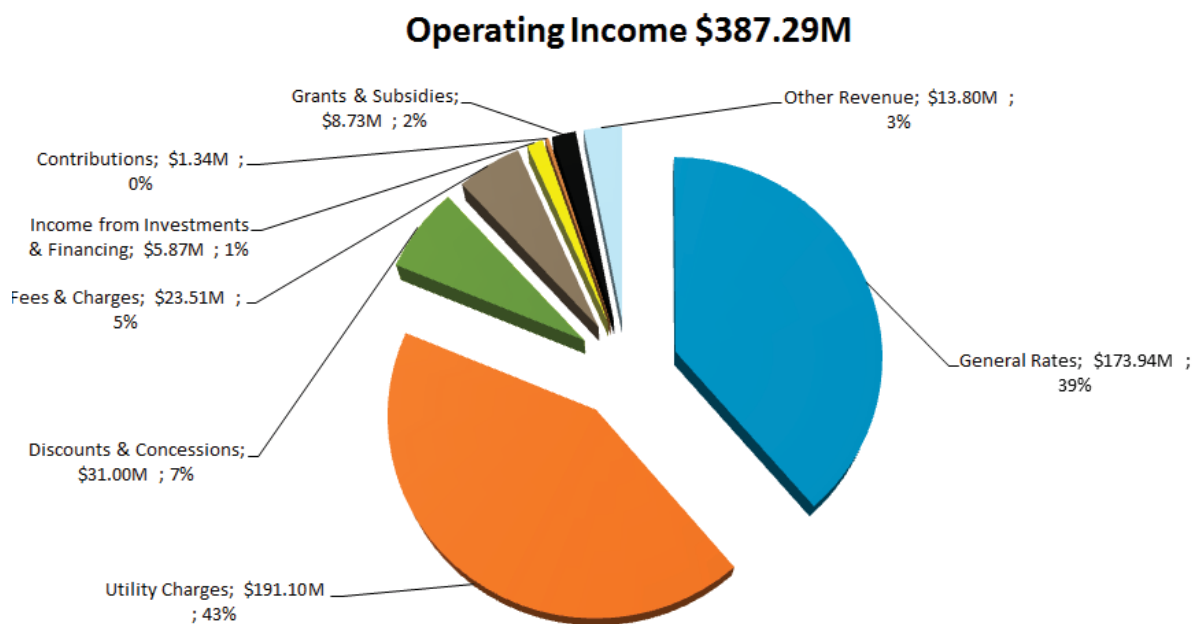
Rate Type	Description	Increase	Amount \$
Water	Standard Plan	1.51%	739.00
	Standard Plan Excess Consumption	1.43%	2.83
	Water Watcher	1.51%	337.00
	Water Watcher Consumption	1.50%	1.35
	Non-Residential	1.45%	351.00
	Non-Residential Consumption	1.47%	2.76

Rate Type	Description	Increase	Amount \$
Sewerage	Residential	0.00%	759.00
	Non-Residential	0.00%	890.00

Rate Type	Description	Increase/Decrease	Amount \$
Waste	Domestic Bundled	4.21%	223.00
	Commercial Service Waste	4.17%	175.00
	Commercial Service Recycling	8.97%	85.00



The graphs below outline the key components of the 2015/16 Operating Revenue and the Expenditure that will fund the Operational Plan outcomes.



## Net Lending/Borrowing Position

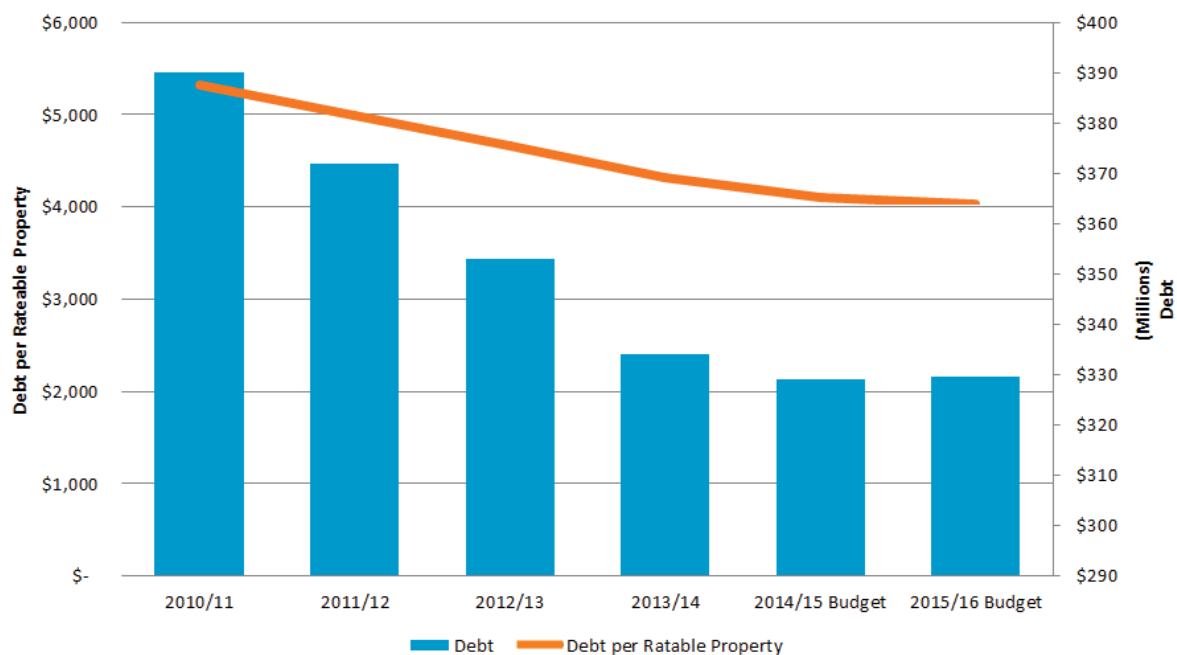
Council manages its debt in accordance with its Debt Management Policy. The policy states that council does not use long-term debt to finance operating activities or recurrent expenditure and will endeavour to fund all capital renewal projects from operating cash flows and borrow only for new and upgrade capital projects. This financial year council will maintain its level of debt. Debt repayments for 2015/16 of \$19m will be offset by \$19m in new borrowings.

Council will maintain close scrutiny of its level of debt to ensure its relevant financial sustainability indicators will not exceed the minimum limits recommended by the *Local Government Act 2009*. Table 2 illustrates council's debt per rateable property and the forecast reduction of council's debt to 30 June 2015.

The Long Term Financial Forecast also provides further information in relation to the targets for net financial liabilities which the local government sector has endorsed as the appropriate indicator to assess the level of borrowings for an individual council. A full copy of the Debt Policy may be viewed at Appendix 4.

**Table 2**

### Debt



## Capital works

Council's Capital Works program for 2015/16 is \$251m including major works on roads, drainage, waste facilities, water and sewerage.

The table below lists the expenditure proposed in the capital works program by core service as per the council's ten year capital program. The detailed project listing on the next page is consistent with the ten year capital program. The nett cost represents the cost of the works excluding funds from subsidies, donations and contributions.

### Capital program Summary by Core Service

Core Service	Capital Works (excl Donated Assets) \$000	Funding \$000	Nett Cost \$000
Community & Cultural Services	587	-	587
Enabling Services	23,825	1,280	22,545
Urban Planning	-	-	318
Environment & Sustainability Services	318	8,000	(8,000)
Public Infrastructure	104,457	39,541	64,916
Solid Waste Management	18,615	-	18,615
Wastewater Services	17,241	4,798	12,443
Water Services	35,619	7,818	27,801
<b>Total Capital Program</b>	<b>200,662</b>	<b>61,437</b>	<b>139,225</b>

Core Service	Donated Assets \$000	Funding \$000	Nett Cost \$000
Community & Cultural Services	-	-	-
Enabling Services	-	-	-
Environment & Sustainability Services	-	-	-
Public Infrastructure	36,953	36,953	-
Solid Waste Management	-	-	-
Wastewater Services	8,625	8,625	-
Water Services	7,314	7,314	-
<b>Total Donated Assets</b>	<b>52,892</b>	<b>52,892</b>	<b>-</b>

<sup>1</sup>The figures above exclude the 2014/15 capital works carryovers of \$12,925,426 and related income of \$2,321,426

<sup>2</sup>The figures above include \$1,020,250 of landfill rehabilitation works

The capital works program is detailed in the next section detailing the major projects proposed for the 2015/16 financial year.

Core Service	Service	Program Type	Project Description	Estimated Cost \$000
WATER SERVICES				42,934
	WATER SUPPLY			42,934
		New		
			Water Supply Pipes Etc From Subdivisions (@ \$1960/lot)	4,139
			Dunlop St / Upper RRR Main (Riverparks Development) Stage 2 (Finalisation/Defects Correction)	2
			Bohle Plains Trunk Mains (Greater Ascot) - DN375 southern area (Design/Development)	70
			DN600 NSB Water Main Extension & DN375 Connection & PRV (Finalisation/Defects Correction)	10
			Mt Louisa Reservoir No. 3 - Year 2 (Finalisation/Defects Correction)	921
			Shaw Industrial Area DN375 & DN250 Water Main on Shaw Rd (Bruce Hwy to Tompkins Rd) (Construction/Implementation)	1,130
			Magnetic Island Distribution Mains (Horseshoe Bay Reservoir main - DN150) (Finalisation/Defects Correction)	5
			Kulburn Booster Pump Station (Finalisation/Defect Correction)	31
			New Meters and Services	616
			Mt Louisa South DN500 duplicate water main to Dalrymple Rd & PRV (Finalisation/Defect Correction)	5
			Haughton Pipeline Duplication to RRD (PS & WM Detailed Design) - Year 2	1,438
			DWTP - Clarifier Design Year 1	500
			ULDA Water Main Stage 2 (Queens Rd to Boundary St) (Design/Development)	21
			ULDA Water Main Stage 2 (Queens Rd to Boundary St) (Construction/Implementation)	1,951
			Mt Louisa High level area water main alterations (Planning/Initiation)	5
			Turner Land (Mt Low Parkway) DN250/375 WM - Along NSB (Design/Development)	40
			Turner Land (Mt Low Parkway) DN250/375 WM - Along NSB (Construction/Implementation)	606
			North Shore DN300 - Waterway Drv Extension to DN375 (Planning/Initiation)	3
			North Shore DN300 - Waterway Drv Extension to DN375 (Design/Development)	26
			North Shore DN300 - Waterway Drv Extension to DN375 (Construction/Implementation)	462
			North Shore DN375/200 - Offtake of NSB & extension into Precinct 5 (Finalisation/Defect Correction)	2
			DN250 Water Main (Bushland Beach - Lionel Turner Drv Extension) (Finalisation/Defects)	2
			Paluma Township WTP (Construction/Implementation)	200
			CBD Trunk Mains Year 15/16	1,849
			Northern Reservoir Strategy Site Levelling (Bohle Quarry) - Land Acquisition	3,800
			Townsville Airport Industrial Area DN300 water main from Bundock St (Planning/Initiation)	6
			Ross River Dam to DWTP Pipeline Capacity & Upgrade Investigation	154
			Leigh St DN450 Trunk Main (West End Reservoir Duplication)	700
			Leigh St DN450 Trunk Main (West End Reservoir Duplication) (Design/Documentation)	70
			Sanctum DN300 Trunk Main Extension to Mt Low Parkway via NSB Extension (Design/Development)	41
			Sanctum DN300 Trunk Main Extension to Mt Low Parkway via NSB Extension (Construction/Implementation)	873
			Jensen Development Main extension DN375 & DN250 (Design/Development)	70
		Renewal		
			Water Pipes Replacement - Burdell St Stuart	1,849
			Other reservoir renewals (including cathodic protection)	517
			Other water pump station renewals	105
			Trility renewals (all sites except Toonpan)	931
			Other water treatment renewals	52
			Water Pipes Replacement (including cathodic protection)	5,338
			Charters Towers Rd (via Mindham Drain) Water Pipes Replacement (Construction Year 2)	6,276



		Operational Meter Replacement	21
		Water Meter Replacement	719
		Valves Replacement	210
		Water Services Replacement	3,514
		Metered Standpipe Replacement	26
		Other dams and weirs renewals	1,576
	Upgrade		
		CBD Reticulation Mains Year 15/16	2,054
WASTEWATER SERVICES			25,866
WASTEWATER SUPPLY			25,866
	New		
		Sewerage Pipes Etc From Subdivisions (@ \$2470/lot)	4,903
		PS BU08 (Kingston Park) & DN100/200 rising main (Planning/Initiation)	5
		PS WB10 (Lynwood Ave East) (Design/Development)	20
		PS WB10 (Lynwood Ave East) (Construction/Implementation)	550
		PS K21 Rising Main Redirection & PS K21 Upgrade (Finalisation/Defects Correction)	5
		PS BP08 (Greater Ascot) & DN150 rising main (Planning/Initiation)	3
		PS BP08 (Greater Ascot) & DN150 rising main (Design/Development)	36
		PS WD1 (Innes Estate) - DN375 Rising Main Duplication to PS BU07 (Planning/Initiation)	6
		Major PS BU03 upgrade (North Shore) (Finalisation/Defect Correction)	3
		PS LE21A (Webb Industrial) & DN225 discharge gravity sewer (Design/Development)	21
		PS LE21A (Webb Industrial) & DN225 discharge gravity sewer (Construction/Implementation)	534
		PS LE21A (Webb Industrial) & DN225 discharge gravity sewer (Finalisation/Defect Correction)	3
		PS LG21A (Webb Industrial) & DN100 rising main to PSL21A (Construction/Implementation)	650
		PS LG21A (Webb Industrial) & DN100 rising main to PSL21A (Design/Development)	40
		PS 9F (Wellington St PCYC) DN150 rising main redirection (Finalisation/Defects Correction)	2
		Duplicate Eastern Outfall Pressure Main from Boundary St to CBSTP (DN600) - EPM Upgrade (Planning/Initiation)	21
		Duplicate Eastern Outfall Pressure Main from Boundary St to CBSTP (DN600) - EPM Upgrade (Design/Development)	257
		PS BU06 (North Shore) and DN150 rising main (Finalisation/Defect Correction)	3
		Major PS BU07 (Deeragun STP) DN375 Rising Main Duplication (Finalisation/Defect Correction)	2
		PS ML21 Stage 1 RM Duplication along North Shore Boulevard (Mt Low Parkway to Lionel Turner Drv) - DN375 (Construction/Implementation)	950
		DN300 & DN225 sewer extension (PS LR1 west) (Planning/Initiation)	3
		PS C6B Upgrade & DN450 rising main redirection (Planning/Initiation)	21
		PS 5A6D (ULDA Development) (Finalisation/Defects Correction)	3
		PS 5A6F (ULDA Development) & DN225 discharge sewer (Design/Development)	30
		PS 5A6F (ULDA Development) & DN225 discharge sewer (Construction/Implementation)	740
		PS L1C (Cranbrook) & DN200 Rising Main (Planning/Initiation)	4
		PS 9P (Stockland) & DN160 PE Rising Main (Construction/Implementation) Year 1	600
		PS SDA 1 & DN110 rising main to SSTS (Design/Development)	50
		PS SDA 1 & DN110 rising main to SSTS (Construction/Implementation)	650
		CBD Sewer Mains Year 15/16	267
		PS W4A. Construct new sewer pressure main from PS W4A to the downstream DN375 gravity sewer (Construction/Implementation)	257
		PS SIP3A (Planning/Initiation)	3
		Cosgrove PS LA17 & Gravity Sewer (Design/Development)	31
		PS 34A (Dunlop St Kelso) & DN100 Rising Main	600
		Magnetic Island / Biosolids Management (Design/Development)	120
		Southern Suburbs Bypass Pump Station & 800m RM (Finalisation/Defects Correction)	103
		MIWR Effluent Reuse (Extension to Golf Course Irrigation to meet licence) year 2	600
	Renewal		

			Sewer - House Drains	10
			Sewer Pipe Rehabilitation	4,081
			Other pressure mains	514
			Sewer - Jump Ups	210
			Sewer - Combines	126
			Sewer - to Boundaries	52
			Sewer - Manholes	770
			Other treatment plant renewals/upgrades	1,735
			Other sewage pump station renewals/upgrades	1,372
		Upgrade		
			PS 7A Replacement PS (+ gravity sewer upgrades) (Construction/Implementation) 2015/16	800
			PS 11B (Meenan St) Pump & Electrical Upgrade (Design/Development)	8
			PS 11B (Meenan St) Pump & Electrical Upgrade (Construction/Implementation)	124
			DN225 Sewer duplication (PS SB7 discharge sewer) Edison St Wulguru (Construction/Implementation)	132
			CBD Sewer Mains Year 15/16	431
			CBD Sewer Mains Year 15/16	719
			PS 33. Purchase and installation of a permanent backup power supply. To be undertaken at the time of the pump replacement works.	62
			PS S22 & DN450 diversion RM around Townsville Hospital Site (Design/Development)	113
			L21A Lotus Glen (Finalisation/Defects Correction)	5
			PS J1 and DN150/200 Rising Main (River Grove Estate - Jensen) (Finalisation/Defect Correction)	5
			Cleveland Bay STP Performance Rectification - Detailed Design Year 1	2,500
<b>SOLID WASTE MANAGEMENT</b>				<b>18,615</b>
		<b>SOLID WASTE COLLECTION &amp; RECYCLING</b>		<b>276</b>
		New		
			Bulk services bins	52
		Renewal		
			Bulk services bins	150
			Onboard Truck Tablets	73
		<b>SOLID WASTE TREATMENT</b>		<b>18,339</b>
		New		
			Picnic Bay Landfill Capping (Planning/Initiation)	60
			Stuart Landfill - Stormwater - Stuart - Construct SP1 and Conveyance Structures (Finalisation/Defect Correction)	25
			Stuart Landfill - Cell Construction - Interface Liner Stage 1 2Bi (Finalisation/Defect Correction)	33
			Stuart Landfill - Cell Construction Interface Liner Stage 2Bii and 2Biii (Construction / Implementation)	2,186
			Stuart Landfill - Transfer Station and Front End Resource Recovery Facility -Stuart Waste Management Facility (Design/Development) Year 1	200
			Jensen Landfill - Construction of lined leachate pond (Construction / Implementation)	842
			Jensen Landfill - Leachate Collection and Extraction (Design/Development)	6
			Jensen-upgrade greenwaste (Construction)	164
			Jensen Landfill - Stormwater - Sedimentation Pond and conveyance structures (Construction/Implementation)	935
			Jensen Landfill - Stormwater - Construction of stormwater Sedimentation Pond and conveyance structures (Finalisation/Defect Correction)	29
			Hervey Range Landfill - Future Proposed Infrastructure - Green Waste & Scrap metal pad development (Finalisation)	40
			Stuart Landfill - Cell Construction - Resource Recovery Area Relocation (Planning/Initiation)	5
			Stuart Landfill - Cell Construction - Resource Recovery Area Relocation (Design/Development)	10
			Hervey Range Landfill -Capping - Rehabilitation - Capping Cell A and Stage C (Planning/Initiation)	50
			Stuart Landfill - Leachate - Construction of a Leachate Pond 4 (Finalisation/Defect Correction)	21
			Hervey Range Landfill Cell A & Seimentation Pond Cell A (Finalisation/Defect Correction)	50
			Hervey Range Landfill - Cell D & Associated sedimentation pond (Planning/Initiation)	100

		Hervey Range Landfill - Cell D & Associated sedimentation pond (Design/Development)	150
		Hervey Range Landfill - Cell D & Associated sedimentation pond (Construction/Implementation) Year 1	500
		Magnetic Island Waste Transfer Station - Construction Year 2	3,138
		Stuart Landfill - Stormwater Management to Capping T8127 (Finalisation /Defect Correction)	30
		Stuart Landfill - Leachate Management to Capping T8127 (Finalisation /Defect Correction)	26
		Herveys Range & Stuart Landfills -Construction of Hervey Range Cell A and ancilliary plus Stuart Landfill ancilliary facilities.	8,198
		Stuart Landfill - Leachate Pond LP4 (Finalisation/Defect Correction)	6
		Stuart Landfill - Leachate Collection and Extraction (Design/Development)	6
		Stuart Landfill - Leachate Treatment and Disposal (Planning/Initiation)	15
		Jensen Landfill - Leachate Treatment and Disposal (Planning/Initiation)	15
		Hervey Range Landfill - Leachate Collection and Extraction (Design/Development)	6
		Hervey Range Landfill - Leachate Treatment and Disposal (Planning/Initiation)	15
		Hervey Range Landfill - Leachate - Upgrade Leachate Pond (Design/Development)(Construction/Implementation)	100
		Picnic Bay Landfill - Leachate Treatment and Disposal (Planning/Initiation)	8
		Jensen Landfill - Leachate Interception Trench (Construction/Implementation)	854
		Establishment of vegetative buffers at Hervey Range Landfill (Plan/Design/Construct)	500
		Renewal	
		Transfer bins at transfer stations	16
<b>PUBLIC INFRASTRUCTURE</b>			<b>141,410</b>
		<b>CEMETERIES</b>	<b>58</b>
		New	
		New-Cemetery	58
		<b>COMMUNITY &amp; CULTURAL SERVICES</b>	<b>78</b>
		Renewal	
		Strand Renewal-Strand Renewal and Rectification Works - Year 2016	78
		<b>DRAIN &amp; STORMWATER MANAGEMENT</b>	<b>21,751</b>
		New	
		Stormwater Drains From Subdivisions (@ \$6517.2/lot)	13,857
		CWIP (Capital Works Implementation Program) - Allowance for Project Management	238
		CWIP (Capital Works Implementation Program) - Allowance for Project Design	238
		Renewal	
		CWIP (Capital Works Implementation Program) - Allowance for Project Management	238
		CWIP (Capital Works Implementation Program) - Allowance for Project Design	238
		Drainage Pit Grate - Grid Replacement with SIP-Drainage pit grate - Year 2016	72
		Stormwater Drain Program-Hammond Street - 21 Hammond Street to 32 Mears Street	210
		Stormwater Drain Program-Thirteenth Avenue	35
		Stormwater Drain Program-Church Street Reconstruction - 2 Shaw Street to 54-56 Ingham Road	1,300
		Stormwater Drain Program-Echlin Street - Mary Street - Stage 1	500
		Stormwater Drain Program-Ingham Road - Leigh Street to Cowley Street	470
		Stormwater Drain Program-Garrick Street Reconstruction - 12 Margaret Street to 32 Garrick Street	365
		Stormwater Drain Program-Echlin Drain (Echlin Street/Ingham Road) - Showgrounds Underground Stormwater Realignment	2,500
		Stormwater Drain Program-Hyde Park Drainage Reconstruction - Year 2016	130
		Stormwater Drain Program-Campbell Street - No. 1	105
		Stormwater Drain Program-Ingham Road - city side of Grier Street	40
		Stormwater Drain Program-Ingham Road - Cowley Street to Leigh Street	300
		Stormwater Drain Program-Lamington Road - Norman Street to Grier Street	600

		Stormwater Drain Program-Griffith Street Reconnaissance	40
		Stormwater Drain Program-Sturges Street - Queen Street to Carmody Street	150
		Stormwater Drain Program-Woolcock Street Drainage Reline	75
		Stormwater Drain Program-Boundary Street	50
<b>OPEN SPACE MANAGEMENT</b>			<b>12,802</b>
	<b>New</b>		
		Bank Stabilisation - Bicentennial Park	1,500
		Minor Capital Open Space Management	60
		Peggy Banfield Park - Design & commence construction	1,000
		Dog off-leash facilities - High Vista Park - Design & Construct	110
		Jezzine Barracks - Playground & Amenities	2,000
	<b>Renewal</b>		
		Fencing - Renewal	606
		Furniture & Shelters - Renewal	603
		IRRINET Backbone Network	157
		Network Controllers - Renewal	248
		Lighting - Renewal	61
		Renewal - Bushland Beach Park	199
		Peoples Place - Retaining walls & pond area	185
		Soroptimist Park - Stage 2B Pathway	389
		Strand Water Park - Stage 1	941
		Playground & Sporting Equipment	1,772
		Reticulation Network - Renewal	1,162
		Roads, Pathways, Car Parks and Footbridges Renewals	384
		Signage - Renewal	19
		Streetscape - Renewal	335
		Water Feature - Renewal	71
	<b>Upgrade</b>		
		Illich Park - Stage 1	1,000
<b>ROADS &amp; TRANSPORT MANAGEMENT</b>			<b>106,723</b>
	<b>New</b>		
		Dalrymple Road Bridge Construction	34,800
		Roads From Subdivisions (@ \$10862/lot)	23,095
		Bus Stop Infrastructure-TSV1717 Hervey Range Road - opposite Yardley Road, 700m east of Black River Road	75
		Bus Stop Infrastructure-TSV1798 Barrett Road - intersection at Ponderosa Road	87
		CWIP (Capital Works Implementation Program) - Allowance for Project Management	959
		CWIP (Capital Works Implementation Program) - Allowance for Project Design	959
		Shared Pathway Network Program-Angus Smith Drive Bikeway Stage 2 - from JCU underpass to hospital roundabout existing pathway connection.	776
		Minor Roadwork's & Traffic Management Year 2016	362
		Road Network Augmentation Program-Liberty Drive - Design 4 Lane from Dalrymple Road to Graham Avenue. Detailed design & construction - 2 Lane from Roosevelt Loop to Graham Avenue.	4,565
		Road Network Augmentation Program-William Angliss Drive / Macarthur Drive Stage 2 - intersection works	4,265
		Road Network Augmentation Program-Liberty Drive - Detailed design 2 lanes & Preliminary design 4 lanes - Chainage 1000 to Graham Avenue	232
		Road Network Augmentation Program-TCC Contribution - TMR - Woolcock Street / Pilkington Street upgrade	70
		CBD Waterfront Pathways Project	1,138
		Townsville Recreational Boat Park	1,096
		Road Network Augmentation Program-Gollogly Lane / Beck Drive - construct roundabout (BLACK SPOT)	775
		Marina Drive Stage 1 - Mt Low Parkway to Daintree Drive	414
	<b>Renewal</b>		
		Bridge Renewals Program Year 2016	195
		CWIP (Capital Works Implementation Program) - Allowance for Project Management	959
		CWIP (Capital Works Implementation Program) - Allowance for Project Design	959
		Engineering Services - Field & Lab Equipment Renewals Program - Year 2016	88

		Guide posts and Delineators Renewals Program - Year 2016	53
		Technical Services Plant & Equipment-Concrete Testing Machine	15
		Technical Services Plant & Equipment-Street Litter Bins	11
		Kerb & Channel Renewals Program Year 2016	5,067
		Shared Pathway - Preventative Maintenance Program-Riverway Drive Pathway (Village Boulevard to Itara & Jacana Apartments)	16
		Shared Pathway - Preventative Maintenance Program-Riverway Drive Pathway (Ring Road Pedestrian Underpass to Gouldian Avenue)	165
		Shared Pathway - Preventative Maintenance Program-Bamford Lane (Franks Street to Mill Drive) Pathway	152
		Shared Pathway - Preventative Maintenance Program-Charles Street - Illich Park Pathway	36
		Shared Pathway - Preventative Maintenance Program-Cleveland Terrace Pathways	162
		Shared Pathway - Preventative Maintenance Program-Deeragun Road (Bruce Highway to Geaney Lane) Pathway	8
		Shared Pathway - Preventative Maintenance Program-Hammett Street Pathway	141
		Shared Pathway - Preventative Maintenance Program-Hugh Street Corcoran to Strange Street	93
		Shared Pathway - Preventative Maintenance Program-Hugh St (Attlee Street to Bayswater Road) Pathway	45
		Shared Pathway - Preventative Maintenance Program-Lindeman Avenue (Finerty Street to Fulham Road) Pathway	15
		Shared Pathway - Preventative Maintenance Program-Mount Stuart Lookout Pathway	39
		Shared Pathway - Preventative Maintenance Program-Stagpole Street (Claude Street to Sidney Street) Pathway	13
		Shared Pathway - Preventative Maintenance Program-Surrey Street ( Mckimmin Road to Sussex Street) Pathway	66
		Resheeting Gravel Roads Renewals Program - Year 2016	622
		Programmed Resheeting Gravel Roads-Paluma Dam Road Resheeting - Year 2016	124
		Road Preventative Maintenance Renewals Program - Year 2016	8,272
		Road Reconstruction Renewals Program - Year 2016	12,408
		Re-gravelling Sealed Rural Road Shoulders Renewals Program - Year 2016	403
		Street Parking Renewals Program - Ticketing Machines - Year 2016	36
		Signs Replacement Renewals Program - Year 2016	240
		Technical Services Plant & Equipment	63
		Traffic Signals Renewals Program - Year 2016	180
	Upgrade		
		Bus Stop Upgrades - TSV1195 The Strand opposite Waterpark	22
		Bus Stop Upgrades - TSV1204 The Strand Anzac Park	59
		Bus Stop Upgrades - TSV1148 Mooney Street	48
		Bus Stop Upgrades - TSV1387 Stuart Drive	47
		Bus Stop Upgrades - TSV1282 Ingham Road	49
		Bus Stop Upgrades - TSV1418 Allen Street	47
		Bus Stop Upgrades - TSV1365 Allen Street	38
		Bus Stop Upgrades - TSV1424 Bowen Road	55
		Bus Stop Upgrades - Modify Existing Bus Shelters - Year 2016	57
		Bus Stop Upgrades - TSV1108 Mooney Street	27
		Bus Stop Upgrades - TSV1109 Mooney Street	26
		Bus Stop Upgrades - TSV1010 Banfield Drive	55
		Bus Stop Upgrades - TSV1084 Angus Avenue	25
		Bus Stop Upgrades - TSV1007 Angus Avenue	24
		Bus Stop Upgrades - TSV1333 Palmerston Street	28
		Bus Stop Upgrades - TSV1045 Warburton Street	23
		Shared Pathway Network Program-CBD Utilities project - footpath upgrade Year 1	1,779
ENNVIRONMENT & SUSTAINABILITY SERVICES			318
	SUSTAINABILITY SERVICES		318
	Upgrade		
		TCC Facilities Energy Management - Stage 1	318
ENABLING SERVICES			23,825
	BUILDINGS & FACILITIES MANAGEMENT		11,173
	Renewal		
		Heatley Community Centre	63



		Ooononba Community Centre	77
		Tony Ireland Stadium	145
		Railway Estate Community Centre	9
		Riverside Gardens Community Centre	70
		Upper Ross PCYC	33
		Wulguru Community Centre	43
		Upper Ross PCYC - Land Improvements	84
		Dalrymple Road Depot	532
		Civic Theatre - Design & Investigation for Refurbishment works	481
		Long Tan Memorial Pool Works	66
		Tumbetin Lodge	37
		Horseshoe Bay Recreation Club	81
		Kokoda Memorial Pool	43
		Rowes Bay Caravan Park	155
		Civic Theatre	52
		Strand Bldg. 4 Seafood Kiosk	53
		School of Arts	281
		Facilities Planning & Delivery Project	6,715
		Childcare Centres	94
		Riverway Lagoons	136
		Strand Bldg. 5 CBar	262
		Enterprise House	11
		Strand Bldg. 2 Boatshed Tower	94
		Garbutt Operations Centre	78
		Civic Centre	139
		Refurbishment of Public Amenities - General Allocation	136
		Perc Tucker Regional Gallery	111
		Tobruk Memorial Baths	39
		Administration Building	15
		Aitkenvale Library	234
		Cemeteries	19
		Old Magistrates Court	361
		Riverway Arts Centre	231
		Property Workshop - Dimension Saw	23
		Soundshell	7
	Upgrade		
		SES Bluewater-Shed extension including driveway and hardstand.	97
		Administration Building-Installation of fire door and redesign of basement area	47
		Tony Ireland Stadium-Install two additional sight screens	19
	FACILITIES		375
	Renewal		
		TECC - Sporting Floor Replacement	375
	FINANCIAL MANAGEMENT		19
	New		
		Satellite Store Racking	9
	Renewal		
		Stores Warehouse Racking	10
	FLEET MANAGEMENT		7,248
	Renewal		
		Minor Fleet Renewal Program	154
		Light Fleet Renewal Program	3,523
		Heavy Fleet Renewal Program	3,572
	INFORMATION COMMUNICATION		4,965
	New		
		Business Management Systems - Application Systems	468
	Renewal		
		Business Management Systems-BMS Web and Small Systems	1,921
		KM Infrastructures Assets - Storage	843
		Printers	140
		Servers	1,405
		KM Infrastructures Assets - Storage	187
	LABORATORY SERVICES		45
	Renewal		
		Laboratory Equipment Renewal	45
	COMMUNITY & CULTURAL SERVICES		587
	COMMUNITY & CULTURAL SERVICES		94
	Renewal		

		Civic Theatre - Plant and Equipment	94
GALLERIES			24
	New		
		Perc Tucker Gallery Artwork Acquisition	24
LIBRARIES			427
	Renewal		
		Aitkenvale Library - Replacement Of Multiscreen Televisions.	12
		Replacement of library management system	415
SPORT & RECREATION			42
	Renewal		
		Swimming Pool Vacuum Replacement	42
			253,554

<sup>1</sup>The figures above exclude the 2014/15 capital works carryovers of \$12,925,426 and related income of \$2,321,426

<sup>2</sup>The figures above include \$1,020,250 of landfill rehabilitation works

## Major Projects

Council has a range of non-recurrent and capital projects planned for the coming year. Some of these projects are commitments with partnership initiatives over more than one year, such as Dalrymple Road upgrade. The location of these Major Projects are shown on the next page followed by a commentary of the scope of works.



### Key to Major Projects Map

- |  |   |
|--|---|
| 1. CBD Waterfront Pathways Project           | 6. Bicentennial Park Riverbank Rehabilitation                   |
| 2. Peggy Banfield and Illich Parks           | 7. Council Facilities Planning & Delivery                       |
| 3. Magnetic Island Waste Management Facility | 8. Haughton Pipeline Duplication Project                        |
| 4. Hervey's Range and Stuart Landfills       | 9. Dalrymple Road Bridge  |
| 5. Townsville Recreational Boating Park      | 10. Roads Preventative Maintenance and Reconstruction Programme |

# Major Projects Map 2015/16



**1** CBD Waterfront Pathways Project



**2** Peggy Banfield & Illich Parks



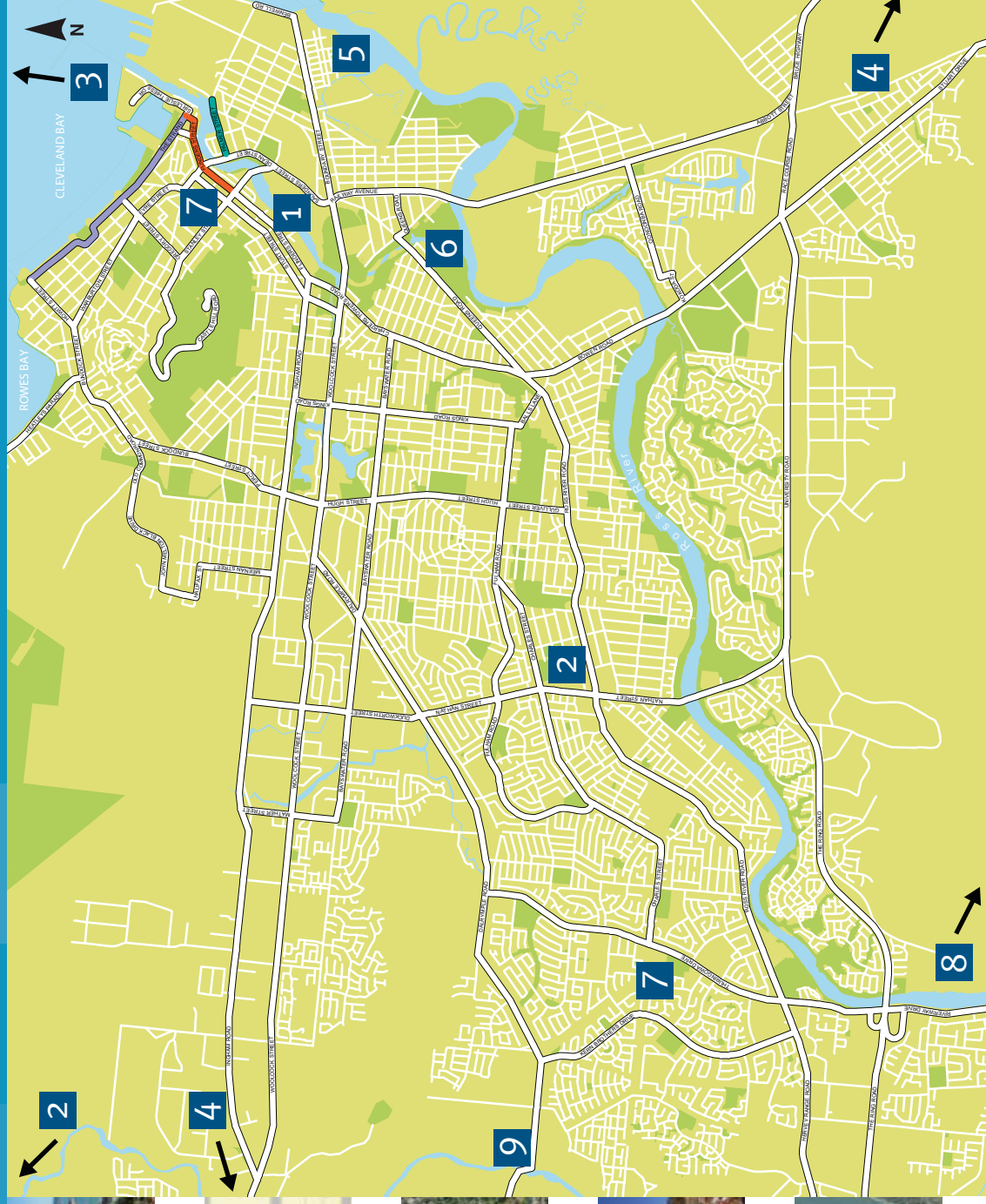
**3** Magnetic Island Waste Management Facility



**4** Hervey's Range & Stuart Landfills



**5** Townsville Recreational Boating Park



**6** Bicentennial Park Riverbank Rehabilitation



**7** Council Facilities Planning & Delivery



**8** Houghton Pipeline Duplication Project



**9** Dalrymple Road Bridge



**10** Roads Preventative Maintenance & Reconstruction Programme



## 1. CBD Waterfront Pathways Project

**Expected completion date – 2018**

**2015/16 Budget: \$1.1m**

The Waterfront Promenade project will complete the 35 km pedestrian and cycle network that runs from Cape Pallarenda to Ross River Dam. The shared pedestrian and cycle path will follow the alignment of Ross Creek joining The Strand to South Townsville through the City's Waterfront.



During 2015-16 works will focus on design, with construction of a first stage of priority works scheduled in 2016-17. The Waterfront Promenade will connect areas of existing open space adjacent to the creek increasing activity and enlivening areas which are currently underutilised, creating amenity for residents and visitors of the inner city comparable to The Strand and Ross River suburbs. During the year, a Cultural Heritage and Natural History Study will be commissioned to explore cultural and environmental themes that will be used to enhance design work and strengthen the identity and visual character of the Waterfront.

Council will build on works already completed by the private sector and partner with the State Government to explore use of existing infrastructure and public land holdings to achieve a continuous shared pathway along the foreshore of Ross Creek. Opportunities to use the waterway for recreational uses such floating stages for special events and performances, introduction of kayaks, paddle boats and remote controlled boats are also being considered. Importantly the Waterfront Promenade will also provide access to future facilities within the Waterfront Priority Development Area (PDA), linking the proposed Integrated Stadium and Entertainment Centre and other cultural facilities. The development of The Waterfront is expected to be a city making project that will require significant investment from both the private and public sectors over many years.

## 2. Illich and Peggy Banfield Parks

**Expected completion date – various**

**2015/16 Budget - \$1m each**

Two of the city's parks will receive major overhauls during 2015/16, with Illich Park in Aitkenvale undergoing a \$1 million upgrade and Peggy Banfield Park in the Northern Beaches commencing the first stage of a ten year Master Plan (2015/16 works totalling \$1 million from council and \$1 million from the Department of National Parks, Recreation, Sport and Racing).



Illich Park, in Aitkenvale, is considered to be a poorly functioning and under-utilised public space. As a result, Master Planning and public consultation was undertaken in 2014/15, with 98% of respondents supporting the redevelopment of Illich Park. Design is nearing completion and construction on the park will commence in 2015/16 and will cater for the existing and future needs of the community. The Illich Park Master Plan is designed to provide improved facilities for sporting clubs and increased recreational opportunities for the community.



The Peggy Banfield Park project will take an under-utilised park and transform it into a functional, usable open space that enhances the recreation opportunity for residents in the Northern Beaches. During 2015/16, detailed design for stage one of the upgrade will be completed and construction commenced. Stage one, which will be completed across the final

*Peggy Banfield Park Master Plan* 17, will include construction of off leash dog areas for small and all dogs, BBQ shelters, a multi-play area, exercise stations, new playing fields and multi-purpose courts and connecting paths.

### 3. Magnetic Island Waste Management Facility

*Expected completion date – late 2016*

*2015/16 Budget - \$3.1m*



The Magnetic Island landfill facility located at Picnic Bay is approaching its ultimate capacity and is expected to cease operation in the medium term future. To address future municipal waste handling and disposal on Magnetic Island, a Waste Transfer Facility will be constructed at Magnetic Island, with final processing of waste to occur at council's Stuart Landfill Facility. Several concept and preliminary design options for a Magnetic Island Transfer Station were undertaken and consultation with key stakeholder groups conducted. As a result, plans have been finalised for the Magnetic Island Transfer Station to be developed on land available at West Point Road.

The new Transfer Station will receive domestic and commercial waste, with areas designated for the disposal of recyclable waste streams in containers. Once the Picnic Bay Landfill reaches the end of its life, the waste will be transferred to the mainland in purpose built roll on roll off haulage bins, fabricated purposefully to meet transport needs.

Construction of the facility began in January 2015 and the facility is planned to open in the latter half of 2016.

### 4. Hervey's Range and Stuart Landfills

*Expected completion date – June 2016*

*2015/16 Budget - \$8.1m*

Two of the city's waste transfer stations will undergo works during the financial year. Hervey's Range Transfer Station will see construction of a new green waste and scrap metal pad, a new sedimentation pond, new waste cell and capping of the existing landfill. On the southern side of the city, the Stuart Landfill will see construction of a new green waste pad, sedimentation pond and leachate pond.



These essential works will be scheduled to have minimal disruption to the general public and ensure the longevity and environmental compliance of our city's largest waste facilities.



## 5. Townsville Recreational Boating Park

*Expected completion date – June 2016*

*2015/16 Budget - \$1m*



The Townsville Recreational Boating Park (TRBP) is an initiative to provide the recreational boating community with a major sheltered all-tide facility. The TRBP will consist of four boat ramps with four lanes each (16 in total) and centre floating walkway at each ramp; making it the largest facility of its kind in Australia. The project will also include an adequate number of car trailer parking spaces, commercial area, dry boat stacking area, ablution and washing facilities and disability access pontoons.

Stage One of the boating park was completed in the 2014/15 financial year, with preliminary planning works for Stage Two of the project being conducted in 2015/16.

The boating park is a joint venture between Townsville City Council and the Department of Transport and Main Roads.

## 6. Bicentennial Park Riverbank Stabilisation

*Expected completion date – late 2015*

*2015/16 Budget - \$1.5m*

Bicentennial Park, was once a waste landfill site for the city, which operated from approximately 1972 to 1981 and was separated from the river by an earth bund. When the landfill site was closed it was progressively capped and transformed into a sporting and recreational park and is now home to the Townsville Softball Association and used for major representative championships.

However, over the years the flow of the Ross River, particularly during the wet seasons, has caused the embankment to erode and become unstable, with rubbish exposed for a section of approximately 280 metres. In 2014/15, works began to repair the river bank, and upon completion, anticipated to be late 2015, 410m length of embankment will be rehabilitated including revegetation of tidal plant species. The rehabilitation of the riverbank involves the construction of a terraced embankment with a 5 metre berm to allow easier construction and establishment of natural vegetation on the riverbank.



## 7. Facilities Planning & Delivery Project

**Expected completion date – ongoing**

**2015/16 Budget - \$6.7m**

During 2014/15, council purchased the 'Commonwealth Building' at 143 Walker Street as part of its commitment to moving council office staff into the CBD. Council's long term plan is to relocate all staff from the Thuringowa Drive Administration Building (excluding the Library) into the CBD, gaining efficiencies due to staff being co-located and contributing to the revitalisation of the CBD. A number of works are required to facilitate this move and during the 2015/16 financial year, works at 143 Walker Street will include fire and electrical upgrades, increased mobility access and a general refurbishment such as painting and partitioning ready for new staff to move in.



In addition, the building at 103 Walker Street, due to its age, requires significant works including replacement of the roof and sunshades and removal of asbestos containing materials from the entire second floor. Council's Thuringowa Drive Administration Building will undergo refurbishment works ready for new tenants as council departments relocate to the CBD offices.

## 8. Haughton Pipeline Duplication - Stage 1 (Design)

**Expected completion date – June 2016**

**2015/16 Budget: \$1.4m**

Council has identified a need for a second bulk water pipeline from the Burdekin Haughton Water Supply Scheme to the Ross River Dam. The second pipeline will allow council to meet water supply security and service needs for our growing population into the future. Stage 1 of the project, which will be completed by June 2016, will result in detailed documentation including detailed design drawings and specifications, cost plan, construction plan and commercial documents, ready for construction at the point in time that the second bulk water pipeline becomes essential.



Council will analyse its current level of service against future needs by collecting and analysing environmental information, population growth models, demand management strategies, life cycle costs, security of water supply costs, and economic growth modelling data.

The second bulk water pipeline will comprise a pump station adjacent council's existing Black Road pump station site in the Upper Haughton and where practical the 36 km pipeline will follow the alignment of council's existing pipeline to release water into the head of the Ross River Dam.

## 9. Dalrymple Road Bridge

**Expected completion date – Late 2016**

**2015/16 Budget - \$34.8m**



The Dalrymple Road Bridge will be built where Dalrymple Road crosses the Bohle River, between the new developments of 'Greater Ascot', near Shaw and Liberty Rise adjacent to the Golf Links Drive intersection with Dalrymple Road, Mount Louisa. During Townsville's monsoonal wet season, this existing low level concrete crossing becomes inundated with fast flowing water requiring road closures for periods up to six weeks or more.

Public safety is paramount in making the decision to close the road despite these closures diverting traffic to other routes causing congestion, time delays and frustration for motorists.

Dalrymple Road is one of the principal roads linking Townsville's CBD and the Port of Townsville to the rapidly growing Northern Beaches community, the Bruce Highway and the bypass Ring Road.

The scope of the project is to construct two bridges (over the Bohle River and adjacent overflow channel) to accommodate a Q50 event over the Bohle River. The project also includes modifications to the Greater Ascot Avenue intersection, to the western side of the Bohle River, to accommodate the upgrade.

## 10. Roads Prevention Maintenance and Reconstruction Programme

**Expected completion date – June 2016**

**2015/16 Budget: \$20.6m**

Council will conduct over \$20m of road preventative maintenance and reconstruction throughout the year, to prolong the life of the road network and maintain it at an optimal level. Roads Preventative Maintenance works include asphalt overlays, bitumen reseals or rejuvenations, while reconstruction works include Insitu Stabilisation or Pavement Reconstruction.

In total, 124 streets are scheduled for preventative maintenance and 39 streets are scheduled for reconstruction, with some of the most significant outlined below.



Road Overlays (preventative maintenance)		
Street Name	Project Extents	Suburb
Annandale	Honeysuckle Drive to Coolullah Court	Annandale
Archer	Ross Street to Hubbert Street incl service lane	South Townsville
Marks	Philp Street to Fraire Street	Hermit Park
Whitsunday	Morindo Drive to Canterbury Road	Kirwan
Road Reconstruction		
Street Name	Project Extents	Suburb
Anderson	Anderson Park Full length around park	Mundingburra
Armit	Fulham Rd to Wellington St	Mundingburra
Carmody	Full length	Hermit Park
Hughes	Full length	Hermit Park
Rooney	Saunders Street to Morehead Street	Railway Estate
Salisbury	Full length	Kirwan
Tenth	Putt St to Cameron St	Railway Estate

## Other key projects:

### 1. Council in the Cloud

Almost anyone with a computer or a smartphone, will already have heard about the wonders available in 'the Cloud'. In 2014/15, council endorsed the Cloud19 Strategy. This Strategy builds on the work that is already going on and confirms Council's commitment to use Cloud services to improve services and provide better value. During 2015/16 council will move some of our services to the Cloud, to allow council to offer better services, access the newest and best opportunities and provide better value. One of the first cloud technologies to be introduced will be the use of Office 365 to provide email services in the Cloud. Looking forward, the Cloud will provide us with lots of opportunities to do things smarter and faster.

Council will also rollout Virtual Desktop's for staff. These devices replace a traditional Personal Computer (PC) with a *zero client* device. Traditional computing environment require PC with memory, storage and computing power to run applications and perform tasks.

A virtual desktop (the icons, wallpaper, windows, folders, applications etc.) resides on a remote server with all the computing power, memory, storage and security installed and centrally managed. A *zero client* device is then used to access this. The *zero client* device looks a bit like a tiny desktop (a bit larger than a mobile phone). It still plugs in to monitors, keyboards, headphones and USB devices. Using it is just like a normal computer, except that it is more cost effective, more flexible and has less administrative overhead.



### 2. T150

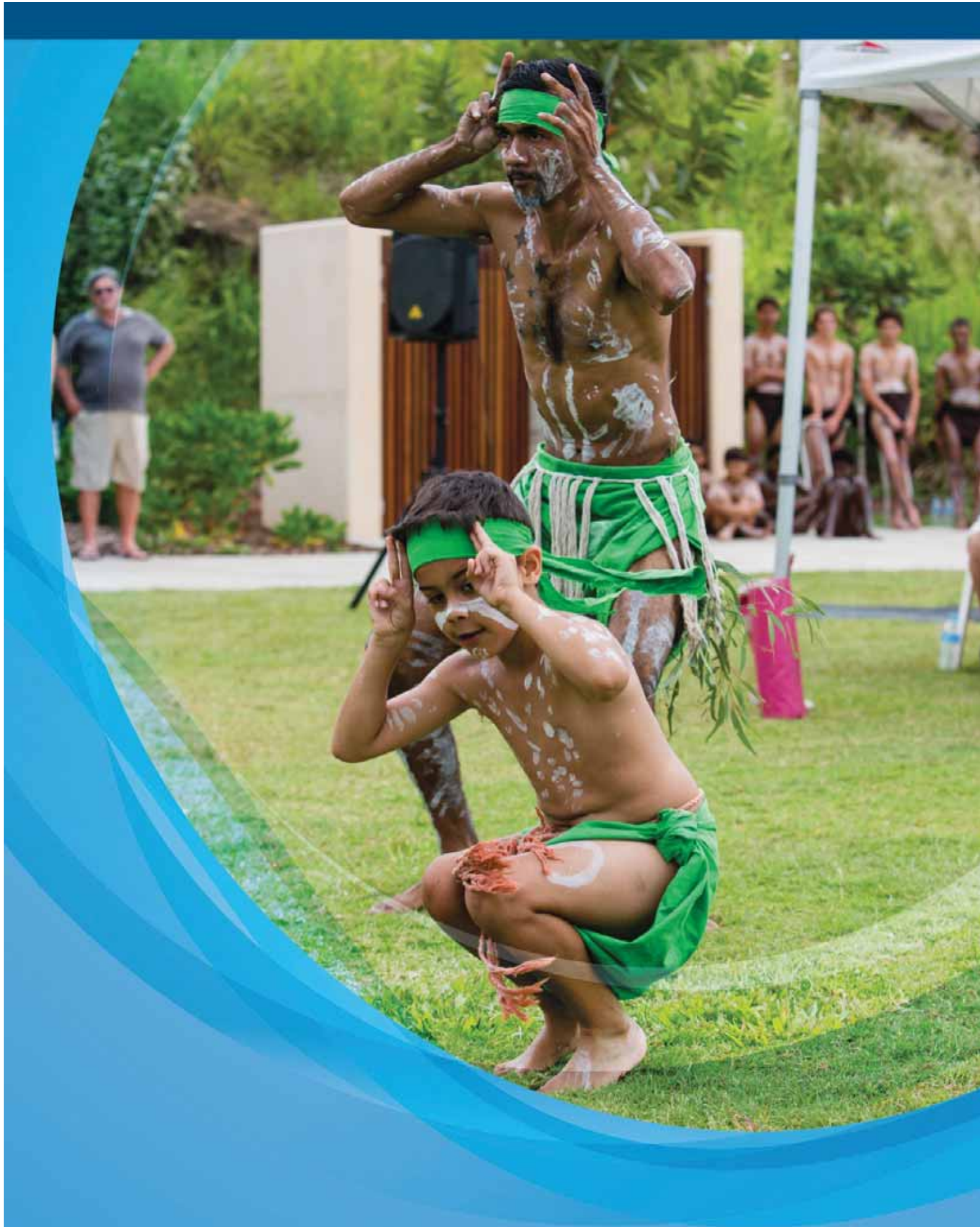
Townsville will celebrate the 150<sup>th</sup> Anniversary of the city's Declaration of Municipality on 15 February 2016. Marking this momentous occasion will be a year-long program of celebrations and activities, including council and community run festivals, concerts, exhibitions, sporting events and much more, which will be promoted through targeted tourism campaigns to local, state and national audiences.



The goal of the T150 project is to get every person in the city involved in or attending one of the planned events during the 2016 calendar year. T150 planning is based around the concept that council will host or promote at least one T150 event each month throughout 2016. Council aims to make T150 truly a community celebration with events to suit all interests. Some of the highlights will include the 150<sup>th</sup> Anniversary of Declaration of Municipality (February), 150 Years of Photography in Townsville Exhibition (February), Mayor's T150 Variety Performance (March) and T150 Pacific Festival (June).

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## Services

## Delivering Services to the Community >>

Townsville City Council provides a wide range of services to the community. To facilitate the delivery of services the council's organisational structure consists of the following Divisions:

- Community and Environment
- Corporate Services
- Infrastructure Services
- Planning and Development
- Townsville Water and Waste

This year council's Operational Plan and Budget is grouped by Core Service and Service. Each Service is supported and funded by a range of programmes that will deliver or support services to the community. All programmes have an objective and a range of key performance indicators and/or milestones to be achieved in the 2015/16 financial year. Listed below are the core service and service types funded by council.

A full list of the core service, service, programme group and programmes are shown at Appendix 1.

Core Service	Service	Page
<b>Community &amp; Culture</b>		
	Cemeteries	45
	Community & Cultural Services	46
	Community Support Programme	47
	Emergency Management	51
	Enforcement/Compliance	52
	Events	56
	Facilities	59
	Galleries	62
	Libraries	65
	Sport & Recreation	67
<b>Enabling Services</b>		
	Asset Management	71
	Buildings & Facilities Management	73
	Business Management	80
	Communication and Customer Relations	81
	Corporate Research	85
	Financial Management	86
	Fleet Management	93
	Governance	96
	Information Communication Technology	99
	Laboratory Services	102
	People	103
	Trade Services	108
<b>Environmental &amp; Sustainability</b>		
	Environmental & Natural Resource Management	110
	Environmental & Sustainability Services	113
	Sustainability Services	115
<b>Planning &amp; Development</b>		
	Urban Planning/Built Environment	118

Public Infrastructure		
	Coastal Facilities	123
	Drain & Stormwater Management	125
	Open Space Management	128
	Roads & Transport Management	131
Solid Waste Management		
	Solid Waste Business Management & Strategy	139
	Solid Waste Collection & Recycling	140
	Solid Waste Treatment & Disposal	141
Waste Water Services		
	Waste Water Supply	143
Water Services		
	Water Supply	147

The following core service and service summaries provide details of each programme's budget, key performance indicators, targets, milestones and link to the Corporate Plan.

**Core Service >>      Community and Culture****Core Service Budget Summary >>**

	Total \$000
Operating Revenue	10,468
Operating Expense	64,659
Capital Revenue	2,160
Capital Works	3,360
Contributed Assets	0

**Services >>**

- >> Cemeteries
- >> Community & Cultural Services
- >> Community Support Program
- >> Emergency Management
- >> Enforcement/Compliance
- >> Events
- >> Facilities
- >> Galleries
- >> Libraries
- >> Sport & Recreation

<b>Service &gt;&gt;</b>	<b>Cemeteries</b>
-------------------------	-------------------

Service Budget Summary >>	
	Total \$000
Operating Revenue	420
Operating Expense	795
Capital Revenue	0
Capital Works	58
Contributed Assets	0

<b>Programme &gt;&gt;</b>	<b>Cemeteries</b>
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<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>
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>> 3.5 Provide community infrastructure and services that support growth and meets community needs

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
--

>> Preservation, beautification and maintenance of cemeteries

>> Provision of business and administrative support

Programme Expenditure Budget \$000>>		\$853
	\$000	\$000
Operating Revenue	420	Operating Expense 795
Capital Revenue	0	Capital Works 58

Measures	Target	Milestone	Responsible Department
80% community satisfaction with the operations and maintenance of cemeteries	80%		Maintenance Services - Interim
Deliver 75% of cemetery maintenance within defined service target timeframes and schedules	75%		Maintenance Services - Interim
Update of all administrative procedures relevant to burials		31/12/2015	Community Services
Refine the administrative component with regard to roles and responsibilities of Cemeteries Processes		30/06/2016	Community Services
Establish a step by step/user guide/ manual for Cemeteries queries		30/06/2016	Community Services
Implement training for all Community Programs staff on updated Cemeteries processes and procedures		30/06/2016	Community Services



<b>Service &gt;&gt;</b>	<b>Community &amp; Cultural Services</b>
-------------------------	--

Service Budget Summary >>	
	<b>Total \$000</b>
Operating Revenue	0
Operating Expense	746
Capital Revenue	0
Capital Works	0
Contributed Assets	0

<b>Programme &gt;&gt;</b>	<b>Business Support-Community Services</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>	

>> 4.5 Provide inspirational leadership and contemporary management systems that drives a coordinated, motivated, highly effective and efficient organisation

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
--

>> Provision of business support to Community Services Department - including contract and finance management

Programme Expenditure Budget \$000>>		\$746	
	<b>\$000</b>		<b>\$000</b>
Operating Revenue	0	Operating Expense	746
Capital Revenue	0	Capital Works	0

Measures	Target	Milestone	Responsible Department
Registered leases are in place for 90% of leases on reserve land	90%		Community Services
100% of draft lease documents are developed within 30 business days from receiving full council resolution	100%		Community Services
100% of lease invoice requests raised in advance	100%		Community Services

<b>Service &gt;&gt;</b>	<b>Community Support Program</b>
-------------------------	----------------------------------

Service Budget Summary >>	
	Total \$000
Operating Revenue	297
Operating Expense	9,006
Capital Revenue	0
Capital Works	0
Contributed Assets	0

<b>Programme &gt;&gt;</b>	<b>Indigenous Library Programs and Services</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>	

>> 3.4 Enhance a knowledgeable, inclusive and connected community that embraces growth and lifelong learning

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
--

>> Provide Lifelong Learning programs for the Indigenous community that build literacy and that support Aboriginal and Torres Strait Islander cultural events

Programme Expenditure Budget \$000>>		\$21 \$000	
	\$000		\$000
Operating Revenue	0	Operating Expense	21
Capital Revenue	0	Capital Works	0

Measures	Target	Milestone	Responsible Department
Deliver 12 public events for the Indigenous community	12		Library Services
Provide 4 activities that recognise significant Aboriginal and Torres Strait Islander cultural events	4		Library Services

<b>Programme &gt;&gt;</b>	<b>Business and Community Support – Community Development</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>	

>> 4.5 Provide inspirational leadership and contemporary management systems that drives a coordinated, motivated, highly effective and efficient organisation

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
--

>> Business and Community program support to the Community Development Section

Programme Expenditure Budget \$000>>		\$2,447 \$000	
	\$000		\$000
Operating Revenue	0	Operating Expense	2,447
Capital Revenue	0	Capital Works	0

Measures	Target	Milestone	Responsible Department
Produce the Accessing Townsville Guide with a 2.5% increase in services included annually	2.5%		Community Services
Users of the Pensioner Transport Subsidy Scheme are surveyed and report 90% satisfaction with council's process, once per year		30/06/2016	Community Services

<b>Programme &gt;&gt; Children &amp; Youth Programs</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>

>> 3.4 Enhance a knowledgeable, inclusive and connected community that embraces growth and lifelong learning

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
--

>> Provide Lifelong Learning programs for children and youth that build literacy and match community interests

Programme Expenditure Budget \$000>>				\$160	
		\$000			\$000
Operating Revenue		208	Operating Expense		160
Capital Revenue		0	Capital Works		0

Measures	Target	Milestone	Responsible Department
Provide 1200 hours of Children & Youth Programmes to the community throughout the year	1200 Hours		Library Services
Implement Best Start Programme according to Project Management Framework		30/06/2016	Library Services

<b>Programme &gt;&gt; Community Grants</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>

>> 3.2 Support the community's access to and participation in a range of artistic, cultural and entertainment activities

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
--

>> Support and build community capacity to community organisations through effective delivery of the Community Grants program.

Programme Expenditure Budget \$000>>				\$2,480
		\$000	\$000	
Operating Revenue	50	Operating Expense	2,480	
Capital Revenue	0	Capital Works	0	

Measures	Target	Milestone	Responsible Department
Community Grants workshops and information sessions held twice during 15/16 (prior to the closing of a funding round), to ensure applicants are aware of information regarding applying for Community Grants	2		Community Services
Funding Fair event planned and delivered prior to December 2015		31/12/2015	Community Services
Investigate feasibility and provide report on a community grants program focussing on reconciliation and closing the gap to Community Development management by July 2015		31/07/2015	Community Services
2 new grant programs planned and delivered to the Townsville Community by October 2015, aimed at capacity building		31/10/2015	Community Services
A Community Grants acquittal template developed and established by December 2015, to ensure grants meet the needs of the intended grants and build sustainability		31/12/2015	Community Services

<b>Programme &gt;&gt; Community Planning &amp; Development</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>

>> 3.1 Encourage active and healthy lifestyles through accessible public facilities and community initiatives

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
--

>> Support the development of capacity in community organisations for self managed actions and sustainability

Programme Expenditure Budget \$000>>				\$1,593	
		\$000			\$000
Operating Revenue		0	Operating Expense		1,593
Capital Revenue		0	Capital Works		0

Measures	Target	Milestone	Responsible Department
Townsville Youth Council to deliver 2 programs and activities to improve the status of young people within the community	2		Community Services
4 divisional social profiles completed, to measure change, trends and benchmarks to assist in social and infrastructure planning	4		Community Services
2 capacity building workshops delivered to the community/community organisations, to enhance sustainability, growth and a strong connected community.	2		Community Services
Council's Reconciliation Action Plan 2015-2016 progress reported quarterly	4		Community Services
Needs analysis project planned and completed by September 2015 to inform capacity building workshop/s content		30/09/2015	Community Services
Develop and implement one Partnership Model and documentation by August 2015		31/08/2015	Community Services

**Programme >> Community Recreation and Sport Programs**  
**This Programme delivers on our Corporate Plan Strategy >>**

>> 3.1 Encourage active and healthy lifestyles through accessible public facilities and community initiatives

**What we want to achieve in 2015/16 >>**  
>> Engagement with all Sporting and Recreational Clubs and Associations  
>> Recognise excellence and achievement in sport and recreation

Programme Expenditure Budget \$000>>				\$866
	\$000			\$000
Operating Revenue	0	Operating Expense		866
Capital Revenue	0	Capital Works		0

Measures	Target	Milestone	Responsible Department
Complete 4 sport specific Recreation and Sport Sub Strategies per quarter	16		Community Services
Deliver 4 Active & Healthy workshops per year	4		Community Services
Complete 6 Active Update e-newsletters per year (every second month)	6		Community Services
Review the annual Townsville City Council Sports Awards		31/12/2015	Community Services
Engage with all Get Active Townsville providers twice per annum (Sept, March)		30/06/2016	Community Services
Deliver 30 Ways in 30 Days Campaign in April 2016		30/04/2016	Community Services

**Programme >> Integration Program**  
**This Programme delivers on our Corporate Plan Strategy >>**

>> 3.3 Enhance wellbeing and safety in the community

**What we want to achieve in 2015/16 >>**  
>> Facilitate the integration of children with disabilities, children from Aboriginal and Torres Strait Islander families and those from multicultural backgrounds

Programme Expenditure Budget \$000>>				\$33
	\$000			\$000
Operating Revenue	14	Operating Expense		33
Capital Revenue	0	Capital Works		0

Measures	Target	Milestone	Responsible Department
2 community agencies providing services to support council's School Holiday activities (integrated program funding) to children with a disability, or from ATSI or multicultural backgrounds.	2		Community Services
Integration Program funding provider evaluation completed by 31 January 2016		31/01/2016	Community Services

**Programme >> Lifelong Learning & Programs**  
**This Programme delivers on our Corporate Plan Strategy >>**

>> 3.4 Enhance a knowledgeable, inclusive and connected community that embraces growth and lifelong learning

**What we want to achieve in 2015/16 >>**

>> Provide Lifelong Learning programs for adults that build literacy and match community interests

Programme Expenditure Budget \$000>>				\$958
		\$000	\$000	
Operating Revenue	21	Operating Expense	958	
Capital Revenue	0	Capital Works	0	

Measures	Target	Milestone	Responsible Department
500 hours of Lifelong Learning programs delivered throughout the year	500 Hours		Library Services
Review current partnerships to develop a planned approach to collaboration		30/06/2016	Library Services
Provide quarterly reports on the Lifelong Learning Strategic Action Plan		30/06/2016	Library Services
Undertake an annual learning survey of the community to determine their interests		30/06/2016	Library Services

**Programme >> Local History & Heritage Programs**

**This Programme delivers on our Corporate Plan Strategy >>**

>> 3.4 Enhance a knowledgeable, inclusive and connected community that embraces growth and lifelong learning

**What we want to achieve in 2015/16 >>**

>> Provide Lifelong Learning programs that match community interests in local history and preserve the local history collection

Programme Expenditure Budget \$000>>				\$329
		\$000	\$000	
Operating Revenue	5	Operating Expense	329	
Capital Revenue	0	Capital Works	0	

Measures	Target	Milestone	Responsible Department
60 hours of Local History and Heritage programs delivered throughout the year	60 Hours		Library Services
Implement digitisation plan including digitisation of collection, preservation of material and updating existing resources to new digital format.		30/06/2016	Library Services

**Programme >> Therapy Program**

**This Programme delivers on our Corporate Plan Strategy >>**

>> 3.3 Enhance wellbeing and safety in the community

**What we want to achieve in 2015/16 >>**

>> Deliver the Townsville Regional Schools Therapy Service (TRSTS)

Programme Expenditure Budget \$000>>				\$118
		\$000	\$000	
Operating Revenue	0	Operating Expense	118	
Capital Revenue	0	Capital Works	0	

Measures	Target	Milestone	Responsible Department
37 school visits completed each quarter by Therapists	37		Community Services
Families and teachers at schools where the Townsville Regional Schools Therapy Service is delivered report 90% satisfaction with the services provided, annually		30/06/2016	Community Services



<b>Service &gt;&gt;</b>	<b>Emergency Management</b>
-------------------------	-----------------------------

Service Budget Summary >>	
	Total \$000
Operating Revenue	27
Operating Expense	1,189
Capital Revenue	0
Capital Works	0
Contributed Assets	0

<b>Programme &gt;&gt;</b>	<b>Disaster Management</b>
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**This Programme delivers on our Corporate Plan Strategy >>**

>> 3.3 Enhance wellbeing and safety in the community

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
--

>> Ensure Emergency Services, community support organisations and council are prepared to respond to an emergency event to ensure the health, safety and timely recovery of the community

Programme Expenditure Budget \$000>>		\$1,189
	\$000	\$000
Operating Revenue	27	Operating Expense 1,189
Capital Revenue	0	Capital Works 0

Measures	Target	Milestone	Responsible Department
Disaster Management displays (10) at community events	10		Community & Environment
Undertake exercise to test the Townsville Local Disaster Management Plans		30/06/2016	Community & Environment
Develop SES Strategic Operational Plan		2/11/2015	Community & Environment
Townsville Local Disaster Management Plans reviewed annually to meet external (State Government) audit requirements		30/11/2015	Community & Environment
Undertake exercise to test the Townsville Local Disaster Coordination Centre standard operating procedures		18/12/2015	Community & Environment
Develop Disaster Management Community Profiles reference tool		20/11/2015	Community & Environment

<b>Service &gt;&gt;</b>	<b>Enforcement/Compliance</b>
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Service Budget Summary >>	
	<b>Total \$000</b>
Operating Revenue	6,174
Operating Expense	13,435
Capital Revenue	0
Capital Works	0
Contributed Assets	0

<b>Programme &gt;&gt;</b>	<b>Animal Management</b>
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**This Programme delivers on our Corporate Plan Strategy >>**

>> 3.3 Enhance wellbeing and safety in the community

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> Ensure community safety through effective animal management compliance activities

>> Management of animal husbandry permits

Programme Expenditure Budget \$000>>		\$2,141	
	<b>\$000</b>		<b>\$000</b>
Operating Revenue	2,690	Operating Expense	2,141
Capital Revenue	0	Capital Works	0

Measures	Target	Milestone	Responsible Department
85% of customer requests/complaints relating to Animal Management are responded to within determined timeframes	85%		Environmental Health Services
85% of customer requests/complaints relating to Animal Management are resolved within determined timeframes	85%		Environmental Health Services
Average time taken to process enquiries and appeals relating to Animal Management is maintained at less than 21 days	21 Days		Environmental Health Services
Average time taken to process permit applications is maintained at less than 28 days	28 Days		Environmental Health Services
Deliver a "Pet Expo" 2016 event		30/06/2016	Environmental Health Services
Undertake a proactive unregistered dog survey		30/06/2016	Environmental Health Services

<b>Programme &gt;&gt;</b>	<b>Business Support-Environmental Health</b>
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**This Programme delivers on our Corporate Plan Strategy >>**

>> 3.3 Enhance wellbeing and safety in the community

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> Support and develop administrative operations of Environmental Health Services functions.

Programme Expenditure Budget \$000>>		\$5,540	
	<b>\$000</b>		<b>\$000</b>
Operating Revenue	0	Operating Expense	5,540
Capital Revenue	0	Capital Works	0

Measures	Target	Milestone	Responsible Department
Annual animal registration renewals distributed to customers		14/06/2016	Environmental Health Services
Annual Environmental Health licences renewals distributed to customers		15/04/2016	Environmental Health Services

<b>Programme &gt;&gt; Development Compliance</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>

>> 1.3 Utilise the City Plan to inform the development of current and future infrastructure needs of Townsville

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> Ensure effective compliance with building and planning laws to ensure community safety and amenity

Programme Expenditure Budget \$000>>				\$507
			\$000	\$000
Operating Revenue	55		Operating Expense	507
Capital Revenue	0		Capital Works	0

Measures	Target	Milestone	Responsible Department
85% of customer requests/complaints relating to Development Compliance are responded to within determined timeframes	85%		Environmental Health Services
85% of customer requests/complaints relating to Development Compliance are resolved within determined timeframes	85%		Environmental Health Services
Average time taken to process enquiries and appeals relating to Development Compliance is maintained at less than 28 business days	28 Days		Environmental Health Services

<b>Programme &gt;&gt; Health Compliance</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>

>> 3.3 Enhance wellbeing and safety in the community

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> Ensure community safety through effective health compliance activities

Programme Expenditure Budget \$000>>				\$472
			\$000	\$000
Operating Revenue		45	Operating Expense	472
Capital Revenue		0	Capital Works	0

Measures	Target	Milestone	Responsible Department
90% of complaints relating to overgrown property responded to within target	90%		Environmental Health Services
85% of complaints relating to overgrown property resolved within target	85%		Environmental Health Services
85% of customer enquiries and request relating to Health Compliance are responded to within determined timeframes	85%		Environmental Health Services
Average time taken to process enquiries and appeals relating to Health Compliance is maintained at less than 21 days	21 Days		Environmental Health Services
85% of customer enquiries and request relating to Health Compliance are resolved within determined timeframes	85%		Environmental Health Services
Undertake Overgrown Property Survey		30/06/2016	Environmental Health Services

<b>Programme &gt;&gt; Health Management</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>

>> 3.3 Enhance wellbeing and safety in the community

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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- >> Deliver food safety, public health and environmental programs
- >> Educate, inform and provide technical advice on food safety, public health and environmental matters
- >> Undertake compliance activities to achieve food safety, public health and environmental outcomes for the community

Programme Expenditure Budget \$000>>		\$1,675	
	\$000		\$000
Operating Revenue	549	Operating Expense	1,675
Capital Revenue	0	Capital Works	0

Measures	Target	Milestone	Responsible Department
Develop and deliver monthly food safety newsletters	12		Environmental Health Services
85% of monthly allocated food, public health and environmental inspections completed each month	85%		Environmental Health Services
100% of food, public health and environmental business license applications completed within legislative timeframes	100%		Environmental Health Services
Respond to 85% of customer enquiries regarding food safety, public health and environmental protection within response timeframes	85%		Environmental Health Services
Resolve 90% of customer enquiries regarding food safety, public health and environmental protection within resolution timeframes	90%		Environmental Health Services
Environmental Health disaster plans reviewed and updated		1/11/2015	Environmental Health Services
Environmental Health Pandemic Plan reviewed and updated		1/03/2016	Environmental Health Services
Chair Two Shelter & Evacuation Centres Group Meetings		6/05/2016	Environmental Health Services
Chair Environmental Health Working Group (Disaster) Meetings		1/12/2015	Environmental Health Services
Conduct Food Inspections at Major Event (V8's)		12/07/2015	Environmental Health Services
Conduct Food Inspections at major event (Town Show)		7/07/2015	Environmental Health Services
Develop Asbestos Enforcement Procedures for Approval		1/09/2015	Environmental Health Services

<b>Programme &gt;&gt; Parking Compliance</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>

>> 3.3 Enhance wellbeing and safety in the community

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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- >> Effective and efficient regulation of parking laws

Programme Expenditure Budget \$000>>		\$2,075	
	\$000		\$000
Operating Revenue	2,810	Operating Expense	2,075
Capital Revenue	0	Capital Works	0

Measures	Target	Milestone	Responsible Department
Less than 5% of parking infringements waived due to incorrect issuing of ticket	5%		Environmental Health Services
Average time taken to resolve parking related enquiries and appeals maintained at less than 10 days	10 Days		Environmental Health Services

90% of abandoned vehicles reported to council are removed from the public place within 14 days	90%		Environmental Health Services
Undertake visits to Northern Beaches Camping Grounds at least twice weekly between May and October to provide guidance and advice to users and residents.		30/06/2016	Environmental Health Services

<b>Programme &gt;&gt; Vector Control</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>
>> 3.3 Enhance wellbeing and safety in the community

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
>> Implementation of an effective mosquito control program to protect the community's health from mosquito-borne diseases and nuisances

<b>Programme Expenditure Budget \$000&gt;&gt;</b>		<b>\$1,025</b>	
	<b>\$000</b>		<b>\$000</b>
<b>Operating Revenue</b>	26	<b>Operating Expense</b>	1,025
<b>Capital Revenue</b>	0	<b>Capital Works</b>	0

Measures	Target	Milestone	Responsible Department
85% mortality rate of larval mosquitoes due to broad acre mosquito treatments	85%		Environmental Health Services
3 adult mosquito surveillance trapping activities per month throughout the year	36		Environmental Health Services
Respond to 85% of customer enquiries/complaints regarding vector control within determined timeframes	85%		Environmental Health Services
Resolve 85% of customer enquiries/complaints regarding vector control within determined timeframes	85%		Environmental Health Services
Annual proactive dengue mosquito surveillance program completed		16/12/2015	Environmental Health Services



<b>Service &gt;&gt;</b>	<b>Events</b>
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Service Budget Summary >>	
	<b>Total \$000</b>
Operating Revenue	1,436
Operating Expense	11,620
Capital Revenue	0
Capital Works	94
Contributed Assets	0

<b>Programme &gt;&gt;</b>	<b>Business Support-Performing Arts, Events &amp; Protocol</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>	

>> 4.5 Provide inspirational leadership and contemporary management systems that drives a coordinated, motivated, highly effective and efficient organisation

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> Manage the delivery of performing arts, events and protocol strategies for the city

Programme Expenditure Budget \$000>>		\$6,897	
	<b>\$000</b>		<b>\$000</b>
Operating Revenue	0	Operating Expense	6,804
Capital Revenue	0	Capital Works	94

Measures	Target	Milestone	Responsible Department
Raise purchase orders prior to event or purchase 100% of time	100%		Community Services
Provide post show information to finance within 2 business days of an event	90%		Community Services

<b>Programme &gt;&gt;</b>	<b>Civic Reception Events</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>	

>> 3.2 Support the community's access to and participation in a range of artistic, cultural and entertainment activities

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> Implement the program of civic ceremonies scheduled in the adopted Events Strategy respecting appropriate protocols and recognising the city's status, partnerships, and history

Programme Expenditure Budget \$000>>		\$132	
	<b>\$000</b>		<b>\$000</b>
Operating Revenue	0	Operating Expense	132
Capital Revenue	0	Capital Works	0

Measures	Target	Milestone	Responsible Department
Conduct 12 citizenship ceremonies for the financial year	12		Community Services
Deliver 15 civic receptions throughout the year	15		Community Services

**Programme >> Performing Arts Hirers**  
**This Programme delivers on our Corporate Plan Strategy >>**

>> 3.2 Support the community's access to and participation in a range of artistic, cultural and entertainment activities

**What we want to achieve in 2015/16 >>**

>> Promote greater usage of council performance spaces

Programme Expenditure Budget \$000>>				\$893	
		\$000			\$000
Operating Revenue		996	Operating Expense		893
Capital Revenue		0	Capital Works		0

Measures	Target	Milestone	Responsible Department
Hire agreements to be issued within 72 hrs of request 90% of time	90%		Community Services
Provide settlement information to the hirer within 10 business days 90% time	90%		Community Services

**Programme >> Performing Arts Public Programs**  
**This Programme delivers on our Corporate Plan Strategy >>**

>> 3.2 Support the community's access to and participation in a range of artistic, cultural and entertainment activities

**What we want to achieve in 2015/16 >>**

>> Facilitate and promote the development of the performing arts, artists and arts audience of North Queensland

Programme Expenditure Budget \$000>>				\$472	
		\$000			\$000
Operating Revenue		433	Operating Expense		472
Capital Revenue		0	Capital Works		0

Measures	Target	Milestone	Responsible Department
Conduct 6 morning melodies programs per year across Riverway Arts Centre and Civic Theatre	6		Community Services
Conduct at least 4 Riverway sessions at Riverway Arts Centre	4		Community Services

**Programme >> Special Events**  
**This Programme delivers on our Corporate Plan Strategy >>**

>> 1.4 Promote and market Townsville as a vibrant destination for commerce, entertainment and lifestyle

**What we want to achieve in 2015/16 >>**

>> Delivery of the special events detailed in the 2013-16 Events Strategy adopted by council

Programme Expenditure Budget \$000>>				\$2,359	
		\$000			\$000
Operating Revenue		7	Operating Expense		2,359
Capital Revenue		0	Capital Works		0

Measures	Target	Milestone	Responsible Department
Conduct 21 significant special events in accordance with council's Events Strategy	21		Community Services
Plan for the conduct of 1 significant T150 event each month for the calendar year of 2016 to celebrate Townsville's 150th anniversary	6		Community Services
Conduct 7 commemorative services and events for the 70th anniversary of the Victory of the Pacific		30/08/2015	Community Services

<b>Programme &gt;&gt;</b>	<b>V8 Supercar In Kind</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>	

>> 1.4 Promote and market Townsville as a vibrant destination for commerce, entertainment and lifestyle

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> Support the annual Townsville 400 V8 Supercar Event through the maintenance and repair of all temporary and permanent race infrastructure at Reid Park

<b>Programme Expenditure Budget \$000&gt;&gt;</b>		<b>\$961</b>	
	<b>\$000</b>		<b>\$000</b>
<b>Operating Revenue</b>	0	<b>Operating Expense</b>	961
<b>Capital Revenue</b>	0	<b>Capital Works</b>	0

<b>Measures</b>	<b>Target</b>	<b>Milestone</b>	<b>Responsible Department</b>
Maintenance and repair of permanent and temporary infrastructure in place according to pre-race schedule and installation programme.		2/07/2015	Infrastructure Services

<b>Service &gt;&gt;</b>	<b>Facilities</b>
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Service Budget Summary >>	
	<b>Total \$000</b>
Operating Revenue	31
Operating Expense	2,826
Capital Revenue	2,160
Capital Works	2,535
Contributed Assets	0

<b>Programme &gt;&gt;</b>	<b>Community Facilities</b>
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**This Programme delivers on our Corporate Plan Strategy >>**

>> 3.1 Encourage active and healthy lifestyles through accessible public facilities and community initiatives

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> Administer the occupancy of community leased facilities by community groups

Programme Expenditure Budget \$000>>		\$2,458	
	<b>\$000</b>		<b>\$000</b>
Operating Revenue	10	Operating Expense	2,458
Capital Revenue	0	Capital Works	0

Measures	Target	Milestone	Responsible Department
75% of commercial permits assessed and responded to within 30 business days	75%		Environmental Health Services
100% of external maintenance requests raised by community child care lessees are actioned within one business day and lessees are responded to within two business days	100%		Community Services
The Community Lease procedures and toolkit utilised by Community Development staff is reviewed and implemented for use by 30 June 2016		30/06/2016	Community Services

<b>Programme &gt;&gt;</b>	<b>Jezzine Barracks</b>
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**This Programme delivers on our Corporate Plan Strategy >>**

>> 3.1 Encourage active and healthy lifestyles through accessible public facilities and community initiatives

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> The development of Jezzine Barracks as a functional and accessible space valued by the community

Programme Expenditure Budget \$000>>		\$0	
	<b>\$000</b>		<b>\$000</b>
Operating Revenue	0	Operating Expense	0
Capital Revenue	0	Capital Works	0

Measures	Target	Milestone	Responsible Department
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<b>Programme &gt;&gt;</b>	<b>Old Magistrates Court</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>	

>> 3.5 Provide community infrastructure and services that support growth and meets community needs

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> Manage the lease occupancy of the Old Magistrates Court

<b>Programme Expenditure Budget \$000&gt;&gt;</b>		<b>\$164</b>	
	<b>\$000</b>		<b>\$000</b>
<b>Operating Revenue</b>	0	<b>Operating Expense</b>	164
<b>Capital Revenue</b>	0	<b>Capital Works</b>	0

Measures	Target	Milestone	Responsible Department
Conduct quarterly tenancy management meetings with the tenants of the Old Magistrates Court building	4		Community Services
Conduct monthly safety inspection of the Old Magistrates Court building	12		Community Services

<b>Programme &gt;&gt;</b>	<b>School of Arts</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>	

>> 3.2 Support the community's access to and participation in a range of artistic, cultural and entertainment activities

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> Manage the lease occupancy of the School of Arts building

<b>Programme Expenditure Budget \$000&gt;&gt;</b>		<b>\$175</b>	
	<b>\$000</b>		<b>\$000</b>
<b>Operating Revenue</b>	0	<b>Operating Expense</b>	175
<b>Capital Revenue</b>	0	<b>Capital Works</b>	0

Measures	Target	Milestone	Responsible Department
Conduct quarterly tenancy management meetings with the tenants of the School of Arts	4		Community Services
Conduct monthly safety inspection of the School of Arts building	12		Community Services

<b>Programme &gt;&gt;</b>	<b>Townsville Entertainment &amp; Convention Centre</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>	

>> 1.2 Maximise opportunities through engagement and partnership with stakeholders to achieve a strong resilient economy

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> On approval of funding deliver defined elements of planned renewal works.

<b>Programme Expenditure Budget \$000&gt;&gt;</b>		<b>\$2,535</b>	
	<b>\$000</b>		<b>\$000</b>
<b>Operating Revenue</b>	0	<b>Operating Expense</b>	0
<b>Capital Revenue</b>	2,160	<b>Capital Works</b>	2,535

Measures	Target	Milestone	Responsible Department
Deliver funded renewal works in accordance with program	100%		Infrastructure Services
Appoint Contractors for Program detail design		2/08/2015	Infrastructure Services
Perform design and specifications works		2/11/2016	Infrastructure Services
Stage 1 Delivery Process Involvement		2/06/2017	Infrastructure Services
Finalisation Phase Involvement		30/06/2018	Infrastructure Services



<b>Programme &gt;&gt;</b>	<b>Reid Park Pit Complex</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>	

>> 3.2 Support the community's access to and participation in a range of artistic, cultural and entertainment activities

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> Provide and monitor areas where citizens can conduct business, functions or ceremonies in compliance with TCC rules and regulations

<b>Programme Expenditure Budget \$000&gt;&gt;</b>		<b>\$29</b>	
	<b>\$000</b>		<b>\$000</b>
<b>Operating Revenue</b>	21	<b>Operating Expense</b>	29
<b>Capital Revenue</b>	0	<b>Capital Works</b>	0

<b>Measures</b>	<b>Target</b>	<b>Milestone</b>	<b>Responsible Department</b>
Ceremony payments to be received 21 days prior to event	90%		Community Services

<b>Service &gt;&gt;</b>	<b>Galleries</b>
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Service Budget Summary >>	
	<b>Total \$000</b>
Operating Revenue	438
Operating Expense	4,327
Capital Revenue	0
Capital Works	24
Contributed Assets	0

<b>Programme &gt;&gt;</b>	<b>Business Support-Galleries</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>	

>> 4.5 Provide inspirational leadership and contemporary management systems that drives a coordinated, motivated, highly effective and efficient organisation

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> Provision of support to community participation in Gallery Services cultural activities, programs and events

Programme Expenditure Budget \$000>>		\$2,198	
	<b>\$000</b>		<b>\$000</b>
Operating Revenue	26	Operating Expense	2,198
Capital Revenue	0	Capital Works	0

Measures	Target	Milestone	Responsible Department
Maintain a holistic Friends of the Galleries membership program with 700 members	700		Community Services
Maintain a holistic Friends of the Galleries volunteer program with 30 Volunteers	30		Community Services

<b>Programme &gt;&gt;</b>	<b>Gallery Collections Management</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>	

>> 3.2 Support the community's access to and participation in a range of artistic, cultural and entertainment activities

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> The administration of, and showcasing in perpetuity the City of Townsville Art Collection

Programme Expenditure Budget \$000>>		\$179	
	<b>\$000</b>		<b>\$000</b>
Operating Revenue	0	Operating Expense	155
Capital Revenue	0	Capital Works	24

Measures	Target	Milestone	Responsible Department
Development and implementation of a digital database for the City of Townsville Art Collection		31/12/2015	Community Services
Development and implementation of a remedial Conservation Management Plan for the galleries art collections		31/12/2015	Community Services

<b>Programme &gt;&gt; Gallery Creative Classrooms</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>

>> 3.4 Enhance a knowledgeable, inclusive and connected community that embraces growth and lifelong learning

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> The promotion and support of educative activities, programs and events for the Townsville region's youth, schools and arts educators

Programme Expenditure Budget \$000>>				\$382
			\$000	\$000
Operating Revenue	2		Operating Expense	382
Capital Revenue	0		Capital Works	0

Measures	Target	Milestone	Responsible Department
Deliver 'Art-In-A-Suitcase' programs to 32 primary schools in the Townsville region	32		Community Services
Deliver 50 'Artist-In-Schools' programs to secondary schools in the Townsville region	50		Community Services

<b>Programme &gt;&gt; Gallery Creative Communities</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>

>> 3.2 Support the community's access to and participation in a range of artistic, cultural and entertainment activities

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> The promotion and support of community participation in Gallery Services cultural activities, programs and events

Programme Expenditure Budget \$000>>				\$198
		\$000	\$000	
Operating Revenue		18	Operating Expense	198
Capital Revenue		0	Capital Works	0

Measures	Target	Milestone	Responsible Department
Stage the Townsville Artist Market 4 times throughout the year	4		Community Services
Develop 100 arts and cultural activities with individuals, groups, organisations and sub-cultures	100		Community Services

<b>Programme &gt;&gt; Gallery Creative Spaces</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>

>> 3.2 Support the community's access to and participation in a range of artistic, cultural and entertainment activities

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> Develop and support community participation in Gallery Services cultural activities, programs and events

Programme Expenditure Budget \$000>>				\$170
			\$000	\$000
Operating Revenue		0	Operating Expense	170
Capital Revenue		0	Capital Works	0

Measures	Target	Milestone	Responsible Department
Develop and deliver 4 participative art programs for children and families to be held in Townsville shopping centres and other public centres	4		Community Services
Develop and deliver 8 instances of SHIFT: elevator art project	8		Community Services

<b>Programme &gt;&gt; Gallery Exhibitions</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>

>> 3.2 Support the community's access to and participation in a range of artistic, cultural and entertainment activities

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> Develop and deliver visual arts exhibitions and associated public programs and activities that increase participation figures for Gallery Services

<b>Programme Expenditure Budget \$000&gt;&gt;</b>		<b>\$997</b>	
	<b>\$000</b>		<b>\$000</b>
<b>Operating Revenue</b>	393	<b>Operating Expense</b>	997
<b>Capital Revenue</b>	0	<b>Capital Works</b>	0

Measures	Target	Milestone	Responsible Department
Develop and deliver visual arts exhibitions and associated public programs and activities that achieve participation figures for Gallery Services of 75,000 visitors	75,000		Community Services
Develop and deliver 6 in-house curated exhibitions in Perc Tucker and Pinnacles galleries during the year	6		Community Services

<b>Programme &gt;&gt; Gallery Public Art</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>

>> 3.2 Support the community's access to and participation in a range of artistic, cultural and entertainment activities

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> The preservation, activation, management and promotion of Public Art in the City of Townsville Art Collection

<b>Programme Expenditure Budget \$000&gt;&gt;</b>		<b>\$226</b>	
	<b>\$000</b>		<b>\$000</b>
<b>Operating Revenue</b>	0	<b>Operating Expense</b>	226
<b>Capital Revenue</b>	0	<b>Capital Works</b>	0

Measures	Target	Milestone	Responsible Department
100% of Public Art artworks catalogued into the developed Art In Public Spaces Database system	100%		Community Services
Integrate the Art in Public Spaces policy and framework into council's planning and development scheme and processes		31/12/2015	Community Services

<b>Service &gt;&gt;</b>	<b>Libraries</b>
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Service Budget Summary >>	
	Total \$000
Operating Revenue	839
Operating Expense	10,269
Capital Revenue	0
Capital Works	607
Contributed Assets	0

<b>Programme &gt;&gt;</b>	<b>Business Support-Library Services</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>	

>> 4.5 Provide inspirational leadership and contemporary management systems that drives a coordinated, motivated, highly effective and efficient organisation

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> To provide a contemporary, community-focussed library service providing opportunities to learn, discover and make connections.

Programme Expenditure Budget \$000>>		\$3,103	
	\$000		\$000
Operating Revenue	0	Operating Expense	3,103
Capital Revenue	0	Capital Works	0

Measures	Target	Milestone	Responsible Department
Increase attendance at library programs and events by 5%	64,218		Library Services
Increase total visitation to library branches by 5%	1,792,650		Library Services
Customer satisfaction with all library services and programs is 95%	95%		Library Services

<b>Programme &gt;&gt;</b>	<b>Library Collection Development</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>	

>> 3.4 Enhance a knowledgeable, inclusive and connected community that embraces growth and lifelong learning

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> Manage the CityLibraries collection, conduct timely reviews and analyse the collection to ensure it is accessible and meets customer needs

Programme Expenditure Budget \$000>>		\$1,822	
	\$000		\$000
Operating Revenue	827	Operating Expense	1,822
Capital Revenue	0	Capital Works	0

Measures	Target	Milestone	Responsible Department
Increase the usage of the Library's online collections by 5%	5%		Library Services



<b>Programme &gt;&gt;</b>	<b>Information &amp; Digital Services</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>	

>> 3.4 Enhance a knowledgeable, inclusive and connected community that embraces growth and lifelong learning

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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- >> Management and support of public computer and internet services, audio-visual resources and other services within Townsville Library  
Services not supported by Knowledge Management
- >> Planning for uptake of new technology within Library Services and digital content creation for Library Services

Programme Expenditure Budget \$000>>		\$1,180	
	\$000		\$000
Operating Revenue	3	Operating Expense	765
Capital Revenue	0	Capital Works	415

Measures	Target	Milestone	Responsible Department
Investigate sharing library resources, services and programs in a mobile environment		30/06/2016	Library Services
Deliver a Digital Futures plan for library services		30/06/2016	Library Services
Configure and deploy networked digital signage solution across three library branches		30/06/2016	Library Services
Replacement of Library Management System		30/06/2016	Library Services
Develop the Connections Programs, which involves packaged, targeted information publications and programmes		30/06/2016	Library Services

<b>Programme &gt;&gt;</b>	<b>Library Services &amp; Operations</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>	

>> 3.5 Provide community infrastructure and services that support growth and meets community needs

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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- >> Facilitation of a wide range of library services focussing on a 'value-added customer approach' and the effective and efficient operation of library branches and mobile services.

Programme Expenditure Budget \$000>>		\$4,770	
	\$000		\$000
Operating Revenue	9	Operating Expense	4,578
Capital Revenue	0	Capital Works	192

Measures	Target	Milestone	Responsible Department
Develop visitation and usage analysis plan for library services		30/11/2015	Library Services
Develop Library Membership Strategy		30/06/2016	Library Services

<b>Service &gt;&gt;</b>	<b>Sport &amp; Recreation</b>
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Service Budget Summary >>	
	<b>Total \$000</b>
Operating Revenue	805
Operating Expense	10,447
Capital Revenue	0
Capital Works	42
Contributed Assets	0

<b>Programme &gt;&gt;</b>	<b>Business Support-Sport Facilities</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>	

>> 4.5 Provide inspirational leadership and contemporary management systems that drives a coordinated, motivated, highly effective and efficient organisation

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> Management of Townsville City Council Sports Facilities

Programme Expenditure Budget \$000>>		\$1,208	
	<b>\$000</b>		<b>\$000</b>
Operating Revenue	0	Operating Expense	1,208
Capital Revenue	0	Capital Works	0

Measures	Target	Milestone	Responsible Department
100% of external maintenance requests raised to Sports Facilities are actioned within two business days and responded to the customer within the same time period.	100%		Community Services

<b>Programme &gt;&gt;</b>	<b>Kalynda Chase Tennis Court</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>	

>> 3.1 Encourage active and healthy lifestyles through accessible public facilities and community initiatives

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> Manage use of the Kalynda Chase Tennis Centre to ensure fair and equitable access to Townsville City Council managed sports facilities

Programme Expenditure Budget \$000>>		\$44	
	<b>\$000</b>		<b>\$000</b>
Operating Revenue	0	Operating Expense	44
Capital Revenue	0	Capital Works	0

Measures	Target	Milestone	Responsible Department
24,000 visitors to the Kalynda Chase Tennis Court throughout the year	24,000		Community Services
Complete Facilities Management Agreement documentation for the Kalynda Chase Tennis Court		31/12/2015	Community Services

<b>Programme &gt;&gt; Riverway Grounds Operations</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>

>> 3.1 Encourage active and healthy lifestyles through accessible public facilities and community initiatives

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> Manage the use of the Riverway Grounds to ensure fair and equitable access and public safety

Programme Expenditure Budget \$000>>				\$593	
		\$000			\$000
Operating Revenue		0	Operating Expense		593
Capital Revenue		0	Capital Works		0

Measures	Target	Milestone	Responsible Department
90% customer satisfaction with council's management of the Riverway Grounds	90%		Community Services
Host 3 significant events at the Riverway Grounds during the year	3		Community Services

<b>Programme &gt;&gt; RSL Stadium Operations</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>

>> 3.1 Encourage active and healthy lifestyles through accessible public facilities and community initiatives

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> Manage the use of Townsville RSL Stadium

Programme Expenditure Budget \$000>>				\$2,869	
		\$000			\$000
Operating Revenue		210	Operating Expense		2,869
Capital Revenue		0	Capital Works		0

Measures	Target	Milestone	Responsible Department
Facilitate the use of the Townsville RSL Stadium for 20 significant events during the year	20		Community Services
150,000 visitors to the Townsville RSL Stadium during the year	150,000		Community Services

<b>Programme &gt;&gt; Swimming Pools</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>

>> 3.1 Encourage active and healthy lifestyles through accessible public facilities and community initiatives

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> Manage the operation and usage of the Riverway Swimming lagoons  
>> Manage the operation and usage of Townsville City Council leased aquatic facilities

Programme Expenditure Budget \$000>>				\$3,277	
		\$000			\$000
Operating Revenue		370	Operating Expense		3,235
Capital Revenue		0	Capital Works		42

Measures	Target	Milestone	Responsible Department
4% increase in usage across all 5 aquatic facilities managed by Townsville City Council based on the final 2014/15 figure.	4%		Community Services
Less than 10 out of range laboratory tests according to Queensland Health guidelines annually across the five aquatic facilities	10		Community Services

<b>Programme &gt;&gt;</b>	<b>Tony Ireland Stadium</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>	

>> 3.1 Encourage active and healthy lifestyles through accessible public facilities and community initiatives

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> Management of Tony Ireland Stadium

<b>Programme Expenditure Budget \$000&gt;&gt;</b>		<b>\$2,498</b>	
	<b>\$000</b>		<b>\$000</b>
<b>Operating Revenue</b>	225	<b>Operating Expense</b>	2,498
<b>Capital Revenue</b>	0	<b>Capital Works</b>	0

<b>Measures</b>	<b>Target</b>	<b>Milestone</b>	<b>Responsible Department</b>
160,000 visitors to the Tony Ireland Stadium during the year	160,000		Community Services
Facilitate the use of the Tony Ireland Stadium for 8 significant events during the year	8		Community Services

## Core Service >>      Enabling Services

### Core Service Budget Summary >>

	Total \$000
Operating Revenue	185,464
Operating Expense	48,258
Capital Revenue	1,280
Capital Works	26,950
Contributed Assets	0

### Services >>

- >> Asset Management-Enabling
- >> Buildings & Facilities Management
- >> Business Management
- >> Communication and Customer Relations
- >> Corporate Research
- >> Financial Management
- >> Fleet Management
- >> Governance
- >> Information Communication Technology
- >> Laboratory Services
- >> People
- >> Trade Services

<b>Service &gt;&gt;</b>	<b>Asset Management-Enabling</b>
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Service Budget Summary >>	
	Total \$000
Operating Revenue	16
Operating Expense	272
Capital Revenue	0
Capital Works	0
Contributed Assets	0

<b>Programme &gt;&gt;</b>	<b>Asset Management-Corporate</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>	

>> 4.1 Undertake robust and accountable financial, resource and infrastructure planning and management to ensure affordable and sustainable outcomes for our community

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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- >> Develop TCC Long Term Asset Service Strategy
- >> Develop Whole of Council Asset Management Improvement Strategies to ensure the optimum operational and financial decisions for the delivery of sustainable services, reducing the asset risk exposure to an acceptable level and achieving financial sustainability
- >> Manage General Portable and Attractive Items System and report
- >> Process TCC Long Term CapEx Integration Prioritisation Optimisation and Scheduling
- >> Provision of asset management policies, systems, tools and framework for consistent best practice asset management across council

Programme Expenditure Budget \$000>>				\$33
	\$000			\$000
Operating Revenue	0	Operating Expense		33
Capital Revenue	0	Capital Works		0

Measures	Target	Milestone	Responsible Department
Implement 25% of the ISO 55000 readiness plan by June 2016	25%		Corporate Services
Deliver and implement 50% of the whole of Council Lifecycle Asset Management Plan (LCCAMP) to the asset portfolios level (sub-models)	50%		Corporate Services
Develop the Long Term TCC Asset Service Strategy	100%		Corporate Services
Develop and Implement the General Portable and Attractive Items (PAI) Strategy	100%		Corporate Services
Complete 50% of the initial Critical Assets Identification	50%		Corporate Services
Prioritise & Optimise Whole of Council 10 Year CapEx Plan for council/EMT acceptance and delivering CapEx Improvement Plan		30/06/2016	Corporate Services
Assess and deliver TCC Asset Management Performance Report 2014/15		31/12/2015	Corporate Services
Review, update and publish Summary Asset Management Plan for Community		31/12/2015	Corporate Services
Review and update Long Term Strategic Asset Management Strategy Plan for council reviewed and approved by EMT		30/06/2016	Corporate Services

<b>Programme &gt;&gt;</b>	<b>TWW Asset Management</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>	

>> 4.1 Undertake robust and accountable financial, resource and infrastructure planning and management to ensure affordable and sustainable outcomes for our community

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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- >> Annually prioritise capital investment plan and review asset management strategies and plans
- >> Develop and maintain long term Asset and Service Management Plans for Water, Wastewater and Waste assets
- >> Ensure the lowest lifecycle cost of an asset is achieved while maintaining agreed levels of services and an acceptable risk exposure level
- >> Identify critical assets and the risks associated with their failure, assess risks periodically and monitor and address these risk



<b>Programme Expenditure Budget \$000&gt;&gt;</b>		<b>\$240</b>	
		<b>\$000</b>	<b>\$000</b>
<b>Operating Revenue</b>	16	<b>Operating Expense</b>	240
<b>Capital Revenue</b>	0	<b>Capital Works</b>	0

<b>Measures</b>	<b>Target</b>	<b>Milestone</b>	<b>Responsible Department</b>
Complete renewal capital works plan, asset lists and maps for Water, Wastewater and Waste assets		30/06/2016	Utility Services
Submit 100% list of sewer gravity mains for relining contract 2016/2017		30/06/2016	Utility Services
Complete 90% capitalisation of all the completed projects for Water, Wastewater and Waste assets		30/06/2016	Utility Services
Develop 25% Long Term TWW Asset Service Strategy for Water, Wastewater and Waste assets		30/06/2016	Utility Services
Implement 25% of ISO55000 readiness plan for Water, Wastewater and Waste		30/06/2016	Utility Services

<b>Service &gt;&gt;</b>	<b>Buildings &amp; Facilities Management</b>
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Service Budget Summary >>	
	Total \$000
Operating Revenue	134
Operating Expense	13,957
Capital Revenue	50
Capital Works	11,173
Contributed Assets	0

<b>Programme &gt;&gt;</b>	<b>Business Support - Property Management</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>	

>> 4.1 Undertake robust and accountable financial, resource and infrastructure planning and management to ensure affordable and sustainable outcomes for our community

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> Provision of financial, human and material resources to enable management of property related programmes

Programme Expenditure Budget \$000>>		(\$12,715)	
	\$000		\$000
Operating Revenue	5	Operating Expense	(12,738)
Capital Revenue	0	Capital Works	23

Measures	Target	Milestone	Responsible Department
Completion of the Service Delivery Review including endorsement by EMT		30/09/2015	Infrastructure Services
Implement, review and monitor Service Delivery Review		30/06/2016	Infrastructure Services
Develop within FEAMS a system to provide Work Order status identifying services including priority and financial data		31/12/2015	Infrastructure Services
Development of project brief and procurement of Lease Module for FEAMS		31/12/2015	Infrastructure Services
Complete upload of all Council leases into the FEAMS lease Module		30/06/2016	Infrastructure Services
Implementation of lease audit recommendations for Property Management.		30/06/2016	Infrastructure Services
Completion of 10 Asset Management Plans across Property Management Programs		30/06/2016	Infrastructure Services
Completion of tender documentation for all service contracts		30/06/2016	Infrastructure Services

<b>Programme &gt;&gt;</b>	<b>Cemeteries Buildings</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>	

>> 3.5 Provide community infrastructure and services that support growth and meets community needs

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> Plan, provide, maintain and manage cemeteries buildings to ensure fit for purpose state, continuity of use and appropriate level of accessibility

Programme Expenditure Budget \$000>>		\$90	
	\$000		\$000
Operating Revenue	0	Operating Expense	71
Capital Revenue	0	Capital Works	19

Measures	Target	Milestone	Responsible Department
100% compliance with legislative and industry requirements for cemeteries	100%		Infrastructure Services
100% completion of approved 2015/2016 capital works program for Cemeteries	90%		Infrastructure Services

**Programme >> Emergent Buildings & Facilities**  
**This Programme delivers on our Corporate Plan Strategy >>**

>> 3.5 Provide community infrastructure and services that support growth and meets community needs

**What we want to achieve in 2015/16 >>**

>> The Emergent Buildings & Facilities Programme will be successfully triggered following the activation of a Natural Disaster Relief Recovery Arrangement to conduct emergent works

Programme Expenditure Budget \$000>>				\$0	
		\$000			\$000
Operating Revenue		0	Operating Expense		0
Capital Revenue		0	Capital Works		0

Measures	Target	Milestone	Responsible Department
Completion of review of Property Management Emergency Response Plan		30/12/2015	Infrastructure Services
Review of Emergency Response Plan and training provided to Property Staff		30/12/2015	Infrastructure Services

**Programme >> Galleries, Libraries & Theatres**  
**This Programme delivers on our Corporate Plan Strategy >>**

>> 3.2 Support the community's access to and participation in a range of artistic, cultural and entertainment activities

**What we want to achieve in 2015/16 >>**

>> Plan, provide, maintain and manage council's galleries, libraries and theatres to ensure fit for purpose state, continuity of use and appropriate level of accessibility

Programme Expenditure Budget \$000>>				\$4,386	
		\$000			\$000
Operating Revenue		0	Operating Expense		3,277
Capital Revenue		0	Capital Works		1,109

Measures	Target	Milestone	Responsible Department
100% compliance with legislative and industry requirements for galleries, libraries & theatres	100%		Infrastructure Services
90% completion of approved 2015/2016 capital works program for Galleries, Libraries and Theatres	90%		Infrastructure Services
Design & Investigation of refurbishment works for Civic Theatre		30/06/2016	Infrastructure Services
Review compliance for the Fire system upgrade at Civic Theatre		30/06/2016	Infrastructure Services

**Programme >> Graffiti Management**  
**This Programme delivers on our Corporate Plan Strategy >>**

>> 3.3 Enhance wellbeing and safety in the community

**What we want to achieve in 2015/16 >>**

>> Manage Graffiti in accordance with Policy and Graffiti Management Plan

Programme Expenditure Budget \$000>>				\$158	
		\$000			\$000
Operating Revenue		0	Operating Expense		158
Capital Revenue		0	Capital Works		0

Measures	Target	Milestone	Responsible Department
100% compliance with Graffiti Management Plan as it relates to Property Management	100%		Infrastructure Services
Develop Graffiti Management Plan and gain EMT endorsement		30/09/2015	Infrastructure Services
Implementation of the Graffiti Management Plan		30/06/2016	Infrastructure Services
Undertake quarterly audit reviews of compliance with Graffiti Management Plan		30/06/2016	Infrastructure Services

<b>Programme &gt;&gt;</b>	<b>Hire-General Community</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>	

>> 3.1 Encourage active and healthy lifestyles through accessible public facilities and community initiatives

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> Plan, provide, maintain and manage council's hireable community facilities to ensure fit for purpose state, continuity of use and appropriate level of accessibility

Programme Expenditure Budget \$000>>		\$1,585	
\$000		\$000	
Operating Revenue	55	Operating Expense	1,315
Capital Revenue	0	Capital Works	270

Measures	Target	Milestone	Responsible Department
100% compliance with legislative and industry requirements for general hire community facilities	100%		Infrastructure Services
90% completed of approved 2015/2016 capital works program for General Community buildings	90%		Infrastructure Services

<b>Programme &gt;&gt;</b>	<b>Precincts &amp; Areas</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>	

>> 3.1 Encourage active and healthy lifestyles through accessible public facilities and community initiatives

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> Maintenance of council owned precincts and areas

Programme Expenditure Budget \$000>>		\$2,328	
\$000		\$000	
Operating Revenue	0	Operating Expense	2,328
Capital Revenue	0	Capital Works	0

Measures	Target	Milestone	Responsible Department
100% compliance with legislative and industry requirements for precincts and areas	100%		Infrastructure Services
90% completion of approved 2015/2016 capital works program for Precincts and Areas	90%		Infrastructure Services
Coordination of receipt of bi-annual reports and annual communication to Council for the Realist Evaluation Program		30/06/2016	Infrastructure Services
Implementation of agreed recommendations from the Realist Evaluation Program		30/06/2016	Infrastructure Services

<b>Programme &gt;&gt;</b>	<b>Property &amp; Facility Emergency</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>	

>> 4.1 Undertake robust and accountable financial, resource and infrastructure planning and management to ensure affordable and sustainable outcomes for our community

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> Conduct planning to ensure preparedness and response to emergency events involving council facilities

Programme Expenditure Budget \$000>>		\$0	
\$000		\$000	
Operating Revenue	0	Operating Expense	0
Capital Revenue	0	Capital Works	0

Measures	Target	Milestone	Responsible Department
Develop Business Continuity Strategies for operational facilities and depots as identified in council's Business Continuity Management Framework		30/06/2016	Infrastructure Services
Complete Functionality Business Continuity Plan (BCP) for defined facilities		30/06/2016	Infrastructure Services
Participate in the Business Resilience Coordination Group and identify / action the key responsibilities for Property Management		30/06/2016	Infrastructure Services

**Programme >> Public Amenities**  
**This Programme delivers on our Corporate Plan Strategy >>**

>> 3.5 Provide community infrastructure and services that support growth and meets community needs

**What we want to achieve in 2015/16 >>**

>> Plan, provide, maintain and manage council's public amenities to ensure fit for purpose state, continuity of use and appropriate level of accessibility

<b>Programme Expenditure Budget \$000&gt;&gt;</b>		<b>\$1,538</b>	
	<b>\$000</b>		<b>\$000</b>
<b>Operating Revenue</b>	0	<b>Operating Expense</b>	1,402
<b>Capital Revenue</b>	0	<b>Capital Works</b>	136

Measures	Target	Milestone	Responsible Department
100% of public amenities cleaned to council's approved standards throughout the year	100%		Infrastructure Services
90% completion of approved 2015/2016 capital works program for Public Amenities	90%		Infrastructure Services
85% Public amenities inspected per quarter to ensure fit for purpose	85%		Infrastructure Services

**Programme >> Residency-Operational Buildings & Depots**  
**This Programme delivers on our Corporate Plan Strategy >>**

>> 4.1 Undertake robust and accountable financial, resource and infrastructure planning and management to ensure affordable and sustainable outcomes for our community

**What we want to achieve in 2015/16 >>**

>> Plan, provide, maintain and manage council's office facilities and depots to ensure fit for purpose state, continuity of use and appropriate level of accessibility

<b>Programme Expenditure Budget \$000&gt;&gt;</b>		<b>\$17,688</b>	
	<b>\$000</b>		<b>\$000</b>
<b>Operating Revenue</b>	0	<b>Operating Expense</b>	10,163
<b>Capital Revenue</b>	0	<b>Capital Works</b>	7,525

Measures	Target	Milestone	Responsible Department
100% compliance with legislative and industry requirements for operational buildings and depots	100%		Infrastructure Services
90% completion of approved 2015/2016 capital works program Residency Operational Buildings and Depots	90%		Infrastructure Services
85% satisfaction with Property Management through Satisfaction Survey	85%		Infrastructure Services
Facilities Master Plan presented to EMT		30/12/2015	Infrastructure Services
Building Management and Energy Report for Property Management to Carbon Management Leadership Group		30/06/2016	Infrastructure Services
Achieve contemporary electricity account data for Property Management Assets		30/06/2016	Infrastructure Services

<b>Programme &gt;&gt; Restoration Buildings &amp; Facilities</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>

>> 3.5 Provide community infrastructure and services that support growth and meets community needs

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> The Restoration Buildings & Facilities Programme will be triggered following the activation of a Natural Disaster Relief Recovery Arrangement to conduct restoration works

Programme Expenditure Budget \$000>>				\$0	
		\$000			\$000
Operating Revenue		0	Operating Expense		0
Capital Revenue		0	Capital Works		0

Measures	Target	Milestone	Responsible Department
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<b>Programme &gt;&gt; SES Facilities</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>

>> 3.5 Provide community infrastructure and services that support growth and meets community needs

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> Plan, provide, maintain and manage SES facilities to ensure fit for purpose state, continuity of use and appropriate level of accessibility

Programme Expenditure Budget \$000>>				\$258	
		\$000			\$000
Operating Revenue		0	Operating Expense		162
Capital Revenue		50	Capital Works		97

Measures	Target	Milestone	Responsible Department
100% compliance with legislative and industry requirements for SES Facilities	100%		Infrastructure Services
90% completion of approved 2015/2016 capital works program for SES Facilities	90%		Infrastructure Services

<b>Programme &gt;&gt; Sport &amp; Recreational Facilities</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>

>> 3.1 Encourage active and healthy lifestyles through accessible public facilities and community initiatives

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> Plan, provide, maintain and manage council's sport and recreational facilities to ensure fit for purpose state, continuity of use and appropriate level of accessibility

Programme Expenditure Budget \$000>>				\$5,516	
		\$000			\$000
Operating Revenue		59	Operating Expense		5,069
Capital Revenue		0	Capital Works		448

Measures	Target	Milestone	Responsible Department
100% compliance with legislative and industry requirements for sport and recreational facilities	100%		Infrastructure Services
90% completion of approved 2015/2016 capital works program for Sport and Recreational Facilities	90%		Infrastructure Services
Completion of Conservation Management Plans for Tobruk Pool		30/12/2015	Infrastructure Services



**Programme >> Tenancy-Childcare Services**  
**This Programme delivers on our Corporate Plan Strategy >>**

>> 3.5 Provide community infrastructure and services that support growth and meets community needs

**What we want to achieve in 2015/16 >>**

>> Plan, provide, maintain and manage council's childcare facilities to ensure fit for purpose state, continuity of use and appropriate level of accessibility

Programme Expenditure Budget \$000>>				\$651
			\$000	\$000
Operating Revenue	0		Operating Expense	558
Capital Revenue	0		Capital Works	94

Measures	Target	Milestone	Responsible Department
100% compliance with legislative and industry requirements for childcare buildings	100%		Infrastructure Services
90% completion of approved 2015/2016 capital works program for Childcare Facilities	90%		Infrastructure Services

**Programme >> Tenancy-Commercial Enterprises**  
**This Programme delivers on our Corporate Plan Strategy >>**

>> 1.1 Create economic opportunities for Townsville to drive community prosperity

**What we want to achieve in 2015/16 >>**

>> Plan, provide, maintain and manage council's commercial enterprises to ensure fit for purpose state, continuity of use and appropriate level of accessibility

Programme Expenditure Budget \$000>>				\$1,405
			\$000	\$000
Operating Revenue		0	Operating Expense	887
Capital Revenue		0	Capital Works	519

Measures	Target	Milestone	Responsible Department
100% compliance with legislative and industry requirements for Commercial Enterprises	100%		Infrastructure Services
90% completion of approved 2015/2016 capital works program for Commercial Enterprises	90%		Infrastructure Services

**Programme >> Tenancy-Community Group**  
**This Programme delivers on our Corporate Plan Strategy >>**

>> 3.5 Provide community infrastructure and services that support growth and meets community needs

**What we want to achieve in 2015/16 >>**

>> Plan, provide, maintain and manage council's community group facilities to ensure fit for purpose state, continuity of use and appropriate level of accessibility

Programme Expenditure Budget \$000>>				\$1,927
\$000			\$000	
Operating Revenue	0		Operating Expense	993
Capital Revenue	0		Capital Works	934

Measures	Target	Milestone	Responsible Department
100% compliance with legislative and industry requirements for community group facilities	100%		Infrastructure Services
90% completion of approved 2015/2016 capital works program for Tenancy Community Group buildings	90%		Infrastructure Services
Completion of Conservation Management Plans for Old Magistrates Court		30/12/2015	Infrastructure Services

<b>Programme &gt;&gt;</b>	<b>Vacant Land &amp; Miscellaneous</b>
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<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>
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>> 2.1 Effective management, protection and conservation of our environment to ensure a balance between built infrastructure and areas of environmental significance

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> Plan, provide, maintain and manage council's vacant land to ensure fit for purpose state, continuity of use and appropriate level of accessibility

Programme Expenditure Budget \$000>>		\$314	
	\$000		\$000
Operating Revenue	15	Operating Expense	314
Capital Revenue	0	Capital Works	0

Measures	Target	Milestone	Responsible Department
Identify and review Property Management vacant land portfolio		30/06/2016	Infrastructure Services

<b>Service &gt;&gt;</b>	<b>Business Management</b>
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Service Budget Summary >>	
	Total \$000
Operating Revenue	52
Operating Expense	2,353
Capital Revenue	0
Capital Works	0
Contributed Assets	0

<b>Programme &gt;&gt;</b>	<b>Business Support-Enabling</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>	

>> 4.1 Undertake robust and accountable financial, resource and infrastructure planning and management to ensure affordable and sustainable outcomes for our community

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> Support the service delivery of the Finance Department through the provision of administrative and logistical support

Programme Expenditure Budget \$000>>		\$1,251	
	\$000		\$000
Operating Revenue	0	Operating Expense	1,251
Capital Revenue	0	Capital Works	0

Measures	Target	Milestone	Responsible Department
Zero high risk management report issues raised by external audit of financial statements	0		Finance
85% internal customer satisfaction (Good + Excellent) with Finance	85%		Finance
Complete Departmental Functional Review for Finance		31/12/2015	Finance

<b>Programme &gt;&gt;</b>	<b>TWW Technical &amp; Engineering Services</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>	

>> 3.5 Provide community infrastructure and services that support growth and meets community needs

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> Deliver capital projects for Water, Wastewater and Waste  
>> Provide support and advice regarding planning and development  
>> Provide technical engineering expertise to support operational areas of Water, Wastewater and Waste

Programme Expenditure Budget \$000>>		\$1,103	
	\$000		\$000
Operating Revenue	52	Operating Expense	1,103
Capital Revenue	0	Capital Works	0

Measures	Target	Milestone	Responsible Department
Produce close out lessons learned reports for 100% projects in the finalisation stage, within 2 months of practical completion	100%		Townsville Water & Waste
Develop project briefs for 100% projects managed by Program and Technical Support department (excluding developer delivered projects), in accordance with council's Project Management Framework		30/06/2016	Townsville Water & Waste
Conduct a safety audit during the year for each Technical and Engineering project in the implementation or construction phase		30/06/2016	Townsville Water & Waste
Meet all milestones for Water, Wastewater and Waste category 2 projects, in accordance with approved project briefs		30/06/2016	Townsville Water & Waste

<b>Service &gt;&gt;</b>	<b>Communication and Customer Relations</b>
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Service Budget Summary >>	
	Total \$000
Operating Revenue	701
Operating Expense	1,513
Capital Revenue	0
Capital Works	0
Contributed Assets	0

<b>Programme &gt;&gt;</b>	<b>Marketing &amp; Communication</b>
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<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>
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>> 4.2 Deliver best value customer service to our community

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> Foster an informed and participating community through the delivery of informed strategic marketing and digital communications.

Programme Expenditure Budget \$000>>		(\$21)	
	\$000		\$000
Operating Revenue	0	Operating Expense	(21)
Capital Revenue	0	Capital Works	0

Measures	Target	Milestone	Responsible Department
Increase visits to council's website each month compared to the same month in the previous year.	1%		Communications & Customer Relations
Increase Facebook reach each month compared with the same month the previous year.	1%		Communications & Customer Relations
Redevelopment of council's Web platform and structure		31/12/2015	Communications & Customer Relations
Deliver internal and external supplier education in relation to the new TCC Brand Style Guide		31/12/2015	Communications & Customer Relations
Estimate and manage marketing and communication budgets in accordance with agreed and approved activity forecasts for all marketing themes		1/03/2016	Communications & Customer Relations
Conduct a review of the marketing communication theme structure and present recommendations to EMT.		1/11/2015	Communications & Customer Relations
All current Marketing Communications plans signed off by relevant Executive Manager by 31 January 2016		31/01/2016	Communications & Customer Relations

<b>Programme &gt;&gt;</b>	<b>Together Townsville</b>
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<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>
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>> 1.2 Maximise opportunities through engagement and partnership with stakeholders to achieve a strong resilient economy

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> Develop strategic partnerships with the corporate and community sectors  
>> Effective management of funds for Together Townsville and Mayor's Christmas Tree Appeal  
>> Manage stakeholder relationships to achieve a high level of satisfaction and retention

Programme Expenditure Budget \$000>>		\$532	
	\$000		\$000
Operating Revenue	600	Operating Expense	532
Capital Revenue	0	Capital Works	0

Measures	Target	Milestone	Responsible Department
Establish and maintain 48 Together Townsville initiatives throughout the year	48		Communications & Customer Relations
Achieve 90% internal customer satisfaction with the Together Townsville program	90%		Communications & Customer Relations
Achieve 90% external customer satisfaction with the Together Townsville program	90%		Communications & Customer Relations
Completion of written agreements for 100% of the incoming Together Townsville sponsorships	100%		Communications & Customer Relations
Distribute proceeds of the Mayor's Christmas Tree Appeal to recipient charities		15/12/2015	Communications & Customer Relations

<b>Programme &gt;&gt; Customer Service</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>

>> 4.2 Deliver best value customer service to our community

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> Deliver best value customer service to our community.

<b>Programme Expenditure Budget \$000&gt;&gt;</b>		<b>\$1,002</b>	
	<b>\$000</b>		<b>\$000</b>
<b>Operating Revenue</b>	0	<b>Operating Expense</b>	1,002
<b>Capital Revenue</b>	0	<b>Capital Works</b>	0

Measures	Target	Milestone	Responsible Department
Calls directed to the Customer Service Centre answered within 20 seconds	80%		Communications & Customer Relations
Customer satisfaction with initial contact with council's Customer Service Centre	92%		Communications & Customer Relations
Whole of council customer satisfaction in response to a recent request for service	80%		Communications & Customer Relations
Response to e-requests and service request raised, within two business days	80%		Communications & Customer Relations
Outbound calls to customers who have defaulted or broken a rates payment arrangement made within agreed timeframe	90%		Comms & Cust Relations
Smart Service Teams Presentations- Divisional Presentations	10		Comms & Cust Relations
Conduct internal consultation for the implementation call recording		30/12/2015	Communications & Customer Relations
Implement automated phone survey to monitor customer satisfaction with initial contact with Customer Service Centre in 'real time'		24/12/2015	Communications & Customer Relations
Review and implement Customer Service Strategies in changing Customer Service contact medium		1/12/2015	Communications & Customer Relations
Smart Service Implementation of Review actions		30/06/2017	Communications & Customer Relations
Complete Library Customer Service Centre integration at Aitkenvale Library		31/12/2015	Communications & Customer Relations
Complete Customer Service Centre Library Integration at Thuringowa Drive		31/03/2016	Communications & Customer Relations

<b>Programme &gt;&gt; Community Facilities - Heatley</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>

>> 4.2 Deliver best value customer service to our community

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> Management & Administration of the Heatley Community Facilities

Programme Expenditure Budget \$000>>				\$0	
		\$000			\$000
Operating Revenue		26	Operating Expense		0
Capital Revenue		0	Capital Works		0

<b>Measures</b>	<b>Target</b>	<b>Milestone</b>	<b>Responsible Department</b>
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<b>Programme &gt;&gt; Community Facilities - Wulguru</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>

>> 4.2 Deliver best value customer service to our community

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> Management & Administration of the Wulguru Community Facilities

Programme Expenditure Budget \$000>>				\$0	
		\$000			\$000
Operating Revenue		12	Operating Expense		0
Capital Revenue		0	Capital Works		0

<b>Measures</b>	<b>Target</b>	<b>Milestone</b>	<b>Responsible Department</b>
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<b>Programme &gt;&gt; Community Facilities - Oonoonba</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>

>> 4.2 Deliver best value customer service to our community

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> Management & Administration of the Oonoonba Community Facilities

Programme Expenditure Budget \$000>>				\$0	
		\$000			\$000
Operating Revenue		12	Operating Expense		0
Capital Revenue		0	Capital Works		0

<b>Measures</b>	<b>Target</b>	<b>Milestone</b>	<b>Responsible Department</b>
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<b>Programme &gt;&gt; Community Facilities - Railway Estate</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>

>> 4.2 Deliver best value customer service to our community

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> Management & Administration of the Railway Estate Community Facilities

Programme Expenditure Budget \$000>>				\$0	
		\$000			\$000
Operating Revenue		13	Operating Expense		0
Capital Revenue		0	Capital Works		0

<b>Measures</b>	<b>Target</b>	<b>Milestone</b>	<b>Responsible Department</b>
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<b>Programme &gt;&gt; Community Facilities - Annandale</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>

>> 4.2 Deliver best value customer service to our community

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> Management & Administration of the Annandale Community Facilities

Programme Expenditure Budget \$000>>				\$0	
		\$000			\$000
Operating Revenue		15	Operating Expense		0
Capital Revenue		0	Capital Works		0

<b>Measures</b>	<b>Target</b>	<b>Milestone</b>	<b>Responsible Department</b>
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<b>Programme &gt;&gt; Community Facilities - Riverside Gardens</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>

>> 4.2 Deliver best value customer service to our community

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> Management & Administration of the Riverside Gardens Community Facilities

Programme Expenditure Budget \$000>>				\$0
		\$000	\$000	
Operating Revenue	22	Operating Expense	0	
Capital Revenue	0	Capital Works	0	

<b>Measures</b>	<b>Target</b>	<b>Milestone</b>	<b>Responsible Department</b>
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<b>Service &gt;&gt;</b>	<b>Corporate Research</b>
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Service Budget Summary >>	
	Total \$000
Operating Revenue	0
Operating Expense	293
Capital Revenue	0
Capital Works	0
Contributed Assets	0

<b>Programme &gt;&gt;</b>	<b>Corporate Research</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>	

>> 4.3 Enable innovation and technology capacity within council to drive organisational efficiencies

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> Preserve and provide access to council's research publications

>> Provision of current, accurate, relevant, and timely information that meets the business needs of council

Programme Expenditure Budget \$000>>		\$293
	\$000	\$000
Operating Revenue	0	Operating Expense 293
Capital Revenue	0	Capital Works 0

Measures	Target	Milestone	Responsible Department
95% of internal customers are satisfied with Corporate Research services	95%		Library Services
Increase use of key corporate online information resources by council staff by 10%	19,476		Library Services

<b>Service &gt;&gt;</b>	<b>Financial Management</b>
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Service Budget Summary >>	
	Total \$000
Operating Revenue	180,192
Operating Expense	13,386
Capital Revenue	0
Capital Works	19
Contributed Assets	0

<b>Programme &gt;&gt;</b>	<b>Accounts Payable</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>	

>> 4.1 Undertake robust and accountable financial, resource and infrastructure planning and management to ensure affordable and sustainable outcomes for our community

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> In conjunction with all areas of council improve our Requisition to Payment Process so that we are able to pay our suppliers within agreed payment terms.

Programme Expenditure Budget \$000>>		\$29	
	\$000		\$000
Operating Revenue	0	Operating Expense	29
Capital Revenue	0	Capital Works	0

Measures	Target	Milestone	Responsible Department
85% of supplier invoices are paid within payment terms.	85%		Finance
Implement One Touch Form (electronic) utilising workflow options to progress approvals.		31/03/2016	Finance
Develop and implement a measuring process that identifies the number and percentage of suppliers invoices processed the first time.		31/12/2015	Finance

<b>Programme &gt;&gt;</b>	<b>Accounts Receivable</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>	

>> 4.1 Undertake robust and accountable financial, resource and infrastructure planning and management to ensure affordable and sustainable outcomes for our community

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> Effective management of sundry debt related credit risk and timely billing and collection of sundry debts

Programme Expenditure Budget \$000>>		(\$37)	
	\$000		\$000
Operating Revenue	11	Operating Expense	(37)
Capital Revenue	0	Capital Works	0

Measures	Target	Milestone	Responsible Department
90% of invoices issued to customers paid within council's credit terms	90%		Finance
80% of key internal stakeholders across council present at monthly credit meetings	80%		Finance
Introduce out-bound call and/or SMS reminder process to assist recovery of commercial arrears		31/12/2015	Finance

**Programme >> Billing**

**This Programme delivers on our Corporate Plan Strategy >>**

>> 4.1 Undertake robust and accountable financial, resource and infrastructure planning and management to ensure affordable and sustainable outcomes for our community

**What we want to achieve in 2015/16 >>**

>> Timely and accurate billing of rates and utilities charges

<b>Programme Expenditure Budget \$000&gt;&gt;</b>		<b>\$1,167</b>	
<b>\$000</b>		<b>\$000</b>	
<b>Operating Revenue</b>	147,340	<b>Operating Expense</b>	1,167
<b>Capital Revenue</b>	0	<b>Capital Works</b>	0

Measures	Target	Milestone	Responsible Department
90% of general correspondence actioned within 10 business days	90%		Finance
Issue rates notices for 1st half of 2015/16		14/08/2015	Finance
Issue rates notices for 2nd half of 2015/16		19/02/2016	Finance
Continue to expand electronic notice delivery services and promote electronic delivery through various medium to encourage greater take up.		30/06/2016	Finance
Continue to explore system capability to streamline and reduce major processing		30/06/2016	Finance

**Programme >> Budgets & Strategic Financial Planning**

**This Programme delivers on our Corporate Plan Strategy >>**

>> 4.1 Undertake robust and accountable financial, resource and infrastructure planning and management to ensure affordable and sustainable outcomes for our community

**What we want to achieve in 2015/16 >>**

>> Delivery of effective management accounting services and advice  
>> Delivery of timely and relevant financial management information  
>> Development and adoption of a financially sustainable long-term financial plan

<b>Programme Expenditure Budget \$000&gt;&gt;</b>		<b>\$101</b>	
<b>\$000</b>		<b>\$000</b>	
<b>Operating Revenue</b>	0	<b>Operating Expense</b>	101
<b>Capital Revenue</b>	0	<b>Capital Works</b>	0

Measures	Target	Milestone	Responsible Department
Develop a sustainable long term financial plan		30/06/2016	Finance
Conduct Council Service benchmarking (including corporate service charge) utilising LGAQ benchmarking activities.		30/06/2016	Finance

**Programme >> Cash Management**

**This Programme delivers on our Corporate Plan Strategy >>**

>> 4.1 Undertake robust and accountable financial, resource and infrastructure planning and management to ensure affordable and sustainable outcomes for our community

**What we want to achieve in 2015/16 >>**

>> Timely and complete reconciliation of council's bank account and clearing of reconciling items.

<b>Programme Expenditure Budget \$000&gt;&gt;</b>		<b>\$32</b>	
<b>\$000</b>		<b>\$000</b>	
<b>Operating Revenue</b>	0	<b>Operating Expense</b>	32
<b>Capital Revenue</b>	0	<b>Capital Works</b>	0

Measures	Target	Milestone	Responsible Department
100% of bank deposits reconciled within 30 days	100%		Finance
90% of bank reconciliations completed within 3 days	90%		Finance

**Programme >> Collections**

**This Programme delivers on our Corporate Plan Strategy >>**

>> 3.4 Enhance a knowledgeable, inclusive and connected community that embraces growth and lifelong learning

**What we want to achieve in 2015/16 >>**

>> Monitor rate arrears and provide assistance to ratepayers in collection services

Programme Expenditure Budget \$000>>				\$36	
		\$000			\$000
Operating Revenue		529	Operating Expense		36
Capital Revenue		0	Capital Works		0

Measures	Target	Milestone	Responsible Department
Reminder notices issued for unpaid rates within 14 business days of due date	100%		Finance
Pensioner reminder notices to be issued within 21 days of the due date shown on the half yearly rate notice	100%		Finance
Review Pensioner Remission Policy to incorporate recovery strategy for unpaid rates		31/03/2016	Finance
Review Debt Recovery Policy and investigate the implementation of a Financial Hardship clause		31/10/2015	Finance

**Programme >> Financial Reporting**

**This Programme delivers on our Corporate Plan Strategy >>**

>> 4.1 Undertake robust and accountable financial, resource and infrastructure planning and management to ensure affordable and sustainable outcomes for our community

**What we want to achieve in 2015/16 >>**

>> Ensure compliance with statutory financial reporting obligations

>> Provision of timely and relevant technical accounting advice

Programme Expenditure Budget \$000>>				\$36	
		\$000			\$000
Operating Revenue		0	Operating Expense		36
Capital Revenue		0	Capital Works		0

Measures	Target	Milestone	Responsible Department
Participate in 2 skill rotations with departments	2		Finance
Certification of audited financial statements		30/10/2015	Finance
Generation of council's financial statements from FEAM Smart Publisher		30/04/2016	Finance
Complete end of month soft close for council's financial statements for October		30/10/2015	Finance
Complete end of month soft close for council's financial statements for March		31/03/2016	Finance
Complete end of month soft close for council's financial statements for May		31/05/2016	Finance

**Programme >> Joint Ventures**  
**This Programme delivers on our Corporate Plan Strategy >>**

>> 4.1 Undertake robust and accountable financial, resource and infrastructure planning and management to ensure affordable and sustainable outcomes for our community

**What we want to achieve in 2015/16 >>**

>> Appropriate financial disclosure of council's joint venture arrangements (Townsville Entertainment and Convention Centre)

<b>Programme Expenditure Budget \$000&gt;&gt;</b>		<b>\$2,032</b>	
		<b>\$000</b>	<b>\$000</b>
<b>Operating Revenue</b>	0	<b>Operating Expense</b>	2,032
<b>Capital Revenue</b>	0	<b>Capital Works</b>	0

Measures	Target	Milestone	Responsible Department
100% monthly recognition of share of Joint Venture profit/loss	100%		Finance
100% of Joint Venture audited financial statements received in accordance with audit program milestones	100%		Finance

**Programme >> Meter Reading**  
**This Programme delivers on our Corporate Plan Strategy >>**

>> 4.1 Undertake robust and accountable financial, resource and infrastructure planning and management to ensure affordable and sustainable outcomes for our community

**What we want to achieve in 2015/16 >>**

>> Timely and accurate collection of meter reading data and provision of management information

<b>Programme Expenditure Budget \$000&gt;&gt;</b>		<b>\$109</b>	
		<b>\$000</b>	<b>\$000</b>
<b>Operating Revenue</b>	88	<b>Operating Expense</b>	109
<b>Capital Revenue</b>	0	<b>Capital Works</b>	0

Measures	Target	Milestone	Responsible Department
Less than 2% of water meter readings requiring re-read	2%		Finance
Implement improved standpipe hire process to ensure timeliness and accuracy in commercial water billing and monitoring of standpipe fleet.		30/06/2016	Finance

**Programme >> Purchasing & Contracts**  
**This Programme delivers on our Corporate Plan Strategy >>**

>> 4.1 Undertake robust and accountable financial, resource and infrastructure planning and management to ensure affordable and sustainable outcomes for our community

**What we want to achieve in 2015/16 >>**

>> Actively support a devolved approach to operational activity.  
>> Maintain corporate procurement responsibility for developing and promulgating procurement policy, procedure, training, templates and process.

<b>Programme Expenditure Budget \$000&gt;&gt;</b>		<b>\$169</b>	
		<b>\$000</b>	<b>\$000</b>
<b>Operating Revenue</b>	0	<b>Operating Expense</b>	169
<b>Capital Revenue</b>	0	<b>Capital Works</b>	0

Measures	Target	Milestone	Responsible Department
100% of contracts over \$200,000 to be published on council's website	100%		Finance
95% of Requisition to purchase orders process completed within 1 working day	95%		Finance
Develop an agreed set of Corporate Contract Templates		30/06/2017	Finance



Programme >> Revenue Management
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>
>> 4.1 Undertake robust and accountable financial, resource and infrastructure planning and management to ensure affordable and sustainable outcomes for our community

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
>> Provision of strategic revenue modelling and policy advice
>> Support the operations of the revenue section and the property and rating application

Programme Expenditure Budget \$000>>		(\$240)	
	\$000		\$000
Operating Revenue	0	Operating Expense	(240)
Capital Revenue	0	Capital Works	0

Measures	Target	Milestone	Responsible Department
Completion of recommendations for 2016/17 rates and charges		30/06/2016	Finance
Continue to identify and implement process improvement strategies to reduce processing times whilst maintaining service standards.		30/06/2016	Finance

Programme >> Stores & Materials Management.
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>
>> 4.1 Undertake robust and accountable financial, resource and infrastructure planning and management to ensure affordable and sustainable outcomes for our community

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
>> Timely, cost effective and efficient delivery of inventory and materials to meet business needs

Programme Expenditure Budget \$000>>		\$108	
	\$000		\$000
Operating Revenue	0	Operating Expense	89
Capital Revenue	0	Capital Works	19

Measures	Target	Milestone	Responsible Department
95% of stock requisitions processed within 1 working day	95%		Finance
Identify remote inventory/store locations		30/06/2016	Finance
Identify and put into place alternate supply chain arrangements for those inventory items that lend themselves to being Vendor Managed.		30/06/2016	Finance

Programme >> Systems Administration
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>
>> 4.1 Undertake robust and accountable financial, resource and infrastructure planning and management to ensure affordable and sustainable outcomes for our community

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
>> The effective operation of council's financial applications to enable the business to administer financial transactions efficiently

Programme Expenditure Budget \$000>>		\$52	
	\$000		\$000
Operating Revenue	0	Operating Expense	52
Capital Revenue	0	Capital Works	0

Measures	Target	Milestone	Responsible Department
Develop Financial BI Dashboards of key metrics to assist management in discharging their financial performance accountabilities.		31/03/2016	Finance
Implement Enterprise Asset Management Commitments Ledger in the Service Ledger		31/12/2015	Finance
Develop Divisional Enterprise Asset Management financial capital and operating project reports		31/12/2015	Finance
Develop scope for regional collaboration with respect to financial systems		30/06/2016	Finance

Programme >> Tax Services
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>
>> 4.1 Undertake robust and accountable financial, resource and infrastructure planning and management to ensure affordable and sustainable outcomes for our community

What we want to achieve in 2015/16 >>
>> Ensure compliance with all direct and indirect tax obligations
>> Provision of timely and effective technical tax planning advice

Programme Expenditure Budget \$000>>		\$82	
	\$000		\$000
Operating Revenue	0	Operating Expense	82
Capital Revenue	0	Capital Works	0

Measures	Target	Milestone	Responsible Department
90% tax lodgement compliance rate for indirect taxes (e.g. Payroll tax, GST, FBT, fuel tax)	90%		Finance
Review of council's tax compliance for goods and services tax on revenue related transactions. Report to EMT by March 2016.		31/03/2016	Finance

Programme >> Treasury Management
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>
>> 4.1 Undertake robust and accountable financial, resource and infrastructure planning and management to ensure affordable and sustainable outcomes for our community

What we want to achieve in 2015/16 >>
>> Manage council's liquidity and minimise council's net interest expense through optimal use of debt and cash investments
>> Manage council's treasury reporting and compliance with policies

Programme Expenditure Budget \$000>>		\$8,441	
	\$000		\$000
Operating Revenue	32,173	Operating Expense	8,441
Capital Revenue	0	Capital Works	0

Measures	Target	Milestone	Responsible Department
Zero breaches of surplus cash investment parameters throughout the year	0		Finance
No more than 1 day overnight overdraft funds used within a quarter	1		Finance

<b>Programme &gt;&gt;</b>	<b>TWW – Business Management &amp; Compliance</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>	

>> 4.1 Undertake robust and accountable financial, resource and infrastructure planning and management to ensure affordable and sustainable outcomes for our community

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> Management of environmental and quality systems for Townsville Water and Waste  
>> Provision of financial, administrative and governance to Townsville Water and Waste  
>> Provision of future economic, strategic direction for council's significant businesses

Programme Expenditure Budget \$000>>				\$1,287
		\$000	\$000	
Operating Revenue	51	Operating Expense	1,287	
Capital Revenue	0	Capital Works	0	

Measures	Target	Milestone	Responsible Department
Deliver 100% of financial, management, and regulatory reporting in accordance with relevant time frames throughout the year	100%		Townsville Water & Waste
Achieve result of 100% compliance at annual surveillance audit for ISO 9001 Quality Assurance System accreditation and ISO 14001 Environmental Management System accreditation	100%		Townsville Water & Waste
Achieve 90% internal customer satisfaction for Business Management and Compliance services	90%		Townsville Water & Waste
Develop a Report Card for reporting to customers about Townsville Water and Townsville Waste's performance against their Customer Service Standards		30/09/2015	Townsville Water & Waste

<b>Service &gt;&gt;</b>	<b>Fleet Management</b>
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Service Budget Summary >>	
	Total \$000
Operating Revenue	19
Operating Expense	2,256
Capital Revenue	1,230
Capital Works	7,248
Contributed Assets	0

<b>Programme &gt;&gt;</b>	<b>Heavy Fleet</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>	

>> 4.5 Provide inspirational leadership and contemporary management systems that drives a coordinated, motivated, highly effective and efficient organisation

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> Provision of heavy fleet resources to council to enable them to deliver services to the community.

Programme Expenditure Budget \$000>>		\$1,656	
	\$000		\$000
Operating Revenue	0	Operating Expense	(1,915)
Capital Revenue	322	Capital Works	3,572

Measures	Target	Milestone	Responsible Department
Fleet Workshops to respond to 100% of all breakdowns of Heavy Fleet within four business hours	100%		Engineering Services
Less than 5% of heavy plant jobs performed through the Fleet Workshop to be reworked	5%		Engineering Services
100% of preventative scheduled services for heavy fleet assets completed within one month of falling due.	100%		Engineering Services

<b>Programme &gt;&gt;</b>	<b>Light Fleet</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>	

>> 4.5 Provide inspirational leadership and contemporary management systems that drives a coordinated, motivated, highly effective and efficient organisation

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> Provision of light fleet resources to council to enable them to deliver services to the community.

Programme Expenditure Budget \$000>>		\$1,830	
	\$000		\$000
Operating Revenue	0	Operating Expense	(1,693)
Capital Revenue	880	Capital Works	3,523

Measures	Target	Milestone	Responsible Department
Less than 5% of light plant jobs performed through the Fleet Workshop to be reworked	5%		Engineering Services
100% of preventative scheduled services for light fleet assets completed within one month of falling due.	100%		Engineering Services
Fleet Workshops to respond to 100% of all breakdowns of Light Fleet within four business hours	100%		Engineering Services

<b>Programme &gt;&gt; Minor Fleet</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>

>> 4.5 Provide inspirational leadership and contemporary management systems that drives a coordinated, motivated, highly effective and efficient organisation

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> Provision of minor fleet resources to council to enable them to deliver services to the community.

Programme Expenditure Budget \$000>>		(\$200)	
	\$000		\$000
Operating Revenue	8	Operating Expense	(354)
Capital Revenue	28	Capital Works	154

Measures	Target	Milestone	Responsible Department
Less than 5% of minor plant jobs performed through the Fleet Workshop to be reworked	5%		Engineering Services
100% of preventative scheduled services for minor fleet assets completed within one month of falling due	100%		Engineering Services

<b>Programme &gt;&gt; Fleet Operations Overheads</b>
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<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>
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>> 4.5 Provide inspirational leadership and contemporary management systems that drives a coordinated, motivated, highly effective and efficient organisation

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> Provision of administrative support for Fleet.

Programme Expenditure Budget \$000>>		\$3,777	
	\$000		\$000
Operating Revenue	12	Operating Expense	3,777
Capital Revenue	0	Capital Works	0

Measures	Target	Milestone	Responsible Department
Annualised resale value of disposed fleet is equal to or greater than listed net book (residual) value.			Engineering Services
100% fleet planned projects completed within agreed timelines each quarter.	100%		Engineering Services
90% internal customer satisfaction with Fleet Services.	90%		Engineering Services

<b>Programme &gt;&gt; Wet Plant Management Account</b>
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<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>
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>> 4.5 Provide inspirational leadership and contemporary management systems that drives a coordinated, motivated, highly effective and efficient organisation

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> The costs associated with internal & external short term wet plant hire (plant with operator), with costs recovered from other programmes.

Programme Expenditure Budget \$000>>		\$2,241	
	\$000		\$000
Operating Revenue	0	Operating Expense	2,241
Capital Revenue	0	Capital Works	0

Measures	Target	Milestone	Responsible Department
Cost recovery for wet plant is +/- \$200k as at 30 June 2016	0		Engineering Services

<b>Programme &gt;&gt;</b>	<b>Dry Plant Management Account</b>
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<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>
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>> 4.5 Provide inspirational leadership and contemporary management systems that drives a coordinated, motivated, highly effective and efficient organisation

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> The costs associated with internal & external short term dry plant hire (plant without operator), with costs recovered from other programmes.

Programme Expenditure Budget \$000>>		\$200	
	\$000		\$000
Operating Revenue	0	Operating Expense	200
Capital Revenue	0	Capital Works	0

Measures	Target	Milestone	Responsible Department
Cost recovery for dry plant is +/- \$50k as at 30 June 2016	0		Engineering Services

<b>Service &gt;&gt;</b>	<b>Governance</b>
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Service Budget Summary >>	
	Total \$000
Operating Revenue	18
Operating Expense	6,575
Capital Revenue	0
Capital Works	0
Contributed Assets	0

<b>Programme &gt;&gt;</b>	<b>Councillors</b>
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**This Programme delivers on our Corporate Plan Strategy >>**

>> 4.6 Commit to open transparent and accountable governance to ensure community confidence and trust in council

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> Provision of facilities and services necessary for councillors to efficiently discharge their duties and responsibilities as councillors

Programme Expenditure Budget \$000>>		\$1,963
	\$000	\$000
Operating Revenue	14	Operating Expense 1,963
Capital Revenue	0	Capital Works 0

Measures	Target	Milestone	Responsible Department
100% of Draft Council & Committee Minutes compiled within 2 business days of the meeting	100%		Corporate Governance
100% Advisory Minutes available within 5 business days of the meeting	100%		Corporate Governance
100% of all action items distributed within 3 business days of the ordinary meeting	100%		Corporate Governance
100% Minutes posted to council's website within 5 business days of the meeting	100%		Corporate Governance
Annual reporting requirements for councillor expenditure and complaints are completed and provided for inclusion in the Annual Report		31/10/2015	Corporate Governance
Deliver councillor induction program.		30/04/2016	Corporate Governance
Develop and implement councillor transition action plan for upcoming Election 2016.		30/04/2016	Corporate Governance



<b>Programme &gt;&gt; Governance</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>

>> 4.6 Commit to open transparent and accountable governance to ensure community confidence and trust in council

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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- >> The Governance Programme supports the organisation to deliver corporate planning and performance management, enterprise risk management and legislative compliance.
- >> The programme maintains Council's Governance Framework, policies, delegations and registers and provides assurance to community, council and management that decisions are open, transparent and made in the public interest.

Programme Expenditure Budget \$000>>		\$3,980
	\$000	\$000
Operating Revenue	4	Operating Expense 3,980
Capital Revenue	0	Capital Works 0

Measures	Target	Milestone	Responsible Department
100% of Right to Information (RTI) applications are processed within statutory timeframes	100%		Corporate Governance
Deliver 4 Corporate Governance training/user group sessions by June 2016	4		Corporate Governance
100% of all council's insurance policies are re-negotiated and renewed for 2016/17 financial year	100%		Corporate Governance
80% of all new insurance claims are acknowledged within 5 business days of receipt	80%		Corporate Governance
80% of all requests from the Mayor's Office are responded to by the responsible department within 10 business days	80%		Corporate Governance
No more than a 1% error rate achieved in Corporate Performance Reports presented to councillors.	99%		Corporate Governance
100% of complaints for internal review are acknowledged within five days.	100%		Corporate Governance
100% of complaints for internal review are responded to within 30 business days.	100%		Corporate Governance
No more than 1% error rate achieved in final annual report 2014/15.	99%		Corporate Governance
90% of all adopted or reviewed policies added to intranet within 3 business days	90%		Corporate Governance
100% of Audit Committee Minutes prepared within 5 days of the meeting	100%		Corporate Governance
100% of Audit Issues Matrix complete and sent to responsible officers 6 weeks prior to the meeting	100%		Corporate Governance
Audit agenda forwarded to committee members 5 business days prior to the meeting	100%		Corporate Governance
Annual Report adopted by council 30 November 2015		30/11/2015	Corporate Governance
Quarterly Performance Report for Q1 2015/16 completed		30/11/2015	Corporate Governance
Quarterly Performance Report for Q2 2015/16 completed		28/02/2016	Corporate Governance
Quarterly Performance Report for Q3 2015/16 completed		31/05/2016	Corporate Governance
2016/17 Operational Plan developed and adopted by council		30/06/2016	Corporate Governance
2014/15 Community Report Card published to the community		30/10/2015	Corporate Governance
Undertake legislative compliance assessment across council utilising LGAQ Legislative Compliance Register.		31/03/2016	Corporate Governance
Annual review of Fraud and Corruption Risk Assessment completed by April 2016.		30/04/2016	Corporate Governance
Develop and implement three reports within statistics component of the Corporate Performance Management system.		30/06/2016	Corporate Governance
Develop and implement Asset Management reporting component within the Corporate Performance Management system.		30/06/2016	Corporate Governance
Annual review of organisation wide risk assessments completed by September 2015		30/09/2015	Corporate Governance
Complete annual review of Corporate Plan by March 2016.		30/03/2016	Corporate Governance
Complete Community Survey and make results available by September 2015.		30/09/2015	Corporate Governance
Quarterly Performance Report for Q4 2014/15 completed		30/08/2015	Corporate Governance
Complete review of the Corporate Governance Framework by August 2015		30/08/2015	Corporate Governance
Develop Corporate Dashboard capability within the Corporate Performance Management System.		30/06/2016	Corporate Governance
Develop a Project Plan for the Operational Plan 2016/17 utilising the Corporate Performance Management system.		30/06/2016	Corporate Governance
Develop and implement council's Business Continuity project plan.		30/05/2016	Corporate Governance
Implement agreed recommendations from the complaints management internal audit		30/05/2016	Corporate Governance
Development of an Internal Control Framework including guidelines, policy and		30/06/2016	Corporate Governance
Development of a Shared Services Framework		30/06/2016	Corporate Governance

<b>Programme &gt;&gt; Internal Audit</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>

>> 4.6 Commit to open transparent and accountable governance to ensure community confidence and trust in council

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> Provision of assurance to the council Audit Committee and CEO that council's controls are designed to manage the organisation's risks and that council is operating in an efficient , effective and ethical manner to achieve its corporate objectives

Programme Expenditure Budget \$000>>				\$377	
		\$000			\$000
Operating Revenue		0	Operating Expense		377
Capital Revenue		0	Capital Works		0

Measures	Target	Milestone	Responsible Department
100% Completion of Councils Annual Internal Audit Plan	100%		Executive Office
Present the Internal Audit Plan to Audit Committee Quarter 1		30/09/2015	Executive Office
Present the Internal Audit Plan to Audit Committee Quarter 2		31/12/2015	Executive Office
Present the Internal Audit Plan to Audit Committee Quarter 3		31/03/2016	Executive Office
Present the Internal Audit Plan to Audit Committee Quarter 4		30/06/2016	Executive Office

<b>Programme &gt;&gt; Legal</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>

>> 4.6 Commit to open transparent and accountable governance to ensure community confidence and trust in council

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> Promote the ethical delivery of services  
>> Provision of a high level of support to ensure legal compliance to achieve corporate objectives  
>> Provision of an efficient and cost effective legal service to council

Programme Expenditure Budget \$000>>				(\$164)
\$000		\$000		
Operating Revenue	0	Operating Expense	(164)	
Capital Revenue	0	Capital Works	0	

Measures	Target	Milestone	Responsible Department
85% internal customer satisfaction with Legal Services	85%		Corporate Governance
80% external customer satisfaction with Legal services	80%		Corporate Governance

<b>Programme &gt;&gt; Media</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>

>> 4.4 Engage with the community to inform council decision making processes

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> Communicate council initiatives and important council managed community programs to the public  
>> Develop proactive and reactive media management strategies for council staff and elected representatives

Programme Expenditure Budget \$000>>				\$418	
		\$000			\$000
Operating Revenue		0	Operating Expense		418
Capital Revenue		0	Capital Works		0

Measures	Target	Milestone	Responsible Department
90% successful pickup of media releases issued	90%		Corporate Governance

<b>Service &gt;&gt;</b>	<b>Information Communication Technology</b>
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Service Budget Summary >>	
	<b>Total \$000</b>
Operating Revenue	50
Operating Expense	2,305
Capital Revenue	0
Capital Works	8,465
Contributed Assets	0

<b>Programme &gt;&gt;</b>	<b>KM Service Strategy and Design</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>	

>> 4.3 Enable innovation and technology capacity within council to drive organisational efficiencies

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> Formulation of Knowledge Management Strategy and Organisational Design aligned with Corporate Strategic Objectives

Programme Expenditure Budget \$000>>		\$313	
	<b>\$000</b>		<b>\$000</b>
Operating Revenue	0	Operating Expense	313
Capital Revenue	0	Capital Works	0

Measures	Target	Milestone	Responsible Department
Development of Business Intelligence Strategy for council		31/12/2015	Knowledge Management
Design of Cloud19 Strategy - Office365		31/12/2015	Knowledge Management
Development of Mobility Strategy		31/03/2016	Knowledge Management
Development of Aerial Photography, Imagery and LiDAR Strategy		31/03/2016	Knowledge Management
Development of an Over-arching Digital Strategy		30/06/2016	Knowledge Management
Development of CiAnywhere Strategy		31/12/2015	Knowledge Management
Development of Switching Fabric Strategy		30/03/2016	Knowledge Management
Development of Switching Array Strategy		31/12/2015	Knowledge Management
Development of Firewall SaaS Strategy		28/02/2016	Knowledge Management

<b>Programme &gt;&gt;</b>	<b>KM Service Operations</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>	

>> 4.3 Enable innovation and technology capacity within council to drive organisational efficiencies

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> Provision of an efficient, effective and sustainable service delivery of knowledge management products and services

Programme Expenditure Budget \$000>>		(\$1,074)	
	<b>\$000</b>		<b>\$000</b>
Operating Revenue	0	Operating Expense	(1,074)
Capital Revenue	0	Capital Works	0

Measures	Target	Milestone	Responsible Department
99% availability of enterprise systems consistent with the Knowledge Management Department service framework	99%		Knowledge Management
95% of Name and Address Register exception report elements processed within 5 business days	95%		Knowledge Management
100% of Priority Planning Correspondence turned around within 3 hours	100%		Knowledge Management
Development of Operational Recordkeeping Implementation Plan Recording Charter		31/08/2015	Knowledge Management
Undertake the Enterprise Content Management System upgrade		30/06/2016	Knowledge Management
Improve the performance and cost of data retention and recovery		30/06/2016	Knowledge Management

<b>Programme &gt;&gt;</b>	<b>Knowledge Management Office</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>	

>> 4.3 Enable innovation and technology capacity within council to drive organisational efficiencies

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> Provision of overarching business and governance support for the Knowledge Management Department

Programme Expenditure Budget \$000>>		\$1,599	
	\$000		\$000
Operating Revenue	0	Operating Expense	1,599
Capital Revenue	0	Capital Works	0

Measures	Target	Milestone	Responsible Department
95% asset reconciliation between Financial and Operational Asset Register	95%		Knowledge Management
Implement Business Process Improvement Framework		30/06/2016	Knowledge Management
Development of Knowledge Management Governance Framework		30/06/2016	Knowledge Management
Implementation of the improved business processes		30/09/2015	Knowledge Management
Mapping of additional business processes under the Business Process Improvement Framework		31/03/2016	Knowledge Management
Monitor & Measure benefits of implemented repaired processes		30/06/2016	Knowledge Management
Design and approve a KM renewed AMP for all classes		1/11/2015	Knowledge Management
Implementation of the approved renewed AMP for all classes		30/06/2016	Knowledge Management

<b>Programme &gt;&gt;</b>	<b>KM Enterprise Resource Planning</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>	

>> 4.3 Enable innovation and technology capacity within council to drive organisational efficiencies

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> Design develop and implementation of Enterprise Resource Planning solutions aligned with Infrastructure Architecture Strategy and other KM strategies (e.g. ERP strategy)

Programme Expenditure Budget \$000>>		\$2,406	
	\$000		\$000
Operating Revenue	0	Operating Expense	(483)
Capital Revenue	0	Capital Works	2,889

Measures	Target	Milestone	Responsible Department
Implementation of Human Resources Information System as per schedule		30/06/2016	Knowledge Management
Implement Property and Rating system Mobility as per schedule module		30/06/2016	Knowledge Management
Implement CES CiAnywhere strategy as per schedule		30/06/2016	Knowledge Management
Implement CES system upgrade		31/12/2015	Knowledge Management

<b>Programme &gt;&gt; KM Infrastructure</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>

>> 4.3 Enable innovation and technology capacity within council to drive organisational efficiencies

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> Design and implementation of ICT infrastructure aligned with the Infrastructure Architecture Strategy. This includes other strategies that have an Infrastructure Layer requirement.

<b>Programme Expenditure Budget \$000&gt;&gt;</b>		<b>\$5,576</b>	
	<b>\$000</b>		<b>\$000</b>
<b>Operating Revenue</b>	0	<b>Operating Expense</b>	0
<b>Capital Revenue</b>	0	<b>Capital Works</b>	5,576

Measures	Target	Milestone	Responsible Department
Implement desktop computer replacement project		30/11/2015	Knowledge Management
Implement Cloud Strategy - Office 365		30/06/2016	Knowledge Management
Undertake Asset Renewal program in line with Asset Management Plan & Cloud strategy		30/06/2016	Knowledge Management
Provision of Cloud Firewall Services in line with the Cloud 19 Strategy		28/02/2016	Knowledge Management
Develop a Manage Security as a Service Plan (MSAAS)		30/06/2016	Knowledge Management
Undertake annual ICT asset stocktake		30/11/2015	Knowledge Management

<b>Programme &gt;&gt; KM Service Transition</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>

>> 4.3 Enable innovation and technology capacity within council to drive organisational efficiencies

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> Transition and translation of knowledge management strategy into business outcomes

<b>Programme Expenditure Budget \$000&gt;&gt;</b>		<b>\$1,950</b>	
	<b>\$000</b>		<b>\$000</b>
<b>Operating Revenue</b>	50	<b>Operating Expense</b>	1,950
<b>Capital Revenue</b>	0	<b>Capital Works</b>	0

Measures	Target	Milestone	Responsible Department
Implement CES Fleet and Asset Booking module		30/06/2016	Knowledge Management
Implement e-Property Modules of Property and Rating as per schedule		30/06/2016	Knowledge Management
Undertake Social Profiling Initiative		31/12/2015	Knowledge Management

<b>Service &gt;&gt;</b>	<b>Laboratory Services</b>
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Service Budget Summary >>	
	Total \$000
Operating Revenue	3,423
Operating Expense	2,232
Capital Revenue	0
Capital Works	45
Contributed Assets	0

<b>Programme &gt;&gt;</b>	<b>TWW Laboratory Services</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>	

>> 2.3 Preserve our natural environment through active management, education and compliance activities

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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- >> Provision of scientific analytical services to external clients in regards to water, wastewater and soil
- >> Provision of scientific analytical support to council in regards to water, wastewater and soil

Programme Expenditure Budget \$000>>		\$2,277	
	\$000		\$000
Operating Revenue	3,423	Operating Expense	2,232
Capital Revenue	0	Capital Works	45

Measures	Target	Milestone	Responsible Department
Achieve 90% compliance with defined timeframes for issuing analysis reports	90%		Utility Services
Grow external revenue as a proportion of total revenue by 15%	15%		Utility Services
Develop 3 new National Association of Testing Authorities certified methods for water and wastewater analysis	3		Utility Services
Develop new method for the analysis of Polycyclic Aromatic Hydrocarbons and other Semi-volatile Organic Compounds in water by Stir Bar Sorptive Extraction and Gas Chromatography with Mass Spectral analysis		30/06/2016	Utility Services

<b>Service &gt;&gt;</b>	<b>People</b>
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Service Budget Summary >>	
	<b>Total \$000</b>
Operating Revenue	0
Operating Expense	(15)
Capital Revenue	0
Capital Works	0
Contributed Assets	0

<b>Programme &gt;&gt;</b>	<b>Building Employee Capabilities</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>	

>> 4.7 Promote an organisational culture that values and empowers its workforce

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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- >> Proactively manage corporate compliance training and licence requirements
- >> Provision of training and development to build and enhance employee capability and inspire them to reach and utilise their potential to provision of a valuable service to our community

Programme Expenditure Budget \$000>>		\$428
	<b>\$000</b>	<b>\$000</b>
Operating Revenue	0	Operating Expense 428
Capital Revenue	0	Capital Works 0

Measures	Target	Milestone	Responsible Department
100% of corporate compliance training is offered in compliance with requirements	100%		HR - People Performance
80% of targeted staff within first four levels of the organisation complete the Generic Management Leadership Development Programs	80%		HR - People Performance
Develop Internal Coaching Capability to support participants of management and leadership programmes		30/06/2016	HR - People Performance
Training Evaluation Framework methodology developed and piloted		30/06/2016	HR - People Performance
Recommendations from the Achievement Planning review implemented by end of second quarter		31/12/2015	HR - People Performance

<b>Programme &gt;&gt;</b>	<b>Corporate Safety</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>	

>> 4.5 Provide inspirational leadership and contemporary management systems that drives a coordinated, motivated, highly effective and efficient organisation

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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- >> Deliver a range of Workplace Health and Safety systems and services to council
- >> Facilitate implementation of initiatives targeted at influencing staff behaviours relating to safety which contribute to ongoing improvement of organisational culture and safety performance

Programme Expenditure Budget \$000>>		(\$73)
	<b>\$000</b>	<b>\$000</b>
Operating Revenue	0	Operating Expense (73)
Capital Revenue	0	Capital Works 0

Measures	Target	Milestone	Responsible Department
Implementation of an Integrated Safety, Environment and Quality Management		30/06/2016	HR - People Performance
Completion of all Workplace Health and Safety Strategy activities		31/12/2015	HR - People Performance
Develop and deliver Safety Leadership Program		30/06/2016	HR - People Performance



**Programme >> Culture**  
**This Programme delivers on our Corporate Plan Strategy >>**

>> 4.7 Promote an organisational culture that values and empowers its workforce

**What we want to achieve in 2015/16 >>**

>> Alignment of employee behaviours to the organisation's preferred culture to improve business performance and employee safety

Programme Expenditure Budget \$000>>				(\$97)	
		\$000			\$000
Operating Revenue		0	Operating Expense		(97)
Capital Revenue		0	Capital Works		0

Measures	Target	Milestone	Responsible Department
100% of Managers to have a current LSI (360° feedback)	100%		HR - People Performance
Monitoring of Divisional Presentations to Culture Leaders Group		30/06/2016	HR - People Performance

**Programme >> Diversity**  
**This Programme delivers on our Corporate Plan Strategy >>**

>> 4.7 Promote an organisational culture that values and empowers its workforce

**What we want to achieve in 2015/16 >>**

>> Celebrate, promote and facilitate productive diversity within the council workforce, engage with the community to build awareness and interest in council careers, and build relationships with educational institutions to develop collaborative work integration programs.

Programme Expenditure Budget \$000>>				(\$10)
		\$000	\$000	
Operating Revenue		0	Operating Expense	(10)
Capital Revenue		0	Capital Works	0

Measures	Target	Milestone	Responsible Department
Conduct Employee Expo		31/12/2015	HR - People Performance
Develop Gender Equity in Employment Strategy		30/06/2016	HR - People Performance
Review Diversity in Employment Strategy		31/12/2015	HR - People Performance
Career Ambassador Program Reviewed		30/06/2016	HR - People Performance

**Programme >> Health & Wellbeing**  
**This Programme delivers on our Corporate Plan Strategy >>**

>> 4.5 Provide inspirational leadership and contemporary management systems that drives a coordinated, motivated, highly effective and efficient organisation

**What we want to achieve in 2015/16 >>**

- >> Develop and implement a range of Health and Wellbeing initiatives aimed at improving employee physical and psychological functioning and capacity in the workplace
- >> Ensure Health and Wellbeing strategies are aimed at addressing key health issues identified for the organisation in the short term (1 to 3 years) and assist in reducing injury related costs and absenteeism in the long term (3 to 5 years)

Programme Expenditure Budget \$000>>				\$42
		\$000	\$000	
Operating Revenue		0	Operating Expense	42
Capital Revenue		0	Capital Works	0

Measures	Target	Milestone	Responsible Department
Conduct review of onsite physio program to determine if the program has met key objectives (including reduction in sprains and strains, management of ageing workforce and provision of an early proactive intervention)		30/06/2016	HR - People Performance

**Programme >> Information Systems**

**This Programme delivers on our Corporate Plan Strategy >>**

>> 4.3 Enable innovation and technology capacity within council to drive organisational efficiencies

**What we want to achieve in 2015/16 >>**

- >> Identify and provide a streamlined standard suite of HR management key metrics reports with as-required follow-up to detailed instructions and reports.
- >> Implement a new HR information system in accordance with agreed schedule
- >> Implement a new WHS information system in accordance with agreed schedule

Programme Expenditure Budget \$000>>		\$53	
	\$000		\$000
Operating Revenue	0	Operating Expense	53
Capital Revenue	0	Capital Works	0

Measures	Target	Milestone	Responsible Department
Implement a new Workplace Health and Safety information system in accordance with agreed schedule	100%		HR - People Performance
Implement a new HR information system in accordance with agreed schedule	100%		HR - People Performance
Identify a streamlined standard suite of Human Resources management key metrics reports.		31/12/2015	HR - People Performance
Implement a new Human Resources information system in accordance with agreed schedule		30/06/2016	HR - People Performance

**Programme >> People Services**

**This Programme delivers on our Corporate Plan Strategy >>**

>> 4.7 Promote an organisational culture that values and empowers its workforce

**What we want to achieve in 2015/16 >>**

- >> Maintain HR governance systems, support people and position related strategies and transactions, contribute to building workforce capability through recruitment systems and support, and deliver remuneration and benefits to the entire workforce.
- >> Manage the employee relations function to provide consistent and equitable outcomes in accordance with Corporate strategy and objectives

Programme Expenditure Budget \$000>>		\$78	
	\$000		\$000
Operating Revenue	0	Operating Expense	78
Capital Revenue	0	Capital Works	0

Measures	Target	Milestone	Responsible Department
100% position description evaluation outcomes notified within 24hrs of receipt	100%		HR - People Performance
100% non-permanent extensions fully actioned within 2 days from requisition	100%		HR - People Performance
100% employee terminations actioned within 24hrs	100%		HR - People Performance
100% of the requests for changes to the organisational structure within the Human Resources Information System are planned within 1 week of receipt of the detail of the changes to the structure	100%		HR - People Performance
Payroll accuracy maintained at > 99%	99%		HR - People Performance
90% recruitment campaigns completed within standard	90%		HR - People Performance
Annual classification evaluation audit on sample of positions conducted and inconsistencies between panel assessments and audit result addressed		30/06/2016	HR - People Performance
Annual remuneration increment audits conducted		30/06/2016	HR - People Performance

Conduct negotiations and vote on new Enterprise Bargaining Agreement		31/07/2015	HR - People Performance
Certify new Enterprise Bargaining Agreement		31/10/2015	HR - People Performance
Implement new Enterprise Bargaining Agreement		31/12/2015	HR - People Performance

**Programme >> Recognition & Reward**  
**This Programme delivers on our Corporate Plan Strategy >>**

>> 4.5 Provide inspirational leadership and contemporary management systems that drives a coordinated, motivated, highly effective and efficient organisation

**What we want to achieve in 2015/16 >>**

>> Develop and embed a program of recognition and reward across all of council to support actions and behaviours which encourage employee performance and influence employee job satisfaction

<b>Programme Expenditure Budget \$000&gt;&gt;</b>		<b>\$27</b>	
	<b>\$000</b>		<b>\$000</b>
Operating Revenue	0	Operating Expense	27
Capital Revenue	0	Capital Works	0

Measures	Target	Milestone	Responsible Department
Conduct staff feedback survey on effectiveness of recognition and reward within the organisation		30/06/2016	HR - People Performance
Develop framework for capturing Recognition and Reward activities		30/06/2016	HR - People Performance
Conduct Annual Long Service Ceremony to recognise staff contribution		31/12/2015	HR - People Performance

**Programme >> Workers Compensation**  
**This Programme delivers on our Corporate Plan Strategy >>**

>> 4.5 Provide inspirational leadership and contemporary management systems that drives a coordinated, motivated, highly effective and efficient organisation

**What we want to achieve in 2015/16 >>**

>> Provision of an effective Workers' Compensation insurance model which meets legislative and organisational requirements

<b>Programme Expenditure Budget \$000&gt;&gt;</b>		<b>(\$462)</b>	
	<b>\$000</b>		<b>\$000</b>
Operating Revenue	0	Operating Expense	(462)
Capital Revenue	0	Capital Works	0

Measures	Target	Milestone	Responsible Department
Achieve low performance risk ratings each quarter	100%		HR - People Performance
Actuarial Report 2015/2016 to be procured in preparation for 16/17 financial year		30/06/2016	HR - People Performance

<b>Programme &gt;&gt;</b>	<b>Workforce Planning</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>	

>> 4.7 Promote an organisational culture that values and empowers its workforce

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> The Strategic Workforce Plan will shape and align the workforce with Council's strategic, business and financial plans and objectives and enable TCC to effectively plan, structure, budget and cost its future workforce requirements.

Programme Expenditure Budget \$000>>				\$0
		\$000	\$000	
Operating Revenue		0	Operating Expense	0
Capital Revenue		0	Capital Works	0

<b>Measures</b>	<b>Target</b>	<b>Milestone</b>	<b>Responsible Department</b>
Schedule Workforce Planning meetings with Departments		7/08/2015	HR - People Performance
Complete Labour Demand Planning for the future workforce (1-3 year)		6/11/2015	HR - People Performance
Complete Labour Sustainability Planning to address critical changes in the workforce composition (5-10 year)		6/11/2015	HR - People Performance
Complete Labour Supply Planning to identify critical workforce resourcing gaps (1-3 year)		6/11/2015	HR - People Performance
Approval of Strategic Workforce Plan by EMT		11/12/2015	HR - People Performance
Conduct Strategic Workforce Planning information workshops		29/04/2016	HR - People Performance

<b>Service &gt;&gt;</b>	<b>Trade Services</b>
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Service Budget Summary >>	
	<b>Total \$000</b>
Operating Revenue	859
Operating Expense	3,131
Capital Revenue	0
Capital Works	0
Contributed Assets	0

<b>Programme &gt;&gt;</b>	<b>TWW – Trade Services</b>
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<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>
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>> 3.5 Provide community infrastructure and services that support growth and meets community needs

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> Provision of effective and efficient electrical, mechanical and technical support to appropriate infrastructure of Townsville City Council

Programme Expenditure Budget \$000>>		\$3,131	
	<b>\$000</b>		<b>\$000</b>
Operating Revenue	859	Operating Expense	3,131
Capital Revenue	0	Capital Works	0

Measures	Target	Milestone	Responsible Department
Complete 90% of preventative maintenance on time per quarter	95%		Utility Services
100% compliance with Trade Services Work Health and Safety Plan	100%		Utility Services
Deliver 100% of electrical and mechanical pump station renewals in accordance with the approved program		30/06/2016	Utility Services
Deliver 100% of electrical and mechanical sewage treatment plant renewals in accordance with the approved program		30/06/2016	Utility Services

## Core Service >> Environment and Sustainability

### Core Service Budget Summary >>

	Total \$000
Operating Revenue	65
Operating Expense	5,695
Capital Revenue	0
Capital Works	318
Contributed Assets	0

### Services >>

- >> Environmental & Natural Resource Mgmt
- >> Environmental & Sustainability Services
- >> Sustainability Services

<b>Service &gt;&gt;</b>	<b>Environmental &amp; Natural Resource Mgmt</b>
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Service Budget Summary >>	
	Total \$000
Operating Revenue	0
Operating Expense	3,008
Capital Revenue	0
Capital Works	0
Contributed Assets	0

<b>Programme &gt;&gt;</b>	<b>Bushfire Management</b>
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**This Programme delivers on our Corporate Plan Strategy >>**

>> 3.3 Enhance wellbeing and safety in the community

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> Engagement and coordination with other land managers, government agencies and the community for bushfire management

>> Identifying actions and implementing programs to mitigate bushfire risk on council land

Programme Expenditure Budget \$000>>		\$151
	\$000	\$000
Operating Revenue	0	Operating Expense 151
Capital Revenue	0	Capital Works 0

Measures	Target	Milestone	Responsible Department
Implementation of the Annual Integrated Sustainability Services bushfire mitigation program		30/06/2016	Integrated Sustainability
Partner with other organisations on bushfire management		30/06/2016	Integrated Sustainability
Bushfire Management Meetings (pre and post season) are reported to Local Disaster Management Group		30/06/2016	Integrated Sustainability

<b>Programme &gt;&gt;</b>	<b>Coastal Management</b>
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**This Programme delivers on our Corporate Plan Strategy >>**

>> 2.3 Preserve our natural environment through active management, education and compliance activities

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> Collaboration and engagement of the community and other agencies on sustainable management

>> Coordinate and implement council's natural and peri urban coastal assets

>> Identifying actions and implementing programs to mitigate risks

Programme Expenditure Budget \$000>>		\$302
	\$000	\$000
Operating Revenue	0	Operating Expense 302
Capital Revenue	0	Capital Works 0

Measures	Target	Milestone	Responsible Department
Build and maintain 6 collaborative relationships with relevant external agencies in support of on ground activities for coastal management	6		Integrated Sustainability
Complete the annual Rowes Bay sand renourishment program		30/06/2016	Integrated Sustainability
Establish a partnership with other organisations (NQ Dry Tropics) for implementation for shoreline erosion management		30/06/2016	Integrated Sustainability
Implement planned annual coastal management on ground works		30/06/2016	Integrated Sustainability



<b>Programme &gt;&gt; Environmental Education Awareness</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>

>> 2.3 Preserve our natural environment through active management, education and compliance activities

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
>> Raise awareness and build capacity of natural resource management in the community
>> Support the community to increase their awareness and act to preserve the region's natural resources

<b>Programme Expenditure Budget \$000&gt;&gt;</b>		<b>\$236</b>	
<b>\$000</b>		<b>\$000</b>	
<b>Operating Revenue</b>	0	<b>Operating Expense</b>	236
<b>Capital Revenue</b>	0	<b>Capital Works</b>	0

Measures	Target	Milestone	Responsible Department
Deliver 10 environmental education activities throughout the year	10		Integrated Sustainability
Host eight community greening events throughout the year	8		Integrated Sustainability
Provide Council support for the Townsville National Tree Day		26/07/2015	Integrated Sustainability
Provide Council support for Clean Up Australia Day		6/03/2016	Integrated Sustainability
Host the Townsville Toad Day Out		1/03/2016	Integrated Sustainability

<b>Programme &gt;&gt; Land Protection</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>

>> 2.3 Preserve our natural environment through active management, education and compliance activities

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
>> Develop and implement the Townsville Area Pest Management Plan
>> Manage the risk of invasive animal and mitigate the environmental, social and economic impact
>> Work with the community to build their awareness of their responsibilities in this area, and their capacity to act

<b>Programme Expenditure Budget \$000&gt;&gt;</b>		<b>\$353</b>	
<b>\$000</b>		<b>\$000</b>	
<b>Operating Revenue</b>	0	<b>Operating Expense</b>	353
<b>Capital Revenue</b>	0	<b>Capital Works</b>	0

Measures	Target	Milestone	Responsible Department
Participate in four pest management collaborations	4		Integrated Sustainability
30 Property Pest Management Plans current	30		Integrated Sustainability
Administer Townsville Pest Management Plan		1/04/2016	Integrated Sustainability
Plan and implement councils annual wild dog management program		30/06/2016	Integrated Sustainability
Investigate and report on opportunities to improve pest mapping and NRM technology integration		30/06/2016	Integrated Sustainability
Work with landholders and partner agencies to increase awareness and capacity for pest plant and animal management		30/06/2016	Integrated Sustainability
Complete Thunbergia (pest weed) Program on Magnetic Island		1/12/2015	Integrated Sustainability
Implement feral pig control in one natural area		30/06/2016	Integrated Sustainability

<b>Programme &gt;&gt; Natural Resources Management</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>

>> 2.1 Effective management, protection and conservation of our environment to ensure a balance between built infrastructure and areas of environmental significance

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> Identify actions and implement programs for council's ecological landscapes  
 >> Protection and improvement of ecosystems service across council jurisdiction and the community landscapes

Programme Expenditure Budget \$000>>				\$1,593	
		\$000			\$000
Operating Revenue		0	Operating Expense		1,593
Capital Revenue		0	Capital Works		0

Measures	Target	Milestone	Responsible Department
Attend 8 weed blitzes per year	8		Integrated Sustainability
Investigate and respond to 100% of community service requests for on ground Natural Resource Management within designated timeframes	100%		Integrated Sustainability
Support two biosecurity operations throughout the year	2		Integrated Sustainability
Implement Landcare and community natural resource management initiatives through support and collaboration with community NRM Groups for 12 sites	12		Integrated Sustainability
Revegetate with 1,000 native plants across Townsville	1,000		Integrated Sustainability
Conduct 15 Litter Pickups from natural areas throughout the year	15		Integrated Sust
Implementation of all priority actions for annual program for on ground Natural Resource Management		30/06/2016	Integrated Sustainability

<b>Programme &gt;&gt; Environmental Management Operations</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>

>> 2.2 Implement an effective integrated demand management approach to infrastructure planning and delivery

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> Develop and implement sustainable systems for the management of environmental issues, through preparation and development of on ground projects, policies and programs, in order to support sustainable development of Townsville across all areas of sustainability (eco efficiency, natural resources and biodiversity.)  
 >> Respond to specialist natural environment issues  
 >> Support internal sustainability project development and implementation working across departments.

Programme Expenditure Budget \$000>>				\$375	
		\$000			\$000
Operating Revenue		0	Operating Expense		375
Capital Revenue		0	Capital Works		0

Measures	Target	Milestone	Responsible Department
Support 4 major internal sustainability initiatives	4		Integrated Sustainability
Implement wetland and urban waterways management activities		30/06/2016	Integrated Sustainability

<b>Service &gt;&gt;</b>	<b>Environmental &amp; Sustainability Services</b>
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Service Budget Summary >>	
	Total \$000
Operating Revenue	25
Operating Expense	1,541
Capital Revenue	0
Capital Works	318
Contributed Assets	0

<b>Programme &gt;&gt;</b>	<b>Business Support-Integrated Sustainability Services</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>	

>> 2.5 Research and implement environmental solutions utilising innovative smart technology and behaviour

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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- >> Cross departmental, council and community integration of sustainability initiatives
- >> Integration of the Smart City (sustainability hub) program
- >> Provide business analysis and support of Integrated Sustainability Services departmental operations

Programme Expenditure Budget \$000>>		\$1,141
	\$000	\$000
Operating Revenue	0	Operating Expense 1,141
Capital Revenue	0	Capital Works 0

Measures	Target	Milestone	Responsible Department
90% of customer requests received are allocated to appropriate staff within 2 days of being received	90%		Integrated Sustainability
Operations and Support to facilitate the increase in the membership of the Sustainable Townsville Network to a minimum of 1,000 members maintained each quarter	1,000		Integrated Sustainability
Progress Council's integrated energy and carbon management framework through quarterly meetings.	4		Integrated Sustainability
Operations and Support to action 100% of internally received works requests within 2 days of receipt	100%		Integrated Sust

<b>Programme &gt;&gt;</b>	<b>Integrated Environmental &amp; Sustainability Systems</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>	

>> 2.5 Research and implement environmental solutions utilising innovative smart technology and behaviour

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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- >> Fostering implementation and adoption of sustainability across council (including NRM, Carbon, energy, water, nature and people)
- >> Integrate the TCC Energy and Resource Management System Framework
- >> Integrated approach for council on monitoring and reporting of environment and sustainability and smart city (sustainability hub) initiatives

Programme Expenditure Budget \$000>>		\$719
	\$000	\$000
Operating Revenue	25	Operating Expense 400
Capital Revenue	0	Capital Works 318

Measures	Target	Milestone	Responsible Department
Progress Councils Integrated Environmental Management System through quarterly coordination meetings	4		Integrated Sust
Deliver the Annual IEMS Management Review, reporting on environmental performance across council	100%		Integrated Sust
Review Environmental Policy by October 2015		30/10/2015	Integrated Sustainability

<b>Service &gt;&gt;</b>	<b>Sustainability Services</b>
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Service Budget Summary >>	
	Total \$000
Operating Revenue	40
Operating Expense	1,145
Capital Revenue	0
Capital Works	0
Contributed Assets	0

<b>Programme &gt;&gt;</b>	<b>Carbon Cycle</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>	

>> 2.5 Research and implement environmental solutions utilising innovative smart technology and behaviour

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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- >> Facilitate a reduction in energy use and green house gas emissions across the community and Council
- >> Increase the uptake of energy consumption (sustainability) behaviours across the community and Council
- >> Reduce operational costs for Council by investigating and implementing sustainable energy practices across Council and the community.

Programme Expenditure Budget \$000>>		\$571
	\$000	\$000
Operating Revenue	30	Operating Expense 571
Capital Revenue	0	Capital Works 0

Measures	Target	Milestone	Responsible Department
Build and maintain four key energy related sustainability partnerships by 30th June 2016	4		Integrated Sustainability
Facilitate twenty community based energy efficiency education activities by 30 June 2016	20		Integrated Sustainability
Deploy 4 integrated smart sensors in commercial buildings as part of the Smart Building Trials by 30 June 2106.	4		Integrated Sustainability
Undertake ten community capacity building workshops and activities for energy conservation by 30th June 2016	10		Integrated Sustainability
Install two electric vehicle charging stations by 30 June 2016.	2		Integrated Sust
Install Stage 2 of the LED Street Light demonstration trial.		30/04/2016	Integrated Sustainability

<b>Programme &gt;&gt;</b>	<b>Catchment Management</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>	

>> 2.5 Research and implement environmental solutions utilising innovative smart technology and behaviour

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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- >> Build capacity within council and community to undertake actions that improve water quality outcomes
- >> Create opportunities for the community to participate in designing and implementing solutions for water quality improvement
- >> Develop and refine catchment water quality technologies, partnerships and opportunities with respect to enhancing catchment water quality outcomes and minimising costs to Council.
- >> Implement of whole of community solutions for water quality improvement including facilitating the implementation of water sensitive urban design and erosion and sediment control measures

Programme Expenditure Budget \$000>>		\$441
	\$000	\$000
Operating Revenue	10	Operating Expense 441
Capital Revenue	0	Capital Works 0

Measures	Target	Milestone	Responsible Department
Monitor water quality and ecosystem waterway health in 10 creeks/waterways with the support of community based Creek Watch groups throughout the year	10		Integrated Sustainability
Deliver 4 stormwater quality management training packages to industry by 30 June 2016	4		Integrated Sustainability
Maintain the Creek to Coral partnership through attendance at four collaboration workshops and partnerships meetings	4		Integrated Sustainability
Develop a regional Soil Erosion and Sediment Control Response Framework for local governments		31/03/2016	Integrated Sustainability
Annual update for the Reef Guardian Action Plan produced		31/10/2015	Integrated Sustainability

#### Programme >> Sustainability Education Awareness

##### This Programme delivers on our Corporate Plan Strategy >>

>> 2.3 Preserve our natural environment through active management, education and compliance activities

##### What we want to achieve in 2015/16 >>

- >> Build capacity and capability in the community around sustainability, focusing on water and energy conservation
- >> Implement elements of the Creek to Coral community engagement and education program.
- >> Improve community understanding and uptake of identified and prioritised outdoor water use and energy conservation behaviours

Programme Expenditure Budget \$000>>		\$134	
	\$000		\$000
Operating Revenue	0	Operating Expense	134
Capital Revenue	0	Capital Works	0

Measures	Target	Milestone	Responsible Department
Facilitate 20 uses of emerging online sustainable education resources and or passive learnscape facilities by 30 June 2016	20		Integrated Sustainability
Conduct Rowes Bay sustainability visits for 1,500 students, adults and professionals by 30 June 2016	1,500		Integrated Sustainability
Engage 25 schools and or community groups in environmental sustainability activities by 30 June 2016	25		Integrated Sustainability
Conduct four environmental sustainability key educational activities at the Rowes Bay Sustainability Centre by 30 June 2016	4		Integrated Sustainability
Produce eight thematic communication materials and activities by 30 June 2016	8		Integrated Sustainability

**Core Service >>      Planning and Development**

Core Service Budget Summary >>	
	Total \$000
Operating Revenue	10,123
Operating Expense	20,650
Capital Revenue	8,000
Capital Works	0
Contributed Assets	0

**Services >>**

**>> Urban Planning/Built Environment**

<b>Service &gt;&gt;</b>	<b>Urban Planning/Built Environment</b>
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Service Budget Summary >>	
	Total \$000
Operating Revenue	10,123
Operating Expense	20,650
Capital Revenue	8,000
Capital Works	0
Contributed Assets	0

<b>Programme &gt;&gt;</b>	<b>Business Support-Urban Planning/Built Environment</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>	

>> 4.5 Provide inspirational leadership and contemporary management systems that drives a coordinated, motivated, highly effective and efficient organisation

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> Provision of centralised support services enabling Planning technical staff to focus on core business functions  
>> Provision of expert management, budgeting, financial management, technology and information management, customer service, governance and administration to the Planning Division

Programme Expenditure Budget \$000>>		\$2,164	
	\$000		\$000
Operating Revenue	344	Operating Expense	2,164
Capital Revenue	0	Capital Works	0

Measures	Target	Milestone	Responsible Department
90% compliance with 2 business day distribution time for planning applications to internal stakeholders	90%		Planning & Development
100% of the privately certified building approvals lodged are processed and available in business systems within 5 business days of lodgement with council	100%		Planning & Development
95% of decision notices for Development Approvals made available on council's website within 5 business days of approval	95%		Planning & Development
90% of publicly available planning and building documents are available for viewing within 5 business days of request	90%		Planning & Development
90% of publicly available planning and building documents are available for purchase within 10 business days of request	90%		Planning & Development
90% customer satisfaction with the Planning Front Counter throughout the year	90%		Planning & Development
100% of Right to Information requests referred to Planning & Development Division will be actioned within agreed timeframes	100%		Planning & Development
90% of trusts and bonds are released to the applicant within 10 business days of complying with release requirements.	90%		Planning & Development

<b>Programme &gt;&gt;</b>	<b>Development Assessment</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>	

>> 1.3 Utilise the City Plan to inform the development of current and future infrastructure needs of Townsville

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> 0

Programme Expenditure Budget \$000>>		\$8,004	
	\$000		\$000
Operating Revenue	4,158	Operating Expense	8,004
Capital Revenue	0	Capital Works	0



Measures	Target	Milestone	Responsible Department
90% of code assessable applications are approved / processed within 40 business days	90%		Development Assessment
90% of operational works processed within 30 business days	90%		Development Assessment
90% customer satisfaction rating with Development Assessment achieved throughout the year	90%		Development Assessment
90% of Survey Plans issued within 9 days of receipt completed application	90%		Development Assessment
90% of Bank Guarantees released to Applicant within 10 Business Days of request to release	90%		Development Assessment
100% of Applicants acknowledged within 4 Business Days of lodging application	100%		Development Assessment

**Programme >> Economic Development**  
**This Programme delivers on our Corporate Plan Strategy >>**

>> 1.1 Create economic opportunities for Townsville to drive community prosperity

**What we want to achieve in 2015/16 >>**

- >> Develop and implement strategies to increase Townsville's national profile and enhance the local economy
- >> Maintain strong collaboration with local, state and federal governments and industry stakeholders to achieve improved community results and funding opportunities
- >> Manage council's commercial premises
- >> Raise awareness amongst the Townsville community, potential investors, government agencies, business and industry about the current and future benefits of investing, developing, visiting and employing in Townsville

Programme Expenditure Budget \$000>>				\$3,569
	\$000			\$000
Operating Revenue	3,325	Operating Expense		3,569
Capital Revenue	8,000	Capital Works		0

Measures	Target	Milestone	Responsible Department
100% compliance with council's commercial premises lease agreements	100%		Strategic Planning
Carry out the Strategic Land Management Framework functions in accordance with the agreed staging of the disposal of land.	5		Strategic Planning
Develop and submit 100% of agreed State and Federal strategic policy submissions	100%		Strategic Planning
Deliver 80% agreed Sister City Economic Development outcomes during the year	80%		Strategic Planning
100% compliance with Council's Outdoor Dining Policy	100%		Strategic Planning
Implement 100% of planned Invest Townsville Program initiatives	100%		Strategic Planning
100% of submissions for grant and election funding developed within State and Federal Timeframes each quarter	100%		Strategic Planning
Attract 6 new major sporting events to Townsville	6		Strategic Planning
Monitor & review Townsville Enterprise Limited's performance quarterly against agreed service levels		30/06/2016	Strategic Planning
Conduct 1 North Queensland Tourism & Lifestyle Expo		30/04/2016	Strategic Planning
Develop new digital tourism visitor information services		30/04/2016	Strategic Planning
Complete Enterprise House Review in order to facilitate the appropriate development of the site		31/03/2016	Strategic Planning
Complete Riverway C Bar Commercial Analysis		30/04/2016	Strategic Planning
90% Customer satisfaction rating within Strategic Planning achieved throughout the year		30/06/2016	Strategic Planning

**Programme >>                      Hydraulics & Building Certification**  
**This Programme delivers on our Corporate Plan Strategy >>**

>> 3.3 Enhance wellbeing and safety in the community

**What we want to achieve in 2015/16 >>**

>> To ensure industry compliance with relevant plumbing and building standards and codes of practice to ensure the health and safety of the environment, community and council infrastructure

<b>Programme Expenditure Budget \$000&gt;&gt;</b>		<b>\$3,058</b>	
	<b>\$000</b>		<b>\$000</b>
<b>Operating Revenue</b>	2,281	<b>Operating Expense</b>	3,058
<b>Capital Revenue</b>	0	<b>Capital Works</b>	0

Measures	Target	Milestone	Responsible Department
90% of residential plumbing and draining applications are processed within 10 business days	90%		Planning & Development
90% of commercial plumbing and draining applications are processed within 15 business days	90%		Planning & Development
90% of customers report a satisfaction rating of good or excellent with plumbing and drainage compliance assessment services	90%		Planning & Development
Electronic Approvals using TRAPEZE to be operational by January 2016		31/01/2016	Development Assessment

**Programme >>                      Strategic Planning**  
**This Programme delivers on our Corporate Plan Strategy >>**

>> 3.5 Provide community infrastructure and services that support growth and meets community needs

**What we want to achieve in 2015/16 >>**

>> Deliver and maintain a new planning scheme for the city to achieve balanced and sustainable growth and to enhance affordable living and lifestyles, environmental sustainability and economic growth

>> Implement and develop activation and investment attraction strategies that support the evolution of Townsville as a great place

>> Provision of informed strategic planning advice to ensure the strategic vision of the City is realised

>> Respond to relevant state and regional planning policy to ensure local issues are taken into account

<b>Programme Expenditure Budget \$000&gt;&gt;</b>		<b>\$3,855</b>	
	<b>\$000</b>		<b>\$000</b>
<b>Operating Revenue</b>	15	<b>Operating Expense</b>	3,855
<b>Capital Revenue</b>	0	<b>Capital Works</b>	0

Measures	Target	Milestone	Responsible Department
Respond to 90% of proposed changes to relevant state and regional policies by due dates	90%		Strategic Planning
Provide advice for development applications within agreed assessment timeframes	100%		Strategic Planning
Provide architectural advice to heritage listed owners within 15 business days	100%		Strategic Planning
Developer contribution calculators are maintained and modified quarterly to reflect infrastructure charging policy and reforms	100%		Strategic Planning
Deliver four 'pop-up activities' to activate major centres	4		Strategic Planning
Develop a trunk infrastructure funding and expenditure report including a forecast model.		31/12/2015	Strategic Planning
Complete the residential supply and demand annually monitoring program to ensure sufficient land is allocated for urban development.		30/06/2016	Strategic Planning
Complete annual review of the Development Manual and City Plan to facilitate appropriate development outcomes.		30/06/2016	Strategic Planning
Complete Cemetery location study		30/06/2016	Strategic Planning
Develop an urban design and streetscape strategy for Aitkenvale		31/12/2015	Strategic Planning
Complete the Strand, Aitkenvale and Thuringowa Central Activation Studies in order to facilitate appropriate development outcomes.		30/06/2016	Strategic Planning
Approval of the Priority Development Area Development Scheme		30/06/2016	Strategic Planning

Update 75% of the Townsville Growth Model - Update model to align with new census data zone boundaries and current land use planning to facilitate infrastructure planning and ongoing land use planning.		30/06/2016	Strategic Planning
Conduct a peer review and finalise the Townsville Urban Design Philosophy		31/12/2015	Strategic Planning
Improve the amenity of Ogden Street via an urban art graffiti wall, which will provide long term recurring activity.		30/06/2016	Strategic Planning
Complete Ross Creek Biodiversity Study in partnership with James Cook University		30/06/2016	Strategic Planning
Commission geotechnical report, quantity survey, design development, costings, implementation strategy , lighting design, signage design and art strategy for the Waterfront Promenade		30/06/2016	Strategic Planning
Commission sketch designs and preliminary costing for the CBD Cultural Precinct		30/06/2016	Strategic Planning
Complete the Local Government Infrastructure Plan (LGIP)		30/06/2016	Strategic Planning
90% Customer satisfaction rating good or excellent		30/06/2016	Strategic Planning

## Core Service >> Public Infrastructure

### Core Service Budget Summary >>

	Total \$000
Operating Revenue	7,984
Operating Expense	129,635
Capital Revenue	76,654
Capital Works	106,485
Contributed Assets	36,953

### Services >>

- >> Coastal Facilities
- >> Drain & Stormwater Management
- >> Open Space Management
- >> Roads & Transport Management

<b>Service &gt;&gt;</b>	<b>Coastal Facilities</b>
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Service Budget Summary >>	
	<b>Total \$000</b>
Operating Revenue	336
Operating Expense	1,768
Capital Revenue	0
Capital Works	1,096
Contributed Assets	0

<b>Programme &gt;&gt;</b>	<b>Coastal Maintenance</b>
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**This Programme delivers on our Corporate Plan Strategy >>**

>> 3.5 Provide community infrastructure and services that support growth and meets community needs

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> Provision of safe functional coastal infrastructure, including boat ramps and stinger nets

Programme Expenditure Budget \$000>>		\$1,432	
	<b>\$000</b>		<b>\$000</b>
Operating Revenue	0	Operating Expense	1,432
Capital Revenue	0	Capital Works	0

Measures	Target	Milestone	Responsible Department
80% compliance with Boat Ramp Inspection Schedule each quarter	80%		Maintenance Services - Interim
Annual provision of Stinger Nets for swimming enclosures		15/05/2016	Maintenance Services - Interim
Tide Gate Inspection Program Completed		1/11/2015	Maintenance Services - Interim

<b>Programme &gt;&gt;</b>	<b>Emergent Coastal Facilities</b>
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**This Programme delivers on our Corporate Plan Strategy >>**

>> 3.5 Provide community infrastructure and services that support growth and meets community needs

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> The Emergent Coastal Facilities Programme will be triggered following the activation of a Natural Disaster Relief Recovery Arrangement to conduct emergent works

Programme Expenditure Budget \$000>>		\$0	
	<b>\$000</b>		<b>\$000</b>
Operating Revenue	0	Operating Expense	0
Capital Revenue	0	Capital Works	0

Measures	Target	Milestone	Responsible Department
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<b>Programme &gt;&gt;</b>	<b>Restoration Coastal Facilities</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>	

>> 3.5 Provide community infrastructure and services that support growth and meets community needs

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> The Restoration Coastal Facilities Programme will be triggered following the activation of a Natural Disaster Relief Recovery Arrangement to conduct restoration works

<b>Programme Expenditure Budget \$000&gt;&gt;</b>		<b>\$0</b>	
	<b>\$000</b>		<b>\$000</b>
Operating Revenue	0	Operating Expense	0
Capital Revenue	0	Capital Works	0

Measures	Target	Milestone	Responsible Department
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<b>Programme &gt;&gt;</b>	<b>Townsville Recreational Boat Park</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>	

>> 3.5 Provide community infrastructure and services that support growth and meets community needs

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> Provision of the Townsville Recreational Boat Park to meet the needs of the community

<b>Programme Expenditure Budget \$000&gt;&gt;</b>		<b>\$1,432</b>	
	<b>\$000</b>		<b>\$000</b>
Operating Revenue	336	Operating Expense	336
Capital Revenue	0	Capital Works	1,096

Measures	Target	Milestone	Responsible Department
Finalisation of Stage 1 works completed		30/06/2016	Engineering Services
Stage 2 design finalisation and required early works completed		30/06/2016	Engineering Services

<b>Service &gt;&gt;</b>	<b>Drain &amp; Stormwater Management</b>
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Service Budget Summary >>	
	<b>Total \$000</b>
Operating Revenue	522
Operating Expense	11,663
Capital Revenue	13,857
Capital Works	7,894
Contributed Assets	13,857

<b>Programme &gt;&gt;</b>	<b>Asset Planning - Stormwater Drainage</b>
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**This Programme delivers on our Corporate Plan Strategy >>**

>> 3.5 Provide community infrastructure and services that support growth and meets community needs

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> Monitor the performance of council's stormwater drainage assets to ensure the adopted service standards are met

Programme Expenditure Budget \$000>>		\$1,020	
	<b>\$000</b>		<b>\$000</b>
Operating Revenue	522	Operating Expense	1,020
Capital Revenue	0	Capital Works	0

Measures	Target	Milestone	Responsible Department
Update the Stormwater capital renewal program with identified projects for the upcoming three years		31/12/2015	Engineering Services
Revise the Stormwater 10 year renewal program budgets		31/12/2015	Engineering Services
Stormwater Asset Management Plan updated and implemented		30/06/2016	Engineering Services
Deliver 30% of the Floodplain Management Strategy (2nd year of 4 year project) - Commence the review of the options available for flood management scheme areas and analysis of these areas.		30/06/2016	Engineering Services
Priority Development Area Storm Tide Barrier - Complete the project management documents to understand the required investigation works and inform future budgets.		30/06/2016	Engineering Services
Develop 100% of the Floodplain Management Strategy (2nd year of 4 year project) - Finalise the Flood Hazard analysis		30/06/2016	Engineering Services
Develop 100% of the Regional Stormwater Treatment Strategy - Finalise Townsville wide project (2nd year of 2 year project)		30/06/2016	Engineering Services

<b>Programme &gt;&gt;</b>	<b>Emergent Drains</b>
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**This Programme delivers on our Corporate Plan Strategy >>**

>> 3.5 Provide community infrastructure and services that support growth and meets community needs

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> The Emergent Drains Programme will be triggered following the activation of a Natural Disaster Relief Recovery Arrangement to conduct emergent works

Programme Expenditure Budget \$000>>		\$0	
	<b>\$000</b>		<b>\$000</b>
Operating Revenue	0	Operating Expense	0
Capital Revenue	0	Capital Works	0

Measures	Target	Milestone	Responsible Department
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<b>Programme &gt;&gt; Investigations-Drains &amp; Stormwater</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>

>> 3.5 Provide community infrastructure and services that support growth and meets community needs

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> Provision of high level technical advice to council and its stakeholders on issues pertaining to stormwater infrastructure and inundation mitigation

<b>Programme Expenditure Budget \$000&gt;&gt;</b>		<b>\$459</b>	
		<b>\$000</b>	<b>\$000</b>
Operating Revenue	0	Operating Expense	459
Capital Revenue	0	Capital Works	0

Measures	Target	Milestone	Responsible Department
90% of all Drains and Stormwater investigation tasks received completed within allocated timeframes	90%		Engineering Services
Identify and prioritise future Drains and Stormwater new and upgrade projects for financial years 17/18, 18/19, 19/20, 20/21.		30/06/2016	Engineering Services

<b>Programme &gt;&gt; Restoration Drains</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>

>> 3.5 Provide community infrastructure and services that support growth and meets community needs

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> The Restoration Drains Programme will be triggered following the activation of a Natural Disaster Relief Recovery Arrangement to conduct restoration works

<b>Programme Expenditure Budget \$000&gt;&gt;</b>		<b>\$0</b>	
		<b>\$000</b>	<b>\$000</b>
Operating Revenue	0	Operating Expense	0
Capital Revenue	0	Capital Works	0

Measures	Target	Milestone	Responsible Department
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<b>Programme &gt;&gt; Stormwater Drainage Maintenance</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>

>> 3.5 Provide community infrastructure and services that support growth and meets community needs

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> Maintain council's stormwater drainage network to protect infrastructure and minimise the effects of wet weather events on the community

<b>Programme Expenditure Budget \$000&gt;&gt;</b>		<b>\$10,134</b>	
		<b>\$000</b>	<b>\$000</b>
Operating Revenue	0	Operating Expense	10,134
Capital Revenue	0	Capital Works	0

Measures	Target	Milestone	Responsible Department
80% of Reactive Stormwater Drainage Maintenance Service requests responded to within timeframes	80%		Maintenance Services - Interim



<b>Programme &gt;&gt;</b>	<b>Stormwater Drainage-Capital</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>	

>> 3.5 Provide community infrastructure and services that support growth and meets community needs

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> Renewal of stormwater assets to maintain or improve the level of service

>> Upgrade of stormwater assets to improve the level of service and ensure a functioning stormwater network

<b>Programme Expenditure Budget \$000&gt;&gt;</b>		<b>\$7,943</b>	
<b>\$000</b>		<b>\$000</b>	
<b>Operating Revenue</b>	0	<b>Operating Expense</b>	50
<b>Capital Revenue</b>	13,857	<b>Capital Works</b>	7,894

<b>Measures</b>	<b>Target</b>	<b>Milestone</b>	<b>Responsible Department</b>
90% of the approved 2015/16 Stormwater capital construction programs complete		30/06/2016	Engineering Services
90% of the 2015/16 capital works program for Stormwater Drainage designed		31/03/2016	Engineering Services
75% of the 2016/17 capital works program for Stormwater Drainage designed.		30/06/2016	Engineering Services
10 year Stormwater Drainage Capital Plan updated		31/12/2015	Engineering Services
80% of the 2016/17 Stormwater Capital program scopes documented and approved		31/12/2015	Engineering Services

<b>Service &gt;&gt;</b>	<b>Open Space Management</b>
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Service Budget Summary >>	
	<b>Total \$000</b>
Operating Revenue	72
Operating Expense	40,874
Capital Revenue	6,836
Capital Works	13,627
Contributed Assets	0

<b>Programme &gt;&gt;</b>	<b>Asset Planning Open Space Management</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>	

>> 2.4 Adopt urban design principles that create a distinct sense of place, enables and informs place creation, maximises efficiency, and enhances the built and natural environment

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> Monitor the performance of council's open space assets to ensure the adopted service standards are met

Programme Expenditure Budget \$000>>				\$435
	<b>\$000</b>			<b>\$000</b>
Operating Revenue	0	Operating Expense		435
Capital Revenue	0	Capital Works		0

Measures	Target	Milestone	Responsible Department
Update the Open Space capital renewal program with identified projects for the upcoming three years		31/12/2015	Engineering Services
Revise Open Space 10 year renewal program budgets		31/12/2015	Engineering Services
Open Space Asset Management Plan updated and implemented		30/06/2016	Engineering Services

<b>Programme &gt;&gt;</b>	<b>Emergent Open Spaces</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>	

>> 3.5 Provide community infrastructure and services that support growth and meets community needs

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> The Emergent Open Spaces Programme will be triggered following the activation of a Natural Disaster Relief Recovery Arrangement to conduct emergent works

Programme Expenditure Budget \$000>>				\$0
	<b>\$000</b>			<b>\$000</b>
Operating Revenue	0	Operating Expense		0
Capital Revenue	0	Capital Works		0

Measures	Target	Milestone	Responsible Department
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**Programme >> Investigations-Open Space**  
**This Programme delivers on our Corporate Plan Strategy >>**

>> 3.5 Provide community infrastructure and services that support growth and meets community needs

**What we want to achieve in 2015/16 >>**

>> Provision of high level technical advice to council and its stakeholders on issues pertaining to open space issues.

Programme Expenditure Budget \$000>>				\$281	
		\$000			\$000
Operating Revenue		0	Operating Expense		281
Capital Revenue		0	Capital Works		0

Measures	Target	Milestone	Responsible Department
90% of all Open Space investigation tasks received completed within allocated timeframes.	90%		Engineering Services
Identify and prioritise future Open Space (including irrigation) new and upgrade projects for financial years 17/18, 18/19, 19/20, 20/21.		30/06/2016	Engineering Services

**Programme >> Parks Open Space Management**  
**This Programme delivers on our Corporate Plan Strategy >>**

>> 3.1 Encourage active and healthy lifestyles through accessible public facilities and community initiatives

**What we want to achieve in 2015/16 >>**

>> Maintain parks and open spaces to ensure functionality within the community

Programme Expenditure Budget \$000>>				\$40,125	
		\$000			\$000
Operating Revenue		72	Operating Expense		40,125
Capital Revenue		0	Capital Works		0

Measures	Target	Milestone	Responsible Department
95% compliance on water quality testing at the Strand Water Park	95%		Maintenance Services - Interim
Develop catalogue of plant species at council's Botanical Gardens		30/06/2016	Maintenance Services - Interim
Conduct coconut tree denutting on the Strand three times throughout the year		30/06/2016	Maintenance Services - Interim
Reinstatement of an identified vandalised shade sail in conjunction with Property Services CCTV Security Node		30/06/2016	Maintenance Services - Interim

**Programme >> Restoration Open Spaces**  
**This Programme delivers on our Corporate Plan Strategy >>**

>> 3.5 Provide community infrastructure and services that support growth and meets community needs

**What we want to achieve in 2015/16 >>**

>> The Restoration Open Spaces Programme will be triggered following the activation of a Natural Disaster Relief Recovery Arrangement to conduct restoration works

Programme Expenditure Budget \$000>>				\$0
		\$000	\$000	
Operating Revenue	0	Operating Expense	0	
Capital Revenue	0	Capital Works	0	

Measures	Target	Milestone	Responsible Department
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<b>Programme &gt;&gt;</b>	<b>Open Space Management - Capital</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>	

>> 3.5 Provide community infrastructure and services that support growth and meets community needs

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> Renewal of open space assets to maintain or improve the level of service

>> Upgrade of open space network to improve the level of service and ensure a functioning stormwater network

<b>Programme Expenditure Budget \$000&gt;&gt;</b>		<b>\$13,660</b>	
	<b>\$000</b>		<b>\$000</b>
<b>Operating Revenue</b>	0	<b>Operating Expense</b>	33
<b>Capital Revenue</b>	6,836	<b>Capital Works</b>	13,627

<b>Measures</b>	<b>Target</b>	<b>Milestone</b>	<b>Responsible Department</b>
90% of the approved 2015/16 Open Space capital works construction program complete		30/06/2016	Engineering Services
90% of the 2015/16 capital works program for Open Space designed.		31/03/2016	Engineering Services
75% of the 2016/17 capital works program for Open Space designed.		30/06/2016	Engineering Services
Update the 10 year Open Space Capital Plan		31/12/2015	Engineering Services
50% of the 2016/17 Open Space capital program scopes documented and approved		31/12/2015	Engineering Services

<b>Service &gt;&gt;</b>	<b>Roads &amp; Transport Management</b>
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Service Budget Summary >>	
	<b>Total \$000</b>
Operating Revenue	7,054
Operating Expense	75,330
Capital Revenue	55,961
Capital Works	83,868
Contributed Assets	23,095

<b>Programme &gt;&gt;</b>	<b>Amenity Maintenance</b>
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**This Programme delivers on our Corporate Plan Strategy >>**

>> 3.5 Provide community infrastructure and services that support growth and meets community needs

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> Provision of maintenance to ensure clean, safe and functional amenities

Programme Expenditure Budget \$000>>		\$7,665	
	<b>\$000</b>		<b>\$000</b>
Operating Revenue	0	Operating Expense	7,665
Capital Revenue	0	Capital Works	0

Measures	Target	Milestone	Responsible Department
Deliver 75% of amenity maintenance within defined service target timeframes and schedules	75%		Maintenance Services - Interim
City wide bus shelter cleaning conducted three times throughout the year		30/06/2016	Maintenance Services - Interim

<b>Programme &gt;&gt;</b>	<b>Asset Planning - Roads &amp; Transport</b>
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**This Programme delivers on our Corporate Plan Strategy >>**

>> 3.5 Provide community infrastructure and services that support growth and meets community needs

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> Monitor the performance of council's road and transport assets to ensure the adopted service standards are met

Programme Expenditure Budget \$000>>		\$1,330	
	<b>\$000</b>		<b>\$000</b>
Operating Revenue	345	Operating Expense	1,330
Capital Revenue	0	Capital Works	0

Measures	Target	Milestone	Responsible Department
Update the Transport capital renewal program with identified projects for the upcoming three years		31/12/2015	Engineering Services
National Super Tuesday Bike Count - Participation in count to assist with demand analysis and planning of bike networks		31/12/2015	Engineering Services
Transport Asset Management Plan updated and implemented.		30/06/2016	Engineering Services
Revise Transport 10 year renewal program budgets.		31/12/2015	Engineering Services
Develop 25% Micro-simulation Traffic Model Development - Develop micro-simulation traffic models across Townsville to determine efficiencies in strategic road planning.		30/06/2016	Engineering Services
Traffic Generation - Undertake 50% traffic counts of major traffic generators to align with census data and assist in traffic model calibration.		30/06/2016	Engineering Services

<b>Programme &gt;&gt; Commercial Sales</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>

>> 4.2 Deliver best value customer service to our community

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> The provision and recovery of costs for private works conducted by council

Programme Expenditure Budget \$000>>				\$59	
		\$000			\$000
Operating Revenue	60	Operating Expense	59		
Capital Revenue	0	Capital Works	0		

Measures	Target	Milestone	Responsible Department
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<b>Programme &gt;&gt; Department Transport Main Roads (DTMR)</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>

>> 3.5 Provide community infrastructure and services that support growth and meets community needs

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> Deliver maintenance works on behalf of the Department of Transport Main Roads to ensure a safe and functioning road network

Programme Expenditure Budget \$000>>				\$1,544
		\$000	\$000	
Operating Revenue	1,543	Operating Expense	1,544	
Capital Revenue	0	Capital Works	0	

Measures	Target	Milestone	Responsible Department
Achieve 80% compliance on Road Maintenance Performance Contract (RMPC) Audit Report throughout the year	80%		Maintenance Services - Interim

<b>Programme &gt;&gt; Emergent Roads</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>

>> 3.5 Provide community infrastructure and services that support growth and meets community needs

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> The Emergent Roads Programme will be triggered following the activation of a Natural Disaster Relief Recovery Arrangement to conduct emergent works

Programme Expenditure Budget \$000>>				\$0
		\$000	\$000	
Operating Revenue	0	Operating Expense	0	
Capital Revenue	0	Capital Works	0	

Measures	Target	Milestone	Responsible Department
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<b>Programme &gt;&gt; Engineering Operational Support</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>

>> 4.5 Provide inspirational leadership and contemporary management systems that drives a coordinated, motivated, highly effective and efficient organisation

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> Provision of support and assistance to Engineering Services to enable effective and efficient delivery of services

<b>Programme Expenditure Budget \$000&gt;&gt;</b>		<b>\$8,313</b>	
		<b>\$000</b>	<b>\$000</b>
Operating Revenue	0	Operating Expense	8,236
Capital Revenue	0	Capital Works	77

Measures	Target	Milestone	Responsible Department
Implementation of Project Management improvement strategies identified by the Project Management Steering Group.		30/06/2016	Engineering Services
Implement agreed improvement actions arising from the ISO 55001 Maturity Assessment (March 2015)		30/06/2016	Engineering Services

<b>Programme &gt;&gt; Investigations-Roads &amp; Transport</b>
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<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>
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>> 3.5 Provide community infrastructure and services that support growth and meets community needs

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> Provision of high level technical advice to council and its stakeholders on issues pertaining to road and transport infrastructure and traffic management issues.

<b>Programme Expenditure Budget \$000&gt;&gt;</b>		<b>\$722</b>	
		<b>\$000</b>	<b>\$000</b>
Operating Revenue	0	Operating Expense	711
Capital Revenue	0	Capital Works	11

Measures	Target	Milestone	Responsible Department
90% of all Roads and Transport investigation tasks received completed within allocated timeframes	90%		Engineering Services
Identify and prioritise future Roads and Transport new and upgrade projects for financial years 17/18, 18/19, 19/20, 20/21.		30/06/2016	Engineering Services

<b>Programme &gt;&gt; Maintenance Services</b>
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<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>
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>> 4.2 Deliver best value customer service to our community

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> Provision of governance and direction to enable maintenance services to deliver its programme objectives

<b>Programme Expenditure Budget \$000&gt;&gt;</b>		<b>\$6,641</b>	
		<b>\$000</b>	<b>\$000</b>
Operating Revenue	0	Operating Expense	6,641
Capital Revenue	0	Capital Works	0

Measures	Target	Milestone	Responsible Department
85% satisfaction with Maintenance Services through Satisfaction Survey	85%		Maintenance Services - Interim
Progression of Works Management roll including implementation of functional areas being RMPC, Rural Roads and Tree Management		30/06/2016	Maintenance Services - Interim

<b>Programme &gt;&gt; Off Street Parking</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>

>> 3.5 Provide community infrastructure and services that support growth and meets community needs

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> Operational maintenance of off street parking meters within the CBD including line marking and pavement repairs for parking spaces

Programme Expenditure Budget \$000>>				\$314
			\$000	\$000
Operating Revenue		331	Operating Expense	314
Capital Revenue		0	Capital Works	0

Measures	Target	Milestone	Responsible Department
Parking meter downtime for off street parking less than 10%	10%		Maintenance Services - Interim

<b>Programme &gt;&gt; On Street Parking</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>

>> 3.5 Provide community infrastructure and services that support growth and meets community needs

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> Operational maintenance of on street parking meters within the CBD including line marking and pavement repairs for parking spaces

Programme Expenditure Budget \$000>>				\$285
			\$000	\$000
Operating Revenue	1,858		Operating Expense	285
Capital Revenue	0		Capital Works	0

Measures	Target	Milestone	Responsible Department
Parking meter downtime for on street parking less than 10%	10%		Maintenance Services - Interim

<b>Programme &gt;&gt; Restoration Roads</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>

>> 3.5 Provide community infrastructure and services that support growth and meets community needs

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> The Restoration Roads Programme will be triggered following the activation of a Natural Disaster Relief Recovery Arrangement to conduct restoration works

Programme Expenditure Budget \$000>>				\$38
			\$000	\$000
Operating Revenue		0	Operating Expense	38
Capital Revenue		0	Capital Works	0

Measures	Target	Milestone	Responsible Department
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<b>Programme &gt;&gt; Roads - Capital</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>

>> 3.5 Provide community infrastructure and services that support growth and meets community needs

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> Deliver road related infrastructure to provide capacity to meet the requirements of a growing community  
>> Maintain the level of service of existing road and transport assets

<b>Programme Expenditure Budget \$000&gt;&gt;</b>		<b>\$49,278</b>	
	<b>\$000</b>		<b>\$000</b>
<b>Operating Revenue</b>	0	<b>Operating Expense</b>	298
<b>Capital Revenue</b>	36,961	<b>Capital Works</b>	48,980

Measures	Target	Milestone	Responsible Department
90% of the 2015/16 capital works program for Roads designed.		31/03/2016	Engineering Services
80% of the roads preventive maintenance program (overlays and re-seals) delivered		31/12/2015	Engineering Services
90% of the approved 2015/16 Roads capital construction programs complete		30/06/2016	Engineering Services
75% of the 2016/17 capital works program for Roads designed.		30/06/2016	Engineering Services
80% of the 16/17 Roads capital program scopes documented and approved		31/12/2015	Engineering Services
10 year Roads and Transport Capital Plan updated		31/12/2015	Engineering Services

<b>Programme &gt;&gt; Roads Maintenance</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>

>> 3.5 Provide community infrastructure and services that support growth and meets community needs

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> Provision of road maintenance that contributes towards safe and functioning road transport network

<b>Programme Expenditure Budget \$000&gt;&gt;</b>		<b>\$46,931</b>	
	<b>\$000</b>		<b>\$000</b>
<b>Operating Revenue</b>	2,917	<b>Operating Expense</b>	46,931
<b>Capital Revenue</b>	0	<b>Capital Works</b>	0

Measures	Target	Milestone	Responsible Department
80% Attendance within response time for reactive pothole repairs	80%		Maintenance Services - Interim
Less than 2% total downtime for council controlled traffic signals	2%		Maintenance Services - Interim
Rural Road Grading Completed Schedule 1		30/11/2015	Maintenance Services - Interim
Rural Road Grading Completed Schedule 2		30/05/2016	Maintenance Services - Interim
QR Crossing Inspections Completed (Signals & Linemarking)		30/06/2016	Maintenance Services - Interim

**Programme >> Street Sweeping**  
**This Programme delivers on our Corporate Plan Strategy >>**

>> 3.5 Provide community infrastructure and services that support growth and meets community needs

**What we want to achieve in 2015/16 >>**

>> Provide street sweeping services to contribute to the safety and amenity of the road network.

Programme Expenditure Budget \$000>>				\$1,277	
		\$000			\$000
Operating Revenue		0	Operating Expense		1,277
Capital Revenue		0	Capital Works		0

Measures	Target	Milestone	Responsible Department
100% of street sweeping schedule undertaken throughout the year (defined areas swept three times throughout the year)	100%		Engineering Services

**Programme >> Blakey's Crossing**  
**This Programme delivers on our Corporate Plan Strategy >>**

>> 3.5 Provide community infrastructure and services that support growth and meets community needs

**What we want to achieve in 2015/16 >>**

>> Upgrading of Ingham Road (Blakey's Crossing) to improve flooding during significant wet periods

Programme Expenditure Budget \$000>>				\$0	
		\$000			\$000
Operating Revenue		0	Operating Expense		0
Capital Revenue		0	Capital Works		0

Measures	Target	Milestone	Responsible Department
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**Programme >> Dalrymple Road Bridge**  
**This Programme delivers on our Corporate Plan Strategy >>**

>> 3.5 Provide community infrastructure and services that support growth and meets community needs

**What we want to achieve in 2015/16 >>**

>> Construct an optimum solution to enable Dalrymple Road to be accessible during the wet seasons.

Programme Expenditure Budget \$000>>				\$34,800	
		\$000			\$000
Operating Revenue		0	Operating Expense		0
Capital Revenue		19,000	Capital Works		34,800

Measures	Target	Milestone	Responsible Department
Zero environmental incidents at Dalrymple Road Bridge Upgrade construction site.	0		Technical Services
Zero Lost Time Injuries at Dalrymple Road Bridge Upgrade construction site.	0		Technical Services
Complete Construction of Dalrymple Road Bridge		30/06/2016	Engineering Services

<b>Programme &gt;&gt;</b>	<b>CBD Utilities - Roads</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>	

>> 3.5 Provide community infrastructure and services that support growth and meets community needs

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> Upgrade of water supply to the CBD to ensure adequate fire fighting pressure and cater for projected population growth in line with Council's objectives for the CBD.

<b>Programme Expenditure Budget \$000&gt;&gt;</b>		<b>\$0</b>	
	<b>\$000</b>		<b>\$000</b>
<b>Operating Revenue</b>	0	<b>Operating Expense</b>	0
<b>Capital Revenue</b>	0	<b>Capital Works</b>	0

<b>Measures</b>	<b>Target</b>	<b>Milestone</b>	<b>Responsible Department</b>
CBD Utilities community update issued bi-monthly	6		Technical Services
Engagement of roads contractor for CBD Utilities Upgrade Project		30/09/2015	Engineering Services
Deliver detailed roads design of CBD Utilities Upgrade Project		31/08/2015	Engineering Services

<b>Core Service &gt;&gt;</b>	<b>Solid Waste Management</b>
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Core Service Budget Summary >>	
	Total \$000
Operating Revenue	34,135
Operating Expense	29,900
Capital Revenue	0
Capital Works	18,615
Contributed Assets	0

<b>Services &gt;&gt;</b>
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- >> Solid Waste Business Management and Strategy
- >> Solid Waste Collection and Recycling
- >> Solid Waste Treatment and Disposal

<b>Service &gt;&gt;</b>	<b>Solid Waste Business Management and Strategy</b>
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Service Budget Summary >>	
	Total \$000
Operating Revenue	283
Operating Expense	4,435
Capital Revenue	0
Capital Works	0
Contributed Assets	0

<b>Programme &gt;&gt;</b>	<b>TWW Waste Management &amp; Support</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>	

>> 3.5 Provide community infrastructure and services that support growth and meets community needs

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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- >> Reduce the impact of waste on human health and the environment through improved practices
- >> Strategic management of waste management activities of Townsville Waste Services in accordance with North Queensland Region Waste Reduction and Recycling Plan
- >> To maximise returns to our shareholder (Townsville City Council)

Programme Expenditure Budget \$000>>		\$4,435	
	\$000		\$000
Operating Revenue	283	Operating Expense	4,435
Capital Revenue	0	Capital Works	0

Measures	Target	Milestone	Responsible Department
100% compliance with Waste Services Work Health and Safety Plan	100%		Utility Services
Modify day of service waste collection runs to accommodate new services and growth		30/06/2016	Utility Services
Deliver completed Magnetic Island Transfer Station for operational use		31/12/2015	Utility Services
Review kerbside collection container sizes and provide recommendations to council		31/03/2016	Utility Services
Second stage of Landfill Siting Analysis to rank potential sites		30/06/2016	Utility Services

<b>Service &gt;&gt;</b>	<b>Solid Waste Collection and Recycling</b>
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Service Budget Summary >>	
	Total \$000
Operating Revenue	20,541
Operating Expense	13,827
Capital Revenue	0
Capital Works	73
Contributed Assets	0

<b>Programme &gt;&gt;</b>	<b>TWW – Waste &amp; Recycling Collection</b>
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**This Programme delivers on our Corporate Plan Strategy >>**

>> 4.2 Deliver best value customer service to our community

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> Efficient collection and removal of waste and recyclables in accordance with Annual Performance Plan

Programme Expenditure Budget \$000>>		\$13,900	
	\$000		\$000
Operating Revenue	20,541	Operating Expense	13,827
Capital Revenue	0	Capital Works	73

Measures	Target	Milestone	Responsible Department
Achieve 90% customer satisfaction with kerbside waste and recycling collection	90%		Utility Services
Less than 1 per 1000 missed kerbside waste and recycling services	1		Townsville Water & Waste
Define baseline cost per service for Waste Services		30/06/2016	Utility Services
Implement modified waste collection runs to accommodate new services and growth		30/06/2016	Utility Services
Implement the transport of recyclables and resources from Magnetic Island		31/12/2015	Utility Services

<b>Service &gt;&gt;</b>	<b>Solid Waste Treatment and Disposal</b>
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Service Budget Summary >>	
	Total \$000
Operating Revenue	13,311
Operating Expense	11,638
Capital Revenue	0
Capital Works	18,542
Contributed Assets	0

<b>Programme &gt;&gt;</b>	<b>TWW – Resource Recovery &amp; Waste Disposal</b>
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<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>
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>> 2.3 Preserve our natural environment through active management, education and compliance activities

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> Treatment of the community's waste in an environmentally responsible and sustainable manner

Programme Expenditure Budget \$000>>		\$30,180	
	\$000		\$000
Operating Revenue	13,311	Operating Expense	11,638
Capital Revenue	0	Capital Works	18,542

Measures	Target	Milestone	Responsible Department
Achieve 90% customer satisfaction with disposal facilities	90%		Utility Services
Waste disposal facilities are available and functional during opening hours, 363 days of the year, in accordance with the Customer Service Standards	363 Days		Utility Services
Complete construction of the Magnetic Island Waste Transfer Station		30/09/2015	Utility Services
Establish landfill baseline diversion targets in accordance with North Queensland Region Waste Reduction and Recycling Plan		30/06/2016	Utility Services
Construction of Interface Liner Stages 2Bii and 2Biii at Stuart Landfill		30/06/2016	Utility Services
Construction of Cell D and associated sedimentation pond at Hervey Range Landfill		30/06/2016	Utility Services

Core Service >>	Wastewater Services
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Core Service Budget Summary >>		
		Total \$000
Operating Revenue		82,417
Operating Expense		56,840
Capital Revenue		13,423
Capital Works		17,241
Contributed Assets		8,625

Services >>
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>> Wastewater Supply



<b>Service &gt;&gt;</b>	<b>Wastewater Supply</b>
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Service Budget Summary >>	
	<b>Total \$000</b>
Operating Revenue	82,417
Operating Expense	56,840
Capital Revenue	13,423
Capital Works	17,241
Contributed Assets	8,625

<b>Programme &gt;&gt;</b>	<b>Wastewater Preventative Maintenance</b>
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**This Programme delivers on our Corporate Plan Strategy >>**

>> 3.5 Provide community infrastructure and services that support growth and meets community needs

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> Plan and optimise preventative maintenance of Wastewater assets to ensure their reliability and longevity

Programme Expenditure Budget \$000>>		\$241	
	<b>\$000</b>		<b>\$000</b>
Operating Revenue	0	Operating Expense	241
Capital Revenue	0	Capital Works	0

Measures	Target	Milestone	Responsible Department
Identify critical spares for all wastewater assets with a high criticality and risk rating to ensure continuity of service		30/06/2016	Townsville Water & Waste
Continue the development of risk scores and criticality ratings of wastewater assets to inform the maintenance strategy and critical spares requirements		30/06/2016	Townsville Water & Waste

<b>Programme &gt;&gt;</b>	<b>TWW – Wastewater Treatment</b>
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**This Programme delivers on our Corporate Plan Strategy >>**

>> 3.5 Provide community infrastructure and services that support growth and meets community needs

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> Treatment of wastewater to a standard that meets environmental and recycling requirements

Programme Expenditure Budget \$000>>		\$17,080	
	<b>\$000</b>		<b>\$000</b>
Operating Revenue	86	Operating Expense	12,124
Capital Revenue	0	Capital Works	4,955

Measures	Target	Milestone	Responsible Department
Zero penalty infringement notices issued or instances of legal action initiated by the Regulator for non-compliance	0		Townsville Water & Waste
Continue negotiations for environmental licences for Wastewater treatment plants		30/06/2016	Townsville Water & Waste
Deliver 100% of sewage treatment plant renewals in accordance with the approved program		30/06/2016	Townsville Water & Waste
Complete the investigation into the treatment capacity requirements for the Magnetic Island Water Recycling Facility		31/12/2015	Townsville Water & Waste

<b>Programme &gt;&gt;</b>	<b>TWW – Wastewater Management &amp; Support</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>	

>> 4.1 Undertake robust and accountable financial, resource and infrastructure planning and management to ensure affordable and sustainable outcomes for our community

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> Provision of management and administrative support to Wastewater Operations

Programme Expenditure Budget \$000>>		\$38,624	
	\$000		\$000
Operating Revenue	600	Operating Expense	38,189
Capital Revenue	9,732	Capital Works	435

Measures	Target	Milestone	Responsible Department
100% compliance with Wastewater Operations Work Health and Safety Plan	100%		Townsville Water & Waste
Investigate interconnectivity opportunities for sewer catchments to assist with wet weather flows		30/06/2016	Townsville Water & Waste
Update Sewer Strategy reports to reflect current land use planning		30/06/2016	Townsville Water & Waste

<b>Programme &gt;&gt;</b>	<b>TWW – Wastewater Collection</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>	

>> 3.5 Provide community infrastructure and services that support growth and meets community needs

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> Collection and transportation of sewage to treatment plants for treatment

Programme Expenditure Budget \$000>>		\$16,328	
	\$000		\$000
Operating Revenue	77,472	Operating Expense	5,895
Capital Revenue	3,691	Capital Works	10,433

Measures	Target	Milestone	Responsible Department
Zero penalty infringement notices issued or instances of legal action initiated by the Regulator for non-compliance	0		Townsville Water & Waste
Complete construction of 9P pump station and pressure main		30/06/2016	Townsville Water & Waste
Conduct smoke testing in line with the approved program throughout the year		30/06/2016	Townsville Water & Waste
Conduct pump station renewals in line with the approved capital program		30/06/2016	Townsville Water & Waste
Deliver sewerage infrastructure renewals in line with the approved capital program		30/06/2016	Townsville Water & Waste
Complete 50% construction of Stage 2 Southern Suburbs 12km rising main (pump station S21 to Cleveland Bay Treatment Plant)		30/06/2016	Townsville Water & Waste

<b>Programme &gt;&gt;</b>	<b>TWW – Wastewater Source Management</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>	

>> 2.3 Preserve our natural environment through active management, education and compliance activities

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> Manage sewage quality to protect assets, processes, the environment, the health and safety of sewerage workers, and the community

<b>Programme Expenditure Budget \$000&gt;&gt;</b>		<b>\$391</b>	
<b>\$000</b>		<b>\$000</b>	
<b>Operating Revenue</b>	4,259	<b>Operating Expense</b>	391
<b>Capital Revenue</b>	0	<b>Capital Works</b>	0

Measures	Target	Milestone	Responsible Department
Review the trade waste and commercial wastewater charging methodology		30/06/2016	Townsville Water & Waste
Develop and implement a wastewater education program for residential customers		30/06/2016	Townsville Water & Waste

<b>Programme &gt;&gt;</b>	<b>CBD Utilities - Wastewater</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>	

>> 3.5 Provide community infrastructure and services that support growth and meets community needs

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> Upgrade of wastewater infrastructure in the CBD to cater for projected population growth in line with council's objectives for the CBD and to minimise impacts on residents and businesses

<b>Programme Expenditure Budget \$000&gt;&gt;</b>		<b>\$1,417</b>	
<b>\$000</b>		<b>\$000</b>	
<b>Operating Revenue</b>	0	<b>Operating Expense</b>	0
<b>Capital Revenue</b>	0	<b>Capital Works</b>	1,417

Measures	Target	Milestone	Responsible Department
Complete detailed design of CBD Utilities Upgrade Project (Wastewater)		31/08/2015	Townsville Water & Waste
Engage contractor for main works package for CBD Utilities Upgrade Project (Wastewater)		31/10/2015	Townsville Water & Waste

Core Service >>	Water Services
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Core Service Budget Summary >>	
	Total \$000
Operating Revenue	107,590
Operating Expense	81,484
Capital Revenue	15,132
Capital Works	40,619
Contributed Assets	7,314

Services >>
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>> Water Supply

<b>Service &gt;&gt;</b>	<b>Water Supply</b>
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Service Budget Summary >>	
	Total \$000
Operating Revenue	107,590
Operating Expense	81,484
Capital Revenue	15,132
Capital Works	40,619
Contributed Assets	7,314

<b>Programme &gt;&gt;</b>	<b>Bulk Water Distribution</b>
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<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>
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>> 2.2 Implement an effective integrated demand management approach to infrastructure planning and delivery

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> Storage and delivery of potable water to ensure consistent supply to the Townsville community

Programme Expenditure Budget \$000>>		\$14,930	
	\$000		\$000
Operating Revenue	105	Operating Expense	7,427
Capital Revenue	0	Capital Works	7,502

Measures	Target	Milestone	Responsible Department
Complete construction of Mount Louisa Reservoir No.3		30/06/2016	Townsville Water & Waste
Complete construction of the Kilburn Booster Pump Station		30/06/2016	Townsville Water & Waste
Complete refurbishment of Cungulla High Level Water Tank		30/06/2016	Townsville Water & Waste
Investigate water supply and operational options for the Giru Water Treatment Plant replacement		30/06/2016	Townsville Water & Waste
Adjust the Bulk Water Model to incorporate the alternative operational aspects of the planned Southern Water Treatment Plant		30/06/2016	Townsville Water & Waste
Finalise a report that will investigate alternative designs and operations of the planned Southern Water Treatment Plant		31/12/2015	Townsville Water & Waste
Develop an action plan for integrated water demand management across council		31/03/2016	Townsville Water & Waste
Completion of planned major maintenance tasks on the Bulk Water system		30/06/2016	Townsville Water & Waste
Engage design team for Haughton Duplication Process		30/09/2015	Townsville Water & Waste
Complete detailed designs for Haughton Duplication Process		31/03/2016	Townsville Water & Waste
Complete tender package for Haughton Duplication Process		30/06/2016	Townsville Water & Waste

<b>Programme &gt;&gt; Water Reticulation</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>

>> 3.5 Provide community infrastructure and services that support growth and meets community needs

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> Deliver potable water to the Townsville community

<b>Programme Expenditure Budget \$000&gt;&gt;</b>		<b>\$32,643</b>	
	<b>\$000</b>		<b>\$000</b>
<b>Operating Revenue</b>	107,072	<b>Operating Expense</b>	9,559
<b>Capital Revenue</b>	3,176	<b>Capital Works</b>	23,084

Measures	Target	Milestone	Responsible Department
Install 100% of new water meters within 4 weeks of a compliant water meter application being received by Water Operations department	100%		Townsville Water & Waste
Complete construction of the Burdell Street Water Main		30/06/2016	Townsville Water & Waste
Complete construction of Charters Towers Road Water Pipes Replacement		30/06/2016	Townsville Water & Waste
Update WaterGems network model to align with growth model zones for automation where possible		30/06/2016	Townsville Water & Waste
Completion of all water service renewals in allocated budget		30/06/2016	Townsville Water & Waste

<b>Programme &gt;&gt; Water Preventative Maintenance</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>

>> 3.5 Provide community infrastructure and services that support growth and meets community needs

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> Plan and optimise preventative maintenance of water assets to ensure their reliability and longevity

<b>Programme Expenditure Budget \$000&gt;&gt;</b>		<b>\$239</b>	
	<b>\$000</b>		<b>\$000</b>
<b>Operating Revenue</b>	0	<b>Operating Expense</b>	239
<b>Capital Revenue</b>	0	<b>Capital Works</b>	0

Measures	Target	Milestone	Responsible Department
Identify critical spares for all water assets with a high criticality and risk rating to ensure continuity of service		30/06/2016	Townsville Water & Waste
Continue the development of risk scores and criticality ratings of water assets to inform the maintenance strategy and critical spares requirements		30/06/2016	Townsville Water & Waste

<b>Programme &gt;&gt; TWW – Dams</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>

>> 2.2 Implement an effective integrated demand management approach to infrastructure planning and delivery

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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- >> Reliable supply of water to water treatment plants
- >> Safe and responsible management of Ross and Paluma dams

<b>Programme Expenditure Budget \$000&gt;&gt;</b>		<b>\$3,340</b>	
		<b>\$000</b>	<b>\$000</b>
<b>Operating Revenue</b>	78	<b>Operating Expense</b>	3,140
<b>Capital Revenue</b>	0	<b>Capital Works</b>	200

Measures	Target	Milestone	Responsible Department
100% conformance with Dam Safety Conditions Schedules for Ross and Paluma Dams	100%		Townsville Water & Waste
100% compliance with Interim Resource Operations Licences for taking water from Paluma-Crystal Water Supply Scheme and Ross River Water Supply Scheme	100%		Townsville Water & Waste

<b>Programme &gt;&gt; TWW – Water Treatment</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>

>> 3.5 Provide community infrastructure and services that support growth and meets community needs

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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- >> Deliver potable water to the community
- >> Ensure that water treatment plants comply with Townsville Water's Drinking Water Quality Management Plan

<b>Programme Expenditure Budget \$000&gt;&gt;</b>		<b>\$12,090</b>	
		<b>\$000</b>	<b>\$000</b>
<b>Operating Revenue</b>	0	<b>Operating Expense</b>	11,159
<b>Capital Revenue</b>	0	<b>Capital Works</b>	931

Measures	Target	Milestone	Responsible Department
Achieve a water quality index of 1 for Trilinity operations of the Douglas Water Treatment Plant	1		Townsville Water & Waste
100% compliance with drinking water quality requirements in accordance with Townsville Water's Drinking Water Quality Management Plan	100%		Townsville Water & Waste
Achieve a water quality index of 1 for Trilinity operations of the Northern Water Treatment Plant	1		Townsville Water & Waste

<b>Programme &gt;&gt;</b>	<b>TWW – Water Management &amp; Support</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>	

>> 4.1 Undertake robust and accountable financial, resource and infrastructure planning and management to ensure affordable and sustainable outcomes for our community

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> Provision of management, administrative and project services to Townsville Water Operations

Programme Expenditure Budget \$000>>		\$49,961	
	\$000		\$000
Operating Revenue	335	Operating Expense	49,961
Capital Revenue	11,956	Capital Works	0

Measures	Target	Milestone	Responsible Department
Achieve 100% compliance with routine, incident and management reporting requirements throughout the year regarding water quality	100%		Townsville Water & Waste
Achieve 90% customer satisfaction for water services fault management	90%		Townsville Water & Waste
Combined completion of 500 lawn training tutorials utilising both online resources and face to face training	500		Integrated Sust
100% compliance with Water Operations Work Health and Safety Plan	100%		Townsville Water & Waste

<b>Programme &gt;&gt;</b>	<b>CBD Utilities - Water</b>
<b>This Programme delivers on our Corporate Plan Strategy &gt;&gt;</b>	

>> 3.5 Provide community infrastructure and services that support growth and meets community needs

<b>What we want to achieve in 2015/16 &gt;&gt;</b>
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>> Upgrade of water infrastructure in the CBD to cater for projected population growth in line with council's objectives for the CBD and to minimise impacts on residents and businesses

Programme Expenditure Budget \$000>>		\$8,903	
	\$000		\$000
Operating Revenue	0	Operating Expense	0
Capital Revenue	0	Capital Works	8,903

Measures	Target	Milestone	Responsible Department
Complete detailed design of CBD Utilities Upgrade Project (Water)		31/08/2015	Townsville Water & Waste
Engage contractor for main works package for CBD Utilities Upgrade Project (Water)		31/10/2015	Townsville Water & Waste





# **Performance Plan - Townsville Water**

# 1. Overview of the Business

## 1.1 Introduction

This document is intended to meet the requirements of an Annual Performance Plan as specified in the *Local Government Regulation 2012*, in addition to providing a framework for the operation of the significant business activity of Townsville Water.

This document sets out the manner in which the business of Townsville Water will be carried out in the 2015/16 financial year, in a commercially and environmentally sustainable manner, to ensure that the business can continue to deliver council's required outcomes in the long term. This Townsville Water Annual Performance Plan must be considered in conjunction with the unit's operational plan, which is embedded in the Townsville City Council Operational Plan.

## 1.2 Our Council

Townsville City Council is referred to as the "Capital" of Northern Australia and is the largest tropical city and second largest regional city in Australia. Townsville continues to be one of the fastest growing regions in Australia, due to a combination of a buoyant, diversified local economy and an enviable tropical lifestyle. The Townsville Local Government Area extends over an area of 3,738 square kilometres, from the Paluma Rainforest in the north to the rural areas of Majors Creek and Woodstock in the south, and the grazing area of Hervey Range in the west.

The current population of Townsville is approximately 195,000 and is projected to grow at an average growth rate of 2.3% each year over the next 25 years, resulting in an expected population of approximately 229,000 by 2021.\* The mainstays of the local economy include health care and social assistance, public administration and safety, retail trade, construction, education and training, and manufacturing.

\*This information was obtained from the Queensland Government Statistician's Office, Queensland Treasury and Trade for the Townsville City Local Government Area.

## 1.3 Our Business

Townsville Water is part of the Townsville Water and Waste Division of Townsville City Council. Townsville Water is responsible for the supply of potable water, the collection and processing of wastewater, and the supply of recycled water.

Townsville Water is a significant business under the provisions of the *Local Government Regulation 2012*. Its business is articulated in its mission and vision statements:

**Vision:** To be the best regional water service provider in Australia.

**Mission:** To provide safe, reliable, value for money water and wastewater services for the Townsville community.

## 1.4 Our Key Business Metrics

### *Water Operations*

- Expected provision of in excess of 50,000 megalitres of potable water to Townsville residents via approximately 70,000 water meters
- Services delivered using over \$1.7 billion worth of assets, including the operation and management of 2 major water storages, 3 water treatment plants, 24 pump stations, 18 chlorinators, 41 reservoirs/tanks and in excess of 2,500km of water mains
- Over \$40 million of capital projects to be planned and delivered in 2015/16

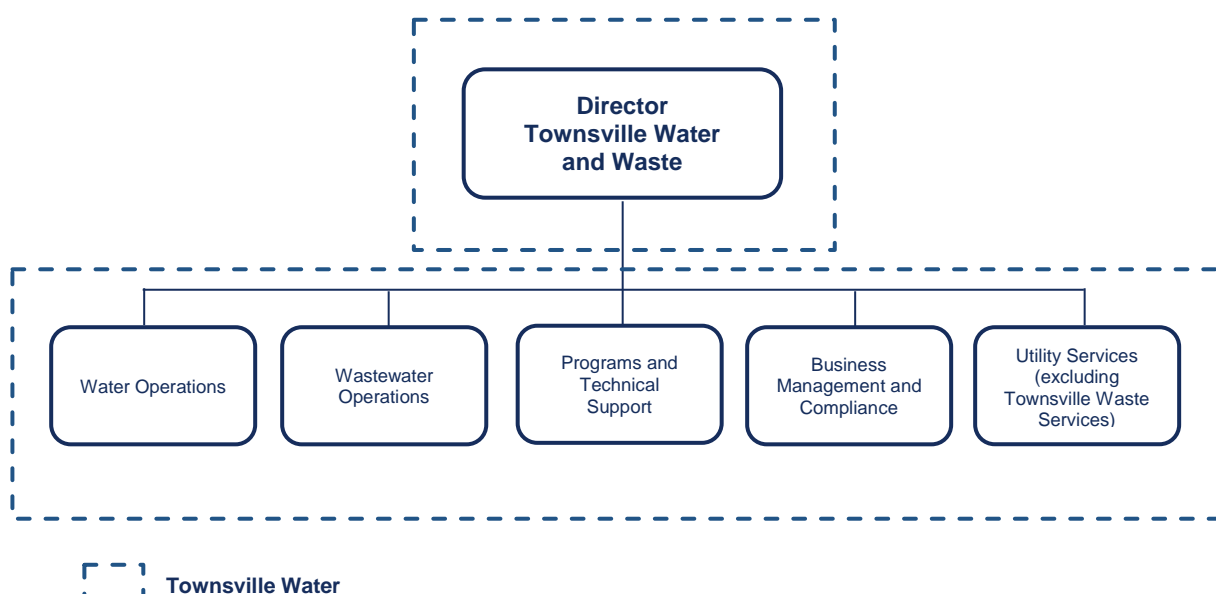
### *Wastewater Operations*

- Expected provision of wastewater services to in excess of 68,000 residential properties and approximately 1,000 trade waste customers
- Services delivered using close to \$1 billion worth of assets, including 6 sewage treatment plants, 180 sewerage pump stations and more than 1,200km of sewers and pressure mains
- On average 20,000 megalitres of sewage is collected and treated per annum with up to 15% of this volume reused (depending on weather conditions)
- Almost \$17 million of capital works to be delivered in 2015/16

## 1.5 Our Organisational Structure

Figure 1 outlines the current organisational arrangements for Townsville Water.

**Figure 1**



## 1.6 Our Objectives

Townsville Water will focus on a number of key areas in the 2015/2016 financial year.

### 1.6.1 Our Customers

#### Customer Service Standard

Townsville Water reviewed its Customer Service Standards in the second half of 2014, to ensure that its quality and service reliability targets were acceptable to the business and its customers. As part of the review, Townsville Water released its draft service standards to the community prior to adoption, for consultation. By resolution at its meeting on 16 December 2014, council adopted the new Customer Service Standards for Townsville Water.

In 2015/2016, the focus will be on reporting to the community against the key performance targets that Townsville Water set for themselves as part of its Customer Service Standards.

#### Customer Feedback

Townsville Water routinely monitors feedback from residents and business to ensure that the services it provides meet the needs of its customers.

#### Education Programs

Townsville Water will continue to provide community and school education programs in 2015/2016.

### 1.6.2 Our Infrastructure

Townsville Water has extensive and valuable water assets including dams, weirs, treatment plants, pump stations, reservoirs, thousands of kilometres of water and sewer mains, and tens of thousands of water meters. In 2015/2016, Townsville Water will focus on its development of a risk-based asset management system, and will undertake a number of planned capital upgrades and renewals to its infrastructure.

#### Asset Management

Townsville Water will continue to develop a risk-based asset management system that will assist the business to appropriately prioritise how to allocate time, money and materials focusing on the most critical problems, providing the framework for continuous improvement and to meet organisational objectives, including regulatory compliance. The focus on continuous improvement will increase overall asset effectiveness while lowering life cycle costs.

In 2014/2015, Townsville Water undertook a maturity assessment against the International Standard 55000:2014 *Asset Management*. Townsville Water was assessed as having a good level of compliance, which reflects the focus and commitment of the business to develop an effective asset management system. Council intends to pursue ISO55000 certification for its water and wastewater business and Townsville Water commits to achieving this accreditation by 2017/2018.

#### Charters Towers Road Water Pipes Replacement

In the 2015/2016 financial year, Townsville Water will continue the construction of new water mains and associated connections required to replace an existing cast iron water main that is located on Charters Towers Road and Ross River Road. The new water mains are required to maintain a reliable water supply to residents and commercial customers in the suburbs of Hyde Park, Mysterton, Pimlico, Aitkenvale, Hermit Park and Rosslea. It is expected that construction works will be completed by end of 2015.

#### Burdell Street Stuart Water Pipes Replacement

In order to better provide adequate water supplies to the Stuart industrial area, Townsville Water will replace the Burdell Street water main during the 2015/2016 financial year. This will ensure adequate water pressures are maintained in the area, and will also provide for water supply to meet expected industrial development in the area in future.

#### Water Pipes and Services Replacement Program

Townsville Water will carry out its annual Water Pipes and Services Replacement programs in 2015/2016, with over \$8 million allocated to replace pipes and services of priority to ensure that Townsville Water can provide a sufficient, safe and reliable water supply to its customers into the future.

#### CBD Upgrade Project

Works will continue on the CBD Utilities Upgrade Project in the 2015/2016 financial year. At a high level, the purpose of the Project is to upgrade the water and sewer networks in the CBD. The project will include the

construction of a new water storage reservoir at Echlin Street, replacement of aged cast iron water mains in the CBD area, and the upgrade of the Strand sewer pressure main and various other sewer upgrades. The works will address water quality and pressure issues due to the age and reduced capacity of water mains servicing the CBD and will ensure that council is able to meet the likely future demands on the water network in the City.

Specifically, in the 2015/2016 financial year, detailed design will be completed and the tender process will be undertaken to engage the contractor for the main works package which will involve the construction of large diameter trunk water supply mains, small diameter reticulation mains and trunk sewer infrastructure as well as ancillary road and footpath works. These works are scheduled for construction over the 2015/16, 2016/17 and 2017/18 financial years.

### **Integrated Water Supply Strategy**

Townsville Water is committed to managing its water supply infrastructure on a long term basis, to ensure a secure water supply for the community into the future. In September 2012, Townsville Water finalised the development of its Integrated Water Supply Strategy, assessing the future water supply and infrastructure requirements to best meet the needs of the city. In the 2015/2016 year, Townsville Water will continue to implement its strategy, focusing on design of the Haughton pipeline duplication, design of the Douglas Water Treatment Plant clarifier, and demand management planning.

#### **Duplication of the Haughton Water Supply Pipeline**

To meet water supply security and service needs for our growing population into the future, concept design has begun for the construction of a second Haughton Pipeline. Stage 1 of the project will be undertaken during 2015/2016, to undertake detailed documentation including design drawings and specifications, cost plan, construction plan and commercial documents, ready for construction at the point in time that the second bulk water pipeline becomes essential. The second bulk water pipeline will comprise a pump station adjacent to council's existing Black Road pump station site in the Upper Haughton and, where practical, the 36 kilometre pipeline will follow the alignment of council's existing pipeline to release water into the head of the Ross River Dam.

#### **Douglas Water Treatment Plant Clarifier**

Design works will be undertaken in the 2015/2016 financial year for the installation of a clarifier at Douglas Water Treatment Plant. The installation of the clarifier will increase the capacity of the treatment plant to treat water at times when high turbidity occurs within the Ross River Dam. This is essential to ensure that the demand for water can be met during the wet season when fast changes in dam levels occur, causing high turbidity in the dam and a reduced capacity for treatment at the treatment plant.

#### **Demand Management Planning**

During the 2014/2015 financial year, the Townsville Water Demand Management Strategy 2015 – 2025 was developed. The Strategy provides the vision and framework for water demand management for Townsville into the future. In the 2015/2016 financial year, Townsville Water will focus on evaluating and prioritising demand management initiatives to develop a Water Demand Management Action Plan to deliver on the objectives of the Strategy. Focus areas include communication and education, finance and modelling, technology, strategy and leadership, and customer service. Water demand management could result in the deferral of replacement of assets and new capital works, potentially leading to significant savings for the community. In development of the Action Plan, rigorous financial modelling, and environmental, social and customer service analysis will be undertaken to determine the most effective method of delivering initiatives to maximise benefits for the community.

#### **Cleveland Bay Purification Plant Capacity Upgrade**

Townsville Water will continue to progress the capacity upgrade of the Cleveland Bay Purification Plant in the 2015/2016 financial year. The design phase of the plant was stalled in recent years due to ongoing discussions with the State Government about the hydraulic capacity requirements for the upgrade, however, design works are now able to begin on two potential options for upgrade of the plant to ensure environmental compliance. During the financial year, Townsville Water will produce detailed and costed design documentation suitable for tendering, and which will also facilitate more certainty about the sustainability of each option for further discussion with the State Government.

#### **Alfred Street Pump Station, Rising Main and Gravity Works**

To address capacity issues, a new pump station, rising main and associated gravity sewers will be constructed near Alfred Street, Aitkenvale, to better service the existing commercial and medium density residential areas around the intersection of Ross River Rd and Nathan St, and to cater for future development of the area. Some preliminary works will be undertaken in the 2015/2016 financial year, with construction planned for 2016/2017.

#### **Howitt Street Pump Station**

Preliminary arrangements will begin to be undertaken in the 2015/2016 financial year to plan for the construction of a new sewerage pumping station to replace the existing Pump Station PS7A, located off Howitt Street, and

upgrade the upstream sewers. Planning reports had identified that the existing pump station and several of the upstream gravity sewers in its catchment were insufficient to cater for current and future sewerage demands of the area. The new pump station and associated gravity sewer works will help Townsville Water to achieve a more cost-effective and reliable sewerage system with minimal disruption to services and acceptable environmental risk.

#### **North Shore Boulevard Rising Main Stage 1**

An upgrade of the rising main and major sewage pump station servicing the Sanctum residential area is due, to increase the capacity of the sewerage system to cater for further development in the area. In the 2015/2016 financial year, Stage 1 of construction will take place, with the construction of a duplicate rising main.

#### **Sewer Pipe Relining and Manhole Rehabilitation**

Townsville Water will carry out its annual Sewer Pipe Relining and Manhole Rehabilitation programs in 2015/2016, with over \$4 million allocated to line pipes and rehabilitate manholes of priority to lengthen the life of assets in order to ensure that Townsville Water can continue to collect and transport wastewater safely and efficiently into the future.

### **1.6.3 Our Environmental Management**

Addressing environmental impacts is a key driver for Townsville Water. There are environmental implications of sourcing, storing and supplying water, as well as from the collection, treatment and disposal of wastewater, and the supply of recycled water. To ensure sound environmental management, Townsville Water maintains an Environmental Management System in accordance with the International Standard *ISO14001 – Environmental management systems*, and is accredited in this respect.

#### **Licensing of Water and Sewage Treatment Activities**

The water and wastewater treatment and sewage reticulation operations carried out by Townsville Water have the potential to impact on the environment and accordingly, Townsville Water must be licensed under the *Environmental Protection Act 1994* to conduct its water treatment and wastewater operations.

Licence negotiations will continue in the 2015/2016 financial year for the environmental licences for Cleveland Bay Purification Plant, Magnetic Island Water Recycling Facility and the Horseshoe Bay Sewage Treatment Plant. Model treatment plant licence conditions have been developed by the Department of Environment and Heritage Protection and renegotiations of the licences for these plants will be entered into to bring them in to line with these model conditions.

Townsville Water will monitor and measure its compliance against its licence conditions during the financial year and will ensure that all routine and event-specific reporting requirements are met.

#### **Change to the Environmental Regulation of Sewage Pumping Stations**

In 2015/2016, Townsville Water will continue to work with government and industry to change the regulation of sewage pumping stations. Following advocacy in recent years by the wastewater services industry, the Department of Environment and Heritage Protection have proposed that sewage pumping stations be removed from the regulation of Environmentally Relevant Activity 63 under the *Environmental Protection Act 1994*, and be regulated instead by an Industry Code of Practice.

Townsville Water would benefit from the move to a Code of Practice, which is a guideline created by the industry itself, describing 'best practice' operations, maintenance and planning. The Code is expected to be more flexible than a rigid list of regulatory requirements, allowing for risk-based management relevant to the particular conditions of Townsville Water's scheme, whilst still maintaining best practice standards to ensure environmental sustainability.

#### **Residential Wastewater Education Program**

A Residential Wastewater Education Program will be developed during the 2015/2016 financial year to educate residents about many items that, if flushed, can cause blockages and overflows, or are a danger to workers or impact the treatment process. The aim of the program is to reduce the costs of managing sewerage and reduce environmental and health impacts from overflows. Planning will begin in July 2015, with the launch of the program scheduled for April 2016.

### **1.6.4 Our Governance**

As a local government entity with a monopoly in the delivery of water and wastewater services, Townsville Water is subject to governance regulations applicable to a local government.



## **Financial Sustainability**

Prudent financial sustainability practices require limits on the level of debt funding that can be raised, while community considerations places a limit on the operating margins that can be generated. These dual requirements essentially place a cap on the rate at which infrastructure can be expanded, placing councils in high growth areas such as Townsville City Council in a challenging situation.

In conjunction with the Finance Department of council, Townsville Water will develop business specific capital structure and dividend policies in order to clearly define expectations about the financial structure of Townsville Water and the expected return to the business unit's shareholder i.e. council.

## **Quality Assurance**

To ensure quality services are provided, Townsville Water will continue to develop and maintain systems and processes that support quality assurance in relation to its services. In this respect, Townsville Water will carry out the necessary steps in order to maintain its quality management system and its certification with International Standard *ISO9001 – Quality management systems*.

## **Water Regulation and Reform**

As a supplier of water and sewerage services, Townsville Water is required to be registered as a service provider under the *Water Supply (Safety and Reliability) Act 2008* (the Water Supply Act). Townsville Water must adhere to the regulatory framework provided by the Water Supply Act, which is designed to ensure the reliability and safety of the water supply.

In 2014/2015, the Queensland government introduced reforms intended to simplify the regulatory framework relating to water and sewerage service providers. This included the removal of the requirement to prepare some regulatory plans, which were costly to prepare and did not always contribute to effective asset management or water security planning. This requirement was replaced with annual reporting on key performance indicators, to enable the Department of Energy and Water Supply to monitor performance of water and sewerage service providers, and to promote transparency and accountability for customers of water and sewerage services through the publication of the performance results.

Townsville Water will undertake its first instance of reporting under the amended framework in 2015/2016, reporting on its performance for 2014/2015. Townsville Water has voluntarily participated in annual performance reporting and publication of a similar nature for a number of financial years prior.

## **Drinking Water Quality Management Plan**

Townsville Water will maintain and comply with its Drinking Water Quality Management Plan during the 2015/2016 financial year to ensure the effective management of its drinking water supply. Irrespective of the recent reforms to the Water Supply Act, the requirement for drinking water service providers to keep Drinking Water Quality Management Plans remain.

## 2.0 Performance Targets

GOAL 1 ECONOMIC SUSTAINABILITY			
Performance Measure	Description	Target	Timing
Revenue – Budget to Actual	Comparison of the actual revenue received with the budgeted revenue	Within 5% of revised budget	Monthly
Operating Expenditure – Budget to Actual	Comparison of the actual operating expenditure with the budgeted operating expenditure	Within 5% of revised budget	Monthly
Capital Expenditure – Budget to Actual	Comparison of the actual capital expenditure with the budgeted capital expenditure	Within 5% of revised budget	Monthly
Net Operating Result – Budget to Actual	Comparison of the actual net operating result with the budgeted net operating result	Within 5% of revised budget	Monthly
5 Year Price Path	Approved price path derived from QTC model	Information only	Yearly
Return on Assets	Net income / NBV of non-current assets	Within 5% of revised budget	Yearly
Asset Renewal	Rehabilitation capital works / Depreciation charges	Minimum 90%	Yearly
Interest Coverage Ratio	Total operating revenue / Net interest expense	Information only	Yearly
Asset Consumption Ratio	Weighted average measure of consumption of non-current assets	Information only	Yearly
Debt to Equity Ratio	This ratio identifies the portion of debt compared to the business' equity	<0.5	Yearly
Annual Dividend	The portion of earnings distributed to council (our shareholder) from the operation of the Townsville Water commercial business unit	>90% of budgeted amount	Yearly
GOAL 2 SOCIAL RESPONSIBILITY			
Performance Measure	Description	Target	Timing
Customer Satisfaction	Percentage of results of "good" and "excellent" recorded by the Customer Service Department monthly survey	90%	Monthly
Drinking Water Quality Compliance	Percentage of compliance with all drinking water quality requirements in accordance with Townsville Water's Drinking Water Quality Management Plan	100%	Monthly
GOAL 3 ENVIRONMENTAL SUSTAINABILITY			
Performance Measure	Description	Target	Timing
Penalty Infringement Notices or Legal Action for Non-Compliance	Number of penalty infringement notices issued or instances of legal action initiated by the Regulator for non-compliance with respect to sewerage treatment or reticulation activities	Zero	Quarterly



GOAL 4 RESPONSIBLE GOVERNANCE			
Performance Measure	Description	Target	Timing
Number of Lost Time Injuries	Total number of lost time injuries	0	Monthly
No. of Process Improvements outstanding – Water Operations	Total number of outstanding Process Improvements at the end of the month for Water Operations	50	Monthly
No. of Process Improvements outstanding – Wastewater Operations	Total number of outstanding Process Improvements at the end of the month for Wastewater Operations	80	Monthly
Compliance with Work Health and Safety Plan	Percentage of compliance with Water Operations' and Wastewater Operations' Work Health and Safety Plans	100%	Quarterly

CUSTOMER SERVICE STANDARD PERFORMANCE TARGETS			
Performance Measure	Description	Target	Timing
<b>Water Services</b>			
Unplanned Interruptions - Water	Incidence of unplanned water interruptions per 1,000 connections per year	<100	Yearly
Drinking Water Quality Compliance	Compliance with drinking water quality requirements in accordance with the Australian Drinking Water Guidelines and the Townsville Water Drinking Water Quality Management Plan.	100%	Yearly
Drinking Water Quality Complaints	Number of drinking water quality customer complaints per 1,000 connections per year	< 5	
Drinking Water Quality Incidents	Number of drinking water quality incidents (non-compliance with water quality criteria reportable to the Regulator) per 1,000 connections per year	< 7	
Water Pressure Customer Complaints	Number of water pressure customer complaints per 1,000 connections per year	< 5	
Water Main Breaks	Total water main breaks (excluding those on the property owner's side) per 1,000 connections per year	<30	
Average Time to Respond to a Water Incident	Average time to respond to an incident (excluding disasters).	Within 4 hours of advice of incident being reported	
Time for Restoration of Water Service	Time for restoration of water service if excavation is required - unplanned interruptions	>95% within 24 hours of receipt of underground service plans and necessary permits	
Water Meter Installation	Install new water meters within 4 weeks of the Water Operations Department receiving a compliant meter application.	100%	
<b>Wastewater Services</b>			
Sewage Overflows	Total sewage overflows per 100km of main per year	< 10	Yearly

Sewage Overflows to Customer Properties	Sewage overflows to customer properties per 1,000 connected properties per year	< 3	Yearly
Odour Complaints	No. of odour complaints per 1,000 connected properties per year	< 2	Yearly
Sewerage Main Breaks	Total number of sewerage main breaks and chokes per 1000 connections per year	<10	Yearly
Average Time to Respond to a Sewerage Incident	Average time to respond to an incident (excluding disasters), note: the problem may not be fixed on the initial response.	Within 4 hours of advice of incident being reported	Yearly
Time for Restoration of Sewerage Service	Time for restoration of sewerage service if excavation is required – unplanned interruptions.	>95% within 24 hours of advice from appropriate underground service authority	Yearly
<b>Water and Wastewater Services</b>			
Total Water and Sewerage Complaints	Total water and sewerage complaints – per 1,000 connections per year	< 13	Yearly

## 3.0 Community Service Obligations

Community service obligations are defined under the *Local Government Regulation 2012*, as:

*“An obligation the local government imposes on a business entity to do something that is not in the commercial interests of the business entity to do.”*

An example of a community service obligation is where the local government gives a price concession to a particular group of customers, such as pensioners, seniors or students.

### 3.1 Nature and Extent of Community Service Obligations for 2015/16

The following price concessions will be available to particular customers on water and wastewater charges in recognition of the activity's contribution to the social and cultural welfare of the community during the 2015/2016 financial year:

Category	Water Remission As A % of Non-Residential Volumetric Charge	Sewerage Remission As A % of the Non-Residential Charge
Commercial Irrigation	15%	n/a
Caravan Parks	30%	30%
Retirement/lifestyle villages	55%	Nil
Boarding and lodging houses	20%	20%
Charitable and non-profit aged care facilities	55%	Nil
Churches, church halls, clubhouses and halls - Charitable and non-profit organisations	55%	15%
Sporting field irrigation - restricted public access (not including schools, tertiary institutions and other educational facilities)	73%	Nil
Sporting field - no public access restrictions (not including schools, tertiary institutions and other educational facilities)	95%	Nil
War Graves	5%	Nil
Approved transitional sewerage price plans	n/a	62%

The following works are to be completed by Townsville Water as community service obligations in 2015/2016:

Category	Value \$
Arcadia Surf Life Saving Club (Sewerage Pump Out)	\$11,600

### 3.2 Cost of and Funding for Community Service Obligations

The community service obligations listed in Section 3.1 are funded by Townsville City Council. It is anticipated that the cost of these identified community service obligations for 2015/16 will be approximately \$2,257,000.

Additional community service obligations may be identified during the financial year.

All community service obligations must be described and costed in council's Annual Report.

## **4.0 Capital Structure, Investment and Borrowing**

### **4.1 Notional Capital Structure**

The notional capital structure for Townsville Water is 50% debt / 50% equity for pricing purposes. The capital structure and the anticipated rate of return to Townsville City Council as dividends are determined by council.

The capital structure will be reviewed annually, taking into consideration the financial performance, financial risk and sustainability of the business over the short and long term and may result in changes to forecast debt levels and future capital structures.

### **4.2 Pricing**

Townsville Water utilises a Long Term Financial Plan to ensure a financially sustainable outlook for not only the current year but each of the forecasted years.

Townsville Water applies a Full Cost Water and Wastewater Pricing Model which has been developed by the Queensland Treasury Corporation (QTC) to provide guidance on the prices Townsville Water are permitted to charge for the provision of water and sewerage services under a regulatory pricing framework compliant with the Queensland Competition Authority guidelines. This model calculates the return that council can expect to receive and distributes this revenue across the forecasted user base. Under the full cost pricing regime, Council covers its capital and operating costs as well as obtaining a return on its investments. The Pricing Model together with the Long Term Financial Plan facilitates the development of a five year price path for the provision of water and sewerage services.

Townsville Water will review its trade waste pricing scheme during the financial year in line with a review of its Trade Waste Management Plan to ensure that pricing is fair and equitable for trade waste customers and is in line with contemporary practice.

### **4.3 Dividend Policy**

All dividends arising out of Townsville Water operations will be returned to Townsville City Council.

## 4.4 Major Investments 2015/16

Project/Initiative	Capital/ Operating	Completion Date	Net Cost
<b>Water</b>			
Charters Towers Rd Water Pipes Replacement (Construction Year 2)	Capital	30 June 2016	\$6.3m
Water Pipes Replacement	Capital	30 June 2016	\$5.3m
Northern Reservoir Strategy Site Levelling Land Acquisition	Capital	30 June 2016	\$3.8m
Water Services Replacement	Capital	30 June 2016	\$3.5m
CBD Reticulation Mains Year 15/16	Capital	30 June 2016	\$2.1m
Burdell St Stuart Water Pipes Replacement	Capital	30 June 2016	\$1.8m
CBD Trunk Mains Year 15/16	Capital	30 June 2016	\$1.8m
Other dams and weirs renewals	Capital	30 June 2016	\$1.6m
Haughton Pipeline Duplication (Pump Station & Water Main Detailed Design) Year 2	Capital	30 June 2016	\$1.4m
Shaw Industrial Area Water Main (Bruce Hwy to Tompkins Rd) (Construction/Implementation)	Capital	30 June 2016	\$1.1m
Trility renewals (all sites except Toonpan)	Capital	30 June 2016	\$0.93m
Mt Louisa Reservoir No. 3 Year 2 (Finalisation/Defects Correction)	Capital	30 June 2016	\$0.92m
Sanctum Trunk Main Extension to Mt Low Parkway via NSB Extension (Construction/Implementation)	Capital	30 June 2016	\$0.87m
Water Meter Replacement	Capital	30 June 2016	\$0.72m
Leigh St Trunk Main (West End Reservoir Duplication)	Capital	30 June 2016	\$0.7m
Other reservoir renewals (including cathodic protection)	Capital	30 June 2016	\$0.51m
Douglas Water Treatment Plant Clarifier Design Year 1	Capital	30 June 2016	\$0.5m
<b>Wastewater</b>			
Sewer Pipe Rehabilitation	Capital	30 June 2016	\$4.1m
Cleveland Bay STP Performance Rectification - Detailed Design Year 1-	Capital	31 June 2016	\$2.5m
Other sewage pump station renewals/upgrades	Capital	32 June 2016	\$1.4m
Other treatment plant renewals/upgrades	Capital	33 June 2016	\$1.7m
Other sewage pump station renewals/upgrades-	Capital	34 June 2016	\$1.4m
Stage 1 Rising Main Duplication along North Shore Boulevard (Mt Low Parkway to Lionel Turner Drv) (Construction/Implementation)	Capital	35 June 2016	\$0.95m
Pump Station 7A Replacement and gravity sewer upgrades (Construction/Implementation) preliminary works	Capital	36 June 2016	\$0.8m
Sewer Manholes	Capital	37 June 2016	\$0.77m
CBD Sewer Mains Year 15/16	Capital	38 June 2016	\$0.72m
Pump Station 9P Stockland and Rising Main (Construction/Implementation) Year 1	Capital	39 June 2016	\$0.6m
MIWR Effluent Reuse (Extension to Golf Course Irrigation to meet licence) year 2-	Capital	40 June 2016	\$0.6m
Other pressure mains	Capital	41 June 2016	\$0.51m

## 4.4 Outstanding and Proposed Borrowings

Townsville City Council will operate a Central Treasury function. It will provide working capital as required, as well as providing loans through Queensland Treasury Corporation.

## 5.0 Customer Service

Townsville Water uses a variety of methods to evaluate customer needs and analyse customer satisfaction, including but not limited to:

- monthly customer satisfaction surveys;
- councillor requests;
- customer feedback; and
- benchmarking against other water service providers in regional Queensland.

Townsville Water recognises that customers are entitled to be guaranteed of a certain level of service and has developed a Customer Service Standard to meet its obligations under the *Water Supply (Safety and Reliability) Act 2008*. The standard contains the service standards that Townsville Water aims to achieve and will report on at least annually to the Office of the Water Supply Regulator and its customers, including quality and service reliability targets for water and wastewater services. The service standards are based on an assessment of the levels of service that can be realistically achieved and consistently maintained, taking into account data collection and reporting systems, infrastructure standards, and operating systems. The standards are reviewed on an annual basis.

## 6.0 Delegations

Townsville City Council's delegated authorities relevant to Townsville Water are made in accordance with the requirements of the *Local Government Act 2009*. Delegated authorities are recorded in Townsville City Council's Register of Delegations.

## 7.0 Reporting to Townsville City Council

Townsville Water reports on a monthly basis to council's Townsville Water and Waste Committee. The report details Townsville Water's performance and achievements against the financial and non-financial performance targets contained in this Performance Plan.

Townsville Water will prepare an annual report for the Townsville City Council on its performance against this plan. This report will be complete within four calendar months of the end of the financial year.

Townsville Water will prepare all management plans as required by Townsville City Council, which shall include, but is not limited to, an Operational Plan, Asset Management Plan, Emergency Response Plan and Business Continuity Plan.

## 8.0 Review and Amendment of the Annual Performance Plan

The *Local Government Regulation 2012* allows for an Annual Performance Plan to be amended at any time before the end of the financial year for which it is prepared.

For the purpose of this Performance Plan, the Director Townsville Water and Waste is responsible for reviewing the Annual Performance Plan on at least a quarterly basis in conjunction with the Operational Plan. Where amendments are necessary these will be made by Townsville City Council as required.





## Performance Plan - Townsville Waste Services

# 1. Overview of the Business

## 1.1 Introduction

This document is intended to meet the requirements of an Annual Performance Plan as specified in the *Local Government Regulation 2012*, in addition to providing a framework for the operation of the significant business activity of Townsville Waste Services.

This document sets out the manner in which the business of Townsville Waste Services will be carried out in the 2015/2016 financial year, in a commercially and environmentally sustainable manner, to ensure that the business can continue to deliver council's required outcomes in the long term. This Annual Performance Plan must be considered in conjunction with the unit's operational plan, which is embedded in the Townsville City Council Operational Plan.

## 1.2 Our Council

Townsville City Council is referred to as the "Capital" of Northern Australia and is the largest tropical city and second largest regional city in Australia. Townsville continues to be one of the fastest growing regions in Australia, due to a combination of a buoyant, diversified local economy and an enviable tropical lifestyle. The Townsville Local Government Area extends over an area of 3,738 square kilometres, from the Paluma Rainforest in the north to the rural areas of Woodstock and Reid River in the south, and the grazing area of Hervey Range in the west.

The current population of Townsville is approximately 195,000 and is projected to grow at an average annual growth rate of 2.3% each year over the next 25 years, resulting in an expected population of approximately 229,000 by 2021.\* The mainstays of the local economy include health care and social assistance, public administration and safety, retail trade, construction, education and training, and manufacturing.

\*This information was obtained from the Queensland Government Statistician's Office, Queensland Treasury and Trade for the Townsville City Local Government Area.



## 1.3 Our Business

Townsville Waste Services is part of council's Townsville Water and Waste Division. It is responsible for the collection and processing of solid waste and recyclables.

Townsville Waste Services is a significant business under the provisions of the *Local Government Regulation 2012*. Its business is articulated in its vision and mission statements:

*Vision:* To be North Queensland's best waste managers.

*Mission:* To deliver excellent customer service, environmental management and efficient operations while maximising the return to council.

Townsville Waste Services actively competes in the commercial waste collection sector, providing services to a range of business types and sizes, and pursuing long term contractual arrangements with large-scale customers.

## 1.4 Our Key Business Metrics

### *Domestic Waste and Recycling*

- 74,500 domestic waste services provided per week
- 37,000 domestic recycling services provided per week

### *Commercial Waste and Recycling*

- 702 bulk bins in service
- 277 bulk bins emptied per day
- 281 public bins emptied per day

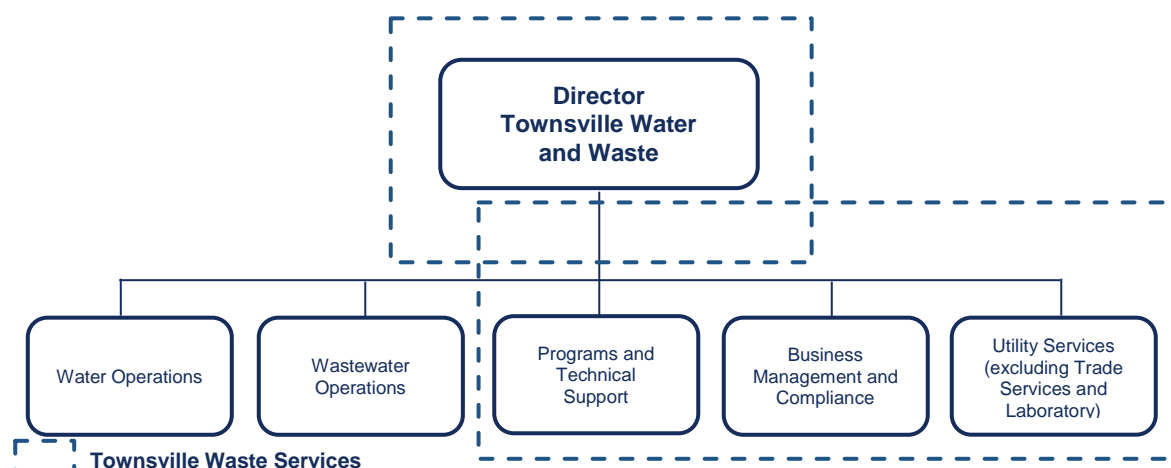
### *Waste Disposal*

- Four landfill sites
- Four waste transfer stations
- Over 300,000 total customer visits per annum
- Over 450,000 tonnes per annum received at landfills
- Over 250,000 tonnes per annum diverted from disposal
- Over 180,000 tonnes per annum landfilled

## 1.5 Our Organisational Structure

Figure 1 outlines the current organisational arrangements for Townsville Waste Services.

Figure 1



## 1.6 Our Objectives

Townsville Waste Services will focus on a number of key areas in the 2015/2016 financial year.

### 1.6.1 Our Customers

#### Customer Service Standard

Townsville Waste Services reviewed its Customer Service Standards to ensure that its quality and service reliability targets were acceptable to the business and its customers. As part of the review, Townsville Waste Services released its draft service standards to the community prior to adoption, for consultation. By resolution at its meeting on 16 December 2014, council adopted the new Customer Service Standards for Townsville Waste Services.

In 2015/2016, the focus will be on reporting to the community against the key performance targets that Townsville Waste Services set for themselves as part of its Customer Service Standards.

#### Customer Feedback

Townsville Waste Services will continue to routinely monitor feedback from residents and business to ensure that the services it provides meet the needs of its customers.

The need for ongoing community education to communicate what is involved in the supply of waste and recycling services and the relationship and the impact these processes have on rates charged, will increase moving forward and assist in managing customer expectations as well as the sustainable reduction of solid waste.

#### Free Dumping Weekend at Disposal Sites

To encourage property owners to clean up their property prior to the cyclone season, and to give those residents who do not have access to tipping vouchers an opportunity to economically dispose of their rubbish, Townsville City Council has directed Townsville Waste Services to provide to the community a free dumping weekend at all waste disposal sites, at a date to be determined in the lead up to the cyclone season.

#### Carbon Pricing Mechanism

The Carbon Pricing Mechanism (CPM) took effect from 1 July 2012 in Australia, requiring liable entities to relinquish an eligible emissions unit for each tonne of greenhouse gas emitted within a financial year. Townsville City Council was a liable entity under the *Clean Energy Act 2011*, largely as a result of the landfill operations of Townsville Waste Services. The CPM was disbanded from 1 July 2014.

In the two years of the duration of the carbon pricing scheme, Townsville Waste Services collected, by way of an increase on the Waste Utility Charge in both the 2012/2013 and 2013/2014 financial years, approximately \$3

million in funds to contribute to acquitting its carbon liability for the following 30 year period. These funds are now no longer required to be acquitted due to the Federal Government ceasing of the carbon pricing scheme. As a result, in 2015/2016, Townsville City Council will return these funds collected to ratepayers, by delivering a \$35 refund per property, for each property that was affected by the charge increase at the time.

As a result of the difficulty of tracking down waste disposal customers, the remainder of funds collected, from varying increases on waste streams disposed of at landfills, will be expended on projects designed to minimise carbon emissions, rather than refunded.

## **1.6.2 Our Region**

Townsville Waste Services will continue to focus on regional collaboration with its North Queensland counterparts, in 2015/2016. North Queensland has vast rural areas and 80% of the population is concentrated in Townsville which means effective waste management is challenging. Over the next 10 years, the population is predicted to grow by over 20% from around 250,000 to 300,000 people by 2041, and the region, in general, is a long way from markets for recyclable materials and associated waste management infrastructure, in comparison to metropolitan areas in South East Queensland. However, these challenges also present opportunities to look at innovative, tailored regional solutions for waste management, which avoid unnecessary consumption of resources and manage waste as close to the source as possible.

### **North Queensland Regional Waste Reduction and Recycling Plan 2014 - 2024**

In 2013/2014, Townsville Waste Services collaborated with other regional North Queensland councils including the Burdekin Shire Council, the Hinchinbrook Shire Council and the Charters Towers Regional Council to develop a Regional Waste Reduction and Recycling Plan. The Plan sets a vision for waste management in North Queensland over the next ten years. It addresses the requirements of the *Queensland Waste Reduction and Recycling Act 2011*, as well as providing a framework to realise opportunities for efficiencies and cost savings across the region.

Townsville Waste Services will continue to implement the Plan during 2015/2016 with focuses on establishing baseline diversion targets to enable better realisation of diversion in the years to come, and reviewing kerbside collection container options with the ultimate objective of reducing waste generation per capita.

### **A Regional Marketing Campaign**

Townsville City Council developed a "Rub Out Rubbish" marketing campaign in 2013/2014 to increase public education in order to reduce waste generation and increase reuse and recycling. The campaign aims to increase public understanding and engagement of waste avoidance and reduction, and will be adopted throughout the region in 2015/2016 to provide a consistent theme and messaging.

### **A Regional Approach to Greenwaste**

Together with the other North Queensland Region councils, Townsville Waste Services have committed to investigating opportunities for regional contracts and resource sharing, to minimise individual council costs for waste management services. The councils will jointly seek contractors for the provision of greenwaste processing early in the financial year. This marks the first step in collaborating on major service contracts with the surrounding councils.

## **1.6.3 Our Infrastructure**

In 2015/2016, Townsville Waste Services will focus on the development of a risk-based asset management system, and will undertake a number of planned capital upgrades and renewals to its infrastructure.

### **Asset Management**

Townsville Waste will commence the development of a risk-based asset management system that will assist the business to appropriately prioritise how to allocate time, money and materials focusing on the most critical problems, providing the framework for continuous improvement and to meet organisational objectives, including regulatory compliance. The focus on continuous improvement will increase overall asset effectiveness while lowering life cycle costs.

In 2014/2015, Townsville Waste Services undertook a maturity assessment against the International Standard 55000:2014 Asset Management. Townsville Waste was assessed as having a good level of compliance, which reflects the focus and commitment of the business to develop an effective asset management system. Council intends to pursue alignment with the ISO55000 certification for its waste business.

### **Magnetic Island Waste Facility**

In order to continue to provide high quality, environmentally sound, waste disposal services to the Magnetic Island community, Townsville Waste Services will complete construction of the Magnetic Island Waste Facility during the 2015/2016 financial year and open the facility to the public.

Located next to the Magnetic Island Water Recycling facility on West Point Road, it will be unlike any of Townsville Waste's current facilities. The infrastructure will provide a push pit to enable the dumping of large commercial waste and recycling loads that are then loaded into sealed 30m<sup>3</sup> containers for transport back to the mainland. A new green waste drop off area will be incorporated into the facility along with a recoverable area for items such as tyres, batteries and oil etc.

#### **Upgrading of Waste Disposal Sites**

Significant works will be undertaken during the financial year to further develop the Stuart, Hervey Range and Jensen Landfills, including undertaking capping works, leachate and stormwater management works, to ensure that Townsville Waste Services can treat the community's waste in an environmentally responsible and sustainable manner.

Works will be undertaken to prepare for the opening of a new cell at Hervey Range Landfill and cap the current cell, to progress to the next stage of the Facility Site Development Plan.

### **1.6.4 Our Environmental Management**

Addressing environmental impacts will be a key driver for Townsville Waste Services during the financial year. In recent years, community pressure has been on the increase regarding waste services functions. As a result, regulations covering environmental aspects of business operation have increased significantly, which in turn will impact on the cost of delivering these services.

#### **Environmental Management Systems**

In order to demonstrate sound environmental performance, TWS will continue to operate under an environmental management system and embrace the principles of International Standard *ISO14001 – Environmental management systems*.

#### **Licensing of Waste Storage and Disposal Activities**

The waste storage and disposal operations carried out by Townsville Waste Services have the potential to impact on the environment and accordingly, Townsville Waste must be licensed under the *Environmental Protection Act 1994* to conduct its operations.

Townsville Waste will renew its licences for 2015/2016 and will monitor and measure its compliance against its licence conditions, ensuring that all routine and event-specific reporting requirements are met for the financial year.

#### **Initiatives to Reduce Greenhouse Gas Emissions from Landfills**

Townsville Waste Services is working towards the installation of gas flaring equipment at its Hervey Range and Jensen Landfills, which will capture and burn landfill gas generated by organic matter breaking down in the landfill. A similar gas flaring system has already been successfully installed at Stuart Landfill to reduce the potent greenhouse gas methane to a less potent form of gas and reduce overall the emissions from landfill.

Capping works will continue during the 2014/2015 financial year at Hervey Range Landfill, which is a prerequisite to the installation of gas flaring systems in the future. Additional gas lines will be added to the Stuart and Hervey Range Landfills gas flaring systems which will enhance gas capture from the Landfills moving forward.

In the long term, investigations will be made into technology that can use landfill gas as an energy source to generate electricity to be used as a renewable form of energy.

#### **Salvage Operations**

Townsville Waste Services is working towards improving its salvage operations at waste disposal sites to increase the diversion of reusable and resaleable items. Plans are in place to introduce collection areas at entry points to waste disposal sites to encourage residents to recycle reusable items in good condition.

Concept phase planning for the development of collection areas at entry points, at the Stuart and Hervey Range Landfills, was undertaken in 2014/2015 and detailed design for these facilities will be undertaken in 2015/2016. Construction is scheduled to take place over the subsequent two financial years.

#### **Food and Garden Organics Feasibility Study**

As part of regional analysis and comparison carried out for the development of the Northern Region councils' North Queensland Regional Waste Reduction and Recycling Plan 2014 – 2024, it was identified that there may be an opportunity for Townsville council to increase diversion of waste from landfill through beneficial reuse of food and garden organics. A feasibility study will be undertaken to assess the available options which will include the consideration of a three bin system, which is currently operated by the Burdekin Shire Council. The study will

be undertaken with the aim of assessing the viability of food and garden organics processing as well as the associated collection systems in the local government area .

#### **Bin Size Options Analysis**

Townsville Waste Services aims to increase the recycling rate of domestic waste in its local government area from 28% in 2013 to 40% by 2024. During the financial year, work will be undertaken to develop a range of bin size options that will be made available to residents. These options will promote the diversion of material from waste bins while still providing the services that cater to residents' needs.

#### **Material Recovery Facility Options Analysis**

An analysis will be undertaken to consider the options for processing of recyclables in the long term to best meet the needs of the Townsville community, to ensure that we are moving towards our waste reduction and recycling targets, whilst still maintaining a value for money waste management service for residents and businesses of Townsville.

#### **E-Waste Recycling**

Townsville Waste Services will continue its E-Waste Recycling Program in the 2015/2016 financial year, working with industry partners under the National Television and Computer Recycling Scheme. It will continue to maintain drop-off points at its waste disposal sites for collection of waste televisions, computers, printers and computer products.

#### **Recycling Education Program**

Recycling education programs will be delivered at Townsville schools and community events during the year to educate residents, local industries and businesses about recycling participation. Carrying forward from the successful launch of council's Rub Out Rubbish campaign, Townsville Waste Services will expand the campaign's reach across the city, with a heightened level of activity in both media campaigns and community events during National Recycling Week in November.

Townsville Waste Services aim to educate the community and local industry, with a focus on increasing comingled recycling and reducing contamination levels. Recycling bin audits will be undertaken to assist households in identifying how they may better contribute to the recycling program.

### **1.6.5 Our Governance**

As a local government entity with a partial monopoly in the delivery of waste services, Townsville Waste Services is subject to governance regulations applicable to a local government.

#### **Financial Sustainability**

Prudent financial sustainability practices require limits on the level of debt funding that can be raised while community considerations places a limit on the operating margins that can be generated. These dual requirements essentially place a cap on the rate at which infrastructure can be expanded, placing councils such as Townsville City Council in high growth areas in a challenging situation.

In conjunction with the Finance Department of council, Townsville Waste Services will develop business specific capital structure and dividend policies in order to clearly define expectations about the financial structure of the commercial business unit and the expected return to the business unit's shareholders.

#### **Quality Assurance**

To ensure quality services are provided, Townsville Waste Services will continue to embrace the principles of quality assurance and will develop their methods and practices further, in accordance with the best practice principles embodied in International Standard *ISO9001 – Quality management systems*.

#### **Queensland Waste Avoidance and Resource Productivity Strategy 2014 -2024**

In December 2014, the Queensland Government released its new industry-led waste strategy: the Queensland Waste Avoidance and Resource Productivity Strategy 2014 - 2024. Townsville Waste Services participated in the development of the strategy along with business and industry, the waste and resource recovery sector, other local governments, and community and environment groups.

The Waste Avoidance and Resource Productivity Strategy significantly impacts on the operations of Townsville Waste Services. The draft Strategy provides strategic direction for waste and resource management in Queensland over the next 10 years and is underpinned by the waste and resource management hierarchy, an internationally recognised framework for managing waste generation and disposal describing the preferred order for managing waste and resources. The hierarchy places waste avoidance as the preferred option, followed by reducing, reusing, recovering and disposing of waste. Other important focuses of the draft Strategy include

better management of high priority waste, resource recovery, new technologies and alternative waste treatments, and tailoring policy and actions to each region.

The Strategy sets a target of reducing the generation of waste by 5% per capita by 2024. Targets for improving recycling rates by 2024 include:

- a target for improving recycling rates by 45% for domestic solid waste in regional centres;
- a target of between 42 to 55% for improving recycling rates for commercial and industrial waste, dependent upon regional differences; and
- a target of between 61 to 80% for improving recycling rates for construction and demolition waste, dependent upon regional differences.

The Strategy will be implemented through a set of sectoral or organisational action plans including specific or sectoral targets, which align with and contribute to achieving the state-wide targets. The action plans are proposed to be guided by priority areas and high priority waste identified in the Strategy.

#### **Participation in Local Authority Waste Management Advisory Committee**

Townsville Waste Services will continue to actively participate in the Local Authority Waste Management Advisory Committee in 2015/2016, working with the organisation to advocate for more sustainable waste management solutions, and to consider current and future Waste Management Practices and Technologies. The organisation is made up of nineteen North Queensland Local Government Councils who are dedicated to best practice waste management.

#### **Run Balancing Project**

In the 2015/2016 financial year, Townsville Waste Services will undertake a Run Balancing Project to review day of service for all properties in the local government areas, with the aim of maximising efficiencies in collections.

## 2.0 Performance Targets

GOAL 1 ECONOMIC SUSTAINABILITY			
Performance Measure	Description	Target	Timing
Revenue – Budget to Actual	Comparison of the actual revenue received with the budgeted revenue	Within 5% of revised budget	Monthly
Operating Expenditure – Budget to Actual	Comparison of the actual operating expenditure with the budgeted operating expenditure	Within 5% of revised budget	Monthly
Capital Expenditure – Budget to Actual	Comparison of the actual capital expenditure with the budgeted capital expenditure	Within 5% of revised budget	Monthly
Net Operating Result – Budget to Actual	Comparison of the actual net operating result with the budgeted net operating result	Within 5% of revised budget	Monthly
Debt to Equity Ratio	This ratio identifies the portion of debt compared to the business' equity	<0.5	Yearly
Annual Dividend	The portion of earnings distributed to council (our shareholder) from the operation of the Townsville Waste Services commercial business unit	>90% of budgeted amount	Yearly
GOAL 2 SOCIAL RESPONSIBILITY			
Performance Measure	Description	Target	Timing
Customer Satisfaction Waste	Percentage of results of "good" and "excellent" recorded by the Customer Service Department monthly survey	90%	Monthly
Number of Missed Waste and Recycling Services	Less than 1 per 1000 missed kerbside waste and recycling services	<1	Monthly
GOAL 3 ENVIRONMENTAL SUSTAINABILITY			
Performance Measure	Description	Target	Timing
Penalty Infringement Notices or Legal Action for Non-Compliance	Number of penalty infringement notices issued or instances of legal action initiated by the Regulator for non-compliance	Zero	Quarterly
Rate of Diversion of Waste at Disposal Sites	Maintain waste diversion rate at all disposal sites of greater than 40%	>40%	Monthly
GOAL 4 RESPONSIBLE GOVERNANCE			
Performance Measure	Description	Target	Timing
Number of Lost Time Injuries	Total number of lost time injuries	0	Monthly



No. of Process Improvements outstanding – Waste Services	Total number of outstanding process improvements at the end of the month	40	Monthly
Compliance with Work Health and Safety Plan	Percentage of compliance with Waste Services' Work Health and Safety Plan	100%	Quarterly

CUSTOMER SERVICE STANDARD PERFORMANCE TARGETS			
Performance Measure	Description	Target	Timing
Missed kerbside waste and recycling services	Number of kerbside waste and recycling services not collected on their scheduled day, per 1000 services	<1 per 1000 services	Yearly
Response time to kerbside waste and recycling missed services	Percentage of missed kerbside waste and recycling services collected by the next business day	>95%	Yearly
New residential kerbside service commencement	Percentage of occasions where bins are delivered to customers within 3 business days of customers request for new service, to enable a new residential kerbside service to commence	100%	Yearly
Response time to bin repair / replacement requests	Percentage of bin repair/replacement requests completed within 3 business days after the payment of the appropriate fee by the customer	100%	Yearly
Waste disposal facilities available and functional	Number of days of the year where waste disposal facilities are available and functional during opening hours	363	Yearly



## 3.0 Community Service Obligations

Community service obligations are defined under the *Local Government Regulation 2012*, as:

*“An obligation the local government imposes on a business entity to do something that is not in the commercial interests of the business entity to do.”*

An example of a community service obligation is where the local government gives a price concession to a particular group of customers, such as pensioners, seniors or students.

### 3.1 Nature and Extent of Community Service Obligations for 2015/2016

The following works will be completed by Townsville Waste Services as community service obligations in 2015/2016.

Category	Value \$
National Recycling Week	\$4,250
Charity Dumping Fees	\$42,662
Dead Animals	\$30,756
Infirm Services	\$26,000
Clean up Australia Day	\$6,500
Great Northern Clean Up	\$3,000
Free Dump Weekend October	\$144,165

### 3.2 Cost of and Funding for Community Service Obligations

The community service obligations listed in 3.1 are funded explicitly by Townsville City Council. It is anticipated that the cost of these identified community service obligations for 2015/16 will be approximately \$257,000.

Additional community service obligations may be identified during the financial year, particularly in the instance of natural disasters.

All community service obligations must be described and costed in council's Annual Report.

## **4.0 Capital Structure, Investments and Borrowing**

### **4.1 Notional Capital Structure**

The notional capital structure for Townsville Waste Services is 50% debt / 50% equity for pricing purposes. The capital structure and the anticipated rates of return to Townsville City Council as dividends are determined by council.

The capital structure will be reviewed annually, taking into consideration the financial performance, financial risk and sustainability of the business over the short and long term and may result in changes to forecast debt levels and future capital structures.

### **4.2 Pricing Policy**

Townsville Waste Services utilises a Long Term Financial Plan to ensure a financially sustainable outlook for not only the current year but each of the forecasted years.

Townsville Waste utilises a Full Cost Pricing Model that provides guidance on the prices Townsville Waste are permitted to charge for the provision of waste services under a regulatory pricing framework compliant with the Queensland Competition Authority guidelines. This model calculates the return that council can expect to receive and distributes this revenue across the forecasted user base. Under the full cost pricing regime, council covers its capital and operating costs as well as obtaining a return on its investments. The Pricing Model together with the Long Term Financial Plan facilitates the development of a five year price path for the provision of waste services.

### **4.3 Dividend Policy**

All dividends arising out of Townsville Waste Services' operations during the 2015/2016 financial year will be returned to Townsville City Council.

## 4.4 Major Investments 2015/2016

Initiative/Project	Capital/ Operating	Completion Date	Net Cost
<b>Hervey Range and Stuart Landfills</b>			
Construction of Hervey Range Landfill Cell A and ancillary plus Stuart Landfill ancillary facilities	Capital	30 June 2016	\$8.2m
<b>Hervey Range Landfill</b>			
Hervey Range Landfill Cell D & Associated sedimentation pond (Construction/Implementation) Year 1	Capital	30 June 2016	\$0.5m
Establishment of vegetative buffers at Hervey Range Landfill (Plan/Design/Construct)	Capital	30 June 2016	\$0.5m
<b>Jensen Landfill</b>			
Jensen Landfill Sedimentation Pond and conveyance structures (Construction/Implementation)	Capital	30 June 2016	\$0.94m
Jensen Landfill Leachate Interception Trench (Construction/Implementation)	Capital	30 June 2016	\$0.85m
Jensen Landfill Construction of lined leachate pond (Construction / Implementation)	Capital	30 June 2016	\$0.84m
Jensen Landfill Greenwaste Upgrade (Construction)	Capital	30 June 2016	\$0.16m
<b>Magnetic Island</b>			
Magnetic Island Waste Transfer Station - Construction Year 2	Capital	30 June 2016	\$3.14m
<b>Stuart Landfill</b>			
Stuart Landfill Cell Construction Interface Liner Stage 2Bii and 2Biii (Construction / Implementation)	Capital	30 June 2016	\$2.19m
Stuart Landfill Transfer Station and Front End Resource Recovery Facility (Design/Development) Year 1	Capital	30 June 2016	\$0.2m

## 4.5 Outstanding and Proposed Borrowings

Townsville City Council will operate a Control Treasury function. It will provide working capital as required, as well as providing loans through Queensland Treasury Corporation.

## 5.0 Customer Service

Townsville Waste Services uses a variety of methods to evaluate customer needs and analyse customer satisfaction, including but not limited to:

- monthly customer satisfaction surveys;
- councillor requests;
- customer feedback; and
- benchmarking against other waste service providers in regional Queensland.

Townsville Waste Services recognises that customers are entitled to be guaranteed of a certain level of service and has developed a Customer Service Standard. The service standards are based on an assessment of the levels of service that can be realistically achieved and consistently maintained, taking into account data collection and reporting systems, infrastructure standards, and operating systems. The standards are reviewed and will be reported on to customers, at least on an annual basis.

## 6.0 Delegations

Townsville City Council's delegated authorities relevant to Townsville Waste Services are made in accordance with the requirements of the *Local Government Act 2009*. Delegated authorities are recorded in the council's Register of Delegations.

## 7.0 Reporting to Townsville City Council

Townsville Waste Services reports on a monthly basis to council's Townsville Water and Waste Standing Committee. The report details the business' performance and achievements against the financial and non-financial performance targets contained in this Annual Performance Plan.

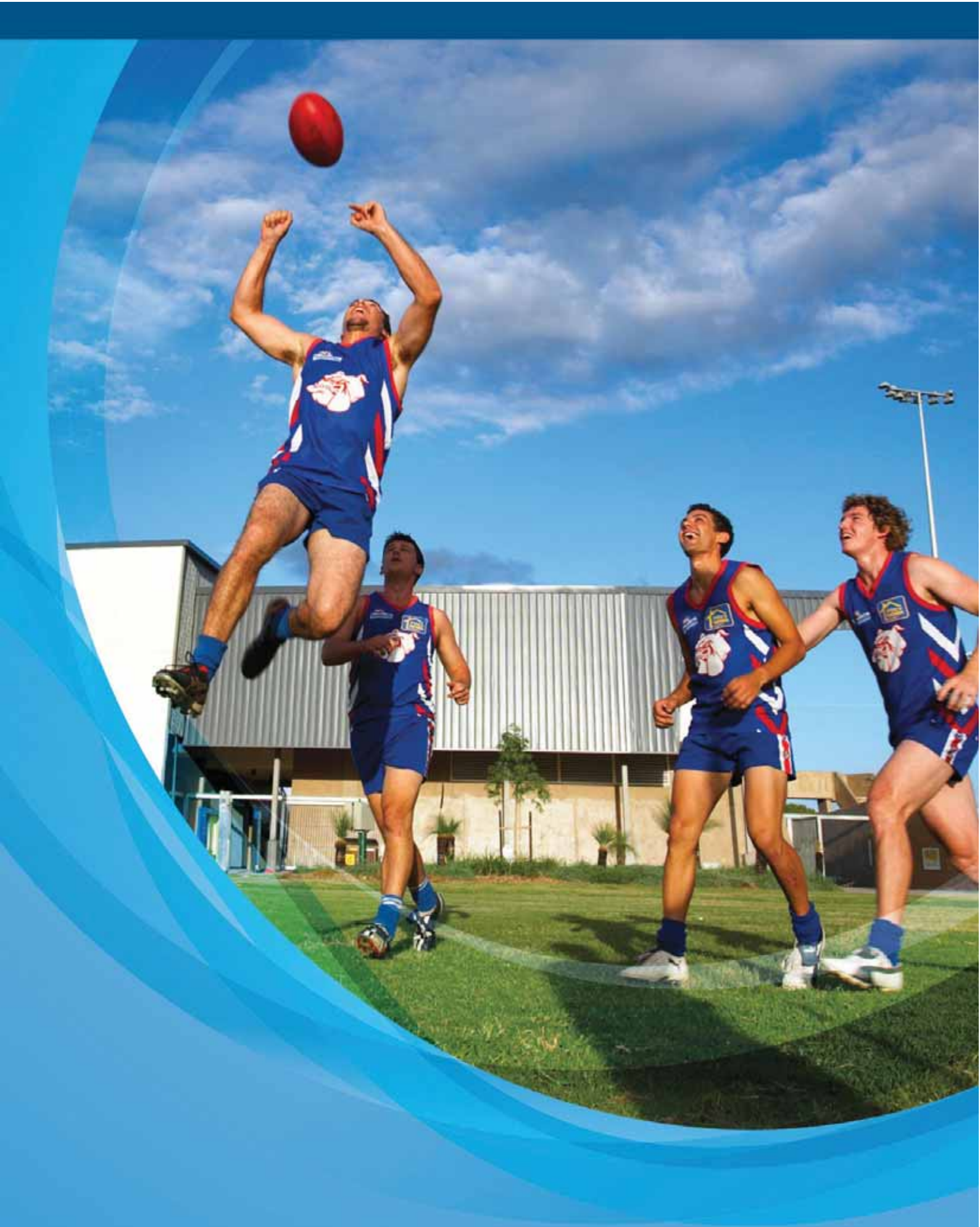
Performance against this plan will be reported in an Annual Operations Report to be developed in accordance with the *Local Government Act 2009*. This report will be completed within four calendar months of the end of the financial year.

Townsville Waste Services will prepare all management plans as required by Townsville City Council, which shall include, but is not limited to, an Operational Plan, Asset Management Plan, Emergency Response Plan, and Business Continuity Plan.

## 8.0 Review and Amendment of the Annual Performance Plan

The *Local Government Regulation 2012* allows for an Annual Performance Plan to be amended at any time before the end of the financial year for which it is prepared.

For the purpose of this Performance Plan, the Director Townsville Water and Waste is responsible for reviewing the Annual Performance Plan on at least a quarterly basis. Where amendments are necessary these will be made by Townsville City Council as required.



## Strategic Financial Framework

It has been recognised by the local government sector that the financial sustainability of council's requires a strategic financial approach. Legislation was changed to require councils to focus on asset management planning and long-term financial management to support planning and decision making.

This long-term planning for infrastructure assets allows council to understand the future financial commitments, and to develop strategies that address key strategic issues. These long term plans inform council's approach to service provision and service levels, how we manage our debt and where we source our revenue from—including how we will apply rates. All of these factors assist council to understand what its future commitments are in order to prepare the budget.

The following sets out a brief description of the financial reports required under section 169 (1) (b) of the *Local Government Regulation 2012*.

## **Income Statement**

The income statement is a financial statement that measures the local government's financial performance over a specific accounting period. Financial performance is assessed by giving a summary of how the business incurs its revenues and expenses through both operating and non-operating activities. It also shows the net profit or loss incurred over a specific accounting period, typically over a fiscal year.

## **Balance Sheet**

The Balance Sheet is a financial statement that summarises the local government's assets, liabilities and equity at a specific point in time. It presents what the council owns and owes, as well as the value of community equity utilised by the council.

## **Cash Flow Statement**

The Statement of Cash Flows is a financial statement that provides an overview of the cash inflows and outflows of the local government, typically over a fiscal year.

## **Statement of Changes in Equity**

The Statement of Changes in Equity is a summary of the changes in equity of a local government that have occurred during a specific accounting period, typically over a fiscal year.



## Income Statement

	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Revenue</b>										
General rates	173,942	188,306	197,217	210,163	225,203	237,294	252,266	270,732	289,834	297,676
Utility charges	191,101	197,418	203,510	209,807	216,482	224,529	233,067	241,937	251,145	260,711
Water	91,652	94,418	97,751	101,201	104,852	108,887	113,167	117,615	122,234	127,035
Wastewater	80,782	82,514	84,287	86,100	88,022	90,870	93,886	97,004	100,224	103,552
Refuse & Recycling	18,667	20,486	21,472	22,506	23,608	24,772	26,014	27,318	28,687	30,124
Discounts and concessions	(30,998)	(32,753)	(34,411)	(36,093)	(37,871)	(39,751)	(41,758)	(43,868)	(46,087)	(48,420)
Fees and charges	23,509	25,149	26,556	27,527	28,536	29,582	30,667	31,794	32,965	34,182
Interest received	5,870	4,791	5,372	5,760	6,169	5,818	6,403	6,567	6,790	7,284
Contributions	1,340	1,374	1,408	1,443	1,479	1,516	1,554	1,593	1,633	1,674
Grants and subsidies	8,728	8,392	8,392	8,392	8,392	8,392	8,392	8,392	8,392	8,392
Other revenue	13,800	13,996	14,757	14,969	15,594	15,807	16,467	16,691	17,388	17,625
<b>Total revenue</b>	<b>387,292</b>	<b>406,673</b>	<b>422,801</b>	<b>441,968</b>	<b>463,984</b>	<b>483,187</b>	<b>507,058</b>	<b>533,838</b>	<b>562,060</b>	<b>579,124</b>
<b>Expenses</b>										
Employee costs	138,368	143,448	148,763	153,844	159,264	164,874	170,683	176,696	182,920	189,365
Materials and services	117,386	125,215	133,251	140,777	149,878	157,831	168,073	178,653	188,780	199,612
Depreciation and amortisation	107,524	114,710	117,644	124,843	133,336	140,012	147,433	157,760	169,241	167,984
Finance costs	21,577	20,951	20,486	19,488	18,322	16,959	16,754	16,115	15,927	16,432
Other expenses	1,313	248	256	264	272	280	288	297	306	315
<b>Total expenses</b>	<b>386,168</b>	<b>404,572</b>	<b>420,400</b>	<b>439,216</b>	<b>461,072</b>	<b>479,956</b>	<b>503,231</b>	<b>529,521</b>	<b>557,174</b>	<b>573,708</b>
<b>Surplus/(Deficit) before capital income</b>	<b>1,124</b>	<b>2,101</b>	<b>2,401</b>	<b>2,752</b>	<b>2,912</b>	<b>3,231</b>	<b>3,827</b>	<b>4,317</b>	<b>4,886</b>	<b>5,416</b>
<b>Operating surplus ratio</b>	<b>0.29%</b>	<b>0.52%</b>	<b>0.57%</b>	<b>0.62%</b>	<b>0.63%</b>	<b>0.67%</b>	<b>0.75%</b>	<b>0.81%</b>	<b>0.87%</b>	<b>0.94%</b>
<b>Capital income</b>										
Grants, subsidies, contributions and donations	107,448	83,608	99,913	209,865	172,610	139,786	174,259	136,465	114,209	58,129
Gain/(loss) on sale of property/plant and equipment	1,202	1,108	1,241	946	1,213	1,448	1,402	1,482	1,482	1,114
Other capital income	2,132	2,510	0	0	0	0	0	0	0	0
<b>Total capital income</b>	<b>110,782</b>	<b>87,226</b>	<b>101,154</b>	<b>210,811</b>	<b>173,823</b>	<b>141,234</b>	<b>175,661</b>	<b>137,947</b>	<b>115,691</b>	<b>59,243</b>
<b>Increase/(Decrease) in operating capability</b>	<b>111,906</b>	<b>89,327</b>	<b>103,555</b>	<b>213,563</b>	<b>176,735</b>	<b>144,465</b>	<b>179,488</b>	<b>142,264</b>	<b>120,577</b>	<b>64,659</b>

## Balance Sheet

	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	\$'000	\$'000	\$'000	\$'001	\$'002	\$'003	\$'004	\$'005	\$'006	\$'007
<b>Current Assets</b>										
Cash and cash equivalents	48,541	56,404	62,567	68,831	75,870	83,009	91,143	99,815	108,813	118,486
Investments	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Trade and other receivables	34,301	38,675	36,291	37,959	39,767	41,614	43,681	46,044	48,398	50,008
Inventories	1,606	1,606	1,606	1,606	1,606	1,606	1,606	1,606	1,606	1,606
Other assets	3,637	3,737	3,840	3,946	4,055	4,167	4,282	4,400	4,522	4,646
<b>Total Current Assets</b>	<b>98,085</b>	<b>110,422</b>	<b>114,304</b>	<b>122,342</b>	<b>131,298</b>	<b>140,396</b>	<b>150,712</b>	<b>161,865</b>	<b>173,339</b>	<b>184,746</b>
<b>Non-Current Assets</b>										
Investments	26,036	28,546	28,546	28,546	28,546	28,546	28,546	28,546	28,546	28,546
Trade and other receivables	8,705	4,936	4,936	4,936	4,936	4,936	4,936	4,936	4,936	4,936
Property, plant and equipment	4,607,881	4,706,854	4,817,817	5,037,129	5,223,452	5,419,859	5,646,972	5,856,544	6,062,335	6,225,046
Intangible assets	9,988	9,462	9,033	8,674	8,342	8,016	7,716	7,636	7,614	7,592
Other assets	4,988	4,988	4,988	4,988	4,988	4,988	4,988	4,988	4,988	4,988
<b>Total Non-Current Assets</b>	<b>4,657,598</b>	<b>4,754,786</b>	<b>4,865,320</b>	<b>5,084,273</b>	<b>5,270,264</b>	<b>5,466,345</b>	<b>5,693,158</b>	<b>5,902,650</b>	<b>6,108,419</b>	<b>6,271,108</b>
<b>Total Assets</b>	<b>4,755,683</b>	<b>4,865,208</b>	<b>4,979,624</b>	<b>5,206,615</b>	<b>5,401,562</b>	<b>5,606,741</b>	<b>5,843,870</b>	<b>6,064,515</b>	<b>6,281,758</b>	<b>6,455,854</b>
<b>Current Liabilities</b>										
Trade and other payables	64,922	68,823	72,711	76,327	80,427	84,543	89,366	94,349	98,914	104,327
Borrowings	20,847	23,571	25,757	27,912	30,234	34,751	38,923	38,283	35,353	40,758
Provisions	9,952	10,323	10,709	11,109	11,524	11,954	12,401	12,864	13,345	13,843
Other current liabilities	2,953	2,953	2,953	2,953	2,953	2,953	2,953	2,953	2,953	2,953
<b>Total Current Liabilities</b>	<b>98,674</b>	<b>105,670</b>	<b>112,130</b>	<b>118,301</b>	<b>125,138</b>	<b>134,201</b>	<b>143,643</b>	<b>148,449</b>	<b>150,565</b>	<b>161,881</b>
<b>Non-Current Liabilities</b>										
Trade and other payables	1,973	1,973	1,973	1,973	1,973	1,973	1,973	1,973	1,973	1,973
Borrowings	308,716	311,291	299,889	283,597	263,865	277,617	279,735	299,191	331,833	360,984
Provisions	55,769	56,920	57,838	59,590	61,369	63,177	65,013	66,879	68,777	70,707
<b>Total Non-Current Liabilities</b>	<b>366,458</b>	<b>370,184</b>	<b>359,700</b>	<b>345,160</b>	<b>327,207</b>	<b>342,767</b>	<b>346,721</b>	<b>368,043</b>	<b>402,583</b>	<b>433,664</b>
<b>Total Liabilities</b>	<b>465,132</b>	<b>475,854</b>	<b>471,830</b>	<b>463,461</b>	<b>452,345</b>	<b>476,968</b>	<b>490,364</b>	<b>516,492</b>	<b>553,148</b>	<b>595,545</b>
<b>Net Community Assets</b>	<b>4,290,551</b>	<b>4,389,354</b>	<b>4,507,794</b>	<b>4,743,154</b>	<b>4,949,217</b>	<b>5,129,773</b>	<b>5,353,506</b>	<b>5,548,023</b>	<b>5,728,610</b>	<b>5,860,309</b>
<b>Community Equity</b>										
Asset revaluation reserve	696,006	705,482	720,367	742,164	771,492	807,583	851,828	904,081	964,091	1,031,131
Retained surplus	3,594,545	3,683,872	3,787,427	4,000,990	4,177,725	4,322,190	4,501,678	4,643,942	4,764,519	4,829,178
<b>Total Community Equity</b>	<b>4,290,551</b>	<b>4,389,354</b>	<b>4,507,794</b>	<b>4,743,154</b>	<b>4,949,217</b>	<b>5,129,773</b>	<b>5,353,506</b>	<b>5,548,023</b>	<b>5,728,610</b>	<b>5,860,309</b>



## Cash Flow Statement

	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Cash Flows from Operating Activities</b>										
<b>Receipts</b>										
Receipts from customers	379,493	399,975	416,046	434,541	456,007	475,521	498,586	524,908	552,915	570,232
Payments to suppliers and employees	(270,493)	(264,473)	(278,064)	(290,102)	(304,105)	(317,616)	(332,923)	(349,317)	(366,049)	(382,435)
Interest received	5,870	4,791	5,372	5,760	6,169	5,818	6,403	6,567	6,790	7,284
Borrowing costs	(20,592)	(19,965)	(19,500)	(18,503)	(17,337)	(15,974)	(15,768)	(15,130)	(14,942)	(15,447)
Other cashflows from operating activities	(98)	(100)	(103)	(106)	(109)	(112)	(115)	(118)	(121)	(125)
<b>Net Cash Provided by Operating Activities</b>	<b>94,180</b>	<b>120,228</b>	<b>123,751</b>	<b>131,590</b>	<b>140,625</b>	<b>147,637</b>	<b>156,183</b>	<b>166,910</b>	<b>178,593</b>	<b>179,509</b>
<b>Cash Flow from Investing Activities</b>										
Payments for property, plant and equipment	(212,567)	(152,734)	(150,871)	(274,128)	(239,565)	(246,866)	(276,567)	(259,838)	(258,053)	(258,053)
Proceeds from sale of property, plant and equipment	9,202	1,108	1,241	946	1,213	1,448	1,402	1,482	1,482	1,114
Grants, subsidies, contributions and donations	54,556	32,663	37,490	161,993	122,175	86,651	120,825	81,303	57,263	52,547
<b>Net Cash Used in Investing Activities</b>	<b>(148,809)</b>	<b>(117,663)</b>	<b>(108,371)</b>	<b>(111,189)</b>	<b>(116,177)</b>	<b>(158,767)</b>	<b>(154,340)</b>	<b>(177,053)</b>	<b>(199,308)</b>	<b>(204,392)</b>
<b>Cash Flows from Financing Activities</b>										
Proceeds from Borrowings	19,544	26,105	14,332	11,602	10,486	48,428	40,978	57,649	67,890	69,800
Repayment of Borrowings	(19,217)	(20,807)	(23,549)	(25,739)	(27,895)	(30,159)	(34,687)	(38,834)	(38,177)	(35,244)
<b>Net Cash Provided by Financing Activities</b>	<b>327</b>	<b>5,298</b>	<b>(9,217)</b>	<b>(14,137)</b>	<b>(17,409)</b>	<b>18,269</b>	<b>6,291</b>	<b>18,815</b>	<b>29,713</b>	<b>34,556</b>
<b>Net Increase/(Decrease) in Cash Held</b>	<b>(54,302)</b>	<b>7,863</b>	<b>6,163</b>	<b>6,264</b>	<b>7,039</b>	<b>7,139</b>	<b>8,134</b>	<b>8,672</b>	<b>8,998</b>	<b>9,673</b>
Cash at Beginning of Reporting Period	102,843	48,541	56,404	62,567	68,831	75,870	83,009	91,143	99,815	108,813
<b>Cash at End of Reporting Period</b>	<b>48,541</b>	<b>56,404</b>	<b>62,567</b>	<b>68,831</b>	<b>75,870</b>	<b>83,009</b>	<b>91,143</b>	<b>99,815</b>	<b>108,813</b>	<b>118,486</b>

## Statement of Changes in Equity

	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Asset Revaluation Reserve</b>										
Opening balance	692,517	696,006	705,482	720,367	742,164	771,492	807,583	851,828	904,081	964,091
Increase in asset revaluation reserve	3,489	9,476	14,885	21,797	29,328	36,091	44,245	52,253	60,010	67,040
<b>Closing Balance</b>	<b>696,006</b>	<b>705,482</b>	<b>720,367</b>	<b>742,164</b>	<b>771,492</b>	<b>807,583</b>	<b>851,828</b>	<b>904,081</b>	<b>964,091</b>	<b>1,031,131</b>
<b>Retained Surplus</b>										
Opening Balance	3,482,639	3,594,545	3,683,872	3,787,427	4,000,990	4,177,725	4,322,190	4,501,678	4,643,942	4,764,519
Net result for the period	111,906	89,327	103,555	213,563	176,735	144,465	179,488	142,264	120,577	64,659
<b>Closing Balance</b>	<b>3,594,545</b>	<b>3,683,872</b>	<b>3,787,427</b>	<b>4,000,990</b>	<b>4,177,725</b>	<b>4,322,190</b>	<b>4,501,678</b>	<b>4,643,942</b>	<b>4,764,519</b>	<b>4,829,178</b>
<b>Total Community Equity</b>	<b>4,290,551</b>	<b>4,389,354</b>	<b>4,507,794</b>	<b>4,743,154</b>	<b>4,949,217</b>	<b>5,129,773</b>	<b>5,353,506</b>	<b>5,548,023</b>	<b>5,728,610</b>	<b>5,860,309</b>

## Financial sustainability performance

The following section is a summary of Townsville City Council's financial sustainability. It sets out each of the required long-term financial sustainability measures, along with council's performance against each.

The *Local Government Regulation 2012* includes the relevant measures of financial sustainability at section 169(5). The measures are to be used to evaluate the financial sustainability of local governments in Queensland. These measures are separately categorised as being related to the sustainability of infrastructure capital and financial capital in accordance with the Act.

### Relevant Measures of Sustainability

Table 4 indicates the relevant measures of financial sustainability as well as identified target ranges as described in the Financial Management (Sustainability) Guideline 2013. In addition, it outlines council's performance against each of the measures over the forecast period.

### Operating Surplus Ratio

This is an indicator of the extent to which revenues raised cover operational expenses or are available for capital funding purposes or other purposes.

A positive ratio indicates that surplus revenue is available. This may be used to support the funding of capital expenditure or used to offset past or future operating deficits. If the surplus is not required for this purpose in a particular year, it can be held to support future capital expenditure funding as a financial asset, used to offset past deficit funding or, used to reduce current debt levels.

### Net Financial Asset / Liability Ratio

This is an indicator of the extent to which the net financial liabilities of council can be serviced by its operating revenues.

A ratio greater than zero (positive) indicates that total financial liabilities exceed current assets. These net financial liabilities must be serviced using available operating revenues.

A positive value less than 60 per cent indicates the council has the capacity to fund the financial liabilities and appears to have the capacity to increase its loan borrowings if required.

A positive value greater than 60 per cent indicates the council has limited capacity to increase its loan borrowings.

### Asset Sustainability Ratio

This is an approximation of the extent to which the infrastructure assets managed by council are being replaced as these reach the end of their useful lives.

This ratio indicates whether council is renewing or replacing existing non-financial assets at the same rate that is overall stock of assets is wearing out.

Table 4

	Target Ratio	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
<b>Operating surplus ratio</b> (Net operating surplus / Total operating revenue)	0% - 10%	0.29%	0.52%	0.57%	0.62%	0.63%	0.67%	0.75%	0.81%	0.87%	0.94%
<b>Net financial asset / Liability ratio</b> (Total liabilities - Current assets) / Total operating revenue	<60%	94.77%	89.86%	84.56%	77.18%	69.19%	69.66%	66.98%	66.43%	67.57%	70.93%
<b>Asset sustainability ratio</b> (Capital expenditure on the replacement of assets (renewals) / Depreciation)	>90%	95.85%	76.44%	76.03%	75.90%	76.04%	100.56%	76.42%	109.67%	104.85%	65.73%



## Budget 2015/16

## Budget 2015/16

The 2015/16 Budget has been prepared and presented by the Mayor in accordance with the *Local Government Act 2009*. Over a series of meetings from 10 June council determined its budget on 7 July 2015.

The budget gives council authority to raise \$387m of recurrent revenue to fund its operations and planned capital spend.

The Budget is consistent with Corporate Plan 2014-2019. The budget for each programme is identified in the Services section of this joint Operational Plan and Budget document. The Budgeted Financial Statements are shown at tables 5, 6, 7, 8, 9 and 10.

Council has a range of financial policies that complement the budget, these include:

- Revenue Statement – Appendix 2
- Revenue Policy – Appendix 3
- Debt Policy – Appendix 4
- Investment Policy – Appendix 5
- Pensioner Rates Concession Policy – Appendix 6
- Charitable & Community Organisations General Rates & Utilities Charges Concession Policy – Appendix 7

## Revenue

Council's revenue statement can be viewed at Appendix 2. Council is required to revise its revenue policy and revenue statement each financial year.

The income statement at table 5 includes the expected revenue for 2015/16, 2016/17 and 2017/18. It provides an overview of the total expected revenue for rates and utility charges, less discounts and concessions and council's fees and charges. The investment income relates to interest on bank balances and investments.

Contributions relate to developer contributions.

Government grants and contributions include all monies received from State and Federal sources for the purposes of funding the delivery of Council's services to ratepayers. This includes a grant received for the Natural Disaster Recovery Relief Assistance program, the Financial Assistance grant and other miscellaneous grants.

Other Revenue consists of revenue not separately categorised above. It includes, but is not limited to revenues such as legal recoveries, bad debt recoveries, private works, and sponsorships.

## Expenditure

Expenditure includes employee costs, materials and services, depreciation and finance costs.

Employee costs includes all labour related expenditure such as wages and salaries and on-costs such as allowances, leave entitlements and employer superannuation. It also includes payments for external labour hire where the position or skill cannot be filled by internal staff. The increase in employee costs is mainly attributable to the Enterprise Bargaining process.

Materials and Services includes but is not limited to, costs relating to council buildings maintenance, employee related costs such as training and uniforms, plant hire, purchasing of equipment, software licences and other IT costs, marketing, repairs and maintenance to Council's infrastructure, utilities and insurance and donations given to the Community. In general the cost of Materials and Services has increased by 2.76%.

Depreciation is an accounting measure which reflects the consumption of the Council's infrastructure, property plant and equipment. Finance costs relate to interest and fees on borrowings as well in the valuations of landfill restoration provisions due to discounted cash flow movements (referred to as unwinding of discounts). Taxes other than income tax relates to the budget for anticipated Carbon Tax payments. Other expenses relates mostly to the write off of bad and doubtful debts.



## Income Statement

Table 5

	2015/16 \$'000	2016/17 \$'000	2017/18 \$'000
<b>Revenue</b>			
General rates	173,942	188,306	197,217
Utility charges	191,101	197,418	203,510
<i>Water</i>	91,652	94,418	97,751
<i>Wastewater</i>	80,782	82,514	84,287
<i>Refuse &amp; Recycling</i>	18,667	20,486	21,472
Discounts and concessions	(30,998)	(32,753)	(34,411)
Fees and charges	23,509	25,149	26,556
Interest received	5,870	4,791	5,372
Contributions	1,340	1,374	1,408
Grants and subsidies	8,728	8,392	8,392
Other revenue	13,800	13,996	14,757
<b>Total revenue</b>	<b>387,292</b>	<b>406,673</b>	<b>422,801</b>
<b>Expenses</b>			
Employee costs	138,368	143,448	148,763
Materials and services	117,386	125,215	133,251
Depreciation and amortisation	107,524	114,710	117,644
Finance costs	21,577	20,951	20,486
Other expenses	1,313	248	256
<b>Total expenses</b>	<b>386,168</b>	<b>404,572</b>	<b>420,400</b>
<b>Surplus/(Deficit) before capital income</b>	<b>1,124</b>	<b>2,101</b>	<b>2,401</b>
<b>Operating surplus ratio</b>	<b>0.29%</b>	<b>0.52%</b>	<b>0.57%</b>
<b>Capital income</b>			
Grants, subsidies, contributions and donations	107,448	83,608	99,913
Gain/(loss) on sale of property plant and equipment	1,202	1,108	1,241
Other capital income	2,132	2,510	0
<b>Total capital income</b>	<b>110,782</b>	<b>87,226</b>	<b>101,154</b>
<b>Increase/(Decrease) in operating capability</b>	<b>111,906</b>	<b>89,327</b>	<b>103,555</b>
Pursuant to Section 169 (6) and (7) of the Local Government Regulation 2012			
	<b>14/15 - 15-16</b>	<b>15/16 - 16/17</b>	<b>16/17 - 17/18</b>
Increase in rates and utility charges revenue before discounts and concessions (increases include growth of 2.0% over the forecast period)	2.72%	5.67%	3.89%
Increase in rates and utility charges revenue after discounts and concessions (increases include growth of 2.0% over the forecast period)	3.22%	2.91%	3.00%



## Balance Sheet

The balance sheet details council's current assets, non-current assets and liabilities. It also details the total community equity with further detail provided in the statement of changes in equity shown in table 8.

**Table 6**

	2015/16 \$'000	2016/17 \$'000	2017/18 \$'000
<b>Current Assets</b>			
Cash and cash equivalents	48,541	56,404	62,567
Investments	10,000	10,000	10,000
Trade and other receivables	34,301	38,675	36,291
Inventories	1,606	1,606	1,606
Other assets	3,637	3,737	3,840
<b>Total Current Assets</b>	<b>98,085</b>	<b>110,422</b>	<b>114,304</b>
<b>Non-Current Assets</b>			
Investments	26,036	28,546	28,546
Trade and other receivables	8,705	4,936	4,936
Property, plant and equipment	4,607,881	4,706,854	4,817,817
Intangible assets	9,988	9,462	9,033
Other assets	4,988	4,988	4,988
<b>Total Non-Current Assets</b>	<b>4,657,598</b>	<b>4,754,786</b>	<b>4,865,320</b>
<b>Total Assets</b>	<b>4,755,683</b>	<b>4,865,208</b>	<b>4,979,624</b>
<b>Current Liabilities</b>			
Trade and other payables	64,922	68,823	72,711
Borrowings	20,847	23,571	25,757
Provisions	9,952	10,323	10,709
Other current liabilities	2,953	2,953	2,953
<b>Total Current Liabilities</b>	<b>98,674</b>	<b>105,670</b>	<b>112,130</b>
<b>Non-Current Liabilities</b>			
Trade and other payables	1,973	1,973	1,973
Borrowings	308,716	311,291	299,889
Provisions	55,769	56,920	57,838
<b>Total Non-Current Liabilities</b>	<b>366,458</b>	<b>370,184</b>	<b>359,700</b>
<b>Total Liabilities</b>	<b>465,132</b>	<b>475,854</b>	<b>471,830</b>
<b>Net Community Assets</b>	<b>4,290,551</b>	<b>4,389,354</b>	<b>4,507,794</b>
<b>Community Equity</b>			
Asset revaluation reserve	696,006	705,482	720,367
Retained surplus	3,594,545	3,683,872	3,787,427
<b>Total Community Equity</b>	<b>4,290,551</b>	<b>4,389,354</b>	<b>4,507,794</b>

## Cash Flow Statement

The cash flow statement provides details of cash flows arising from council's operating activities, investment activities and cash held at the end of the reporting period.

**Table 7**

	2015/16 \$'000	2016/17 \$'000	2017/18 \$'000
<b><i>Cash Flows from Operating Activities</i></b>			
<b>Receipts</b>			
Receipts from customers	379,493	399,975	416,046
Payments to suppliers and employees	(270,493)	(264,473)	(278,064)
Interest received	5,870	4,791	5,372
Borrowing costs	(20,592)	(19,965)	(19,500)
Other cashflows from operating activities	(98)	(100)	(103)
<b>Net Cash Provided by Operating Activities</b>	<b>94,180</b>	<b>120,228</b>	<b>123,751</b>
<b><i>Cash Flow from Investing Activities</i></b>			
Payments for property, plant and equipment	(212,567)	(152,734)	(150,871)
Proceeds from sale of property, plant and equipment	9,202	1,108	1,241
Grants, subsidies, contributions and donations	54,556	32,663	37,490
<b>Net Cash Used in Investing Activities</b>	<b>(148,809)</b>	<b>(117,663)</b>	<b>(108,371)</b>
<b><i>Cash Flows from Financing Activities</i></b>			
Proceeds from Borrowings	19,544	26,105	14,332
Repayment of Borrowings	(19,217)	(20,807)	(23,549)
<b>Net Cash Provided by Financing Activities</b>	<b>327</b>	<b>5,298</b>	<b>(9,217)</b>
<b>Net Increase/(Decrease) in Cash Held</b>	<b>(54,302)</b>	<b>7,863</b>	<b>6,163</b>
Cash at Beginning of Reporting Period	102,843	48,541	56,404
<b>Cash at End of Reporting Period</b>	<b>48,541</b>	<b>56,404</b>	<b>62,567</b>

## Statement of Changes in Equity

Table 8

	2015/16 \$'000	2016/17 \$'000	2017/18 \$'000
<b>Asset Revaluation Reserve</b>			
Opening balance	692,517	696,006	705,482
Increase in asset revaluation reserve	3,489	9,476	14,885
<b>Closing Balance</b>	<b>696,006</b>	<b>705,482</b>	<b>720,367</b>
<b>Retained Surplus</b>			
Opening Balance	3,482,639	3,594,545	3,683,872
Net result for the period	111,906	89,327	103,555
<b>Closing Balance</b>	<b>3,594,545</b>	<b>3,683,872</b>	<b>3,787,427</b>
<b>Total Community Equity</b>	<b>4,290,551</b>	<b>4,389,354</b>	<b>4,507,794</b>

## Council Business Activities

Table 9

Account Classification	Townsville Water FY \$000	Townsville Waste FY \$000	Performing Arts FY \$000
<b>Operating Revenue</b>			
Rate Charges	0	0	0
Utility Charges	187,141	18,832	0
Less Less Discount & Concessions	(2,227)	(101)	0
Fees & Charges	2,929	13,999	632
Income From Investments & Financing	688	87	0
Contributions Recurrent	473	0	0
N.C.P. Revenue / Recovery	2,901	407	0
Grants & Subsidies Recurrent	0	0	0
Other Revenue	2,503	912	805
<b>Total Operating Revenue</b>	<b>194,408</b>	<b>34,135</b>	<b>1,436</b>
<b>Operating Expenses</b>			
Employee Costs	23,782	7,523	3,128
Materials & Services	44,334	16,400	7,792
Finance Costs	16,619	572	0
Depreciation & Amortisation	39,908	3,221	71
N.C.P. Expense / Charges	628	368	0
Taxes Other Than Income Tax	0	0	0
Other Expenses	71	1	8
<b>Total Operating Expenses</b>	<b>125,341</b>	<b>28,085</b>	<b>10,998</b>
<b>Operating Surplus / (Deficit) Before Income Tax &amp; Capital items</b>	<b>69,067</b>	<b>6,050</b>	<b>(9,562)</b>
Income Tax	20,976	1,815	0
<b>Operating Surplus / (Deficit) Before Capital items</b>	<b>48,092</b>	<b>4,235</b>	<b>(9,562)</b>
<b>Capital Income</b>			
Contributions Capital	12,616	0	0
Contributions Non-Cash Capital	15,939	0	0
Grants & Subsidies Capital	0	0	0
Profit/Loss On Sale Of Assets	0	0	0
Revaluation Reserve Retired	0	0	0
<b>Total Capital Income</b>	<b>28,555</b>	<b>0</b>	<b>0</b>
<b>Capital Expense</b>			
Impairment Losses	0	0	0
Revaluation Decrement	0	0	0
Other Capital Expenses	0	0	0
<b>Total Capital Expense</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Increase / (Decrease) In Operating Capability</b>	<b>76,646</b>	<b>4,235</b>	<b>(9,562)</b>
<b>Capital Works</b>			
Capital Works	57,905	17,595	94
Restoration & Rehabilitation Works	0	1,020	0
Donated Assets	15,939	0	0
<b>Total Capital Works</b>	<b>73,844</b>	<b>18,615</b>	<b>94</b>

## Business Activity Statement

Table 10

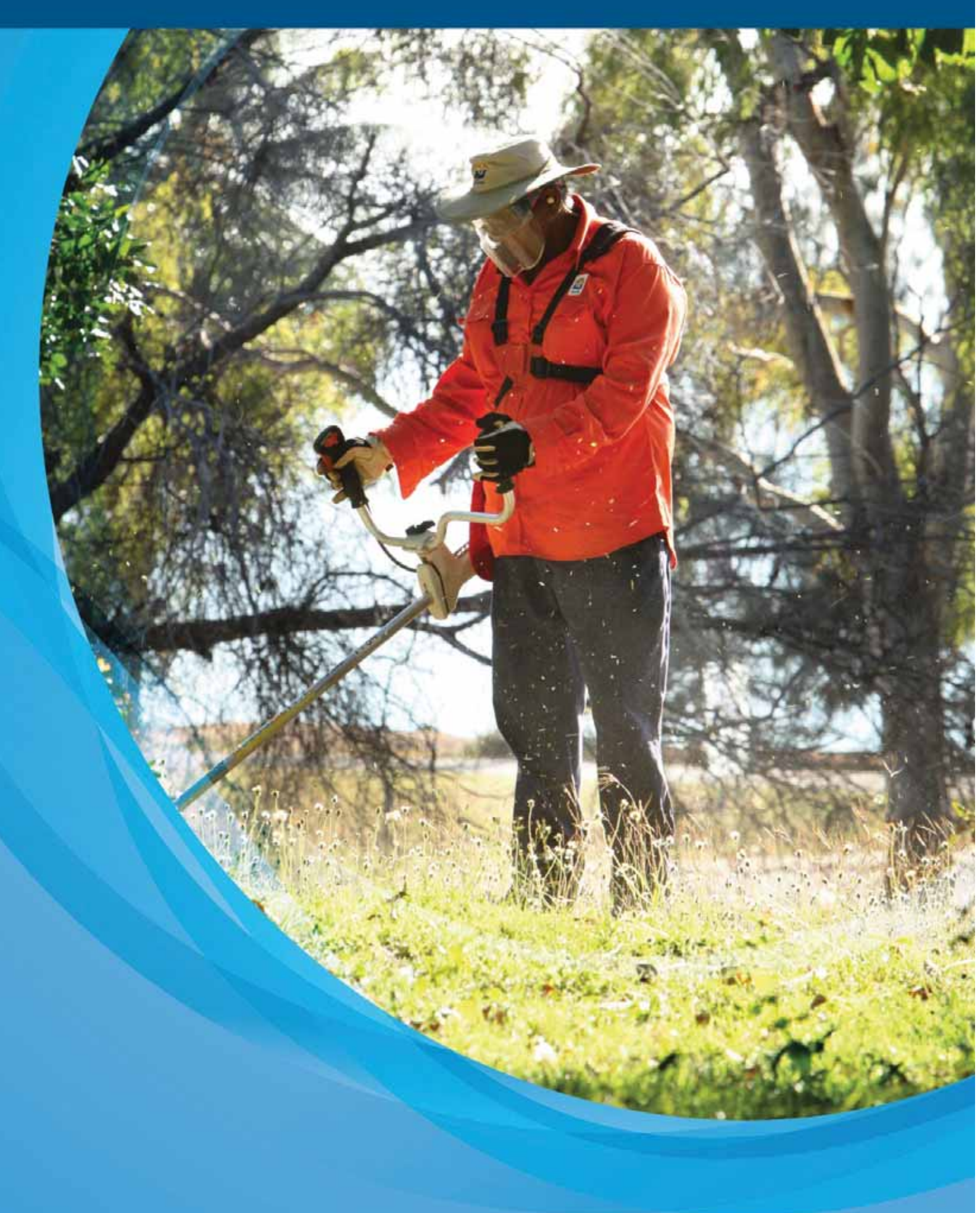
Account Classification	Townsville Water FY \$000	Townsville Waste FY \$000	Performing Arts FY \$000
<b>Operating Revenue</b>			
Services provided to Local Government	17,849	6,635	0
Services provided to clients other than Local Government	174,303	27,243	1,436
Community Service Obligation	2,256	257	0
<b>Total Operating Revenue</b>	<b>194,408</b>	<b>34,135</b>	<b>1,436</b>
<b>Operating Expenses</b>	125,341	28,085	10,998
<b>Other Capital Amounts</b>	<b>28,555</b>	<b>0</b>	<b>0</b>
Increase / (Decrease) In Operating Capability Before Tax	<b>97,622</b>	<b>6,050</b>	<b>(9,562)</b>
Income Tax	20,976	1,815	0
<b>Increase / (Decrease) in Operating Capability after Tax</b>	<b>76,646</b>	<b>4,235</b>	<b>(9,562)</b>

Community Service Obligations	Townsville Water FY \$000	Townsville Waste FY \$000
Concessions on Wastewater Utility Charges	519	
Concessions on Water Utility Charges	1,737	
CBD Incentive Scheme	0	
National Recycling Week		4
Concessions on landfill fees for charity organisations		43
Costs of provision of dead animal collection services		31
Costs of provision of infirmed services		26
Cleanup Australia Day		6
Great Northern Cleanup		3
Landfill Free Access Weekend		144
<b>Total Community Service Obligations</b>	<b>2,256</b>	<b>257</b>

<sup>1</sup> No specific developments have been identified in the 2015/16 budget that are eligible for the CBD Incentive Scheme. Community Service Obligations will be recognised as eligible developments are identified.

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## Appendices

## Appendix 1 – Programmes by Core Service

Core Service	Service	Programme
Community And Cultural Services	Cemeteries	Cemeteries
	Community And Cultural Services	Business Support-Community Services
	Community Support Program	Business and Community Support - Community Development
		Integration Program
		Therapy Program
		Community Planning and Development Programs
		ATSI Community Programs
		Community Grants
		Community Recreation and Sport Programs
		Lifelong Learning & Programs
		Local History & Heritage Programs
		Children & Youth Programs
		Project Hetura
		Home & Community Care (HACC) Minor Mods-Aged Care
		Disaster Management
		Counter Disaster Operations
	Emergency Management	Animal Management
		Health Compliance
		Development Compliance
		Parking Compliance
		Health Management
		Business Support-Environmental Health
		Vector Control
	Enforcement Compliance	V8 Supercar In Kind
		Performing Arts Public Programs
		Performing Arts Hirers
		Special Events
		Business Support-Performing Arts, Events & Protocol
		Civic Reception Events
	Events	School of Arts
		Old Magistrates Court
		Community Leased Facilities
		Jezzine Barracks
		Townsville Entertainment & Convention Centre
		Reid Park Pit Complex
	Facilities	Gallery Collections Management
		Gallery Creative Communities
		Gallery Exhibitions
		Business Support-Galleries
		Gallery Creative Classrooms



		Gallery Public Art
		Gallery Creative Spaces
	Libraries	Business Support-Library Services
		Library Digital Services
		Library Collection Development
		Library Service & Operations
	Sport And Recreation	Business Support-Sport Facilities
		Tony Ireland Stadium Operations
		RSL Stadium Operations
		Kalynda Chase Tennis Court
		Riverway Grounds Operations
		Swimming Pools
Enabling Services	Asset Management-Enabling	Asset Management-Corporate
		TWW Asset Management
	Buildings And Facilities Management	Residency-Operational Buildings & Depots
		Tenancy-Commercial Enterprises
		Tenancy-Childcare Services
		Hire-General Community
		Tenancy-Community Group
		Sport & Recreational Facilities
		Galleries, Libraries & Theatres
		Cemeteries Buildings
		Vacant Land & Miscellaneous
		Public Amenities
		Precincts & Areas
		SES Facilities
		Graffiti Management
		Property & Facility Emergency
		Business Support - Property Management
		Emergent Buildings & Facilities
		Restoration Buildings & Facilities
	Business Management	Business Support-Enabling
		TWW Technical & Engineering Services
	Communication And Customer Relations	Marketing & Communication
		Together Townsville
		Customer Service
		Community Facilities - Heatley
		Community Facilities - Wulguru
		Community Facilities - Oonoonba
		Community Facilities - Railway Estate
		Community Facilities - Annandale
		Community Facilities - Riverside Gardens
	Corporate Research	Corporate Research
	Financial Management	Purchasing & Contracts

		Stores & Materials Management
		Accounts Payable
		Accounts Receivable
		Cash Management
		Budgets & Strategic Financial Planning
		Systems Administration
		Treasury Management
		Tax Services
		Financial Reporting
		Billing
		Meter Reading
		Collections
		Revenue Management
		Joint Ventures
		TWW – Business Management & Compliance
		Budget Targets
	Fleet Management	Heavy Fleet
		Light Fleet
		Minor Fleet
		Fleet Operations Overheads.
		RPA Operated & Ext Supplied Job Costed Plant Resource Pool
		Short Term Hire Fleet Job Costed Plant Resource Pool
	Governance	Governance
		Legal
		Media
		Councillors
		Internal Audit
	Information Communication Technology	KM Service Strategy and Design
		KM Service Transition
		KM Service Operations
		Knowledge Management Office
		KM Enterprise Resource Planning
		KM Infrastructure
	Laboratory Services	TWW Laboratory Services
	People	Building Employee Capabilities
		Diversity
		Recognition & Reward
		Culture
		Workers Compensation
		Corporate Safety
		Health & Wellbeing
		Information Systems
		People Services

		Workforce Planning
	Trade Services	TWW – Trade Services
Environment And Sustainability Services	Environmental And Natural Resource Mgmt	Environmental Education Awareness
		Natural Resources Management
		Coastal Management
		Land Protection
		Bushfire Management
		Environmental Management Operations
	Environmental And Sustainability Services	Business Support-Integrated Sustainability Services
		Integrated Environmental & Sustainability Systems
	Sustainability Services	Catchment Management
		Sustainability Education Awareness
		Carbon Cycle
Planning And Development	Urban Planning Built Environment	Business Support-Urban Planning/Built Environment
		Development Advice
		Development Assessment
		Economic Development
		Hydraulics & Building Certification
		Strategic Planning
Public Infrastructure	Coastal Facilities	Coastal Maintenance
		Emergent Coastal Facilities
		Restoration Coastal Facilities
		Townsville Recreational Boat Park
	Drain And Stormwater Management	Investigations-Drains & Stormwater
		Emergent Drains
		Restoration Drains
		Stormwater Drainage-Capital
		Stormwater Drainage Maintenance
		Asset Planning - Stormwater Drainage
	Open Space Management	Asset Planning Open Space Management
		Investigations Open Space
		Open Space Maintenance
		Emergent Open Spaces
		Restoration Open Spaces
		Open Space Management - Capital
	Roads And Transport Management	Investigations-Roads & Transport
		Engineering Services Operational Support
		Maintenance Services
		Emergent Roads
		Restoration Roads
		Asset Planning - Roads & Transport
		Roads - Capital
		Roads Maintenance

		Amenity Maintenance
		On Street Parking
		Off Street Parking
		Department Transport Main Roads (DTMR)
		Commercial Sales
		Street Sweeping
		Blakey's Crossing
		Dalrymple Road Bridge
		CBD Utilities - Roads
Solid Waste Management	Solid Waste Business Management And Strategy	TWW Waste Management & Support
	Solid Waste Collection And Recycling	TWW – Waste & Recycling Collection
	Solid Waste Treatment And Disposal	TWW – Resource Recovery & Waste Disposal
Wastewater Services	Wastewater Supply	CBD Utilities - Wastewater
		TWW – Wastewater Collection
		TWW – Wastewater Management & Support
		TWW – Wastewater Source Management
		TWW – Wastewater Treatment
		Wastewater Preventative Maintenance
Water Services	Water Supply	Bulk Water Distribution
		CBD Utilities - Water
		TWW – Dams
		TWW – Water Management & Support
		TWW – Water Treatment
		Water Preventative Maintenance
		Water Reticulation

## Appendix 2 - Revenue Statement

### OVERVIEW >>

This revenue statement explains the revenue raising measures adopted in the 2015/16 budget.

### APPLICABILITY >>

This Revenue Statement, adopted as part of the Budget at the Special Meeting of council held on the 7<sup>th</sup> of July 2015, applies to the financial year ending 30<sup>th</sup> June 2016.

It is not intended that this Revenue Statement reproduce all related policies. Related policies will be referred to where appropriate and will take precedence should clarification be required.

### MAKING AND LEVYING OF GENERAL RATES RATIONALE >>

Council's revenue raising approach has been to apply user charges when that is practicable and in other cases levy a rate calculated by reference to the unimproved or site value of the land.

Under State legislation, the basis for levying general rates in Queensland is land valuation. The general rate could be determined by dividing the income needed from general rates by the rateable valuation of lands, however that would be inequitable because of the considerable diversity in the Townsville region in terms of land use and location, land values, access to, and actual and potential demands for, services and facilities.

To provide a more equitable and reasonable basis for its revenue raising, council has adopted a general rating system that takes into account a combination of specific user charges, separate charges, special rates and charges and differential general rates .

In summary, rates and charges are determined after due consideration of the following factors:

Council's legislative obligations

The needs and expectations of the community;

The expected cost of providing services; and

Equity – namely ensuring the fair and consistent approach of lawful rating and charging principles, taking account of all relevant considerations, and disregarding irrelevancies such as the perceived personal wealth of individual ratepayers or ratepayer classes.

### DIFFERENTIAL GENERAL RATING >>

The differential rating categories have been determined having regard to:

- Land use Codes as determined by the Department of Natural Resources and Mines;
- Ownership;
- Location;
- Availability of services;
- Consumption of and demand for services; and
- Whether any attribute of the land (including the status of the land under the Planning Scheme) gives rise to, or is likely to give rise to, increased costs for the council, whether at that land or elsewhere.

Council will use the following categories of differential rates for 2015/16:

Category	
1	Residential
2	Residential Mixed Use
3	Commercial
4	Warehouses, Bulk Stores
5	General Light Industry
6	Drive-in Shopping Centres (small)
7	Agriculture and Grazing
8	Multi-unit Dwellings < 20 units
9	Land not otherwise defined
10	Shopping Centres > 40,000 sqm
11	Shopping Centres > 20,000 sqm and < 40,000 sqm
12	Shopping Centres < 20,000 sqm
13	Retail Warehouses > 40,000 sqm
14	Retail Warehouses < 40,000 sqm
15	Outdoor Sales Areas
16	CBD Residential
17	CBD Residential Mixed Use
18	CBD Commercial
19	CBD Warehouses, Bulk Stores
20	CBD Light Industry
21	CBD Multi-unit Dwellings < 20 units
22	Special Development > 10 ha
23	CBD Other
24	Multi-unit Dwellings >19 units and < 30 units
25	Multi-unit Dwellings > 29 units and < 50 units
26	Multi-unit Dwellings > 49 units and < 70 units
27	Multi-unit Dwellings > 69 units
28	CBD Multi-unit Dwellings >19 units and < 30 units
29	CBD Multi-unit Dwellings > 29 units and < 50 units
30	CBD Multi-unit Dwellings > 49 units and < 70 units
31	CBD Multi-unit Dwellings > 69 units

The differential general rates for 2015/16 are detailed in the attachment – *Differential Rating Categories 2015/16*. The rates and charges to be levied for each of the differential general rating categories are detailed in the attachment – *Differential Rates, Limitation on Increases, Minimum General Rate 2015/16*.

#### **RATEABLE VALUE OF LAND >>**

The unimproved capital or site valuation as advised by the Department of Natural Resources and Mines is used to determine the rateable value of land. The last valuation of the city was as at 1 October 2014. This is the value of the land for the 2015/16 financial year and will be used to calculate rates for land, from the 1 July 2015.

#### **NELLY BAY HARBOUR DEVELOPMENT SPECIAL RATE >>**

The special rate is levied on identified properties in the Nelly Bay Harbour Development area and is applied to maintaining water quality in the canals, dredging the canals, maintaining the rock walls around the canal area, and maintaining the sediment basin in Gustav Creek.

The Operational Plan for the Nelly Bay Harbour Development Special Rate for 2015/16 is detailed in the attachment – *Nelly Bay Harbour Operational Plan 2015/16*.

### **RURAL FIRE BRIGADES SPECIAL CHARGE >>**

The special charge is levied on rateable lands serviced by the Black River and District, Bluewater, Bluewater Estate, Clevedon, Crystal Creek, Cungulla, Horseshoe Bay, Lime Hills Elliott, Majors Creek, Oak Valley, Paluma, Purono, Rangewood, Reid River, Rollingstone, Rupertswood, Saunders Beach, Toolakea and West Point Rural Fire Brigades for the purposes of providing these voluntary service brigades with the financial resources to acquire and maintain fire-fighting equipment.

The Rural Fire Brigade special charges for 2015/16 are detailed in the attachment - *Rural Fire Levy 2015/16*.

### **RURAL WATER SUPPLY SCHEMES >>**

Council has resolved that because of the nature of the schemes, annual water charges will only apply to clients of the Jensen, Hencamp Creek and Black River Rural Water Supply scheme areas once water has been connected to individual properties. This is a departure from the policy of council that all properties capable of being connected to a water supply shall pay the uniform water rate as from the water main becoming serviceable.

A network contribution may be payable prior to a water connection being made.

### **BLACK RIVER RURAL WATER SUPPLY SCHEME SPECIAL CHARGE >>**

Owners of properties in the Black River Rural Water Supply area were given an option of making an up-front capital contribution of \$6000. Property owners who elected not to make the upfront capital contribution are required to pay a special charge of \$920.00 per lot per annum over a ten year period commencing 1 July 2006 for connection to the Black River Rural Water Supply Benefited Area as defined by council.

### **JULAGO AND ALLIGATOR CREEK WATER SUPPLY SCHEME >>**

Owners of properties in the Julago and Alligator Creek Water Supply Scheme benefited area are required to pay back a capital contribution of \$10,500.00 per lot over a ten year, interest free period for a connection to the Bruce Highway main and will be levied in half yearly instalments. The first instalment period started on 1 July 2008.

### **COMMERCIAL BUSINESS ACTIVITY - WATER UTILITY CHARGES >>**

Council conducts water services as a business activity on a commercial basis. The utility charges and other fees and charges for this business activity are set in accordance with full cost recovery principles outlined in the *Local Government Regulation 2012*.

Non-residential water consumers, including commercial, industrial and government agencies will be levied a fixed charged together with a consumption based charge applied to all consumption.

Residential water consumers will have a choice between two water pricing plans. Under the first method – the Standard Plan - consumers will be charged for a fixed allocation of water, plus a charge for any consumption in excess of this allocation. Under the second method - the Water Watchers Plan - residential consumers will be charged a two-part tariff which includes a fixed service charge and a consumption based charge applied to all consumption. All developed and undeveloped residential properties connected to the water supply are automatically put on to the Standard Plan water billing option. Residential property owners can opt in to the Water Watcher Plan by application.

Vacant residential and non-residential blocks of land in a declared water service area will incur a vacant land charge as a contribution towards the cost of water infrastructure available for connection.

The Fees received for the Water Services Activity are detailed in council's *Fees and Charges 2015/16*, the utility charges for this activity are detailed in the attachment – *Utility Charges – Water 2015/16*.

#### **COMMERCIAL BUSINESS ACTIVITY - WASTEWATER UTILITY CHARGES >>**

Council conducts wastewater (sewerage) services as a business activity on a commercial basis. The utility charges and other fees and charges for this business activity are set in accordance with full cost recovery principles outlined in the *Local Government Regulation 2012*.

Non-residential wastewater customers, including commercial, industrial and government agencies will be levied a fixed service charge per pedestal.

An additional wastewater charge is levied on applicable non-residential properties in respect of liquid trade waste in accordance with council's Trade Waste Policy.

Residential properties will be levied a fixed service charge for each property or lot.

Vacant residential and non-residential blocks of land in a declared wastewater service area will incur a vacant land charge per lot as a contribution towards the cost of wastewater infrastructure available for connection.

An unconnected occupied property in a declared sewer area shall be levied wastewater utility charges as if it were connected. This acts as an incentive for property owners to connect their premises to the sewerage system.

The fees received for the wastewater activity are detailed in council's *Fees and Charges 2015/2016*, the utility charges for this activity are detailed in the attachment – *Utility Charges – Sewerage 2015/16*.

#### **COMMERCIAL BUSINESS ACTIVITY - REFUSE & RECYCLING UTILITY CHARGES >>**

Council conducts the refuse and recycling (waste management) services as a business activity on a commercial basis. . The utility charges and other fees and charges for this business activity are set in accordance with full cost recovery principles outlined in the *Local Government Regulation 2012*.

Residential properties will be levied a combined refuse and recycling utility charge per dwelling, home unit or flat for each combined service provided.

For non-residential premises, separate charges will apply on the basis of:

- Refuse collection charge based upon each refuse collection service provided
- Recycling collection charge based upon each recycling collection service provided.

All additional or special refuse services are charged on a user pays basis per service provided.

The fees received for the refuse and recycling activities are detailed in council's *Fees and Charges 2015/2016*, the utility charges for this activity are detailed in the attachment – *Utility Charges – Refuse and Recycling 2015/16*.



### **CARBON PRICING MECHANISM >>**

The Carbon Pricing Mechanism (CPM) took effect from 1 July 2012 in Australia, requiring liable entities to relinquish an eligible emissions unit for each tonne of greenhouse gas emitted within a financial year. Townsville City Council was a liable entity under the Clean Energy Act 2011, largely as a result of the landfill operations of Townsville Waste Services. The CPM was disbanded from 1 July 2014.

In the two years of the duration of the carbon pricing scheme, Townsville Waste Services collected, by way of an increase on the Waste Utility Charge in both the 2012/2013 and 2013/2014 financial years, approximately \$3 million in funds to contribute to acquitting its carbon liability for the following 30 year period. These funds are now no longer required to be acquitted due to the Federal Government's ceasing of the carbon pricing scheme. As a result, in 2015/2016, Townsville City Council will return these funds collected, to ratepayers by delivering a \$35 (or pro-rata equivalent) refund per property, for each property that was affected by the charge increase at the time.

As a result of the difficulty of tracking down waste disposal customers, the remainder of funds collected, from varying increases on waste streams disposed of at landfills, will be expended on projects designed to minimise carbon emissions, rather than refunded.

### **PENSIONER RATE CONCESSIONS >>**

Council has adopted a Pensioner Rate Concession Policy in accordance with section 120(1)(a) of the *Local Government Regulation 2012* that grants certain pensioners who own and occupy their property as their principal place of residence, a concession of 85% of the general rate, with a maximum limit as resolved as part of council's annual budget. A pro-rata concession applies when they receive a part pension. Council's Pensioner Rate Concession Policy outlines the details of eligibility and application of this concession. Any pensioner concession allowed in the financial year will be reversed if rates and charges due for the financial year are not paid in full by 31st May 2016.

### **GENERAL RATES AND UTILITY CHARGES CONCESSIONS >>**

In accordance with Part 10 of the *Local Government Regulation 2012*, concessions may be granted for general rates, water and sewerage charges to certain organisations where the land is owned and occupied by an entity who's objects do not include making a profit. Council will consider applications in accordance with the *Local Government Regulation 2012* and the relevant Policy and where the land's use is considered to contribute to the cultural, economic, environmental, historic, heritage or scientific significance to the local government area. Concessions will not be considered for vacant lands.

### **LIMITATION OF RATES >>**

Council applies capping to all owner occupied residential lands which ensures that lands categorised as Category 1 and Category 16 as at 1 July 2015 will not exceed the amount of general rates levied for the property for the previous year (year ending 30 Jun 2015) plus a percentage increase resolved by council. This is subject to a minimum rate for each category and the provisions set out below.

Provisions for capping of general rates:

- a) Capping will apply to any land categorised as residential Category 1 and Category 16. The concession is not available retrospectively and will only apply from the beginning of a financial year.

- b) Capping will cease to apply, on and from the 1 July 2016, where ownership of any land to which capping previously applied, is transferred on or after the 1 July 2015. Land which is sold during 2015/16 is not eligible for capping in 2016/17. The new owner would be eligible for capping from 1 July 2017.
- c) The purchaser of any uncapped land during 2015/16 will not be eligible for capping until 1 July 2017.
- d) Where a dwelling is completed during 2015/16, on vacant land purchased during 2014/15, the owner will be eligible for capping from 1 July 2016 only.

#### **PROMPT PAYMENT DISCOUNT >>**

Council acknowledges that the failure to pay rates when due can increase the level of future rate increases and accordingly as an inducement to pay rates on time, a prompt payment discount of 15% is offered on certain rates and charges.

#### **INTEREST CHARGES ON OVERDUE RATES >>**

Unpaid rates are considered overdue on expiry of the designated due date on the notice, and therefore recoverable by council.

Interest will be charged on overdue rates from thirty (30) days after the designated due date of each charge until the date of payment, at the rate of 11% per year in accordance with section 133 of the *Local Government Regulation 2012*.

Interest, at the above interest rate, will also be charged from the first day of the new financial year, on Approved Pensioner rates, charges and fire levies, which are in arrears as at 30 June of the previous financial year.

#### **COST- RECOVERY AND OTHER FEES AND CHARGES >>**

It is the intention of Council that, where possible, services provided by Council are fully cost recovered; however, consideration may be given where appropriate to the broad community impact certain fees and charges may have.

In setting cost-recovery and other fees and charges, council will apply the following criteria to be used in deciding the amount of any fee:

- Fees associated with cost-recovery (regulatory) services will be set at no more than the full cost of providing the service or taking the action for which the fee is charged. Council may choose to subsidise the fee from other sources (e.g. general rate revenue) where Council considers that it would not be reasonable to charge the full cost.
- Charges for commercial services will be set to recover the full cost of providing the service and, if provided by a business of Council, may include a component for return on capital.

Council's adopted fees and charges include a mixture of cost recovery and commercial user-pays fees. The cost-recovery (regulatory) charges are identified as such in Council's Fees and Charges Schedule and have been determined with reference to the relevant legislation and where appropriate recover the cost of performing the function or service.

Council's Fees and Charges Register contains full details of fees and charges adopted by Council for the 2015/16 financial year, and is available on council's website.

## Appendix 3 - Revenue Policy

### 1. POLICY STATEMENT >>

In 2015/16 the council will levy rates and charges in compliance with this policy.

### 2. PRINCIPLES >>

The council makes decisions about levying rates and charges consistently with the *local government principles* namely:

- (a) Transparent and effective processes, and decision-making in the public interest; and
- (b) Sustainable development and management of assets and infrastructure, and delivery of effective services; and
- (c) Democratic representation, social inclusion and meaningful community engagement; and
- (d) Good governance of, and by, local government; and
- (e) Ethical and legal behaviour of councillors and local government employees.

### 3. SCOPE >>

The Revenue Policy demonstrates the principles that council intends to apply in the preparation and adoption of the 2015/16 budget for the Townsville City Council. This policy will identify the principles council intends to apply for:-

- The making and levying of rates and charges
- Granting concessions for rates and charges
- Recovering overdue rates and charges
- Setting of cost-recovery fees and methods.

This Policy also addresses:-

- The purpose for concessions
- Infrastructure charges for the council.

### 4. RESPONSIBILITY >>

Councillors, the Chief Executive Officer and the Financial Services Department are responsible for ensuring that this policy is understood and followed.

### 5. DEFINITIONS >>

All definitions are as per the *Local Government Act 2009* and the *Local Government Regulation 2012*.

### 6. POLICY >>

#### 6.1 Principles used for the levying rates and charges

When levying rates and charges the council will seek to achieve financial sustainability while minimising the impact of council rates and charges upon the community, and distributing the burden of payments equitably across the community having regard to the consumers of each service, the benefit to the community, and to any factor that contributes to the council's costs.

Council accepts that land valuations are an appropriate basis to achieve the equitable imposition of general rates, with differential rating categories determined by land use, ownership, location, availability of services, consumption of and demand for services, and whether any attribute of the land (including the status of the land under the Planning Scheme) gives rise to, or is likely to give rise to, increased costs for the council, whether at that land or elsewhere.

When levying the rates and charges, the council will:

1. have regard to its long-term financial forecast when setting rates and charges;
2. seek to minimise the revenue required to be raised from rates and charges by:
  - Maximising income from available grants and subsidies; and
  - Impose cost-recovery fees in respect of services and activities for which it believes cost-recovery is appropriate.
3. having regard to the prevailing local economic conditions, when possible make increases incremental in an attempt to avoid significant price escalation in any one year; and
4. offer an early payment discount to provide an incentive for the timely payment of rates and charges.

The council will levy special rates and charges to minimise the extent to which the general community subsidises the unique costs arising from the provision of local government benefits or services to particular land.

## **6.2 Principles used for recovering overdue rates and charges**

Council will exercise its rate recovery powers in order to reduce the overall rate burden upon ratepayers by:

- making clear the obligations of ratepayers and the processes used by council in assisting them to meet their financial obligations;
- making the processes used to recover outstanding rates and utility charges clear, simple to administer and cost effective;
- considering the capacity to pay in determining appropriate payment plans for different sectors of the community;
- having regard to providing the same treatment for ratepayers with similar circumstances; and
- flexibly responding when necessary to changes in the local economy.

## **6.3 Principles used for granting concessions for rates and charges**

The council will support desirable community objectives by considering applications for concessions and providing concessions for certain categories of land owners and in respect of properties used for certain purposes.

The purpose of these concessions is to:

- reduce the financial burden of rates and charges payable by pensioners;
- support not-for-profit organisations whose objects do not include making a profit;
- encourage the economic or development of all or part of the local government area; or
- support entities that provide assistance or encouragement for arts or cultural development; and

- encourage the preservation, restoration or maintenance of land that is of cultural, environmental, historic, heritage or scientific significance to the local government area.

#### **6.4 Setting of cost-recovery fees**

The council considers that in almost all instances it is appropriate and in the community interest to apply full cost recovery to its water, sewerage, and refuse and recycling utility charges, which includes obtaining a return on capital for assets used in the delivery of these services. In accordance with Section 97 of the *Local Government Act 2009*, cost-recovery fees will also be set for other services and activities for which council believes it is appropriate. A return on capital will only be charged where permissible under the *Local Government Act 2009* or *Local Government Regulation 2012*. By imposing charges that accurately reflect the full cost of the provision of services, the council will promote efficiency in both provision and use of the services.

Council may choose to subsidise the charges from other sources (e.g. general rate revenue) when the council believes that is in the community interest.

#### **6.5 Funding of new development**

The council will fund the physical and social costs of any new development by levying charges upon that development, to the fullest extent permissible by law. The council considers that the current law strikes a reasonable balance between minimising costs for new developments and managing the burden of new developments upon existing ratepayers. In particular the council considers that this approach promotes efficiency by and competition between developers, and achieves development at the least overall cost to the community.

Council may choose to subsidise from other sources (e.g. general rate revenue) the charges payable for the development when the council believes that is in the community interest.

### **7. LEGAL PARAMETERS >>**

*Local Government Act 2009*

*Local Government Regulation 2012*

### **8. ASSOCIATED DOCUMENTS >>**

Charitable and Community Organisation General Rate & Utility Charges Concessions Policy

Pensioner Rate Concessions Policy

Rate Discount Policy

Revenue Statement

## Appendix 4 - Debt Policy

### 1. POLICY STATEMENT >>

Townsville City Council will utilise a debt management strategy based on sound financial management guidelines.

### 2. PRINCIPLES >>

The purposes of establishing an annual debt policy are to:

- provide a comprehensive view of the city's long-term debt position;
- increase awareness of issues concerning debt;
- enhance understanding between councillors, community groups and council staff by documenting policies;
- demonstrate to lending institutions that council adopts a disciplined approach to borrowing.

### 3. SCOPE >>

This policy applies to all councillors and council staff.

### 4. RESPONSIBILITY >>

The Chief Executive Officer, Directors, Executive Managers, Managers and the Internal Audit Unit are responsible for ensuring that this policy is understood and adhered to by all personnel.

### 5. DEFINITIONS >>

All definitions are as per the *Local Government Act 2009* and the *Local Government Regulation 2012*.

### 6. POLICY >>

- Council will not use long-term debt to finance operating activities or recurrent expenditure.
- Council recognises and accepts that infrastructure demands placed upon the council can often only be met through borrowings, but will always be mindful of the additional cost incurred by the community when assets are acquired through borrowings, which increases the cost of providing capital infrastructure.
- Council will endeavour to fund all capital renewal projects from operating cash flows and borrow only for new and upgrade capital projects.
- Where borrowing is constrained, borrowings for infrastructure that provides a return on capital will take precedence over borrowings for other assets.
- When council finances capital projects through borrowings, it will repay the loans in a term not exceeding the life of those assets and in accordance with Queensland Treasury Corporation's borrowing guidelines.
- Council will maintain close scrutiny of its level of debt to ensure its relevant financial sustainability indicators will not exceed the minimum limits recommended by the Queensland Treasury Corporation.
- Council will use as its basis for determining funding options the detailed capital works and asset acquisition programs for the next five years, together with the 10 year financial model.
- The council will follow a policy of full debt disclosure in all relevant financial reports.
- Pursuant to s192 of the *Local Government Regulation 2012*, details of the planned borrowings for the budget year and the following nine (9) financial years will be presented at council's annual budget meeting. The details will include the planned borrowings for each year, the purpose of the borrowings and the term of repayment of existing and planned borrowings.

**Planned borrowings are as follows:**

Year and Purpose of Borrowing	Amount 000's	Term
Year ended 30/6/2016 • New Infrastructure Assets	\$19,544	15 Years
Year ended 30/6/2017 • New Infrastructure Assets	\$26,105	15 Years
Year ended 30/6/2018 • New Infrastructure Assets	\$14,332	15 Years
Year ended 30/6/2019 • New Infrastructure Assets	\$11,602	15 Years
Year ended 30/6/2020 • New Infrastructure Assets	\$10,486	15 Years
Year ended 30/6/2021 • New Infrastructure Assets	\$48,428	15 Years
Year ended 30/6/2022 • New Infrastructure Assets	\$40,978	15 Years
Year ended 30/6/2023 • New Infrastructure Assets	\$57,649	15 Years
Year ended 30/6/2024 • New Infrastructure Assets	\$67,890	15 Years
Year ended 30/6/2025 • New Infrastructure Assets	\$69,800	15 Years

The amount projected to be outstanding at 30 June 2016 is \$329.6m. Repayment term of new loans is 15 years with existing loans having repayment terms between 1 and 17 years.

Anticipated loan principal repayments for the year ended 30 June 2016 is \$19.217m.

**7. LEGAL PARAMETERS >>**

*Local Government Act 2009*

*Local Government Regulation 2012*

**8. ASSOCIATED DOCUMENTS >>**

Revenue Statement

Revenue Policy

Treasury Management Administrative Directive

## Appendix 5 - Investment Policy

### 1. POLICY STATEMENT >>

Council will manage its investments on a corporate basis and in a centralised manner in accordance with council's Treasury Management Administrative Directive.

### 2. PRINCIPLES >>

This policy identifies council's overall financial risk philosophy and objectives.

### 3. SCOPE >>

This policy applies to all staff who are responsible for transactions which may affect council's investment accounts.

### 4. RESPONSIBILITY >>

The Chief Executive Officer and the Executive Manager Finance are responsible for ensuring this policy is understood and adhered to by staff.

### 5. DEFINITIONS >>

**At call** – an investment that can be redeemed and the moneys invested can be retrieved by the investor from the financial institution within 30 days without penalty.

**Counterparty** – a legal and financial term that refers to the other individual or institution to an agreement or contract.

**Credit risk** – the risk of loss due to the failure of the counterparty of an investment to meet its financial obligations in a timely manner.

**Financial institution** – an authorised deposit-taking institution within the meaning of the *Banking Act 1959* (Cwlth).

**Interest rate risk** – is the risk of a change in the market value of the investment portfolio, which arises due to a change in interest rates.

**Investment Portfolio** – a collection of short, medium and long term cash deposit investment accounts.

**Liquidity risk** – the risk that council will have insufficient cash available to meet its working capital needs.

**Market Average Rate of Return** – for performance purposes, the investment portfolio will be compared to the UBS Australia Bank Bill Index over a rolling one-year period.

**Transaction risk** – the risk of a direct or indirect loss resulting from inadequate or failed internal processes, people or systems.

**Preservation of Capital** – An investment strategy with the primary goal of preventing losses in an investment's total value. In modern portfolio theory terms, it refers to a guaranteed investment of principal, which would provide a return of at least inflation.

**Responsible officer** – council officers who are responsible for activity directly related to the transfers of cash between council's investment accounts e.g. Treasury officers.



## **6. POLICY >>**

Council's investment portfolio will be managed centrally on a corporate basis and a conservative investment approach will be applied.

Council will:

- Endeavour to preserve capital through the effective management of the investment portfolios exposure to credit risk, interest rate risk, liquidity risk and transaction risk.
- Maintain sufficient liquidity of its investment portfolio to meet all reasonably anticipated cash flow requirements, as and when they fall due; and
- Maintain an investment portfolio which is expected to achieve a market average rate of return.

### **6.1 Reporting and Performance Measurement**

Reporting will be undertaken on a monthly basis reviewing all investment related exposures, specifically detailing information on the investment portfolio in terms of interest rate, counterparty percentage exposure and year to date running yield.

Regular cash management reports (weekly) will be prepared by the Finance Department.

### **6.2 Documentation & Approval**

Any transaction occurring between council's transactional bank account and at call cash deposit accounts will require approval from an authorised account signatory.

Any transactions occurring between council's at call cash deposit accounts and cash deposit accounts, with a term to maturity of one month or more, will require approval from the Manager Financial Accounting.

Each transaction will require written confirmation by the approved financial institution. Council will maintain the necessary documents related to all transactions with approved financial institutions.

## **7. LEGAL PARAMETERS >>**

*Statutory Bodies Financial Arrangement Act 1982*

*Statutory Bodies Arrangements Regulations 2007*

*Local Government Regulation 2012*

*Banking Act 1959 (Cwlth)*

## **8. ASSOCIATED DOCUMENTS >>**

List of Authorised Deposit-taking Institutions (<http://www.apra.gov.au/adi>)

Treasury Management Administrative Directive

# Appendix 6 - Pensioner Rates Concession Policy

## 1. POLICY STATEMENT >>

Council will provide a rate concession to assist approved pensioner ratepayers.

## 2. PRINCIPLES >>

To provide a rate concession to approved pensioners.

## 3. SCOPE >>

This policy applies to the levying of rates upon approved pensioners.

## 4. RESPONSIBILITY >>

The Executive Manager Finance and the Revenue Co-ordinator are responsible for ensuring this policy is understood and followed by all staff involved in administering the pensioner rates concessions.

## 5. DEFINITIONS >>

### Approved Pensioner:

- is and remains throughout the rating period the holder of a Queensland "Pensioner Concession Card" issued by Centrelink or Department of Veterans' Affairs Health Card (All Conditions within Australia) or Department of Veterans' Affairs Health Card (Totally & Permanently Incapacitated); and
- the owner or life tenant (either jointly or solely) of the property which is his/her principal place of residence; and
- either solely or jointly with a co-owner, legally responsible for the payment of rates and charges for the specified property as defined in council's pensioner policy.

**Owner** - as defined in the *Local Government Act 2009*.

**Spouse** - a person's partner in marriage or a de facto relationship as recognised by the *Acts Interpretation Act 1954* S. 32DA (1) and (5)(a).

**Pension** - a pension, allowance or benefit paid under a Law of the Commonwealth or State as prescribed by *Local Government Regulation 2012*.

## 6. POLICY >>

Council will provide rates concessions to approved pensioners as follows:

### 6.1 The Rates Concession

The maximum pensioner rates concession available is 85% of the General Rates levied on a pensioner's property, or \$800.00 per year, whichever is the lesser.

The amount of pensioner rates concession available to each approved pensioner will be calculated by reference to the proportion of a full pension that the ratepayer receives. That is if an approved pensioner ratepayer receives:

- .

- a full pension, the ratepayer will qualify for the maximum pensioner rates concession;
- a part-pension, the ratepayer will qualify for a pro rata portion of the maximum pensioner rates concession equivalent to the percentage of a full pension that they receive in the form of a part-pension, excluding any additional benefit or allowance;
- an allowance or benefit and not a pension or part-pension, the ratepayer will qualify for a pro rata portion of the maximum pensioner rates concession equivalent to the percentage of a full pension that they receive in the form the additional benefit or allowance.

If an approved pensioner ratepayer receives an Australian qualifying supplementary pension payment in addition to a like qualifying foreign pension payment, the concession of general rates will be assessed according to the

total amount of \$ Australian being received, after converting the foreign pension payment to \$ Australian at the current conversion rate applicable at the date of concession application, and adding same to the \$ Australian qualifying supplementary pension payment being received.

No pensioner rates concession is applicable where only a foreign pension payment is being received.

All annual applications must be confirmed by written advice by Centrelink.

## **6.2 Ownership**

In cases of co-ownership, the pensioner rates concession will apply only to the approved pensioner's proportionate share of the general rates as recorded on the title for the property as registered at the Titles Office and advised to the council on the Property Transfer Information (Form 24) forwarded to council for change of ownership and rates purposes.

This method of determining an approved pensioner's proportionate share shall apply except when the co-owners are:

- an approved pensioner and a bank, other financial institution, or government department where the latter holds joint title for debt security purposes and has no responsibility for rates, charges or other costs of maintaining the property. In this situation, the tenure is to be treated as sole ownership and the pensioner rates concession processed as if the pensioner were the sole owner;
- an approved pensioner and his/her spouse, but the spouse does not reside at the property. In these circumstances it must be established that the approved pensioner is wholly responsible for the payment of all rates and charges levied in respect of the property. The approved pensioner's responsibility for payment of all rates and charges in this circumstance must be established to the satisfaction of the Townsville City Council by sighting and placing on file a copy of a Court Order or statutory declaration completed by the applicant. In this situation, the tenure is to be treated as sole ownership and the pensioner rates concession processed as if the pensioner were the sole owner.

Under no circumstances is a pensioner to be regarded as an owner or co-owner unless:

- he or she is listed by name as an owner on the registered Title for the property; or
- it can be clearly established that the title to the property is held in the name of a bank, other financial institution or government department for debt security reasons and the pensioner has not been relieved of the responsibility to pay all rates and charges levied in respect of the property; or
- the pensioner is eligible as a life tenant to receive the pensioner rates concession as set out in the next part of this policy.

The criteria for determining eligible life tenants will be that:

- the pensioner must not have a major ownership interest in any other residential property (in Townsville or elsewhere); and
- the life tenancy must be created by a valid Will which applies to the property in question, or by a Supreme or Family Court Order; and
- there must be no provision in the Will or Court Order which would relieve the life tenant of the obligation to pay the rates and charges levied in respect of the property.

## **6.3 Tenancies**

With the exception of life tenancies as described in Clause 6.2 of this policy, tenancies of any other sort (including life-time leases) are not regarded as the type of tenure that would entitle the pensioner to the pensioner rates concession even though he/she might be responsible for payment of rates and charges. Strict adherence to this principle is important to avoid breaking into areas which are, or are very close to, normal lease or rental.

## **6.4 Residential Requirements**

The pensioner rates concession is available only in respect of rates levied on an approved pensioner's principal place of residence located in Townsville, and while the pensioner is actually residing on the property.

For the purpose of determining whether an approved pensioner's residence constitutes his/her principal place of residence Townsville City Council will give due consideration to the following:

- i. the address shown on any driver's licence held by the pensioner;
- ii. the address of the pensioner as recorded on any State Electoral Roll;
- iii. the Branch and State where his/her Centrelink or Department of Veterans' Affairs file is held;
- iv. the State and the address shown on his/her Pensioner Remission Card;
- v. whether or not the residence to which the application refers is rented or how otherwise occupied during his/her absences;
- vi. whether or not he/she receives any pensioner rating concessions on other property/s in Australia and if so the type and level of concessions being received;

The words 'principal' and 'residence' are to be given their normal meaning. The principal place of residence must be located in Townsville City Council area. Under no circumstances is an approved pensioner to receive a pensioner remission in respect of the same period for more than one property that is his/her principal place of residence, within or outside the Townsville City Council area.

When a pensioner, for reasons of ill health or infirmity does not permanently reside in the principal place of residence but instead resides in a nursing home or similar type accommodation where personal care is available on site and provided as required, or with family or friends, a pensioner rates concession may be allowed in respect of the pensioner's principal place of residence if it is not occupied on a paid tenancy basis during the absence of the approved pensioner owner/s. The pensioner must satisfy the Townsville City Council that the residence is not occupied on a paid tenancy basis and that the approved pensioner owner is responsible for the payment of rates and charges levied in respect of the property.

In cases where a pensioner owns a multi-unit property, commercial property or a rural property which is his/her principal place of residence, the pensioner rates concession may be applied to that property. The provision of the maximum pensioner rates concession has been included to prevent unduly large concessions being granted in such cases.

Notwithstanding these ownership requirements, when the sole registered owner dies and is, at the time of death, an approved pensioner in receipt of the pensioner rates concession, the surviving spouse will be entitled to the pensioner rates concession on a pro-rata basis from the date of his/her spouse's death, provided that:

- (a) he/she is eligible to be an approved pensioner at the time of his/her spouse's death; and
- (b) title to the property has been or will be recorded with the surviving spouse as the registered owner; and
- (c) the Townsville City Council is satisfied that the transmission of the title occurs within a reasonable time. The surviving spouse is to be encouraged to expedite the transfer of the property's title.

## **6.5 Trusteeships**

In the case of property held in trusteeship the applicant, in order to be considered for eligibility, must be considered by the Townsville City Council to have legal responsibility for payment of all rates and charges levied in respect of the property, regardless of whether the applicant is the trustee or the beneficiary of the trust.

## **6.6 Withdrawal or Cessation of Pensioner Rates Concession**

Pensioner rates concessions will only be allowed if the rates and charges for the period to which the concession relates are paid in full by 31 May of each financial year. Townsville City Council will reverse the pensioner rates concession for the current financial year if rates remain outstanding after 31 May.

Unless ceasing sooner because of the pensioner ceasing to meet other eligibility criteria, a pensioner rates concession will cease on the date of the approved pensioner's death or on the date that the property is sold.

Upon the sale of the property, it is the pensioner's responsibility to ensure that usual conveyancing practice is applied and an adjustment (based on the pensioner concession entitlement at the time of sale and normal rate charges thereafter) made at settlement. The council will not make refunds or allow further concessions as a consequence of this adjustment not being performed.

## 6.7 Prompt Payment Discount

The pensioner rates concession will not affect a pensioner's eligibility for any discount applied upon payment of rates by the due date.

## 6.8 Rates Arrears

The pensioner rates concession will be available to rates levied each year even if rates and charges levied in previous years remain outstanding. A concession will not apply to the outstanding rates and charges.

To obtain the concession at least the rates and charges for the current rating period (i.e. the rates and charges against which the concession has been calculated) must be paid by 31 May. *(It is not necessary to pay the rates and charges that are in arrears from previous rating periods to obtain the concession).*

If rates, charges and fire levies are in arrears as at 30 June, from 1 July thereafter the council will charge compound interest at the rate of 11% per annum.

The rates owing on an approved pensioner's property on which council has allowed pensioner rates concessions will be permitted to accumulate until -

- (a) the death of the pensioner; or
- (b) the sale or other disposal of the property; or
- (c) application to subdivide the land is made to the council.

These accumulation provisions apply only to the pensioner-owner's share of the rates outstanding. The council reserves the right to recover outstanding rates for the non-pensioner owner's share.

The council will not press a pensioner for payment of arrears of rates and will not take recovery action against the pensioner to whom these accumulation provisions apply.

The council may seek to protect the community from loss by recovering any outstanding rates – including rates owed by a pensioner - when the independent market valuation of the property is less than the amount of outstanding rates.

## 6.9 Administration

Unless otherwise provided under this policy, pensioner rates concessions will apply only to rates actually levied subsequently to the application being received by the council.

### Late applications

Townsville City Council may accept late applications when the applicant met all the eligibility requirements at the commencement of the rating period but had not applied at that time. When a late application is accepted, the pensioner rates concession will apply to the rates levied in the rating period in which the application was received and future rates periods only. A concession will not be applied retrospectively to previous rating periods except in exceptional circumstances, in which case a concession may be applied to the immediately prior rates period also. A request must be made in writing by the applicant, advising the reason for the late application.

Applicants may be required to obtain payment details and documentation from Centrelink or the Department of Veteran Affairs to support their application. The application will be reviewed by the Executive Manager Finance who will decide if backdating to the maximum period will apply.

### Confirmation of Eligibility

An application is required:

- when applying for the pensioner rates concession for the first time; or
- when the Townsville City Council needs to re-establish eligibility (e.g. after having a qualifying pension or concession card re-granted, changing the address of the principal place of residence, etc)
- or as instructed by relevant Commonwealth Agency (Centrelink or The Department of Veterans' Affairs).

### Initial or Re-established Eligibility

Council will only allow a pensioner rates concession when there are no rates arrears on the property as at the date the application is received

Application for the pensioner rates concession must be made on the prescribed form and be supported by a statement from Centrelink or the Department of Veterans' Affairs containing details of the type and amount of pension received along with a photocopy of both sides of the applicant's current qualifying pension or concession card.

When interstate pensioners move permanently to Queensland, Centrelink and the Department of Veterans' Affairs may not immediately issue a Queensland card. In the interim, an application may be accepted provided that the Townsville City Council is satisfied that the pensioner's permanent place of residence is now located in Townsville. For example, proof of residence could be met by the pensioner providing a letter of confirmation of payment from Centrelink or the Department of Veterans' Affairs listing the address of the property on which the pensioner remission is being claimed.

#### Continuing Eligibility

Townsville City Council will verify continuing eligibility for the pensioner rates concession on at least an annual basis either:

- by authorising the Council to verify with the relevant Commonwealth Agency (Centrelink or Department of Veterans' Affairs) either by computer data matching; or
- by authorising the Council to use Centrelink Confirmation eServices (online enquiry) to perform a Centrelink/Department of Veteran's Affairs enquiry to confirm eligibility and status of your current concession.
- by obtaining from the approved pensioner written verification from the relevant Commonwealth agency.

If the council is unable to confirm continuing eligibility, the pensioner rates concession will cease and the pensioner will have to re-apply if they wish to receive the concession.

#### Pro-Rata Calculations

When a pensioner rates concession applies to rates on a property during only part of a rating period – such as upon the death of a pensioner or upon the purchase or the sale of the property – the council will calculate rates having regard to the dates of change evidenced by the Property Transfer Information (Form 24) or other official advice forwarded to Townsville City Council regarding change of ownership).

### **7. LEGAL PARAMETERS >>**

*Local Government Act 2009*

*Local Government Regulation 2012*

### **8. ASSOCIATED DOCUMENTS >>**

Pensioner Rates Concession Application Form

Revenue Policy

# Appendix 7 – Charitable & Community Organisations

## General Rates & Utility Charges Concession Policy

### 1. POLICY STATEMENT >>

Council recognises that certain groups and organisations in the city contribute to and are a benefit to the community. Council will assist these organisations by providing a concession of certain rates and charges, subject to the conditions of this policy.

### 2. PRINCIPLES >>

The underlying principles of the Policy are that a rate concession will only be granted to owners of land who make application for the concession using the Application for Concession of Rates & Utility Charges form and fulfil the eligibility criteria detailed under this policy.

### 3. SCOPE >>

The scope of this policy is limited to rate exemptions and concessions under section 93(3)(i) of the *Local Government Act 2009* being land that is exempted from rating, by resolution of a local government, for charitable purposes. Any rate concession granted under this policy will apply to charitable community organisations that satisfy the eligibility criteria outlined in this policy.

This policy applies to the Revenue Unit who is responsible for the levy and collection of rates and charges. Some lands are exempt from general rates under an Act or Regulation and those lands will be dealt with in accordance with the relevant Act or Regulation. Concessions granted to pensioners are included in a separate Pensioner Rates Concession Policy.

### 4. RESPONSIBILITY >>

The Executive Manager of Finance, Director of Townsville Water and Waste and delegated officers are responsible for this policy. This policy applies to the Revenue Unit who is responsible for the levy and collection of rates and charges.

### 5. DEFINITIONS >>

For the purpose of this policy and interpreting relevant legislation refer to Schedule 4 Dictionary of the *Local Government Act 2009* and The *Local Government Regulation 2012*.

In addition, the following definitions apply:

- a) Not-for-profit:
  - The organisation is incorporated under Queensland's Associations Incorporations Act 1981 and listed as a non-profit community organisation, as determined by the Australian Taxation Office (ATO);
  - There is no profit or gain by individual members of the group;
  - Its constitution or governing documents prevent it from distributing profits or assets for the benefit of particular persons, both while it is operating and on winding up;
  - Whilst a surplus or revenue can be made, all profits must be used to carry out the purpose and functions of the organisation.
- b) "charitable purposes" means land that is used on a not-for-profit basis for purposes relating to:-
  - i. Education; or
  - ii. Assistance to the ill or infirm; or
  - iii. Assistance to the poor; or
  - iv. Other purposes of benefit to the community generally.

## **6. POLICY >>**

Townsville City Council will allow a concession of rates, and utility charges to eligible groups and organisations in recognition of their activities and contribution to the community or local zone in the arts, cultural, environmental, historical, heritage or scientific significance areas or to encourage economic development of the local government area.

### **6.1 APPLICATION**

Applications for concession must:

- be lodged in writing on the prescribed form, addressed to The Chief Executive Officer; and
- include a copy of the Constitution or Memorandum and Articles of Association of the organisation which must clearly detail that the organisation is not-for-profit; and
- if available, include any other supporting documentation such as Taxation Exemption certificate which confirms that the organisation is not-for-profit; and
- identify the principal use of the land for which the concession is being requested.

Decisions regarding the outcome of the application will be made within 45 days of receipt of the application. Additional evidence to support the application may be requested in some circumstances. Decisions regarding the outcome of the application will be advised to the owner in writing.

### **6.2 EFFECTIVE DATE**

The concession will commence from the beginning of the current half year rating period in which the application was received and will apply to rates and charges included on the current half year rate notice issued or, on a pro-rata basis from the date from which the eligible activity commenced. The concession will not be applied retrospectively to rates and charges included in rate notices issued previously.

### **6.3 ELIGIBILITY**

To be eligible for a concession the land against which the rates and charges have been levied must be owned by an entity whose objects do not include making a profit and must be solely used for a purpose detailed in the constitution or memorandum and articles of association of the entity, and which meets a definition in Council's Concessions Schedule.

### **6.4 TRANSPARENCY**

The approved concession will be displayed on rate notices issued to the owner of the land. A listing of owners receiving a concession detailing the value of the concession will be presented to Council as part of the annual budget process.

Council will maintain a Concessions Schedule. The schedule will include description of purpose and the percentage of concession granted.

The schedule will be reviewed and updated periodically by Executive Manager Finance and will be adopted by Council each year at the budget meeting.

The Concessions Schedule may be amended at any time during a financial year by Council resolution.

### **6.6 DISPUTE**

Any dispute regarding the granting of a concession must be lodged in writing addressed to Chief Executive Officer within 14 days of the date of notification of the decision not to grant the concession and must include all reasons to dispute the decision. All disputed decisions will be reviewed by Executive Manager Finance and will be signed off by Director of Corporate Services. The decision regarding the dispute will be advised to the applicant in writing within 45 days from the date of receipt of the objection.

## **7. LEGAL PARAMETERS >>**

*Local Government Act 2009.*

*Local Government Regulation 2012.*



## **8. ASSOCIATED DOCUMENTS >>**

Concessions Schedule.

Listing of Approved Concessions and Exemptions 2014/2015.

Application Form for Concession of Rates & Utility Charges for Charitable and Community Organisations.

## Appendix 7a – General Rates & Utility Charges Concession Policy Concession Schedule

CATEGORY	DESCRIPTION AND PURPOSE	CONSIDERATIONS	EXCLUSIONS	ELIGIBLE RATES AND CHARGES	% CONCESSION (non gaming licenced premises)	% CONCESSION (gaming licenced premises)	REQUIRE- MENT
Not-for-profit and charitable organisations.	Land is owned or leased (registered lease with DNRM) by a not-for-profit and charitable organisation and is being used to provide benefit to the community.	Concession is allowed in terms Local Government Regulation 2012.	The land must not be used for any other purpose. The land must not be commercially leased to any other entity. Utility Concessions will not be granted to State or Commonwealth owned and operated establishments.	General Rates	100%	50%	Council resolution
Clubhouses and halls for not-for-profit and charitable organisations.	Land is owned or leased (registered lease with DNRM) by an entity whose objects do not include making a profit and is being used for clubhouse purposes.	Concession is allowed in terms Local Government Regulation 2012.	The land must not be used for any other purpose. The land must not be commercially leased to any other entity. Utility Concessions will not be granted to State or Commonwealth owned and operated establishments.	General Rates Volumetric Water Charge	100% 73%	50% 36%	Council resolution
Not-for-profit and charitable aged care facilities.	Land is owned or leased (registered lease with DNRM) by an entity whose objects do not include making a profit and the land is being used for the care of the aged.	Concession is allowed in terms Local Government Regulation 2012.	The land must not be used for any other purpose. The land must not be commercially leased to any other entity. Utility Concessions will not be granted to State or Commonwealth owned and	General Rates Volumetric Water Charge	100% 55%	n/a	Council resolution

			operated establishments.					
Sports field irrigation - restricted public access.	Land is owned or leased (registered lease with DNRM) by a not-for-profit and charitable organisation and is being used for sports purposes.	Concession is allowed in terms Local Government Regulation 2012.	The land must not be used for any other purpose. Schools, tertiary institutions and other higher education facilities are excluded. The land must not be commercially leased to any other entity. Utility Concessions will not be granted to State or Commonwealth owned and operated establishments.	Volumetric Water Charge	73%	36%	Council resolution	
Sports field irrigation - no public access restriction.	Land is owned or leased (registered lease with DNRM) by a not-for-profit and charitable organisation and is being used for sports purposes.	Concession is allowed in terms Local Government Regulation 2012.	An approved water efficiency management plan must be in place to be eligible for this benefit. If a plan is not in place the concession would be the same as for restricted public access grounds. Schools, tertiary institutions and other higher education facilities are excluded. The land must not be commercially leased to any other entity. Utility Concessions will not be granted to State or	Volumetric Water Charge	95%	45%	Council resolution	



War Graves	Land is owned or leased (registered lease with DNRM) and is being used for an historic purposes.	Land is exempt from General rates under Local Government Act 2009 and land is given the concession due it is of public benefit.	The land must not be used for any other purpose. The land must not be commercially leased to any other entity.	Volumetric Water Charge	5%	n/a	Council resolution
Historic Society	Land is owned or leased (registered lease with DNRM) and is being used to preserve and maintain the historic and heritage significance to the Council area.	Land is being used to preserve and maintain the historic and heritage significance to the Council area and can be granted a concession under Local Government Regulations 2010.	The land must not be used for any other purpose. The land must not be commercially leased to any other entity. Utility Concessions will not be granted to State or Commonwealth owned and operated establishments.	General Rates	100%	n/a	Council resolution
Caravan Parks	Land is used for the purpose of a Caravan Park.	Land is considered by Council to benefit the community in the promotion of tourism to the area.	The land must not be used for any other purpose. The land must not be commercially leased to any other entity. Utility Concessions will not be granted to State or Commonwealth owned and operated establishments.	Volumetric Water Charge Sewerage Charges	30% 30%	n/a	Council resolution
Retirement / Lifestyle Villages	Land is being used as a retirement village catering for the aged.	Land is considered by council as a benefit to the aged in the city in providing a comfortable lifestyle in retirement.	The land must not be used for any other purpose. Utility Concessions will not be granted to State or Commonwealth owned and operated establishments.	Volumetric Water Charge	55%	n/a	Council resolution

Boarding and lodging houses.	Land is being used for the provision of reasonably priced accommodation.	Council considers that the land is being used to provide for the benefit of less privileged in the community.	The land must not be used for any other purpose. Utility Concessions will not be granted to State or Commonwealth owned and operated establishments.	Volumetric Water Charge Sewerage Charges	20% 20%	n/a	Council resolution
Showgrounds / Horseracing	Land is owned or leased (registered lease with DNRM) by a not-for-profit and charitable organisation and is being used primarily for showgrounds or horseracing purposes.	General Rate Exemption in accordance with the Local Government Act 2009. Concession on utility charges is allowed in terms Local Government Regulation 2012.	The land must not be used for any other purpose. The land must not be commercially leased to any other entity. Utility Concessions will not be granted to State or Commonwealth owned and operated establishments.	General Rates Volumetric Water Charge Sewerage Charges	Exempt 73% 62%	Exempt 36% 31%	Council resolution
Special consideration for sale of council owned lands.	Lands included in Riverside Ridge subdivision while it is held in the name of Riverside Ridge (Old) Pty Limited.	All lands in the subdivision in the name of Riverside Ridge (Old) Pty Limited have been granted the concession as part of the sale contract negotiated at the time of the sale of council owned land.	n/a	Fixed Water Service Charge Sewerage Charge	100% 100%	n/a	Council resolution Note:- The concession does not apply to property after a change of ownership is received.
Special consideration for applications made under the Jobs and Investment Package 2015-2018.	Applicable lands under the Jobs and Investment Package 2015-2018 Geographic boundaries for this program are available from Planning and Economic	Lands under approved developments that are included in the defined area as determined by the Jobs and Investment Package 2015-2018 as adopted by council in February 2015.	n/a	General Rates, Water & Sewerage Service charges	100%	n/a	Applications for a concession are made through Planning and Economic

	Development:	Part 10 Section 120 (1)(d) of the Local Government Regulation 2012 concessions can be granted to encourage economic development.				Development.
Water supplied for irrigation purposes.	Land is being used for Commercial and Industrial purposes.	Subject to the application and installation of a separate irrigation water meter and reticulation system. The number of irrigation meters allowed must not exceed the number of commercial meters.	The land must be used for commercial and industrial purposes only. Utility Concessions will not be granted to State or Commonwealth owned and operated establishments.	Volumetric Water Charge	15%	Council resolution
Water supplied for irrigation purposes.	Land is being developed, however a portion is retained as open space and irrigated in preparation for donating to council.	Part 10 Section 120 (1)(d) of the Local Government Regulation 2012 concessions can be granted to encourage economic development.	The land must be under development and a concession may be applied to the land parcel that will be donated to council as open space.	Volumetric Water Charge	15%	Council resolution

## Appendix 8 - Differential Rating Categories

The criteria are based on the Land Use Codes used by the Department of Natural Resources and Mines to classify land within Townsville City Council boundaries and precincts identified in the Town Plan.

Categories 1 to 15, 22 and 24 to 27 include all lands not described in the Town Plan as Central Business District.

Categories 16 to 21, 23 and 28 to 31 include all lands described in the Town Plan as Central Business District. Properties in the CBD are identified in the attached map, **FIGURE 1**. In the event a property or land parcel is only partially contained in the CBD precinct identified, it will be rated as if it is wholly within the CBD precinct.

Category 22 includes land parcels in the Townsville State Development Area (TSDA) that include land within the TSDA Development Scheme and greater than 10 hectares and land parcels in the Rocky Springs master planned community approval area. The TSDA has an approved development scheme administered by the State Government, which facilitates industrial uses given its proximity to the Port. There are a significant number of privately owned properties within the TSDA which are yet to be developed. The Rocky Springs site is supported by Council as a future urban growth front and has an existing approval overriding the planning scheme for a master planned residential development. The site has also not commenced development at this stage and has been vacant for a significant period of time since its approval was granted.

CATEGORY 1 land is defined by the following Land Use Codes being residential: 1, vacant urban land; 2, single unit dwelling; 4, large home site - vacant; 5, large home site - dwelling; 6, outbuildings; 8, building units (\*); 9, group titles (\*); 94, vacant rural land.

(\*) Other than a lot on a building units plan or group titles plan registered under the Body Corporate and Community Management Act where that lot is used for a non-residential purpose.

CATEGORY 2 land is defined by the following Land Use Codes being residential and used by the owner for mixed use or secondary residential purposes: 1, vacant urban land; 2, single unit dwelling; 4, large home site - vacant; 5, large home site - dwelling; 6, outbuildings; 8, building units (\*); 9, group titles (\*); 72, approved subdivider under section 50 of The Valuation Land Act 2010; 94, vacant rural land.

(\*) Other than a lot on a building units plan or group titles plan registered under the Body Corporate and Community Management Act where that lot is used for a non-residential purpose.

CATEGORY 3 land is defined by the following Land Use Codes: 1, vacant urban land; 4, large home site - vacant; 6, outbuildings; 8, building units(\*); 9, group titles(\*); 10, combination multi-dwelling & shops; 11, shop single; 12, shops - shopping group (more than 6 shops); 13, shopping group (2 to 6 shops); 14, shops - main retail (CBD); 15, shops - secondary retail (fringe CBD-presence of service industry); 17, restaurant; 18, special tourist attraction; 19, walkway; 20, marina; 22, car parks; 25, professional offices; 26, funeral parlours; 27, hospitals, convalescent homes (medical care private); 41, child care excluding kindergarten; 42, hotel, tavern; 43, motels; 44, nurseries (plants); 45, theatres and cinemas; 46, drive-in theatre; 47, licensed clubs; 48, sports clubs, facilities; 49, caravan parks; 50, other clubs (non-business); 51, religious; 52, cemeteries including crematoria; 55, library; 56, showgrounds, racecourses, airfields; 57, parks and gardens; 58, education including kindergarten; 72, approved subdivider under section 50 of The Valuation Land Act 2010; 91, transformers; 92, defence force establishment; 94, vacant rural land; 95, reservoirs, dams, bores; 96, public hospital; 97, welfare homes, institutions; 99, community protection centre.



(\*) Other than a lot on a building units plan or group titles plan registered under the Body Corporate and Community Management Act where that lot is used for a residential purpose.

CATEGORY 4 land is defined by the following Land Use Codes: 28, warehouse and bulk stores; 29, transport terminal; 30, service station; 31, oil depot and refinery; 32, wharves; 33, builders yards; 34, cold stores, ice works.

CATEGORY 5 land is defined by the following Land Use Codes: 35, general industry; 36, light industry; 37 noxious, offensive industry; 39, harbour industries; 40 extractive industry.

CATEGORY 6 land is defined by the following Land Use Codes: 16 drive in shopping centre not described in Categories 10, 11 and 12.

CATEGORY 7 land is defined by the following Land Use Codes: 60, sheep grazing – dry; 61, sheep breeding; 64, cattle grazing – breeding; 65, cattle breeding and fattening; 66, cattle fattening; 67, goats; 68, dairy cattle – quota milk; 69, dairy cattle – non-quota milk; 70, cream; 71, oil seeds; 73, grain; 74, turf farm 75, sugar cane; 76, tobacco; 77, cotton; 78, rice; 79, orchard; 80, tropical fruit; 81, pineapple; 82, vineyard; 83, small crops and fodder irrigated; 84, small crops and fodder, non-irrigated; 85, pigs; 86, horses; 87, poultry; 88, forestry and logs; 89, animals (special); 93, peanuts and 94. .

CATEGORY 8 land is defined by the following Land Use Codes: 3 and 3/98, multi-unit dwelling (flats) and comprising of individual residential accommodation units no greater than 19; 7 guest house/private hotel; 21 residential institutions (non-medical care)

CATEGORY 9 land is defined by the following Land Use Codes: all lands not included in Categories 1, 2, 3, 4, 5, 6, 7, 8, 10, 11, 12, 13, 14, 15, 22 and 24 - 27.

CATEGORY 10 land is defined by the following Land Use Codes: 16, drive-in shopping centre that matches the following description. A large sub-regional shopping centre serving a market of more than 30,000 people in which the anchor tenants are a variety of discount department store(s) and large grocery supermarket(s). The centre should have major on-site parking facilities and a developed floor space of more than 40,000m<sup>2</sup>.

CATEGORY 11 land is defined by the following Land Use Codes: 16, drive-in shopping centre that matches the following description. A sub-regional shopping centre serving a market of more than 30,000 people in which the anchor tenants are a variety of discount department store(s) and large grocery supermarket(s). The centre should have major on-site parking facilities and a developed floor space of more than 20,000m<sup>2</sup> and less than 40,000m<sup>2</sup>.

CATEGORY 12 land is defined by the following Land Use Codes: 16, drive-in shopping centre that matches the following description. A sub-regional shopping centre serving a market of more than 30,000 people in which the anchor tenants are a variety of discount department store(s) and large grocery supermarket(s). The centre should have major on-site parking facilities and a developed floor space of less than 20,000m<sup>2</sup>.

CATEGORY 13 land is defined by the following Land Use Codes: 23, retail warehouse that matches the following description: The centre should have a developed floor space in greater than 40,000m<sup>2</sup>.

CATEGORY 14 land is defined by the following Land Use Codes: 23, retail warehouse that matches the following description: The centre should have a developed floor space less than 40,000 m<sup>2</sup>.

CATEGORY 15 land is defined by the following Land Use Codes: 24, outdoor sales area.

**CATEGORIES 16, 17, 18, 19, 20, 21, 23 AND 28 to 31 ARE ALL THOSE LANDS WITHIN THE AREA DESCRIBED IN THE TOWN PLAN AS CENTRAL BUSINESS DISTRICT PRESENTED IN BLUE IN THE FOLLOWING MAP (FIGURE 1):**



CATEGORY 16 land is defined by the following Land Use Codes and being residential: 1, vacant urban land; 2, single unit dwelling; 4, large home site – vacant; 5, large home site – dwelling; 6, outbuildings; 8, building units (\*); 9, group titles (\*);

(\* Other than a lot on a building units plan or group titles plan registered under the Body Corporate and Community Management Act where that lot is used for a non-residential purpose.

CATEGORY 17 land is defined by the following Land Use Codes being residential and used by the owner for mixed use or secondary residential purposes: 1, vacant urban land; 2, single unit dwelling; 3/98, multi-unit dwelling (2 flats); 4, large home site – vacant; 5, large home site - dwelling; 6, outbuildings; 8, building units (\*); 9, group titles (\*); 72, approved subdivider under section 50 of The Valuation Land Act; 94, vacant rural land.

(\* Other than a lot on a building units plan or group titles plan registered under the Body Corporate and Community Management Act where that lot is used for a non-residential purpose.

CATEGORY 18 land is defined by the following Land Use Codes: 1, vacant urban land; 4, large home site – vacant; 6, outbuildings; 8, building units(\*); 9, group titles(\*); 10, combination multi-dwelling & shops; 11, shop single; 12, shops – shopping group (more than 6 shops); 13, shopping group (2 to 6 shops); 14, shops – main retail (CBD); 15, shops – secondary retail (fringe CBD – presence of service industry); 17, restaurant; 18, special tourist attraction; 19, walkway; 20, marina; 22, car parks; 25, professional offices; 26, funeral parlours; 27, hospitals, convalescent homes (medical care private); 38, advertising hoarding; 41, child care excluding kindergarten; 42, hotel, tavern; 43, motels; 44, nurseries (plants); 45, theatres and cinemas; 46, drive-in theatre; 47, licensed clubs; 48, sports clubs, facilities; 49, caravan parks; 50, other clubs (non-business); 51, religious; 52,

cemeteries including crematoria; 55, library; 56, showgrounds, racecourses, airfields; 57, parks and gardens; 58, education including kindergarten; 72, approved subdivider under section 50 of The Valuation Land Act 2010; 91, transformers; 92, defence force establishment; 94, vacant rural land; 95, reservoirs, dams, bores; 96, public hospital; 97, welfare homes, institutions; 99, community protection centre.

(\*) Other than a lot on a building units plan or group titles plan registered under the Body Corporate and Community Management Act where that lot is used for a residential purpose.

CATEGORY 19 land is defined by the following Land Use Codes: 28, warehouses and bulk stores; 29, transport terminal; 30, service station; 31, oil depots and refinery; 32, wharves; 33, builders yards, contractors yards; 34, cold stores, ice works

CATEGORY 20 land is defined by the following Land Use Codes: 35, general industry; 36, light industry; 37, noxious, offensive industry; 39, harbour industries; 40, extractive

CATEGORY 21 land is defined by the following Land Use Codes: 3, multi-unit dwelling (flats) and comprising of individual residential accommodation units no greater than 19; 7, guest house/private hotel; 21, residential institutions (non-medical care).

CATEGORY 22 land is defined by the following Land Use Codes: 1, vacant urban land; 4, large home site – vacant; 5, large home site - dwelling; 18, special tourist attraction; 35, general industry; 37, noxious, offensive industry, 65, cattle breeding and fattening; 66, cattle fattening and are lands wholly within areas identified as the Townsville State Development Area (TSDA) and land within the Rocky Springs master planned community approval and greater than 10 hectares in area.

CATEGORY 23 land is defined by the following Land Use Codes: all land not included in Categories 16 - 21 and 28 - 31.

CATEGORY 24 land is defined by the following Land Use Codes: 3, multi-unit dwelling (flats) and/or building units (\*) that matches the following description. A large multi-unit dwelling complex comprising of individual residential accommodation units greater than 19 and less than 30, not registered on a building units plan or group titles plan under the Body Corporate and Community Management Act where that lot is for a residential purpose.

CATEGORY 25 land is defined by the following Land Use Codes: 3, multi-unit dwelling (flats) and/or building units that matches the following description. A large multi-unit dwelling complex comprising of individual residential accommodation units greater than 29 and less than 50, not registered on a building units plan or group titles plan under the Body Corporate and Community Management Act where that lot is for a residential purpose.

CATEGORY 26 land is defined by the following Land Use Codes: 3, multi-unit dwelling (flats) and/or building units that matches the following description. A large multi-unit dwelling complex comprising of individual residential accommodation units greater than 49 and less than 70, not registered on a building units plan or group titles plan under the Body Corporate and Community Management Act where that lot is for a residential purpose.

CATEGORY 27 land is defined by the following Land Use Codes: 3, multi-unit dwelling (flats) and/or building units that matches the following description. A large multi-unit dwelling complex comprising of individual residential accommodation units greater than 69, not registered on a building units plan or group titles plan under the Body Corporate and Community Management Act where that lot is for a residential purpose.

CATEGORY 28 land is defined by the following Land Use Codes: 3, multi-unit dwelling (flats) and/or building units that matches the following description. A large multi-unit dwelling complex comprising of individual

residential accommodation units greater than 19 and less than 30, not registered on a building units plan or group titles plan under the Body Corporate and Community Management Act where that lot is for a residential purpose.

CATEGORY 29 land is defined by the following Land Use Codes: 3, multi-unit dwelling (flats) and/or building units that matches the following description. A large multi-unit dwelling complex comprising of individual residential accommodation units greater than 29 and less than 50, not registered on a building units plan or group titles plan under the Body Corporate and Community Management Act where that lot is for a residential purpose.

CATEGORY 30 land is defined by the following Land Use Codes: 3, multi-unit dwelling (flats) and/or building units that matches the following description. A large multi-unit dwelling complex comprising of individual residential accommodation units greater than 49 and less than 70, not registered on a building units plan or group titles plan under the Body Corporate and Community Management Act where that lot is for a residential purpose.

CATEGORY 31 land is defined by the following Land Use Codes: 3, multi-unit dwelling (flats) and/or building units that matches the following description. A large multi-unit dwelling complex comprising of individual residential accommodation units greater than 69, not registered on a building units plan or group titles plan under the Body Corporate and Community Management Act where that lot is for a residential purpose.

## Appendix 9 - Differential Rates, Limitations on Increases, Minimum General Rate

Category	Description	Rate-in-\$	Minimum	Limitation (cap)
1	Residential	0.010251	\$1,117	30%
2	Residential Mixed Use	0.011934	\$1,143	No limit
3	Commercial	0.019387	\$1,387	No limit
4	Warehouse, Bulk Stores	0.019069	\$1,387	No limit
5	General Light Industry	0.019471	\$1,387	No limit
6	Drive-in Shopping Centres (small)	0.018574	\$1,387	No limit
7	Agriculture and Grazing	0.011431	\$1,387	No limit
8	Multi-unit Dwellings < 20 units	0.013198	\$1,387	No limit
9	Land not otherwise defined	0.019129	\$1,387	No limit
10	Shopping Centre >40,000 sqm	0.034317	\$774,500	No limit
11	Shopping Centres > 20,000 sqm and <40,000 sqm	0.021299	\$655,000	No limit
12	Shopping Centres <20,000 sqm	0.033101	\$360,700	No limit
13	Retail Warehouse >40,000 sqm	0.026583	\$159,000	No limit
14	Retail Warehouse <40,000 sqm	0.024575	\$1,445	No limit
15	Outdoor Sales Areas	0.020802	\$1,325	No limit
16	CBD Residential	0.012371	\$1,197	30%
17	CBD Residential Mixed Use	0.016068	\$1,284	No limit
18	CBD Commercial	0.037530	\$1,408	No limit
19	CBD Warehouse, Bulk Stores	0.037623	\$1,408	No limit
20	CBD Light Industry	0.031438	\$1,408	No limit
21	CBD Multi-unit Dwelling < 20 units	0.020002	\$1,408	No limit
22	Special Development > 10 ha	0.035160	\$19,400	No limit
23	CBD Other	0.037529	\$1,408	No limit
24	Multi-Unit Dwellings >19 and < 30 units	0.013198	\$22,800	No limit
25	Multi-Unit Dwellings > 29 and < 50 units	0.013198	\$34,200	No limit

<i>Category</i>	<i>Description</i>	<i>Rate-in-\$</i>	<i>Minimum</i>	<i>Limitation (cap)</i>
26	Multi-Unit Dwellings > 49 and < 70 units	0.013198	\$57,100	No limit
27	Multi-Unit Dwellings > 69 units	0.013198	\$80,100	No limit
28	CBD Multi-Unit Dwellings >19 and < 30 units	0.020002	\$25,600	No limit
29	CBD Multi-Unit Dwellings > 29 and < 50 units	0.020002	\$38,500	No limit
30	CBD Multi-Unit Dwellings > 49 and < 70 units	0.020002	\$64,200	No limit
31	CBD Multi-Unit Dwellings > 69 units	0.020002	\$89,800	No limit



## Appendix 10 - Utility Charges - Water

### Commencement Date for Full Charges

Service Charges – charges will apply from the date of registration of plan where the land is within the declared water supply area.

Water consumption charges – charges will apply from the date of connection of the water meter. The charge levied will reflect the water pricing plan attached to the property.

### Residential

Townsville City Council offers a choice between the Standard Plan and the Water Watchers Plan for residential properties.

#### Water Watchers Plan

For each property, lot, connection or residential vacant land:

- The fixed annual access residential water service charge will be \$337.00 per annum; and
- The residential consumption charge will be \$1.35 per kL of water used during the consumption year.

#### Standard Plan

For each property, lot or connection:

- The fixed annual charge of \$739.00 per annum for an allocation of 772 kL
- An excess water charge of \$2.83 per kL will apply for all consumption over the allowance of 772 kL during the consumption year.

### Non residential

For each non-residential property, lot or connection:

- A fixed annual access water service charge of \$351.00 per annum; and
- A consumption charge of \$2.76 per kL of water used during the consumption year.

#### Metered Standpipes

A charge of \$2.76 per kL of water used during the during the 2015/16 financial year.

### Bulk

Bulk water charges will be calculated on the basis of a volumetric charge per kL of water used.

Consumption will be charged at \$2.19 per kL used during the 2015/16 consumption year.

**Non-potable Supply**

For properties with a water meter connection that supplies non-potable water:

Consumption will be charged at \$2.19 per kL used during the 2015/16 consumption year.

**Non-contributing Consumers**

Where the applicable contribution to council's Water Supply, under council's Planning Policies, has not been received, a surcharge of \$0.50 per kL on the actual consumption from council's Water Supply Scheme will apply. The surcharge is in addition to any other water charges, and shall be adjusted upwards to the Water Watchers Plan charge or the Standard Plan charge, whichever is adopted by the consumer.



## Appendix 11 - Utility Charges – Sewerage

### Commencement Date for Full Charges

Sewerage charges – sewerage charges will be effective from the date of inspection by council's Hydraulic Services for the installation of sewerage pedestals or the date of the final inspection certificate and/or certification of classification issued, whichever is earlier.

### Sewered Premises – Residential

For each property or lot:

- The sewerage utility charge will be \$759.00 per annum or part thereof.

For each vacant residential property or lot:

- The sewerage utility charge will be \$683.00 per annum or part thereof.

For the purpose of wastewater charges only, aged care facilities and retirement and/or lifestyle villages/communities will be levied at the residential charge per pedestal.

### Sewered Premises - Non-Residential

For each non-residential property or lot:

- The sewerage utility charge will be \$890.00 per pedestal, per annum or part thereof.

For each vacant land non-residential property or lot:

- The sewerage utility charge will be \$801.00 per annum or part thereof.

Where a separate habitation space on the premises is occupied as a principal place of residence the owner may request those pedestals be charged at the Residential Sewerage Utility Charge. If approved, the change will commence from the financial year in which the application is received, or from the date thereafter as assessed by council.

### Non-Sewered Occupied Premises

Where a property in a declared sewerage area but is not connected, that property shall be levied wastewater utility charges as if it were sewerage. This excludes any instances where another sewerage pedestal charge is also being applied to the land parcel(s) under any relevant rating assessment number.

### Sewerage Infrastructure Alternative Access Fee

A surcharge of \$562.00 per lot applies to connected properties outside a zoned sewerage area.

### Commencement Date for Full Charges

Trade Waste – trade waste charges will be effective from the date of issue of a trade waste discharge approval.

Liquid trade waste charges calculated and applied as defined below:

- a) An annual access fee will apply for each liquid trade waste approval holder each year. The amount of the annual access fee will be dependent on the risk rating of the approval holder.

b) A volume charge will apply to any trade waste discharge.

c) Pollutant charges may apply to liquid trade waste approval holders in discharge category 2.0.

Charges will apply for liquid trade waste discharge in accordance with council's Trade Waste Policy and Liquid Trade Waste Management Plan and will be effective from the date trade waste approval is issued.

The annual access fee will apply based on the risk rating of the approval holder as set out in the table below:

Risk Rating	Annual Access Fee
1	\$1,280
2	\$682
3	\$496
4	\$268
5	\$176
6	\$83

Trade waste volume discharged to sewer will be levied in accordance with the table below:

Discharge Category	Volume Charge (\$/kL)
Category 1.1	\$1.95
Category 1.2	\$1.72
Category 1.3	\$1.60
Category 1.4	\$1.38
Category 1.5	\$1.95

Discharge Category	Volume Charge (\$/kL)	Pollutant Charges			
		Chemical Oxygen Demand (COD) (kg)	Suspended Solids (Kg)	SO <sub>4</sub>	
Category 2.0	\$2.11	\$1.13	\$1.06	\$0.61	

Note: Trade Waste discharge volume = (Water consumption – Allowances) x discharge factor.

Allowance Type	Allowance Volume	
Pedestal	60kL	Per pedestal

## Appendix 12 - Utility Charges – Refuse and Recycling

### Commencement Date for Full Charges

Refuse collection charges apply from the date refuse services were requested, commenced or the date of the final inspection certificate, whichever is earlier.

### Residential –

- a) Residential dwelling, home unit or flat – A charge of \$223.00 per annum will apply for a combined refuse and recycling service. Each combined refuse and recycling utility charge represents a provision for disposal of the equivalent of one 240 litre refuse bin per week, one 240 litre recycling bin per fortnight and eight vouchers for bulk waste disposal.
- b) Residential dwelling, home unit or flat – A charge of \$248.00 per annum will apply for a combined refuse and recycling service. Each combined refuse and recycling utility charge represents a provision for disposal of the equivalent of one 240 litre refuse bin per week, one 360 litre recycling bin per fortnight and eight vouchers for bulk waste disposal.
- c) Permanent additional refuse services can be arranged at a charge of \$136.00 per annum for any additional refuse collection service provided. One refuse collection service is equivalent to one 240 litre refuse bin per week (or one 120 litre refuse bin at the owner's request).
- d) Permanent additional recycling service can be arranged at a charge of \$56.00 per annum for any additional 240 litre recycling collection service provided. One recycling collection service is equivalent to one 240 litre recycling bin per fortnight.
- e) Permanent additional recycling service can be arranged at a charge of \$81.00 per annum for any additional 360 litre recycling collection service provided. One recycling collection service is equivalent to one 360 litre recycling bin per fortnight.
- f) Residential dwelling, home unit or flat properties outside the defined waste collection area and in the defined Paluma area will be levied a charge of \$167.00 per annum for a refuse service. This charge represents a provision for disposal of the equivalent of one 240 litre refuse bin per week and eight vouchers for bulk waste disposal. This service will be provided at council's absolute discretion.

### Non-Residential -

The following charges will apply to all properties not considered a residential property (as defined above):

- a) A refuse collection service charge of \$175.00 per annum will apply for one refuse collection service. This is equivalent to one 240 litre refuse bin per week.
- b) A recycling service charge of \$85.00 per annum will apply for one recycling collection service. This is equivalent to one 240 litre recycling bin per fortnight. (Weekly services are available on application).

Where the number of equivalent services provided exceeds 12 services in one lift per week, customers or identified customer groups may apply for a quotation of a commercial charge as defined under the *Local Government Act 2009*.

## **Carbon Pricing Mechanism**

The Carbon Pricing Mechanism (CPM) took effect from 1 July 2012 in Australia, requiring liable entities to relinquish an eligible emissions unit for each tonne of greenhouse gas emitted within a financial year. Townsville City Council was a liable entity under the Clean Energy Act 2011, largely as a result of the landfill operations of Townsville Waste Services. The CPM was disbanded from 1 July 2014.

In the two years of the duration of the carbon pricing scheme, Townsville Waste Services collected, by way of an increase on the Waste Utility Charge in both the 2012/2013 and 2013/2014 financial years, approximately \$3 million in funds to contribute to acquitting its carbon liability for the following 30 year period. These funds are now no longer required to be acquitted due to the Federal Government's ceasing of the carbon pricing scheme. As a result, in 2015/2016, Townsville City Council will return these funds collected, to ratepayers by delivering a \$35 (or equivalent pro-rata) refund per property, for each property that was affected by the charge increase at the time.

As a result of the difficulty of tracking down waste disposal customers, the remainder of funds collected, from varying increases on waste streams disposed of at landfills, will be expended on projects designed to minimise carbon emissions, rather than refunded.

## Appendix 13 - Nelly Bay Harbour Operational Plan

Council plans to levy a special rate on identified properties in the Nelly Bay Harbour Development in 2015/16, pursuant to Section 94 of the *Local Government Regulation 2012*.

The Annual Operational Plan detailed in this report sets out the actions and processes to be carried out, in 2015/16 for the Nelly Bay Harbour.

2015/16 Annual Operational Plan for Nelly Bay Harbour is as follows:

### Gross Pollutant Traps

- Pre and Post Wet Season inspections;
- Pre and post Wet Season pollutant removal; and
- Disposal and barge costs.

### Rock Revetment Walls

- Annual inspection and condition rating;
- Installation of survey stations to monitor future stability; and
- Design and project planning works including permit development for renewal of 45m length of A Type Wall segment 3a east near Gustav creek – refer to Condition Assessment and Rating Report and Coastal Engineering Report (Ref 10-0566qld-pobrp). (Note: works were delayed due to TC Yasi).

### Gustav Creek

- Annual inspections of sediment loading (during the wet season);
- Installation of Hungry board to reduce sediment flow into the harbour;
- Extraction of Sediment out of sediment basin; and
- Implementation of Gustav Creek Management Plan - extract sediment loading to reduce future dredging requirements.

### Canals

- Undertake annual bed level survey and side scans; and
- Water quality monitoring/floating booms where required.

## Appendix 14 - Rural Fire Levy 2015/16

Rural Fire Brigade Area	Annual Charge – per Property
Black River and Districts	\$50
Bluewater	\$45
Bluewater Estate	\$35
Clevedon	\$40
Crystal Creek	\$30
Cungulla	\$40
Horseshoe Bay	\$25
Lime Hills Elliott	\$35
Majors Creek	\$25
Oak Valley	\$20
Paluma	\$35
Purono	\$20
Rangewood	\$60
Reid River	\$25
Rollingstone	\$50
Rupertswood	\$30
Saunders Beach	\$30
Toolakea	\$12
West Point	\$30