

2013/14

Plan, deliver, progress

For further information contact: Corporate Governance Department Townsville City Council P O Box 1268 Townsville Q 4810 1300 878001

Message from the Mayor >>



Townsville City Council's 2013/14 Operational Plan and Budget has a renewed emphasis on achieving greater efficiency and transparency. The 2013/14 Operational Plan and Budget focuses on delivering the essentials to the community at the high standard the community expects. Our theme is *Plan, Deliver and Progress.*

A change in the *Local Government Act 2009* requires the Mayor to prepare and present the Budget to council, and I have done this through careful and disciplined planning. The budget focuses on providing funding for our priorities and tightening spending in a difficult economic climate. I believe the proposed Budget effectively balances the competing needs for responsible economic

management, the provision of important infrastructure and the delivery of a high standard of services to the community.

Utilising council's investment in new technology, Council's management team has combined the council's Operational Plan and Budget. This new format clearly identifies the links between the services delivered to the community by council programmes, and the cost of these programmes.

This year we are focusing on rehabilitating and improving the basic building blocks of the city with a \$181 million capital works program. This capital works program provides for major works on roads, drainage, water and sewerage, waste facilities and parks to support a progressive city.

Council has maintained the focus on programmes and initiatives to protect our environment as we continue to develop our city as a leader in sustainability.

Safety and security within the city is also high on the agenda with \$1.7 million budgeted for security and a review of our CCTV network.

To ensure Townsville continues to develop as the events capital of North Queensland, \$1.4 million is budgeted to deliver great council events. Additional funding is allocated to support signature community events such as the Townsville Festival of Chamber Music, Cultural Fest and Greek fest.

I commend this Operational Plan and Budget for 2013/14 to you. Despite the tough economic times we face, I look forward to working with council and the community as we continue to build and develop Townsville as the capital of North Queensland.

Cr Jenny Hill Mayor of Townsville

Message from the Chief Executive Officer >>

I am proud to present for the first time, a combined Operational Plan and Budget for Townsville City Council. This report is a testament to the advances council is making towards best practice planning, budgeting and reporting. Significant improvements in how we plan and report have increased transparency and accountability and, demonstrate the link between our services, programmes and the corresponding budget.



The theme of this year's Operational Plan is *Plan, Deliver, Progress*, reflecting the council's aspirations to provide quality services to our community. To me, this coming year will be a period of settling down to business and delivering basic services, following several years of historic changes.

Since my commencement with council in 2008, we have undertaken some significant changes in order to bring the council's spending back under control and support the local economy through the effects of the global financial crisis (GFC). This was no easy journey, considering the Queensland Treasury in 2008 had forecast we would be running a deficit (loss) for up to a decade. We have been successful in reducing council's forecast deficit from \$56 million annually to a projected surplus of \$1.05 million in this coming budget.

Although the GFC was having some impact on council and the city, we continued to invest in large infrastructure projects to service the needs of our future community. We fast tracked projects within council's capital works programme, taking advantage of a very competitive tendering environment and supporting the city's construction workers at the same time.

As we move forward in this coming year, our focus moves towards maintaining services to our growing community. Sustaining the city and the great lifestyle we enjoy is one of our principle priorities. We will achieve this through the provision and maintenance of our roads, drainage, water and wastewater, parks and waste facilities. It is no secret that the financial burden on the community continues to grow, with the increasing cost of living, particularly the recent sharp increases to electricity and insurance costs in our region. To this end, I am pleased that the mayor and elected representatives have worked with council's management to keep the impact of our budget to a minimum.

I am confident that the initiatives and services planned and budgeted for this year will contribute to the achievement of our corporate goals, outcomes and strategies as outlined in the Corporate Plan 2009-2014, whilst remaining affordable for our council and community.

I give my full support to the council and staff in implementing and achieving our very first combined Operational Plan and Budget 2013/14 and working towards delivering the key outcomes in our Corporate Plan 2009-2014. I look forward to providing you with Quarterly Performance Reports to inform you of our progress.

Ray Burton
Chief Executive Officer

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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.



GOVERNANCE FRAMEWORK

Council adopted its Corporate
Governance Framework in August
2012, 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.

- 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. Strong ethical, performance and values based culture
- 6. Transparency and disclosure.



Why have an Operational Plan>>

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. This year the combined Operational Plan and Budget has been achieved through the development and implementation of council's new Finance and Enterprise Asset Management (FEAM) and Corporate Performance Management (CPM) systems.

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. Legislation also requires that the Operational Plan states how the organisation is addressing its operational risks and how council will progress the implementation of its Corporate Plan 2009-2014. It is a valuable management tool detailing the services council will deliver to the community during the financial year.

Diagram 1 **Asset Management Plan** 2014/2023 **Long Term Financial Forecast Long Term** 2014/2023 **Corporate Plan** 2009/2014 Medium Goals, Outcomes, Strategies Term **Operational Plan and Budget** 2013/2014 **Short Term** Services, Programmes, Projects Revenue and Expenditure

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
- right the experiment employees represented by the experiment 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.

Significant influences>>

A number of significant factors both internal and external have influenced the preparation of council's 2013/14 Operational Plan and Budget.

Internal influences>>

- the implementation of a new Financial and Enterprise Asset Management system (FEAM) and new Corporate Performance Management system (CPM). The new systems will provide management and council with the ability to continuously improve tracking, reporting and interrogation of financial and non-financial planning and performance data
- the development of a new Corporate Plan 2014-2019 which will commence in October 2013
- significant projected increases in electricity costs, carbon tax, insurance premiums and our contribution to the Townsville Port Authority for a proposed road infrastructure which will impact on council's expenditure for the financial year
- ➤ A \$4.6M increase in council's depreciation of assets.

External influences>>

- changing legislation resulting in increased governance requirements across various areas of council
- the new legislative requirement of the Local Government Act 2009 for the Mayor to prepare and present the draft Budget to council
- the Federal Election in September 2013
- the widespread State and Federal government job, funding and expenditure cuts
- the outcome of the proposed referendum recommending constitutional recognition of local government that may affect council in terms of financial assistance at the State and Federal levels
- increased legislative requirements around climate change and community expectations and values regarding environmental sustainability
- the risk of natural disaster events
- a lower than projected population growth of 2.4% estimated by Queensland Treasury

the continuing global instability and fluctuations in the gross domestic product may impact on the viability of the minerals province and port exports which in turn may impact on employment rates and the community's capacity to pay

Responding to significant influences>>

Council aims to minimise the impact of these significant influences on ratepayers and the Operational Plan and Budget for 2013/14 incorporates the following strategies:

- maintain focus on developing and delivering a surplus Budget, projected at \$1.05 million this financial year
- > deliver the new City Plan to guide planning and development for our growing city
- commit to no new borrowings in 2013/14
- defer non-essential projects and expenditure
- conduct the biannual Community Survey and a Community Engagement Strategy to ensure that the community is consulted and heard on issues of concern to them
- establish the Mayor's Business Connect Forum to increase communication with the business community
- complete major flood mitigation road works at Blakey's Crossing and design the proposed bridge at Dalrymple Road, Bohle
- review services for cost efficiencies across council such as the Parks to Infrastructure (PS2IS) restructure using the Sustainable Service Delivery Strategy (SSDS)
- continue to apply and obtain grant funding for projects such as the National Broadband Network Grant and Community Efficiency Program (CEEP)
- focus on renewal and upgrade of our existing assets in council's 10 year capital works program
- work with the North Queensland Regional Organisation of Councils and newly established North Queensland Regional Economic Development Group.
- ▶ base the budget on a population forecast of 1.7% consistent with the actual population growth rate for 2012/13

Impact on ratepayers>>

In 2012/13 council focused on long term planning and ongoing renewal and maintenance of existing infrastructure, while keeping the average general rates increase for owner occupied residential ratepayers to a modest 1.95%, lower than CPI.

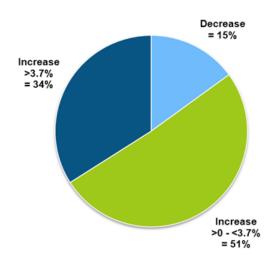
This financial year the council's direction is to *Plan, Deliver and Progress*. We will build on past achievements to strengthen our financial position. We will also focus on the city's infrastructure including the renewal, upgrade and maintenance of the road network, drainage projects and upgrades to water and wastewater infrastructure.

General Rates - Residential owner occupied ratepayers

The average financial impact on residential owner occupied ratepayers will be a general rate increase of 3.7%. This equates to a \$1.05 per week rise on the typical residential owner occupied properties with a valuation of \$160,000.

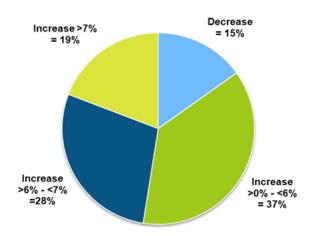
Townsville City Council uses the site value of the land as advised by the Department of Natural Resources and Mines each year, and the property's land use code, to determine the differential rating category and calculates the rates and charges accordingly. The movement in land values and differential rating categories may be the reason some properties have increases or decreases in general rates above or below the average of 3.7%. An average site value for a residential owner-occupied property in Townsville is \$160,000.

The impact of general rates to owner-occupied ratepayers is shown below:



General Rates - Residential non-owner occupied

The impact of general rates to non-owner occupied ratepayers is shown below:



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, Nelly Bay Harbour Development special 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 15.

Rates notices are distributed via Australia Post and can be viewed electronically. Refer to council's website for further details including payment options and registration to view online.

All rates and charges must be paid within 30 days after the rate notice is issued. Overdue rates and charges will bear interest from 30 days after it becomes overdue and the interest will be calculated at a rate of 11.0% per annum compounding on a daily basis, pursuant to section 133 of the *Local Government Regulation 2012*. Unless, the property owner is an approved pensioner as detailed in the Pensioner Rates Concession Policy, in which case overdue rates and charges will bear interest from 1 July 2014.

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 2012. This is the value of the land for the 2013/14 financial year and will be used to calculate rates for land, from the 1 July 2013.

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 \$700 from 1 July 2013.

Concessions may also apply for water and sewerage utility charges to certain organisations as set out in Appendix 6A.

Council has resolved to continue granting concessions to entities whose objects do not include making a profit and that applications made to council for consideration of a concession must meet the criteria as defined in section 120 of the Regulation.

Differential Rates, Limitation on Increases, Minimum General Rate

Council applies capping to all owner occupied residential lands which ensures that lands categorised as Category 1 and 16 as at 1 July 2013 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 pursuant to part 4, part 5 and section 116 of the Local Government Regulation 2012, for 2013/14 are set out in Appendix 8. The differential rating categories and criteria for each category are set out in Appendix 7.

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 pursuant to section 94 of the *Local Government Regulation 2012*, and the annual implementation plan 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 12; and
- At the rate of \$0.00 applied to the rateable value of the land.

Rural Fire Levv

Council's overall plan and implementation plan to make and levy a special charge for Rural Fire Brigades, pursuant to section 94 of the *Local Government Regulation 2012*, 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; and
- 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; and
- The annual implementation plan is to remit to the respective brigades the levy collected, twice a year; and
- 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	\$40
Bluewater Estate	\$35
Crystal Creek	\$25
Paluma	\$35
Purono	\$20
Rangewood	\$60
Rollingstone	\$50
Rupertswood	\$25
Saunders Beach	\$30
Toolakea	\$15
Clevedon	\$35
Horseshoe Bay	\$25
Lime Hills Elliot	\$30
Majors Creek	\$25
Oak Valley	\$20
Reid River	\$25
West Point	\$30
Cungulla	\$40

Julago and Alligator Creek Water Supply Scheme

The annual implementation plan to make and levy a special charge of \$1,050.00 per property per annum for the Julago and Alligator Creek Water Supply Scheme, pursuant to section 94 of the *Local Government Regulation 2012*, 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 \$920.00 per property per annum for the Black River Rural Water Supply is pursuant to section 94 of the *Local Government Regulation 2012* 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 that was adopted by council at its meeting held on 10 January 2006.
- 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 and sewerage will rise in line with pricing schedules approved by council in 2012 and will meet the costs of operating the new Mt St John Waste Water Treatment Plant and Northern Water Treatment Plants. The financial impact on ratepayers will be a water charge increase of 4.8% and sewerage charge increase of 8%.

The standard water plan of 772kl will rise from \$681 to \$714 and the excess water charge will be \$2.74 per kilolitre. The fixed service charge for the Water Watchers scheme will rise from \$310 to \$325 with the price per kilolitre increasing from \$1.24 to \$1.30.

Waste charges will rise from \$224 to \$231, with the offer of free entry to council's waste facilities in the pre-cyclone season and one additional dump voucher.

The following graph shows a comparison of residential charges with the 2012/13 financial year. Full details of the utility charges can be viewed at Appendices 9 - 11.



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. This structure will inform the community of the proposed objectives of 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

	Operating				Capital	
Core Service	Revenue	Expense	Surplus/ (Deficit)	Capital Works	Funding	Net Cost
	\$000	\$000	\$000	\$000	\$000	\$000
Community & Cultural Services	11,117	55,742	(44,625)	21,335	20,000	1,335
Enabling Services	145,499	40,864	104,635	23,255	874	22,381
Environment & Sustainability Services	670	5,383	(4,713)	893	0	893
Planning & Development	7,702	19,745	(12,043)	0	0	0
Public Infrastructure	15,062	109,026	(93,964)	80,060	40,119	39,941
Solid Waste Management	29,183	22,214	6,969	7,539	0	13,165
Wastewater Services	78,959	55,593	23,367	29,588	6,194	18,130
Water Services	84,941	63,520	21,421	18,075	9,856	8,123
Total	373,132	372,087	1,046	181,011	77,043	103,968

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, 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 >>

In November 2012, the *Local Government Act 2009* was amended and consequently removed the requirement for a Community Plan. 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 vision for the future. 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 >>

The 2013/14 financial year is the final year of the Corporate Plan 2009-2014. During this year, a new Corporate Plan for the period 2014-2019 will be developed and adopted.

The Corporate Plan is a five year plan and builds on the vision and themes in the Community Plan. It's 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 2009 – 2014 over page.

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

GOAL 1: Economic Sustainability

OUTCOME: A robust, prosperous economy which provides opportunities for business and investment

- 1.1 Promote investment and assist the development of emergent industries and businesses.
- 1.2 Engage with regional, state and national stakeholders in the creation of a strong and resilient economy.
- 1.3 Increase the city's profile through marketing initiatives, the delivery of festivals and events and support for other community based activities.
- 1.4 Promote the city's distinctive physical character and strong sense of place and identity.

OUTCOME: An integrated approach to long term planning which supports a growing city

- 1.5 Develop an integrated approach to the long term provision of infrastructure.
- 1.6 Undertake city and regional planning to reflect the aspirations of the community and create an attractive place to live, work and visit.

OUTCOME: Infrastructure that meets community needs

- 1.7 Provide and maintain timely and sustainable infrastructure.
- 1.8 Provide asset management practices which reflect the community's expectations regarding service levels and its ability to pay.

GOAL 2: Environmental Sustainability

OUTCOME: Effective management and protection of our natural and built environment through sustainable growth and development

- 2.1 Provide strategic and integrated planning and policy development to sustain our environment.
- 2.2 Effective management, protection and conservation of our natural environment.
- 2.3 Preserve and protect places of natural and heritage significance.

OUTCOME: Demonstrated environmental leadership

- 2.4 Develop and implement an Integrated Water Management Strategy.
- 2.5 Develop and implement innovative waste management and recycling strategies.
- 2.6 Minimise greenhouse gas emissions from council's infrastructure, operations and services through sustainable energy practices.
- 2.7 Partner with the community and industry stakeholders to develop and promote environmental protection and sustainability initiatives.
- 2.8 Develop and implement environmental compliance programs and promote community awareness.

OUTCOME: Climatic effects on our community, natural and built environment are minimised

2.9 Mitigate and communicate the risks and effects of climate change.

GOAL 3: Social Sustainability

OUTCOME: A safe and healthy community

- 3.1 Improve the safety and well-being of the community through the management of public health risks.
- 3.2 Plan for and provide active and healthy lifestyle opportunities.
- 3.3 Coordinate council's response to natural disasters to minimise the effects on the community.

OUTCOME: A cohesive and self-reliant community

- 3.4 Foster the development of the city as a learning community.
- 3.5 Encourage and facilitate the participation and integration of residents into the community.
- 3.6 Strengthen community networks to collaboratively deliver community services.

OUTCOME: A community with access to services and facilities

- 3.7 Plan for community facilities and services to meet the community's current and future needs.
- 3.8 Provide community services and facilities to meet the needs of the community.
- 3.9 Provide community support services to meet the needs of the community.

OUTCOME: A creative community

- 3.10 Facilitate and showcase artistic learning and expression through performances, exhibitions, activities and programs.
- 3.11 Support community participation in cultural activities, programs and events.

GOAL 4: Responsible Governance

OUTCOME: Transparent and accountable local government

- 4.1 Develop and implement council's Corporate Governance Framework to ensure strategic planning, compliance with all legislation, policies, Codes of Practice and Standards.
- 4.2 Implement robust risk management strategies.
- 4.3 Encourage community participation and ensure that the community is informed and educated about matters that impact their lives.

OUTCOME: A competent, productive and contributing workforce

- 4.4 Foster a culture of employee health, safety and well-being.
- 4.5 Implement human resource strategies to become an employer of choice.
- 4.6 Foster diversity, merit and equity, reward and recognition in the workplace.

OUTCOME: Excellence in customer service delivery and organisational management

- 4.7 Provide responsive and efficient systems to enable the delivery of council services.
- 4.8 Establish and manage long term financial planning to ensure the future sustainability of council.

Planning for this year>>

Council's 2013/14 Operational Plan details the programmes and Budget that will deliver a range of corresponding objectives, milestones and targets over the next twelve months. Regular 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.

Definitions used in the Operational Plan

Term	Definition
Outcomes	The tangible (measurable) expression of the broad strategic direction that council commits to deliver to the community in an agreed timeframe and Budget. In effect, it is the result of our collective efforts. In the Corporate Pan, outcomes answer the question 'What do we want to achieve?'
Objectives	The desired aim of each programme. 'What are we planning to do?'
Key Performance Indicators (KPIs)	Key Performance Indicators serve as a measuring stick to evaluate how we are going in achieving our goals.
Targets	Targets represent the desired result of a performance measure.
Milestones	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.

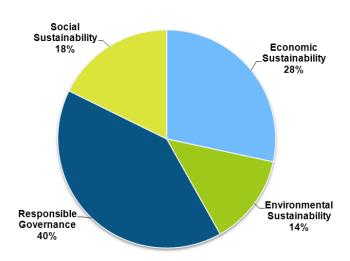
The framework, first introduced to the council in 2008, facilitates the identification, assessment and reporting on strategic, operational and project based risks and opportunities. This results in council maintaining a strategic and departmental operational risk profile, aligned with the goals and outcomes outlined in the Corporate and Operational Plans.

An annual review of council's strategic and operational risk plans is undertaken and an ongoing schedule maintained. Council's strategic and operational risk profiles are monitored on an ongoing basis by both the council and its Audit Committee.

An assessment of council's operational planning activities and operational risk strategies has been undertaken by council's Corporate Governance Department. As at 30 November 2012

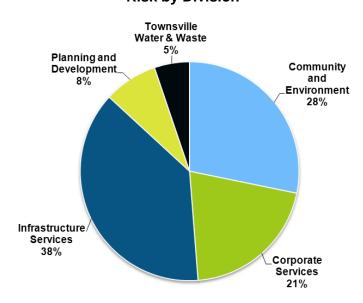
there were a total of 86 potential operational risks assessed. The following pie chart represents the percentage of potential risks against the four goals of economic, environmental and social sustainability and responsible governance.

Risk by Corporate Goal



The following pie chart represents the percentage of potential risks against the five Divisions of Council.

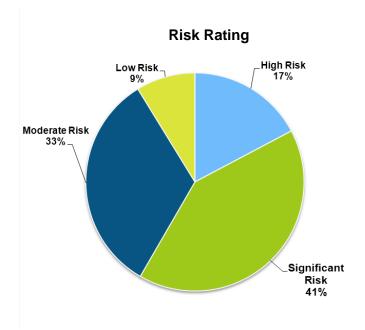




Each risk is rated based on the likelihood of the risk occurring and the consequences of the risk to trigger an appropriate management response. The final pie chart represents the

percentage of potential risks against a risk rating from high through to low. The proposed management response to each risk rating is:

Risk	Action
High risk	Requires detailed research, planning and decision making at senior levels of management.
Significant Risk	Senior management attention and action needed.
Moderate Risk	Management responsibility must be specified.
Low Risk	No major concern and can be managed by routine procedures.



The risk management strategies identified by each department, where applicable, have been included at the programme level to contribute to mitigating council's risks. This will reduce the level of residual risk on behalf of the community.

Sustainable Service Delivery Strategy

The Sustainable Service Delivery Strategy (SSDS) has been established to improve efficiency within council operations and deliver improved value for money services to the community. It focuses on four primary operational outcome areas:

- 1. Governance and Accountability
- 2. Organisational Culture
- 3. Operational Efficiency
- 4. Customer Service

These will complement council's existing continuous improvement program Smart Service, which was developed in 2009 and is based on community and staff feedback.

Smart Service is about engaging with staff at all levels to review and improve service quality using the following process:

- Determining customer needs and expectations
- 2. Measuring current performance and defects
- 3. Developing team action plans to improve service delivery
- 4. Regular customer satisfaction surveys to measure performance
- Regular progress reporting to Councillors and the Executive Management Team

Other SSDS benefits include:

- improved role clarity and staff accountability
- identification and elimination of duplication and / or waste
- improved alignment of service level, community expectations and their willingness to pay.

Measuring our Performance>>

Under the *Local Government Act 2009*, council must 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.

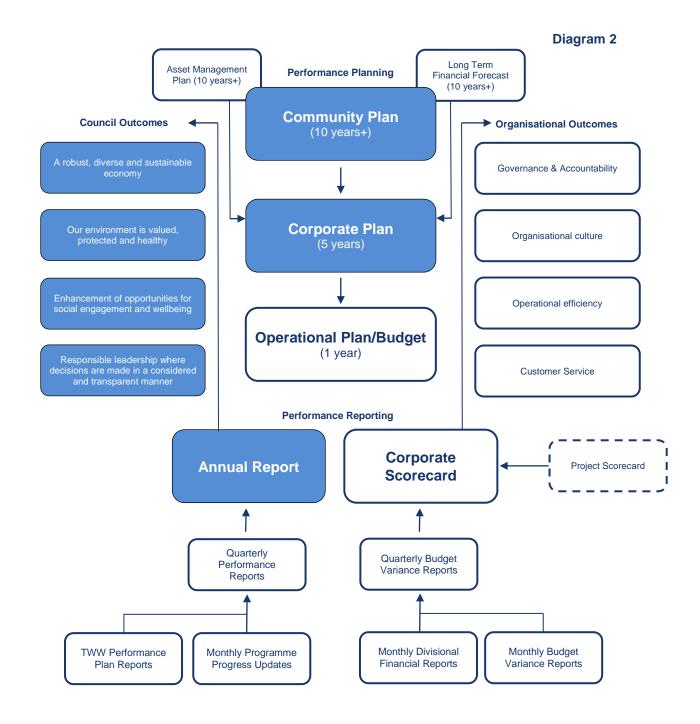
Diagram 2 outlines the various reports, which inform council of the progress against its long, medium and short-term plans. The diagram also shows which reports detail progress against the outcomes defined in both the Corporate Plan and the Sustainable Service Delivery Strategy.

The Operational Plan and Budget incorporates all programmes. An overall objective has been defined for each programme and to measure each programmes 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.

The development and implementation of the new Financial Enterprise Asset Management (FEAM) and Corporate Performance Management (CPM) systems will further enhance council's capability to analyse and report on achievements at all levels.

The Sustainable Service Delivery Strategy, (explained left), will result in the development of a business plan for council's Executive Management Team that will set the strategic direction for the administration of council, providing vision, clarity and direction to staff ensuring alignment with what we do and how that links to the strategic direction of council.

Council's Planning, Performance and Reporting Processes>>





Funding the Operational Plan

Funding for Council's Operational Plan outcomes are from two main sources:

- rates, fees and charges
- grants, subsidies, contributions and donations

Fees and Charges

The fees and charges for 2013/14 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 are made up of statutory charges for regulatory services and are those associated with the granting of a permit/licence or the regulation of an activity. Changes in statutory fees are made in accordance with State Government legislative direction, and result from volume and anticipated CPI changes and user charges relating to 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	Typical Property
General Rates	Residential Owner Occupied	3.50%	3.70%
	Residential Non-Owner Occupied	4.51%	
	Non-Residential	5.30%	
	Large Shopping, Bulky Goods	7.76%	

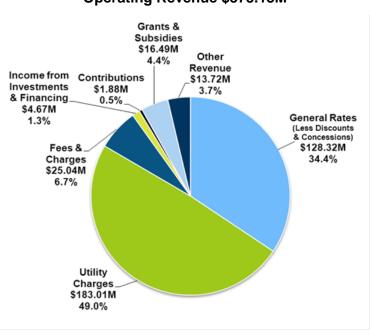
Rate Type	Description	Increase	Amount \$
Water	Standard Plan	4.80%	714.00
	Standard Plan Consumption	4.98%	2.74
	Water Watcher	4.80%	325.00
	Water Watcher Consumption	4.80%	1.30
	Non-Residential	7.30%	339.00
	Non-Residential Consumption	7.66%	2.67

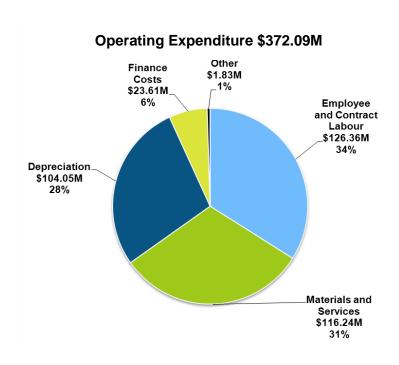
Rate Type	Description	Increase	Amount \$
Sewerage	Residential	8.30%	759.00
	Non-Residential	7.75%	890.00

Rate Type	Description	Increase	Amount \$
Waste	Domestic Bundled	3.13%	231.00
	Commercial Service Waste	8.88%	184.00
	Commercial Service Recycling	0.00%	76.00

The graphs below outline the key components of the 2013/14 Operating Revenue and the Expenditure that will fund the Operational Plan outcomes.

Operating Revenue \$373.13M





Net Lending/Borrowing Position

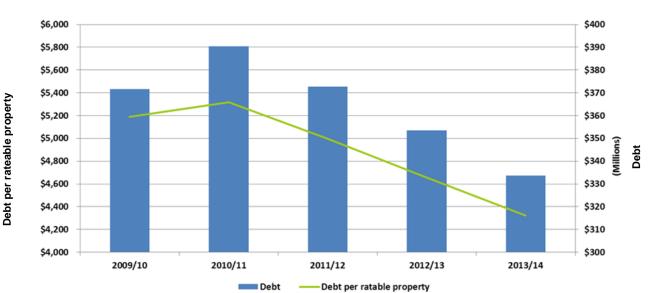
Council manages its debt in accordance with its Debt Management Policy. The policy states that council does not use long-term debt to finance operating activities or recurrent expenditure and will endeavour to fund all capital renewal projects from operating cash flows and borrow only for new and upgrade capital projects. This financial year there will be no new borrowings as council aims to reduce its current debt by \$19m reducing the total debt to \$334m by 30 June 2014. This in turn will provide \$1.8m of savings in interest payments to help fund front line services.

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. Table 2 illustrates council's debt per rateable property and the forecast reduction of council's debt to 30 June 2014.

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





Capital works

Council's Capital Works program for 2013/14 is \$181m including major works on roads, drainage, waste facilities, water and sewerage.

Table 3 lists the expenditure proposed in the capital works program by core service. The gross cost represents the cost of the works excluding funds from Subsidies, Donations and Contributions. Note: the table does not include assets contributed by developers.

Capital program Summary by Core Service

*Excludes Donated Assets

Table 3

Core Service	Capital Works \$000	Funding \$000	Net Cost \$000
Community & Cultural Services	21,335	20,000	1,335
Enabling Services	23,255	874	22,381
Environment & Sustainability Services	893	0	893
Planning & Development	0	0	0
Public Infrastructure	80,060	40,119	39,941
Solid Waste Management	7,539	0	7,539
Wastewater Services	29,855	6,194	23,661
Water Services	18,075	9,856	8,219
Total Capital Program	181,011	77,043	103,967

Highlights of the capital works program are detailed in the next section detailing the major projects proposed for the 2013/14 financial year.

Core Service	Program Type	Service Level	Program Description	Estimated Cost \$000
Communi	ty & Cultural	Services		21,334
	New & Upgrade			
		Facilities		
			Jezzine Barracks Redevelopment	15,000
		Galleries	·	
			Perc Tucker Gallery Artwork Acquisition	21
		Libraries		
			RFID - all locations	290
	Renewal			
		Events		
			Civic Theatre	18
			V8 Track works	57
		Facilities		
			TECC Renewal	5,000
		Libraries		,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,
			Thuringowa - Multiscreen replacement	19
		Sport &		
		Recreation		
			Swimming Pool blankets and vacuum	100
		Cemeteries		
			Cemetery roadway refurbishment & general	829
	-			

Enabling	Services			23,255
	New &			•
	Upgrade			
		Buildings &		
		Facilities		
		Management		
			Riverway Arts Centre - install sterile air to	00
			AHUS	28
			Tony Ireland Stadium - grounds shed &	000
			scoreboard Townsville RSL Stadium - bird shock device	823
			Civic Theatre - install sterile air to AHUs	33 70
			Serene Valley Depot - Amenities building	50
			Civic Centre - Common areas, car park &	30
			landscape	261
			Idiladdapo	201
			Disaster Coordination Centre - Design	500
			Fleet Workshop Upgrade	3,000
		Business	- Host Western op grade	0,000
		Management	Traffic Classifier	15
		Fleet	Tranic Ciassillei	15
		Management		
			Heavy Plant and Trucks	990
		Information		
		Communication		
		Technology		
			Business Management Systems	865
			CCTV & infrastructure assets	550
	<u> </u>		NBN Grant	525
	Renewal	5 " " 6		
		Buildings & Facilities		
		Management		
		wanagement	AMP Renewal - Childcare centres & sundry	
			property	215
			Enterprise Centre - replace air conditioners &	210
			roofing	92
			Horseshoe Bay Schoolhouse - renewal,	
			renovation & asbestos removal	60
			Magnetic Island Childcare Centre - toilet	
			refurbishment	50
			Strand Building no 5 (CBar) - corrosion	
			protection & decking rehabilitation	198
			Upper Ross Recreation Centre PCYC - air	
		1	conditioners & roofing	170
			Tony Ireland Stadium - officials & meeting room	070
			& external scoreboard	270
	 	+	Tumbetin Lodge - deck renewal	200
			AMP Renewal - Civic Theatre, Tobruk Memorial	242
	<u> </u>	+	Baths, Tony Ireland Stadium Swimming Pool area rehabilitation and pool	242
			blankets	108
			Public amenities refurbishment of toilets	176
		1	AMP Renewal - Administration building, Civic	170
			Centre, Dalrymple Road Depot	460
			SES Green St - corrosion protection & ceiling	
		<u> </u>	refurbishment	35
			Bamford Lane Depot - air conditioners	70
-			Cranbrook Rd Depot - replace office	·
			demountable	62
			Dalrymple Rd Depot - electrical works & line	_
			markings	125
	1	1	First Avenue Depot - refurbish amenities	35

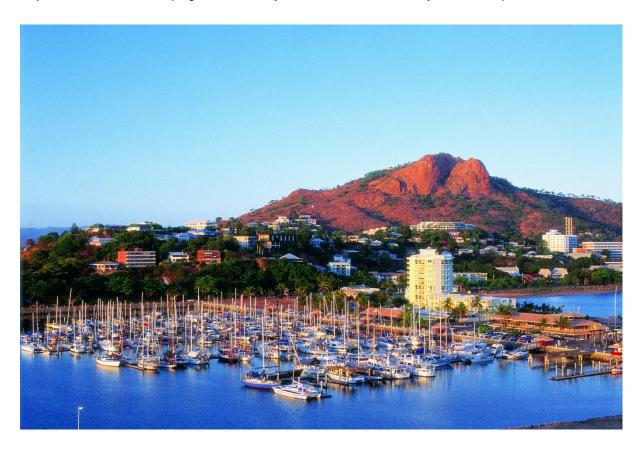
		HVAC Renewal	754
	Business	TIVAC Nellewal	7.54
	Management		
	a.iugee.ii	Total Stations - Trimble 5600 replacement	50
	Fleet		
	Management		
		Heavy Plant and Trucks Renewal Program	4,395
		Light Vehicles and Minor Plant Renewal	-
		Program	2,034
	Information		
	Communication		
	Technology		
		Aerial photography	200
		Business Management System	2,200
		CCTV & infrastructure assets	508
		Mobile mapping devices	40
		Printers, servers, telephony & workstations	2,750
	Laboratory		
	Services		
		Laboratory Equipment Replacement	45
Foods and the second se	-L:!!(C		225
Environment & Sustain	ability Services		893
New & Upgr			
	Sustainability Services		
	Services	Community Energy Efficiency Program (CEED)	902
		Community Energy Efficiency Program (CEEP)	893
Public Infrastructure			80,060
New &			80,000
Upgrade			
Opgrade	Coastal Facilities		
	Oodstai i doiiities	Stormwater Drain Program	30
		Off Street Infrastructure - Boat Ramps	2,900
	Drain &	On Offeet infrastructure - Boat Namps	2,300
	Stormwater		
	Management		
		CWIP Project allowance	200
		Stream & Rainfall Gauges x 2	60
		Flood Mitigation	214
		Installation of Low Flow channels	505
		Minor Drainage - Various Projects	
		Willion Drainage - Various Projects	40
	Open Space	Willion Drainage - Various Projects	
	Open Space Management	Millor Dramage - Various Projects	
		Open Space - Construct Stage - Victoria park,	
		Open Space - Construct Stage - Victoria park, Reid park, Observation deck	
		Open Space - Construct Stage - Victoria park, Reid park, Observation deck Open Space - Design Stage - Panorama Site	882 33
		Open Space - Construct Stage - Victoria park, Reid park, Observation deck Open Space - Design Stage - Panorama Site Dog off-leash facilities program	882 33 60
		Open Space - Construct Stage - Victoria park, Reid park, Observation deck Open Space - Design Stage - Panorama Site Dog off-leash facilities program HIGB Central landscaping	882 33 60 110
		Open Space - Construct Stage - Victoria park, Reid park, Observation deck Open Space - Design Stage - Panorama Site Dog off-leash facilities program HIGB Central landscaping Irrigation - Victoria Park & Reid park	882 33 60 110 216
	Management	Open Space - Construct Stage - Victoria park, Reid park, Observation deck Open Space - Design Stage - Panorama Site Dog off-leash facilities program HIGB Central landscaping	882 33 60 110
	Management Roads &	Open Space - Construct Stage - Victoria park, Reid park, Observation deck Open Space - Design Stage - Panorama Site Dog off-leash facilities program HIGB Central landscaping Irrigation - Victoria Park & Reid park	882 33 60 110 216
	Management Roads & Transport	Open Space - Construct Stage - Victoria park, Reid park, Observation deck Open Space - Design Stage - Panorama Site Dog off-leash facilities program HIGB Central landscaping Irrigation - Victoria Park & Reid park	882 33 60 110 216
	Management Roads &	Open Space - Construct Stage - Victoria park, Reid park, Observation deck Open Space - Design Stage - Panorama Site Dog off-leash facilities program HIGB Central landscaping Irrigation - Victoria Park & Reid park Parks upgrades - Several parks & gardens	882 33 60 110 216
	Management Roads & Transport	Open Space - Construct Stage - Victoria park, Reid park, Observation deck Open Space - Design Stage - Panorama Site Dog off-leash facilities program HIGB Central landscaping Irrigation - Victoria Park & Reid park Parks upgrades - Several parks & gardens Capital Works Implementation Program - CWIP	882 33 60 110 216 138
	Management Roads & Transport	Open Space - Construct Stage - Victoria park, Reid park, Observation deck Open Space - Design Stage - Panorama Site Dog off-leash facilities program HIGB Central landscaping Irrigation - Victoria Park & Reid park Parks upgrades - Several parks & gardens	882 33 60 110 216
	Management Roads & Transport	Open Space - Construct Stage - Victoria park, Reid park, Observation deck Open Space - Design Stage - Panorama Site Dog off-leash facilities program HIGB Central landscaping Irrigation - Victoria Park & Reid park Parks upgrades - Several parks & gardens Capital Works Implementation Program - CWIP allowance for Design	882 33 60 110 216 138
	Management Roads & Transport	Open Space - Construct Stage - Victoria park, Reid park, Observation deck Open Space - Design Stage - Panorama Site Dog off-leash facilities program HIGB Central landscaping Irrigation - Victoria Park & Reid park Parks upgrades - Several parks & gardens Capital Works Implementation Program - CWIP	882 33 60 110 216 138
	Management Roads & Transport	Open Space - Construct Stage - Victoria park, Reid park, Observation deck Open Space - Design Stage - Panorama Site Dog off-leash facilities program HIGB Central landscaping Irrigation - Victoria Park & Reid park Parks upgrades - Several parks & gardens Capital Works Implementation Program - CWIP allowance for Design Shared Pathway Network Program	882 33 60 110 216 138
	Management Roads & Transport	Open Space - Construct Stage - Victoria park, Reid park, Observation deck Open Space - Design Stage - Panorama Site Dog off-leash facilities program HIGB Central landscaping Irrigation - Victoria Park & Reid park Parks upgrades - Several parks & gardens Capital Works Implementation Program - CWIP allowance for Design	882 33 60 110 216 138
	Management Roads & Transport	Open Space - Construct Stage - Victoria park, Reid park, Observation deck Open Space - Design Stage - Panorama Site Dog off-leash facilities program HIGB Central landscaping Irrigation - Victoria Park & Reid park Parks upgrades - Several parks & gardens Capital Works Implementation Program - CWIP allowance for Design Shared Pathway Network Program Pedestrian Facilities and Safety	882 33 60 110 216 138
	Management Roads & Transport	Open Space - Construct Stage - Victoria park, Reid park, Observation deck Open Space - Design Stage - Panorama Site Dog off-leash facilities program HIGB Central landscaping Irrigation - Victoria Park & Reid park Parks upgrades - Several parks & gardens Capital Works Implementation Program - CWIP allowance for Design Shared Pathway Network Program Pedestrian Facilities and Safety Minor Roadworks & Traffic Management	1,600 649 882 33 60 110 216 138
	Management Roads & Transport	Open Space - Construct Stage - Victoria park, Reid park, Observation deck Open Space - Design Stage - Panorama Site Dog off-leash facilities program HIGB Central landscaping Irrigation - Victoria Park & Reid park Parks upgrades - Several parks & gardens Capital Works Implementation Program - CWIP allowance for Design Shared Pathway Network Program Pedestrian Facilities and Safety Minor Roadworks & Traffic Management Road Network Augmentation Program	882 33 60 110 216 138 1,600 649 80 340 24,103
Ranawal	Management Roads & Transport	Open Space - Construct Stage - Victoria park, Reid park, Observation deck Open Space - Design Stage - Panorama Site Dog off-leash facilities program HIGB Central landscaping Irrigation - Victoria Park & Reid park Parks upgrades - Several parks & gardens Capital Works Implementation Program - CWIP allowance for Design Shared Pathway Network Program Pedestrian Facilities and Safety Minor Roadworks & Traffic Management	882 33 60 110 216 138 1,600 649 80
Renewal	Management Roads & Transport	Open Space - Construct Stage - Victoria park, Reid park, Observation deck Open Space - Design Stage - Panorama Site Dog off-leash facilities program HIGB Central landscaping Irrigation - Victoria Park & Reid park Parks upgrades - Several parks & gardens Capital Works Implementation Program - CWIP allowance for Design Shared Pathway Network Program Pedestrian Facilities and Safety Minor Roadworks & Traffic Management Road Network Augmentation Program	882 33 60 110 216 138 1,600 649 80 340 24,103

		Stormwater Drain Program	1,000
	Drain &	Stoffiwater Brain'r Togram	1,000
	Stormwater		
	Management		
		Capital Works Implementation Program - CWIP	
		allowance for Design	352
		Drainage Pit grate / Grid Replacement with SIP	47
		Stormwater Drain Program	4,309
		Flood Mitigation Pump Stations Refurbishment	
		Program	130
		Tide Gate Refurbishment Program	62
	0	NDRRA Funding 2013/14 Drains Recovery	363
	Open Space		
	Management	Irrigation / Turf & Grassed Areas - Reid Park	325
		Site Renewal - Construct Stage - 3 parks, 1	323
		beach	509
		Site Renewal - Design Stage - Bushland Beach	184
		Capital Works Implementation Program - CWIP	104
		Irrigation Design	100
		Irrigation - Anderson Gardens, Dan Gleeson &	
		Nankivell park	200
		IRRINET Irrigation backbone network program	167
		Irrigation network controllers program	220
		Irrigation reticulation network	491
		Water savings initiative - pumping systems	
		program	860
		Site Renewal - Park locations	136
		Signage Renewals - all sectors	61
		Replace - Botanics	60
		Fencing Renewals - all sectors	151
		Furniture Renewals - all sectors	267
		Lighting Renewals - all sectors	210
		Roads and Pathways Renewals - all sectors	306
		Play Equipment & Sporting Renewals - all	4.050
	Doods 0	sectors	1,258
	Roads & Transport		
	Management		
	Wanagement		
		Bridge Rehabilitation - Various locations	143
		Capital Works Implementation Program -	
		allowance for Design & Project Management	1,408
		Lab and Field Equipment	85
		Programmed replacement of guide posts and	
		delineators	44
		Kerb & Channel Replacement Program	3,500
		Shared Pathway - Preventative Maintenance	
		Program	727
		Programmed Resheeting Gravel Roads	620
		Road Preventative Maintenance Program	7,242
		Road Reconstruction Program	10,200
		Programmed Resheeting Sealed Rural Road	
		Shoulders	337
		Strand Renewal and Rectification Works	65
		Programmed replacement of signs	200
		Traffic Signals Program	150
		NDRRA Funding 2013/14 Roads Recovery	11,111
Solid Woote Manager	nont		12.465
Solid Waste Managem New &	leilt		13,165
New & Upgrade			
opgrade	Solid Waste	+	
	Collection and		
	Recycling		
	1 :		

		Service & Street Bins	90
	Solid Waste Treatment and Disposal		
	Disposai	Landfill / Capping - 3 locations	10,354
		Leachate Management - 3 locations	2,130
		Hervey Range - Stormwater infrastructure	,
		Stage A	200
		Upgrade Greenwaste pads - Jensen & Stuart	246
Renewal	0.11.11.44		
	Solid Waste Collection and Recycling		
	, ,	Bulk & Service Bins	130
	Solid Waste Treatment and Disposal		
		Bulk & Service Bins	1:
lastewater Services	T		24,228
New &			
Upgrade	Wastowator Colle	ction, Treatment and Re-use	
	wastewater Colle	Cleveland Bay STP - Design & Construct	6,90
+		Pump Station New - several locations	1,78
		Wastewater Pipes New - several locations	5,02
		Sewer Pipe Upgrades - several locations	2,07
		Pump Station Upgrade - 2 locations	26
		Trades Services Equipment Upgrade	11:
Renewal	100		
	Wastewater Colle	ction, Treatment and Re-use	4.00
		Other treatment plant renewals/upgrades	1,80
		Pump Station Renewal Sewer Pipe Rehabilitation (including manholes,	2,11
		jump ups, combines)	4.15
		Jump aps, combines)	7,10
later Services			18,07
New & Upgrade			-
	Water Supply	N W C D	F 00
		New Water Pipes - several locations Reservoir Design - 2 locations	5,93 1,20
		New Meters and Services	54
		Water Treatment Plant New & Upgrade	15
		SCADA - System Monitoring	2
		ULDA Trunk Reticulation Main	1,20
Renewal			
	Water Supply		
		Other dams and weirs renewals	89
		Other pump station renewals	9
		Other reservoir renewals (including cathodic	00
		protection) Water Pipes Penlacement	88
	+	Water Pipes Replacement Water Treatment Plant Renewals	4,82 1,58
			1.30
		Metered Replacement	75

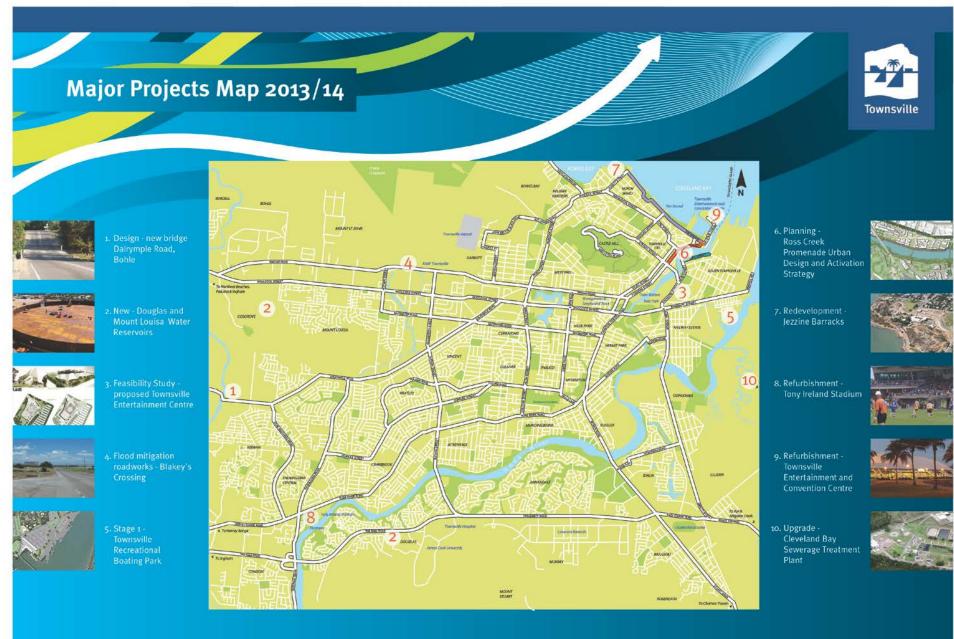
Major Projects

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 Jezzine Barracks and Blakey's Crossing. Others will depend on the availability of funding, or are in the design or planning stages such as the proposed Dalrymple Road Bridge and Townsville Entertainment Centre in the CBD. The location of these Major Projects are shown overpage followed by a detailed commentary of the scope of works.



Key to Major Projects Map

- Design new bridge Dalrymple Road Bohle
- New Douglas and Mount Louisa Water Reservoirs
- 3. Feasibility Study proposed Townsville Entertainment Centre
- Flood mitigation roadworks Blakey's Crossing
- Stage 1 Townsville Recreational Boating Park
- 6. Planning Ross Creek Promenade Urban Design and Activation Strategy
- 7. Redevelopment Jezzine Barracks
- 8. Refurbishment Tony Ireland Stadium
- 9. Refurbishment Townsville Entertainment and Convention Centre
- Upgrade Cleveland Bay Sewerage Treatment Plant



1. Design - Dalrymple Road Bridge

Design phase to be completed – December 2013



Detailed design will be undertaken for a future new bridge to 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 proposed scope is to construct a bridge and/or culvert structures to accommodate a Q50 event over the Bohle River, which includes the adjacent overflow channel on the western side of the Bohle River.

2. New - Douglas and Mount Louisa Reservoirs

Construction – October 2013

Council plans to complete construction of a 41 mega litre twin for Townsville's biggest reservoir on the hill slopes of Douglas this financial year. The new facility will be built alongside the existing reservoir, with the same storage which is equivalent to 16 and a half Olympic size pools. Townsville owned company Wulguru Steel Pty Ltd are the contractors for the project.



The current 41 mega litre Douglas reservoir is one of three main water storage structures in the city's integrated water supply network. The other two big reservoirs are located at Mount Louisa and have a combined capacity of 45 mega litres. There are also smaller facilities throughout Townsville.

Construction of the \$9.7 million facility is part of the integrated water strategy.

Design of the Mount Louisa reservoir will also commence in the 2013/14 financial year to construct a new 22 ML water storage reservoir. This will involve the geotechnical and structural design of the new reservoir, with the expectation of undertaking the contract phase in the following year. The new reservoir will complement the existing water storages at

Mount Louisa to ensure that Townsville Water's water storage capacity in the area keeps pace with growth and demand at peak times.

3. Feasibility Study – Future Townsville Entertainment Centre [CBD]

Expected completion of Feasibility Study - September 2013

Council has been lobbying the state and federal governments for funding of a proposed new Townsville Entertainment Centre near the CBD to house the North Queensland Cowboys, Townsville Crocs and to attract other national and international sporting and entertainment events.

Prior to the 2012 state and federal elections funding was considered as follows:

- ➤ Federal Government \$47.67 million
- Queensland Government \$47.67 million
- ➤ Townsville City Council \$47.67 million.





Following the 2012 state election the funding offer was withdrawn and work now continues to develop a detailed feasibility study and business case for the new Entertainment and Centre, to determine the state's future role in the project.

Townsville City Council, Townsville Enterprise Limited, the Townsville CBD Taskforce and the Townsville Chamber of Commerce will continue to plan and lobby for the new Entertainment and Convention Centre.

4. Flood Mitigation - Blakey's Crossing

Construction phase to commence – September 2014

Blakey's Crossing is located on Ingham Road, between Mather and Duckworth Streets, Bohle. Every year, Ingham Road at Blakey's Crossing is closed due to the North Queensland wet season for up to six weeks or more.

These closures divert traffic to local, collector and arterial roads causing congestion, time delays and frustration for motorists. It is important to note that during minor flooding events, council closes this section of road to:



- protect the safety of travelling public
- prolong the life of the existing road pavement which is at risk of significant damage caused by traffic movements and swift water flooding.

Ingham Road is a principal road link servicing a rapidly growing Northern Beaches community and Townsville's major industrial area at Bohle to the Bruce Highway and Townsville CBD. It is anticipated that the Northern Beaches area will account for approximately 60% of Townsville's future population (forecast by 2031 is 70,000 people). The proposed solution is to construct either a bridge or culvert structures over the existing

watercourse and low lying area. It is expected Ingham Road will remain open during the construction of the project, with reduced traffic arrangements.

The overall estimate to manage, design and build the project is \$24million. All funding for the project has been provided by the Queensland State Government.

5. Stage 1 - Townsville Recreational Boating Park

Stage 1 Construction to be completed – November 2014



The second phase of the boating park located on the river bank between Fifth and Seventh Avenues, Railway Estate, will continue this financial year. The project allows for the construction of on and off shore facilities and other enhancements of vacant land at the end of Fifth Avenue, adjacent to Goondi Creek. This will ensure the preservation of the "Fisherman's Memorial" in the existing park at the end of Fifth Avenue.

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

Funding for the \$25million project will be jointly provided by the Townsville City Council and the Queensland Government.

Council will be responsible for designing the on-shore facilities, while Transport and Main Roads will provide designs for the in-water facilities. Cardno (Qld) Pty Ltd has been appointed by Townsville City Council and Transport and Main Roads as the Principal Design service provider for this project.

6. Urban Design and Activation Strategy - Ross Creek Promenade Completion – June 2014

Council's Master Plan for the CBD includes a proposed continuous recreation pathway network along both the eastern and western banks of Ross Creek, including new or upgraded pedestrian and cycle bridges between key destinations.

An Urban Design and Activation Strategy will build on the key components identified in the master plan and guide future development such as:



- an urban waterfront promenade along the western bank of Ross Creek incorporating jettys, viewing platforms and seating connecting the Railway Station to The Breakwater
- recreation pathways and boardwalks along the banks of Ross Creek connecting grassed linear parklands and natural creek vegetation from Reid Park to the new Ferry Terminal

new and upgraded existing pedestrian bridges to improve links between the recreation pathways.

The Urban Design and Activation Strategy are due to be completed by June 2014.

7. Redevelopment - Jezzine Barracks

Expected completion of redevelopment - March 2014

Work has already commenced on the Jezzine Barracks site at the northern end of The Strand. Townsville City Council, as project manager for the project, has appointed Abigroup Constructions Pty Ltd as the head contractor to construct the Jezzine Barracks Redevelopment.

Council will contribute \$18m towards this project in 2013/14. The \$40m Jezzine Barracks



Redevelopment is to become a valuable public asset for the people of Townsville as a major heritage and community site. The funding partners, Townsville City Council, Commonwealth Government and Queensland Government are working closely with the Jezzine Barracks Community Trust to deliver this pivotal project to Townsville's community.

This community project will include parklands, an elevated coastal boardwalk and an extensive pathway network, that will eventually link the city's most popular beachside spots, The Strand and Rowes Bay.

The redevelopment embraces our indigenous, community and military values and will showcase them for the rest of Australia and indeed the world to visit and enjoy freely.

The redevelopment is expected to be completed in the first half of 2014.

8. Refurbishment - Tony Ireland Stadium

Installation - March 2014



The Tony Ireland Stadium will secure an LED scoreboard/replay screen to primarily cover all required specifications for the Australian Football League and high level cricket of all formats such as Test, One day and Twenty/20. The screen will be able to accept all forms of audio visual feeds from television broadcasts, advertising and other formats for a variety of purposes and uses including concerts and other entertainment. The project will include the purchase of the screen including installation and graphics package.

9. Refurbishment - Townsville Entertainment and Convention Centre

Refurbishment - June 2014

The business case for the refurbishment project recommends a total net Budget of \$7,029,000 and sets delivery over three (3) financial years (2012/13, 2013/14, 2014/15). The business case was endorsed by Council on 6 June 2012 at a special meeting.

Council is seeking to fully fund the project with Federal and State Funding Programs. Council has been given verbal and written indication that



\$5.0M is available via Community Infrastructure Grants Scheme (Federal Government) pending the submission and approval of a Funding Application. The funds are expected to be available on or before 01 August 2013.

The plan for the 2013/14 financial year will be to complete more than 70% of the project including 100% of the detail design and specification required for the works. The following 30% of the project is planned to occur in the 2014/15 financial year with Contract Defects Liability extending into the first quarter of the 2015/16 financial year.

10. Remediation and Upgrade - Cleveland Bay Water Treatment Plant Completion – June 2014

The Cleveland Bay odour control and rehabilitation works are proposed for 2013/14. \$1.5 million for design of upgrade at Cleveland Bay Treatment Purification Plant and \$5.4 million to commence odour control works at Cleveland Bay Purification plant



The odour control and remediation works will rectify the findings from the 2006 Water Matters Alliance and will ensure that on site personnel are not being exposed to hazardous gases and that the life span of the current civil plant structures are extended well into the foreseeable future. Completion of this work is scheduled for February 2014.

The design phase of the plant upgrade can now proceed as Townsville Water and Waste has been able to successfully renegotiate the treatment plants discharge licence conditions with Department of Environment and Heritage Protection (DEHP) resulting in more achievable environmental targets. These targets can now be used to set the design parameters of the plant upgrade and will dictate hydraulic and process capacities. The recently re-negotiated licence issued by DEHP and the new redesigned plant will allow the treatment process to be less reliant on chemicals in order to meet its environmental obligations, ensuring ongoing cost savings to council and minimisation of environmental impacts. Completion of this work is scheduled for June 2014.

Other key projects:

Clean Energy Futures Program

Council has been successful in obtaining 50:50 funding through the Federal Government's Clean Energy Futures Program. The program will assist council's and the community's transition to a lower carbon future and builds on our successful Townsville Solar City projects. The funding is allocated to:

- directly reduce council's multi-million dollar annual electricity bill
- > reduce carbon emissions
- implement smart and efficient technology to better manage our facilities and buildings in order to reduce overall costs to our community
- support community engagement and assist residents and businesses to build their own capacity to respond to energy prices and carbon reductions.

The following will be delivered under the program:

- energy Conservation Measures totalling 854 263.49 kWh in annual savings will be conducted to improve lighting in Council buildings, improve efficiency of air conditioning systems, retrofit with energy efficient outdoor lighting solutions; improve hot water systems and install energy saving modules
- community workshops and education sessions will be conducted to assist residents and Small to Medium Businesses (SME) to learn together and improve their own energy efficiency and achieve cost reductions in their homes and businesses
- implement an Enterprise Wide Energy Management System to identify future savings, maintenance cost reductions and financial investment opportunities
- trial a Smart Buildings analysis to enable enhanced performance and design of Council and community buildings.

Motor Sports Precinct

Townsville City Council and the Driver Education Centre and Motorsport Action Group (DECAMAG) plan to develop a motorsport and driver training precinct in Bidwilli Road.

The following conditions will apply for the project to come to fruition:

- confirmation of the site viability and the feasible scope of precinct size and uses based on detailed acoustic and environmental investigation
- conclusion of negotiations with directly affected leaseholders and landowners
- conclusion of negotiations with Queensland Government on appropriate land transfer arrangements



- completion of a viable business and funding plan
- compatibility of any proposed motorsports precinct development with the longterm requirements of major industry and existing land use rights.

Security Review

\$1.7m will be spent on security and surveillance with a major review to be undertaken to ensure that our CCTV coverage is efficient. The review will involve:

- consultation with internal and external stakeholders
- revision of the security activities undertaken by council
- assessment of the current and future of council and the community

The review will also consider council's policies, standards, processes and controls to mitigate risks relative to:

- community safety
- protection of council personnel
- protection of council assets
- > information privacy principles
- deployment of security management activities



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 Waste and Water

This year council's Operational Plan and Budget is grouped by Core Service and Programme Group. Each Programme Group 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 2013/14 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
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Waste Water Servi	Waste Water Services		
	Waste Water Supply	216	
Water Services			
	Water Supply	225	
Planning & Develo	pment		
	Urban Planning/Built Environment	234	

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

Core Service >> Service >>	Community and Culture Cemeteries
Programme Group >> Programme Group Budget >>	Cemeteries \$1,617,462

• Provide community services and facilities to meet the needs of the community

Programme Group Budget Summary >>

	2013/14 Recurrent \$000	2013/14 Non-recurrent \$000	2013/14 Total \$000
Operating Revenue	408	0	408
Operating Expense	788	0	788
Capital Income	0	0	0
Capital Works	814	16	829

Individual Programme Summary >>

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Cemeteries	 Preservation, beautification and maintenance of cemeteries 	788	829	1,617

Measure	Target	Milestone	Division Responsible
Deliver 75% of cemetery	75%		Infrastructure Services
maintenance within defined service			
target timeframes and schedules			
80% community satisfaction with the	80%		Infrastructure Services
operation and maintenance of			
cemeteries			

Core Service >> Service >>	Community and Culture Community & Cultural Services
Programme Group >> Programme Group Budget >>	Business Management & Support \$1,121,669

• Provide community services and facilities to meet the needs of the community

Programme Group Budget Summary >>

	2013/14 Recurrent \$000	2013/14 Non-recurrent \$000	2013/14 Total \$000
Operating Revenue	9	0	9
Operating Expense	1,122	0	1,122
Capital Income	0	0	0
Capital Works	0	0	0

Individual Programme Summary >>

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Business Support- Community Services	Provision of business and administrative support to Community Services including community spaces and facilities	1,122	0	1,122

Measure	Target	Milestone	Division Responsible
75% of Commercial Permits	75%		Community & Environment
assessed and responded to within 30			
business days			

Core Service >> Service >>	Community and Culture Community Support Program
Programme Group >> Programme Group Budget >>	Business Management & Support \$1,806,933

• Encourage and facilitate the participation and integration of residents into the community

Programme Group Budget Summary >>

	2013/14 Recurrent \$000	2013/14 Non-recurrent \$000	2013/14 Total \$000
Operating Revenue	2	0	2
Operating Expense	1,737	69	1,807
Capital Income	0	0	0
Capital Works	0	0	0

Individual Programme Summary >>

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Business Support- Community Development	 Contribute to the development of a culture of community engagement within Townsville City Council Facilitation of community participation in the Council decision making process 	1,807	0	1,807

Measure	Target	Milestone	Division Responsible
Facilitate 4 Inclusive Community	4		Community & Environment
Advisory Committee Meetings			
Train one Community Engagement		30 Jun 2014	Community & Environment
Champion in each council			
Department			

Core Service >> Service >>	Community and Culture Community Support Program
Programme Group >> Programme Group Budget >>	Community Support Programs \$1,720,161

- Improve the safety and well-being of the community through the management of public health risks.
- Encourage and facilitate the participation and integration of residents into the community
- Strengthen community networks to collaboratively deliver community services
- Support community participation in cultural activities, programs and events
- Provide responsive and efficient systems to enable the delivery of Council services

Programme Group Budget Summary >>

	2013/14 Recurrent \$000	2013/14 Non-recurrent \$000	2013/14 Total \$000
Operating Revenue	138	0	138
Operating Expense	1,712	8	1,720
Capital Income	0	0	0
Capital Works	0	0	0

Individual Programme Summary >>

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
ATSI Community Programs	Coordinate ATSI oriented programs and activities in accordance with the ATSI Strategic Action Plan	125	0	125
Community Programs	Support the development of capacity in community organisations for self managed actions and sustainability	82	0	82

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Community Sport Programs	 Facilitate a healthy and active community by coordinating sport and recreation oriented programs and activities in accordance with the Sport and Recreation Strategic Action Plan Recognise excellence and achievement in sport and recreation 	422	0	422
Cultural Development Community Programs	Coordinate culturally oriented programs and activities in accordance with the Cultural Strategic Action Plan	15	0	15
Disability Community Programs	Coordinate disability oriented programs and activities in accordance with the Disability Strategic Action Plan	22	0	22
Family Community Programs	Coordinate family oriented programs and activities in accordance with the Families Strategic Action Plan	4	0	4
Health Programs	Promote and encourage healthy and active lifestyles within the Townsville community	341	0	341
Multicultural Community Programs	Coordinate culturally relevant and appropriate programs and activities in accordance with the Multicultural Strategic Action Plan	97	0	97

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Pensioner Public Transport	 Provision of subsidised access to public transport to eligible pensioners 	351	0	351
Project Hetura	No budget allocated	0	0	0
Seniors Community Programs	Coordinate senior oriented programs and activities in accordance with the Seniors Strategic Action Plan	131	0	131
Women's Community Programs	Coordinate women's oriented programs and activities in accordance with the Women's Strategic Action Plan	23	0	23
Youth Development Programs	 Coordinate youth oriented programs and activities in accordance with the Youth Strategic Action Plan Facilitate the on-going development of the Townsville Youth Council as a communication channel for youth 	106	0	106

Measure	Target	Milestone	Division Responsible
Deliver 10 Yarnin Circle	10		Community & Environment
activities/meetings per year			
Implement 30% of the outcomes in	30%		Community & Environment
the 3 year Reconciliation Action Plan			
Coordinate and facilitate 10 meetings	10		Community & Environment
in the Upper Ross Service Network			
Coordinate and facilitate 4 meetings	4		Community & Environment
in the Community Centres Network			
Deliver 4 community group capacity	4		Community & Environment
development workshops or seminars			
throughout the year			

Measure	Target	Milestone	Division Responsible
Coordination and the facilitation of 4	4		Community & Environment
Arts and Cultural Network meetings			·
Deliver school holiday activity	3500		Community & Environment
programs to 3,500 participants			·
Townsville Youth Council to deliver 2	2		Community & Environment
programs and activities to improve			·
the status of young people within the			
community			
Provision of cultural development	10		Community & Environment
grants for 10 youth initiatives			
Increase number of businesses	150		Community & Environment
participating in the Accessing			
Townsville Guide to 150			
Involvement in 5 families orientated	5		Community & Environment
meetings/networks within the			•
community			
Increase parent satisfaction at	90%		Community & Environment
Welcoming Baby Ceremony to 90%			
Support and attend 4 Townsville	4		Community & Environment
Health Promotion Network meetings			
per year			
4 Culturally and Linguistically Diverse	4		Community & Environment
(CaLD) networking meetings			
facilitated throughout the year			
Provide subsidised access to public	340000		Community & Environment
transport to 340,000 eligible			
pensioners			
Users of the Pensioner Transport	90%		Community & Environment
Subsidy Scheme report 90%			
satisfaction with council's process			
Implement 100% of the Get Moving	100%		Community & Environment
Townsville Project incorporating			
activities for Seniors			
Successful transition of the Lawn	100%		Community & Environment
Mowing service to a non government			
organisation			
Involvement in 8 meetings of the	8		Community & Environment
Women's Information and Service			
Network			
10% increase involvement of	15%		Community & Environment
stakeholders in the Townsville			
Women's Expo to 15 stakeholders			
Report to council on the progress of		31 Aug 2013	Community & Environment
the Reconciliation Action Plan for			
Quarter 4 of 2012-13			
Report to council on the progress of		31 Oct 2013	Community & Environment
the Reconciliation Action Plan for			
Quarter 1 of 2013-14			
Report to council on the progress of		28 Feb 2014	Community & Environment
the Reconciliation Action Plan for			
Quarter 2 of 2013-14			

Measure	Target	Milestone	Division Responsible
Report to council on the progress of		31 May 2014	Community & Environment
the Reconciliation Action Plan for			-
Quarter 3 of 2013-14			
Annual report to the community on		28 Feb 2014	Community & Environment
the progress of the Reconciliation			-
Action Plan for 2013			
Development of Community		31 Aug 2013	Community & Environment
Development Section Toolkit to			-
identify the administration processes			
of network meetings to support			
community capacity building			
Review Railway Estate Community		30 Jun 2014	Community & Environment
Garden and develop a business case			
for future opportunities			
Stage the annual Townsville City		31 May 2014	Community & Environment
Council Sports Awards			
Identification of topics for community		30 Sep 2013	Community & Environment
sporting group capacity development			
workshops and seminars			
Administration of the Regional Arts		30 Oct 2013	Community & Environment
Development Fund first round			-
Administration of the Regional Arts		30 Apr 2014	Community & Environment
Development Fund second round			-
Stage the Creating Inclusive		31 Dec 2013	Community & Environment
Community Awards			-
Accessing Townsville Guide reviewed		30 Jun 2014	Community & Environment
and reprinted			-
Memorandum of Understanding with		31 Aug 2013	Community & Environment
Agencies United for an Inclusive		_	-
Community signed			
Development of an evaluation survey		31 Dec 2013	Community & Environment
to assess parent satisfaction at the			
Welcoming Baby Ceremonies			
Identification and engagement of 5		31 Dec 2013	Community & Environment
new schools in the Healthy and			-
Active School Transport Program			
Deliver report on the Healthy and		30 Jun 2014	Community & Environment
Active School Transport Program to			-
the Department of Transport and			
Main Roads Queensland			
Deliver the Multicultural Building		30 Jun 2014	Community & Environment
Stronger CaLD Community Network			
Project			
Survey Users of the Pensioner		30 Apr 2014	Community & Environment
Transport Subsidy Scheme and			
report completed			
Deliver the 2013-14 Summer School		31 Jan 2014	Community & Environment
Holiday Program			
Deliver the 2013 Winter School		30 Jul 2013	Community & Environment
Holiday Program			

Core Service >> Service >>	Community and Culture Community Support Program
Programme Group >> Programme Group Budget >>	Family & Childrens Services \$903,645

- Encourage and facilitate the participation and integration of residents into the community
- Strengthen community networks to collaboratively deliver community services

Programme Group Budget Summary >>

	2013/14 Recurrent \$000	2013/14 Non-recurrent \$000	2013/14 Total \$000
Operating Revenue	543	0	543
Operating Expense	903	1	904
Capital Income	0	0	0
Capital Works	0	0	0

Individual Programme Summary >>

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Integration Program	Facilitate the integration of children with disabilities, children from Aboriginal and Torres Strait Islander families and those from multicultural backgrounds	14	0	14
Therapy Program	Deliver the Townsville Regional Schools Therapy Service (TRSTS)	137	0	137
Worinda Occasional Care Centre	Operate the Worinda Occasional Child Care Centre	753	0	753

Measure	Target	Milestone	Division Responsible	
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Measure	Target	Milestone	Division Responsible
10 children across the 3 identified	10		Community & Environment
target groups integrated into School			
Holiday activities			
2 community agencies providing	2		Community & Environment
services to support council's School			
Holiday activities (integrated program			
funding) to children with a disability,			
or from ATSI or multicultural			
backgrounds			
Deliver the Townsville Regional	8		Community & Environment
Schools Therapy Service (TRSTS) to			
8 schools throughout the year			
Families and teachers at schools	90%		Community & Environment
where the Townsville Regional			•
Schools Therapy Service is delivered			
report 90% satisfaction with the			
services provided			
Users of Worinda Occasional Care	90%		Community & Environment
Centre report 90% satisfaction with			•
the child care services provided			
Worinda Occasional Care Centre	95%		Community & Environment
operates at a minimum of 95%			·
capacity throughout the year			
Integration Program grant acquittal		31 Dec 2013	Community & Environment
report to be completed			•
Memorandum of Understanding		31 Dec 2013	Community & Environment
established with relevant providers of			·
the Integration Program funding			
Provide the Department of Education		31 Dec 2013	Community & Environment
Training and Employment with the			·
non Schools Organisation progress			
and budget monitoring report for the			
Therapy Program to fulfil the funding			
agreement			
Customer Satisfaction Survey for		31 Jan 2014	Community & Environment
users of the Worinda Occasional			•
Care Centre conducted and reported			
Report submitted to council and the		31 Dec 2013	Community & Environment
	I and the second se	I .	·
Federal Government on enrolments			

Core Service >> Service >>	Community and Culture Community Support Program
Programme Group >> Programme Group Budget >>	Grants Administration \$1,866,531

• Strengthen community networks to collaboratively deliver community services

Programme Group Budget Summary >>

	2013/14 Recurrent \$000	2013/14 Non-recurrent \$000	2013/14 Total \$000
Operating Revenue	55	0	55
Operating Expense	1,867	0	1,867
Capital Income	0	0	0
Capital Works	0	0	0

Individual Programme Summary >>

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Community Grants	Support the sustainable operation of community organisations, the staging of events and activities, the development of individuals, and the facilitation of the development of capacity in the community through community grants	427	0	427

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Cultural Development Grants	Support the sustainable operation of community organisations, the staging of events and activities, the development of individuals, and the facilitation of the development of capacity in the community through cultural development grants	435	0	435
Event Grants	Support the sustainable operation of community organisations, the staging of events and activities, the development of individuals, and the facilitation of the development of capacity in the community through event grants	642	0	642
Sport & Recreation Grants	Support the sustainable operation of community organisations, the staging of events and activities, the development of individuals, and the facilitation of the development of capacity in the community through sport and recreation grants	327	0	327

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Youth Development Grants	Support the sustainable operation of community organisations, the staging of events and activities, the development of individuals, and the facilitation of the development of capacity in the community through youth development grants	35	0	35

Measure	Target	Milestone	Division Responsible
Provision of community grants to 100	100		Community & Environment
community organisations			
Provision of cultural development	60		Community & Environment
grants to 60 individuals and			
community organisations			
Provision of event grants to 50	50		Community & Environment
community organisations			
Provision of sport and recreation	150		Community & Environment
grants to 150 individuals and			
community organisations			
Complete the Grants Annual Report		30 Sep 2013	Community & Environment
for 12-13			

Core Service >> Service >>	Community and Culture Community Support Program
Programme Group >> Programme Group Budget >>	Home Services \$620,009

• Provide responsive and efficient systems to enable the delivery of Council services

Programme Group Budget Summary >>

	2013/14 Recurrent \$000	2013/14 Non-recurrent \$000	2013/14 Total \$000
Operating Revenue	706	0	706
Operating Expense	620	0	620
Capital Income	0	0	0
Capital Works	0	0	0

Individual Programme Summary >>

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Home & Community Care (HACC) Home Maintenance	 Provides minor repairs and maintenance to eligible older people's homes 	388	0	388
Home & Community Care Home Mods	Provide modification services to eligible older people to enable independent living	230	0	230
Queensland Community Care Services Program	This programme is currently being transitioned to LifeTech Queensland	0	0	0
Home Assist Secure	This program is being transitioned to Blue Care	2	0	2
Spinal Cord Injury Response	No budget allocated	0	0	0

Core Service >> Service >>	Community and Culture Community Support Program
Programme Group >> Programme Group Budget >>	Lifelong Learning \$1,179,701

- Foster the development of the city as a learning community
- Provide community support services to meet the needs of the community

Programme Group Budget Summary >>

	2013/14 Recurrent \$000	2013/14 Non-recurrent \$000	2013/14 Total \$000
Operating Revenue	10	125	135
Operating Expense	1,042	138	1,180
Capital Income	0	0	0
Capital Works	0	0	0

Individual Programme Summary >>

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Children & Youth Programs	 Engage youth in learning and discovery Introduce schools to the library and provide support for teachers Provision of programs to prepare children for school and information to parents in child development Support low-level literacy 	317	0	317

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Early Years Information Service	 Provision of information and programs on child development and parenting to the Townsville West Community Work with service providers in the Townsville West area to provide information and programs for Early Years Information Services customers 	104	0	104
Lifelong Learning & Programs	 Contribute to the community's recognition of May as the Month of Learning Engage the Townsville adult community in a variety of learning opportunities Engage with community organisations to display exhibits in Library spaces Facilitate community participation in digital technology training 	524	0	524
Local History & Heritage Programs	 Engage the community to embrace their history and heritage Maintain and make accessible the local history collection 	235	0	235

Measure	Target	Milestone	Division Responsible
Percentage of customers rating	95%		Community & Environment
Children & Youth Programmes as			
good or excellent			
Provide 800 hours of Children &	800 Hours		Community & Environment
Youth Programmes to the community			
throughout the year			

Townsville City Council Proposed 2013/14 Operational Plan

Measure	Target	Milestone	Division Responsible
85% of customers rating Early Years	85%		Community & Environment
Information Services as good or			
excellent			
90 hours of Early Years Information	90 Hours		Community & Environment
Services programs provided to the			
Townsville West community			
throughout the year			
Achieve 95% satisfaction with	95%		Community & Environment
Lifelong Learning and Programmes			
throughout the year			
400 hours of Lifelong Learning	400 Hours		Community & Environment
programs delivered throughout the			
year			
Host 12 community group exhibits	12		Community & Environment
across the three Library branches			
throughout the year			
95% customer satisfaction with the	95%		Community & Environment
Local History and Heritage programs			
throughout the year			
60 hours of Local History and	60 Hours		Community & Environment
Heritage programs delivered			
throughout the year			
Digitise 1,500 items within the Local	1500		Community & Environment
History and Heritage collection			
Deliver the May Month of Learning		31 May 2014	Community & Environment
program to the community			

Core Service >> Service >>	Community and Culture Emergency Management
Programme Group >> Programme Group Budget >>	Disaster Management \$726,624

 Coordinate council's response to natural disasters to minimise the effects on the community

Programme Group Budget Summary >>

	2013/14 Recurrent \$000	2013/14 Non-recurrent \$000	2013/14 Total \$000
Operating Revenue	29	0	29
Operating Expense	717	10	727
Capital Income	0	0	0
Capital Works	0	0	0

Individual Programme Summary >>

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Disaster Management	Ensure emergency services and council are prepared to respond to an emergency event to ensure the health, safety and timely recovery of the community	727	0	727

Measure	Target	Milestone	Division Responsible
Coordinate 3 Short Term Welfare	3		Community & Environment
Committee meetings throughout the			
year			
100% of exceptions highlighted in the	100%		Community & Environment
SES Annual Report actioned			
Disaster Emergency Response Plan		30 Nov 2013	Community & Environment
reviewed and endorsed by council			
Undertake annual test exercise for		30 Nov 2013	Community & Environment
the Emergency Response Plan			

Townsville City Council Proposed 2013/14 Operational Plan

Measure	Target	Milestone	Division Responsible
Review of the Townsville Local		30 Nov 2013	Community & Environment
Disaster Management Group			
Emergency Response Plan			

Core Service >> Service >>	Community and Culture Enforcement/Compliance
Programme Group >> Programme Group Budget >>	Enforcement/Compliance \$9,448,450

• Improve the safety and well-being of the community through the management of public health risks.

Programme Group Budget Summary >>

	2013/14 Recurrent \$000	2013/14 Non-recurrent \$000	2013/14 Total \$000
Operating Revenue	5,095	0	5,095
Operating Expense	9,448	0	9,448
Capital Income	0	0	0
Capital Works	0	0	0

Individual Programme Summary >>

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Animal Management	 Ensure community safety through effective animal management compliance activities Management of animal husbandry permits 	1,748	0	1,748
Business Support- Environmental Health	Support the operations of Environmental Health functions	1,748	0	1,748
Development Compliance	Ensure effective compliance with building and planning laws to ensure community safety and amenity	503	0	503
Health Compliance	Ensure community safety through effective health compliance activities	642	0	642

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Health Management	 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 	1,773	0	1,773
Parking Compliance	Effective and efficient regulation of parking laws	2,091	0	2,091
Vector Control	Implementation of an effective mosquito control program to protect the community's health from mosquito borne disease	944	0	944

Measure	Target	Milestone	Division Responsible
85% of customer requests/complaints	85%		Community & Environment
relating to Animal Management are			
responded to within determined			
timeframes			
85% of customer requests/complaints	85%		Community & Environment
relating to Animal Management are			
resolved within determined			
timeframes			
Average time taken to process	28 Days		Community & Environment
enquiries and appeals relating to			
Animal Management is maintained at			
less than 28 days			
Average time taken to process animal	28 Days		Community & Environment
husbandry permits is maintained at			
less than 28 days			

Measure	Target	Milestone	Division Responsible
85% of customer requests/complaints	85%		Community & Environment
relating to Development Compliance			
are responded to within determined			
timeframes			
85% of customer requests/complaints	85%		Community & Environment
relating to Development Compliance			
are resolved within determined			
timeframes			
Average time taken to process	28 Days		Community & Environment
enquiries and appeals relating to			
Development Compliance is			
maintained at less than 28 business			
days			
85% of customer enquiries and	85%		Community & Environment
request relating to Health Compliance			
are responded to within determined			
timeframes			
Average time taken to process	28 Days		Community & Environment
enquiries and appeals relating to	_		
Health Compliance is maintained at			
less than 28 days			
Develop and deliver monthly food	12		Community & Environment
safety newsletters to licenced food			
premises			
85% of monthly allocated food, public	85%		Community & Environment
health and environmental inspections			
completed each month			
100% of food, public health and	100%		Community & Environment
environmental business license			
applications completed within			
legislative timeframes			
Respond to 85% of customer	85%		Community & Environment
enquiries regarding food safety,			
public health and environmental			
protection within response			
timeframes			
Resolve 85% of customer enquiries	85%		Community & Environment
regarding food safety, public health			
and environmental protection within			
resolution timeframes			
Less than 10% of parking	10%		Community & Environment
infringements waived due to incorrect			
issuing of ticket			
Average time taken to resolve	12 Days		Community & Environment
parking related enquiries and appeals			
maintained at less than 12 days			
85% of abandoned vehicles reported	85%		Community & Environment
to council are removed from the			
public place within 14 days	I		

Townsville City Council Proposed 2013/14 Operational Plan

Measure	Target	Milestone	Division Responsible
85% mortality rate of larval	85%		Community & Environment
mosquitoes due to broad acre			
mosquito treatments			
3 adult mosquito surveillance	36		Community & Environment
trapping activities per month			
throughout the year			
Respond to 85% of customer	85%		Community & Environment
enquiries/complaints regarding vector			
control within determined timeframes			
Resolve 85% of customer	85%		Community & Environment
enquiries/complaints regarding vector			
control within determined timeframes			
Annual animal registration renewals		14 Jun 2014	Community & Environment
distributed to customers			
Annual food licences renewals		15 Apr 2014	Community & Environment
distributed to customers			
Develop an Integrated Compliance		30 Jun 2014	Community & Environment
Strategy for Environmental Health			
Proactive dengue mozzie		31 Dec 2013	Community & Environment
surveillance program completed			

Core Service >> Service >>	Community and Culture Events
Programme Group >> Programme Group Budget >>	Business Management & Support \$5,598,441

• Provide responsive and efficient systems to enable the delivery of Council services

Programme Group Budget Summary >>

	2013/14 Recurrent \$000	2013/14 Non-recurrent \$000	2013/14 Total \$000
Operating Revenue	0	0	0
Operating Expense	5,580	0	5,580
Capital Income	0	0	0
Capital Works	18	0	18

Individual Programme Summary >>

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Business Support- Performing Arts, Events & Protocol	 Manage the delivery of performing arts, events and protocol strategies for the city 	5,580	18	5,598

Measure	Target	Milestone	Division Responsible
Completion of all technical costings within 10 business days for 90% of	90%		Community & Environment
Performing Arts Events			
Provide settlement information for	90%		Community & Environment
90% of Performing Arts Events to			
Finance within 14 business days of			
an event			

Core Service >> Service >>	Community and Culture Events
Programme Group >> Programme Group Budget >>	Events & Protocol \$2,050,902

- Increase the city's profile through marketing initiatives, the delivery of festivals and events and support for other community based activities
- Support community participation in cultural activities, programs and events

Programme Group Budget Summary >>

	2013/14 Recurrent \$000	2013/14 Non-recurrent \$000	2013/14 Total \$000
Operating Revenue	162	0	162
Operating Expense	1,993	0	1,993
Capital Income	0	0	0
Capital Works	0	58	58

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Citizenship Events	Delivery of a program of citizenship ceremonies that adopt appropriate protocols and processes	21	0	21
Civic Reception Events	Implement the program of civic ceremonies scheduled in the adopted Events Strategy respecting appropriate protocols and recognising the city's status, partnerships, and history	56	0	56

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Sister Cities Events	Compliment councils Sister Cities Forum program of sister cities liaison, mindful of appropriate protocols and recognising the status, partnerships, and history of the relationships.	18	0	18
Special Events	Delivery of the special events detailed in the 2013-16 Events Strategy adopted by council	1,340	0	1,340
Sport Facilities Events	No budget allocated	0	0	0
V8 Supercar In Kind	Support the annual Sucrogen Townsville 400 V8 Supercar Event through the maintenance and repair of all temporary and permanent race infrastructure at Reid Park	560	58	617

Measure	Target	Milestone	Division Responsible
Deliver 10 citizenship ceremonies per	10		Community & Environment
year, in compliance with			
Commonwealth Department's			
directive to conduct regular			
citizenship ceremonies			
Increase community participation at	400		Community & Environment
citizenship events to 400 attendees			
Deliver 6 civic reception events	6		Community & Environment
throughout the year			
Increase community participation at	600		Community & Environment
civic reception events to 600			
attendees			
Conduct 6 appropriate Sister Cities	6		Community & Environment
host functions for visiting delegations			
Attend 4 meetings of the Sister Cities	4		Community & Environment
Forum			

Measure	Target	Milestone	Division Responsible
Plan and deliver 36 special events in	36		Community & Environment
accordance with council's Event			
Program			
Increase community participation at	108000		Community & Environment
special events to 108,000 attendees			

Core Service >> Service >>	Community and Culture Events
Programme Group >> Programme Group Budget >>	Performing Arts \$325,202

• Support community participation in cultural activities, programs and events

Programme Group Budget Summary >>

	2013/14 Recurrent \$000	2013/14 Non-recurrent \$000	2013/14 Total \$000
Operating Revenue	1,423	0	1,423
Operating Expense	325	0	325
Capital Income	0	0	0
Capital Works	0	0	0

Individual Programme Summary >>

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Performing Arts Hirers	Promote greater usage of council performance spaces	21	0	21
Performing Arts Public Programs	Facilitate and promote the development of the performing arts, artists and arts audience of North Queensland	304	0	304
Ticketek	Provision of box office services for council events, hirer's events and external agency sales	0	0	0

Measure	Target	Milestone	Division Responsible
10% increase in hire of Riverway Arts	840		Community & Environment
Centre to 840 bookings			
10% increase in hire of the Civic	155		Community & Environment
Theatre to 155 bookings			

Measure	Target	Milestone	Division Responsible
107,000 attendees at performances	107000		Community & Environment
and events at council run Performing			
Arts facilities during the year			
Develop and deliver 6 Performing	6		Community & Environment
Arts workshops			
145,000 tickets sold through all	145000		Community & Environment
TicketShop outlets for the year			
Secure 2 new Performing Arts clients	2		Community & Environment
from within the Townsville venue and			
event community			

Core Service >> Service >>	Community and Culture Facilities
Programme Group >> Programme Group Budget >>	Community Facilities \$22,424,490

- Provide and maintain timely and sustainable infrastructure
- Provide community services and facilities to meet the needs of the community
- Support community participation in cultural activities, programs and events
- Provide responsive and efficient systems to enable the delivery of Council services

Programme Group Budget Summary >>

	2013/14 Recurrent \$000	2013/14 Non-recurrent \$000	2013/14 Total \$000
Operating Revenue	236	0	236
Operating Expense	2,424	0	2,424
Capital Income	0	20,000	20,000
Capital Works	0	20,000	20,000

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Annandale Community Centre	Manage the hire and use of the Annandale Community Centre	103	0	103
Community Facilities	Administer the occupancy of community facilities by community groups	815	0	815
Heatley Community Centre	Manage the hire and use of the Heatley Community Centre	80	0	80
Jezzine Barracks	The development of Jezzine Barracks as a functional and accessible space valued by the community The development of Jezzine Barracks as a functional and accessible space valued by the community	15	15,000	15,015

Programmes to be	What we want to achieve	Operating	Capital	Total
delivered	during 2013/14 (Objectives)	Expenditure \$000	Works \$000	Programme Budget \$000
Loam Island Community Centre	The provision and maintenance of Loam Island Community Centre	123	0	123
Old Magistrates Court	Manage the lease occupancy of the Old Magistrates Court	148	0	148
Oonoonba Community Centre	Manage the hire and use of the Oonoonba Community Centre	76	0	76
Open Space Facilities	 Manage the hire and use of Townsville City Council managed open spaces 	7	0	7
Railway Estate Community Centre	Manage the hire and use of the Railway Estate Community Centre	93	0	93
Reid Park Pit Complex	Management of Reid Park Pit Complex operations	526	0	526
Riverside Gardens Community Centre	 Manage the hire and use of the Riverside Gardens Community Centre 	175	0	175
School of Arts	Manage the lease occupancy of the School of Arts building	158	0	158
Townsville Entertainment & Convention Centre	Contribute to the renewal of capital at the Townsville Entertainment and Convention Centre to ensure functionality of the facility	0	5,000	5,000
Wulguru Community Centre	Manage the hire and use of the Wulguru Community Centre	105	0	105

Measure	Target	Milestone	Division Responsible
3% increase in use of the Annandale	840		Community & Environment
Community Centre to 840 bookings			_
for the year			
All venue hire documents for the	10 Days		Community & Environment
Annandale Community Centre			-
completed within 10 business days of			
the customer request or enquiry			
Arrangements for occupancy of	100%		Community & Environment
council's 140 community facilities in			
place			
All Lease Documents for Community	30 Days		Community & Environment
Facilities developed within 30			
business days from receiving the			
information from the relevant			
community groups			
3% increase in use of the Heatley	780		Community & Environment
Community Centre to 780 bookings			
for the year			
All venue hire documents for the	10 Days		Community & Environment
Heatley Community Centre			
completed within 10 business days of			
the customer request or enquiry			
0 environmental incidents at the	0		Infrastructure Services
Jezzine Barracks construction site			
100% compliance with the lease for	100%		Community & Environment
the use of the Loam Island			
Community Centre			
Conduct quarterly tenancy	4		Community & Environment
management meetings with the			
tenants of the Old Magistrates Court			
building			
Conduct monthly safety inspection of	12		Community & Environment
the Old Magistrates Court building			
3% increase in use of the Oonoonba	450		Community & Environment
Community Centre to 450 bookings			
for the year			
All venue hire documents for the	10 Days		Community & Environment
Oonoonba Community Centre			
completed within 10 business days of			
the customer request or enquiry			
3% increase in use of Open Space	5500		Community & Environment
Facilities to 5,500 bookings for the			
year			
All venue hire documents for Open	10 Days		Community & Environment
Space Facilities completed within 10			
business days of the customer			
request or enquiry			
3% increase in use of the Railway	660		Community & Environment
Estate Community Centre to 660			
bookings for the year			

Measure	Target	Milestone	Division Responsible
All venue hire documents for the	10 Days		Community & Environment
Railway Estate Community Centre			
completed within 10 business days of			
the customer request or enquiry			
3% increase in use of the Reid Park	2000		Community & Environment
Pit Complex to 2,000 bookings for the			
year			
All venue hire documents for the Reid	10 Days		Community & Environment
Park Pit Complex completed within			
10 working days of the customer			
request or enquiry			
3% increase in use of the Riverside	760		Community & Environment
Gardens Community Centre to 760			
bookings for the year			
All venue hire documents for the	5 Days		Community & Environment
Riverside Gardens Community			
Centre completed within 5 working			
days of the customer request or			
enquiry			
Conduct quarterly tenancy	4		Community & Environment
management meetings with the			
tenants of the School of Arts			
Conduct monthly safety inspection of	12		Community & Environment
the School of Arts building			
3% increase in use of the Wulguru	700		Community & Environment
Community Centre to 700 bookings			
for the year			
All venue hire documents for the	10 Days		Community & Environment
Wulguru Community Centre			
completed within 10 business days of			
the customer request or enquiry			
Completion of works at the Jezzine		31 Mar 2014	Infrastructure Services
Barracks			
Deliver approved program of works to		30 Jun 2014	Infrastructure Services
the Townsville Entertainment and			
Convention Centre			

Core Service >> Service >>	Community and Culture Galleries
Programme Group >> Programme Group Budget >>	Gallery Services \$2,374,070

- Facilitate and showcase artistic learning and expression through performances, exhibitions, activities and programs
- Support community participation in cultural activities, programs and events

Programme Group Budget Summary >>

	2013/14 Recurrent \$000	2013/14 Non-recurrent \$000	2013/14 Total \$000
Operating Revenue	255	0	255
Operating Expense	2,354	0	2,354
Capital Income	0	0	0
Capital Works	21	0	21

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Business Support- Galleries	Provision of support to community participation in Gallery Services cultural activities, programs and events	1,167	21	1,187
Gallery Collections Management	The administration of, and showcasing in perpetuity the City of Townsville Art Collection	143	0	143
Gallery Creative Classrooms	The promotion and support of educative activities, programs and events for the Townsville region's youth and schools	338	0	338

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Gallery Creative Communities	The promotion and support of community participation in Gallery Services cultural activities, programs and events	141	0	141
Gallery Creative Spaces	Develop and support community participation in Gallery Services cultural activities, programs and events	27	0	27
Gallery Exhibitions	Develop and deliver visual arts exhibitions and associated public programs and activities that increase participation figures for Gallery Services	523	0	523
Gallery Initiatives	The identification and development of community participation in Gallery Services cultural activities, programs and events	11	0	11
Gallery Public Art	The facilitation and support of community participation and development of Public Art activities, programs and events	5	0	5

Measure	Target	Milestone	Division Responsible
Develop and implement a holistic	30		Community & Environment
Gallery Services volunteer program			
with 30 Volunteers			
Develop and implement a holistic	700		Community & Environment
Gallery Services membership			
program with 700 members			
Deliver 'Art-In-A-Suitcase' programs	4		Community & Environment
to 4 primary schools in the Townsville			
region			

Measure	Target	Milestone	Division Responsible
Deliver 'Artist-In-Schools' programs	18		Community & Environment
to 18 secondary schools in the			
Townsville			
Stage the Townsville Artist Market 4	4		Community & Environment
times throughout the year			
Develop 30 arts and cultural activities	30		Community & Environment
with individuals, groups,			
organisations and sub-cultures			
33 artworks displayed in the Strand	33		Community & Environment
Ephemera			
Develop and deliver 4 participative art	4		Community & Environment
programs for children and families to			
be held in Townsville shopping			
centres during School Holidays			
Develop and deliver visual arts	75000		Community & Environment
exhibitions and associated public			
programs and activities that increase			
participation figures for Gallery			
Services to 75,000 visitors			
Develop and deliver 6 in-house	6		Community & Environment
curated exhibitions in Perc Tucker			
and Pinnacles galleries during the			
year			
Facilitate 5 public uses of the	5		Community & Environment
functional screen printing studio at			
Pinnacles Gallery			
100% of the Public Art Collection	100%		Community & Environment
documented and condition reported			
Development and implementation of		31 Jan 2014	Community & Environment
a digital database for the City of			
Townsville Art Collection			
Development and implementation of		30 Jun 2014	Community & Environment
a remedial Conservation			
Management Plan for the galleries art			
collections			
Successfully deliver Strand		30 Sep 2013	Community & Environment
Ephemera, featuring artworks by			
local and national artists			
Development and implementation of		30 Oct 2013	Community & Environment
a functional screen printing studio at			
Pinnacles Gallery			
Integrate the Art in Public Spaces		30 Jun 2014	Community & Environment
policy and framework into council's			
planning and development scheme			
and processes			

Core Service >> Service >>	Community and Culture Libraries
Programme Group >> Programme Group Budget >>	Business Management & Support \$1,152,034

• Provide responsive and efficient systems to enable the delivery of Council services

Programme Group Budget Summary >>

	2013/14 Recurrent \$000	2013/14 Non-recurrent \$000	2013/14 Total \$000
Operating Revenue	8	120	128
Operating Expense	1,029	123	1,152
Capital Income	0	0	0
Capital Works	0	0	0

Individual Programme Summary >>

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure	Capital Works \$000	Total Programme
		\$000 		Budget \$000
Business Support- Library Services	 Management and support of Library Services 	1,152	0	1,152

Measure	Target	Milestone	Division Responsible
Support the utilisation of public	75%		Community & Environment
meeting rooms at Library branches to			
achieve bookings equivalent to 75%			
of the total available open hours			
Implementation of the Library		30 Sep 2013	Community & Environment
Services Strategic Plan			

Core Service >> Service >>	Community and Culture Libraries
Programme Group >> Programme Group Budget >>	Collection Services \$1,625,097

- Foster the development of the city as a learning community
- Provide community services and facilities to meet the needs of the community

Programme Group Budget Summary >>

	2013/14 Recurrent \$000	2013/14 Non-recurrent \$000	2013/14 Total \$000
Operating Revenue	789	0	789
Operating Expense	1,625	0	1,625
Capital Income	0	0	0
Capital Works	0	0	0

Individual Programme Summary >>

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Library Collection Development	 Investigate and implement e-library and online formats and provide customers with access to resources held in the CityLibraries collection Manage the CityLibraries collection, conduct timely reviews and analyse the collection to ensure it is accessible and meets customer needs 	892	0	892
Library Technical Services	Facilitate and support the development of City Libraries collections across all branches	733	0	733

Measure	Target	Milestone	Division Responsible
Increase the usage of the Library's online collections by 5%	5%		Community & Environment
Implementation of the CollectionHQ program to evaluate the Library collection		31 Aug 2013	Community & Environment
Implementation of the Radio Frequency Identification (RFID) implementation tagging plan for the Library Collection		30 Nov 2013	Community & Environment

Core Service >> Service >>	Community and Culture Libraries
Programme Group >> Programme Group Budget >>	Customer Service & Operations \$3,631,913

• Provide community services and facilities to meet the needs of the community

Programme Group Budget Summary >>

	2013/14 Recurrent \$000	2013/14 Non-recurrent \$000	2013/14 Total \$000
Operating Revenue	31	0	31
Operating Expense	3,515	9	3,524
Capital Income	0	0	0
Capital Works	108	0	108

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Aitkenvale Library	Facilitation of access to a wide range of library services focusing on a value added customer service approach and the effective and efficient operation of the Aitkenvale branch of City Libraries	1,419	53	1,472
Flinders St Library	Facilitation of access to a wide range of library services focusing on a value added customer service approach and the effective and efficient operation of the Flinders Street branch of City Libraries	719	32	750

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Mobile Library	 Provision of library services to residents who live in outlying communities or are housebound, elderly, frail or ill 	290	0	290
Thuringowa Library	Facilitation of access to a wide range of library services focusing on a value added customer service approach and the effective and efficient operation of the Thuringowa branch of City Libraries	1,097	23	1,120

Measure	Target	Milestone	Division Responsible
Percentage of customers rating the service provided by the City Libraries as good or excellent	95%		Community & Environment
Develop a visitation and usage analysis plan for the Libraries		30 Jun 2014	Community & Environment

Core Service >> Service >>	Community and Culture Libraries
Programme Group >> Programme Group Budget >>	Information & Digital Services \$919,745

- Plan for community facilities and services to meet the community's current and future needs
- Provide responsive and efficient systems to enable the delivery of Council services

Programme Group Budget Summary >>

	2013/14 Recurrent \$000	2013/14 Non-recurrent \$000	2013/14 Total \$000
Operating Revenue	0	0	0
Operating Expense	717	2	719
Capital Income	0	0	0
Capital Works	0	201	201

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Library Digital Services	 Liaison with Knowledge Management and IT providers to resolve service requests from within Townsville Libraries 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 	346	201	547

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Library Information Services	Management of and the training of library staff in the administration of the Library Management System, the Libraries online presence and the provision of information to the community	373	0	373

Measure	Target	Milestone	Division Responsible
Develop a methodology to measure		30 Jun 2014	Community & Environment
public computer uptime within the			
three library branches			
Develop a business case for a Digital		30 Jun 2014	Community & Environment
Future Strategy within Library			
Services			
Development of a plan to procure and		31 Mar 2014	Community & Environment
implement a Library staff rostering			
system			
Review the Library Information		30 Nov 2013	Community & Environment
Services staffing and delivery model			

Core Service >> Service >>	Community and Culture Sport & Recreation
Programme Group >> Programme Group Budget >>	Aquatic Facilities \$3,671,111

• Plan for and provide active and healthy lifestyle opportunities

Programme Group Budget Summary >>

	2013/14 Recurrent \$000	2013/14 Non-recurrent \$000	2013/14 Total \$000
Operating Revenue	289	0	289
Operating Expense	3,571	0	3,571
Capital Income	0	0	0
Capital Works	0	100	100

Individual Programme Summary >>

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Kokoda Pool	 Manage the operation and use of Kokoda Pool 	565	0	565
Long Tan Pool	Manage the operation and use of Long Tan Pool	1,083	36	1,119
Northern Beaches Leisure Centre	Manage the operation and use of the Northern Beaches Leisure Centre	526	64	590
Riverway Lagoons	Manage the operation and use of the Riverway Lagoons	1,291	0	1,291
Tobruk Pool	Manage the operation and use of Tobruk Pool	105	0	105

Measure	Target	Milestone	Division Responsible	
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Measure	Target	Milestone	Division Responsible
35,000 public admissions to the	35000		Community & Environment
Kokoda Pool during the year			
Monthly laboratory test results for the	12		Community & Environment
Kokoda Pool conducted			
25,000 public admissions to the Long	25000		Community & Environment
Tan Pool during the year			
Monthly laboratory test results for the	12		Community & Environment
Long Tan Pool conducted			
25,000 public admissions to the	25000		Community & Environment
Northern Beaches Leisure Centre			
during the year			
Monthly laboratory test results for the	12		Community & Environment
Northern Beaches Leisure Centre			
completed			
225,000 public uses of the Riverway	225000		Community & Environment
Lagoons during the year			
Monthly laboratory test results for the	12		Community & Environment
Riverway Lagoons completed			
25,000 public admissions to the	25000		Community & Environment
Tobruk Pool during the year			
Monthly laboratory test results for the	12		Community & Environment
Tobruk Pool completed			

Core Service >> Service >>	Community and Culture Sport & Recreation	
Programme Group >> Programme Group Budget >>	Sport Facilities \$5,216,455	

- Plan for and provide active and healthy lifestyle opportunities
- Provide community services and facilities to meet the needs of the community

Programme Group Budget Summary >>

	2013/14 Recurrent \$000	2013/14 Non-recurrent \$000	2013/14 Total \$000
Operating Revenue	684	0	684
Operating Expense	5,216	0	5,216
Capital Income	0	0	0
Capital Works	0	0	0

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Business Support-Sport Facilities	Management of Townsville City Council Sports Facilities	987	0	987
Kalynda Chase Tennis Court	Manage use of the Kalynda Chase Tennis Centre to ensure fair and equitable access to Townsville City Council managed sports facilities	0	0	0
Riverway Grounds Operations	Manage the use of the Riverway Grounds to ensure fair and equitable access and public safety	394	0	394
RSL Stadium Operations	Manage the use of Townsville RSL Stadium	1,868	0	1,868

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Tony Ireland Stadium Operations	Management of Tony Ireland Stadium	1,968	0	1,968

Measure	Target	Milestone	Division Responsible
100% of event agreements	100%		Community & Environment
completed with hirer of councils			
sports facility before use			
100% of event agreements recorded	100%		Community & Environment
in Eventpro prior to facility use			
24,000 visitors to the Kalynda Chase	24000		Community & Environment
Tennis Court			
90% customer satisfaction with	90%		Community & Environment
council's management of the			
Riverway Grounds			
Host 3 significant events at the	3		Community & Environment
Riverway Grounds during the year			
Facilitate the use of the Townsville	15		Community & Environment
RSL Stadium for 15 significant events			
during the year			
150,000 visitors to the Townsville	150000		Community & Environment
RSL Stadium during the year			
Facilitate the use of the Tony Ireland	8		Community & Environment
Stadium for 8 significant events			
during the year			
160,000 visitors to the Tony Ireland	160000		Community & Environment
Stadium during the year			
Complete Facilities Management		31 Dec 2013	Community & Environment
Agreement documentation for the			
Kalynda Chase Tennis Court			

Core Service >> Service >>	Enabling Services Asset Management-Enabling
Programme Group >> Programme Group Budget >>	Asset Management-Enabling \$1,080,321

• Provide asset management practices which reflect the community's expectations regarding service levels and its ability to pay

Programme Group Budget Summary >>

	2013/14 Recurrent \$000	2013/14 Non-recurrent \$000	2013/14 Total \$000
Operating Revenue	13	0	13
Operating Expense	1,020	60	1,080
Capital Income	0	0	0
Capital Works	0	0	0

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Asset Management-Corporate	 Develop whole of council asset management improvement strategies to ensure the correct operational and financial decisions for the delivery of sustainable services, reducing the asset risk exposure to an acceptable level and achieving financial sustainability Provision of corporate asset management policies, systems, tools and framework for consistent best practice asset management across council 	655	0	655

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
TWW Asset Management	 Provision of asset management services and systems for Townsville Water and Waste 	426	0	426

Measure	Target	Milestone	Division Responsible
Develop 50% of a Strategic	50%		Townsville Water & Waste
Maintenance Program for Townsville			
Water and Waste Infrastructure			
Development and implementation of		30 Jun 2014	Corporate Services
Life Cycle Cost Asset Management			
Plan (LCCAMP)			
Prioritise and complete whole of		31 Mar 2014	Corporate Services
council Capital Works Plan 2014/15 -			
2023/24			
Long term Asset Management		30 Jun 2014	Corporate Services
Strategy Plan for council reviewed			
and approved by EMT			
Asset Management Maintenance		30 Apr 2014	Corporate Services
Management Training Program			
developed and implemented			
Develop an Asset Renewal Program		31 Oct 2013	Townsville Water & Waste
for Townsville Water and Waste			
Infrastructure			

Core Service >> Service >>	Enabling Services Buildings & Facilities Management
Programme Group >> Programme Group Budget >>	Natural Disaster Response \$0

 Coordinate council's response to natural disasters to minimise the effects on the community

Programme Group Budget Summary >>

	2013/14 Recurrent \$000	2013/14 Non-recurrent \$000	2013/14 Total \$000
Operating Revenue	0	0	0
Operating Expense	0	0	0
Capital Income	0	0	0
Capital Works	0	0	0

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Emergent Buildings & Facilities	The Emergent Buildings & Facilities Programme will be triggered following the activation of a Natural Disaster Relief Recovery Arrangement to conduct emergent works	0	0	0
Restoration Buildings & Facilities	The Restoration Buildings & Facilities Programme will be triggered following the activation of a Natural Disaster Relief Recovery Arrangement to conduct restoration works	0	0	0

Core Service >> Service >>	Enabling Services Buildings & Facilities Management
Programme Group >> Programme Group Budget >>	Property & Facilities Management \$12,908,025

- Provide and maintain timely and sustainable infrastructure
- Improve the safety and well-being of the community through the management of public health risks.

Programme Group Budget Summary >>

	2013/14 Recurrent \$000	2013/14 Non-recurrent \$000	2013/14 Total \$000
Operating Revenue	235	0	235
Operating Expense	4,747	74	4,820
Capital Income	0	0	0
Capital Works	6,858	1,230	8,088

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Business Support - Property Management	 Provision of financial, human and material resources to enable management of property related programmes 	(16,127)	0	(16,127)
Cemeteries-Enabling	Plan, provide, maintain and manage cemeteries to ensure fit for purpose state, continuity of use and appropriate level of accessibility	83	0	83

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Galleries, Libraries & Theatres	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	3,558	233	3,791
Graffiti Management	Manage Graffiti in accordance with Policy and Graffiti Management Plan	0	0	0
Hire-General Community	 Plan, provide, maintain and manage council's hireable community facilities to ensure fit for purpose state, continuity of use and appropriate level of accessibility 	1,024	0	1,024
Precincts & Areas	Maintenance of council owned precincts and areas	2,633	0	2,633
Property & Facility Emergency	Conduct planning to ensure preparedness and response to emergency events involving council facilities	0	0	0
Public Amenities	Plan, provide, maintain and manage council's public amenities to ensure fit for purpose state, continuity of use and appropriate level of accessibility	1,995	176	2,171

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Residency-Operational Buildings & Depots	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	5,268	5,318	10,586
SES Facilities	Plan, provide, maintain and manage SES facilities to ensure fit for purpose state, continuity of use and appropriate level of accessibility	183	35	218
Sport & Recreational Facilities	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	3,614	1,341	4,955
Tenancy-Childcare Services	Plan, provide, maintain and manage council's childcare facilities to ensure fit for purpose state, continuity of use and appropriate level of accessibility	377	243	620
Tenancy-Commercial Enterprises	Plan, provide, maintain and manage council's commercial enterprises to ensure fit for purpose state, continuity of use and appropriate level of accessibility	844	550	1,394

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Tenancy-Community Group	Plan, provide, maintain and manage council's community group facilities to ensure fit for purpose state, continuity of use and appropriate level of accessibility	871	170	1,041
Vacant Land & Miscellaneous	Plan, provide, maintain and manage council's vacant land to ensure fit for purpose state, continuity of use and appropriate level of accessibility	497	22	519

Measure	Target	Milestone	Division Responsible
100% of public amenities cleaned to	100%		Infrastructure Services
council's approved standards			
throughout the year			
Complete Asbestos Management		31 Dec 2013	Infrastructure Services
Planning and Register Review			
Deliver whole of council security		31 Dec 2013	Infrastructure Services
review for EMT endorsement			
Deliver the approved capital works		30 Jun 2014	Infrastructure Services
program for cemeteries			
Deliver the approved capital works		30 Jun 2014	Infrastructure Services
program for council owned galleries,			
libraries and theatres			
Develop Graffiti Management Plan		31 Oct 2013	Infrastructure Services
and gain EMT endorsement			
Complete the Graffiti Stop		31 Oct 2013	Infrastructure Services
Programme as per agreement and			
forward acquittal report to the State			
Government			
Deliver the approved capital works		30 Jun 2014	Infrastructure Services
program for council's hireable			
community facilities			
Deliver the approved capital works		30 Jun 2014	Infrastructure Services
program for council owned precincts			
and areas			

Measure	Target	Milestone	Division Responsible
Develop Business Continuity		30 Jun 2014	Infrastructure Services
Strategies for operational facilities			
and depots as identified in council's			
Business Continuity Management			
Framework			
Approved Public Amenities Capital		30 Jun 2014	Infrastructure Services
Works program delivered			
Facilities Master Plan presented to EMT		30 Jun 2014	Infrastructure Services
Building Management and Energy Report 1 to EMT		31 Dec 2013	Infrastructure Services
Building Management and Energy Report 2 to EMT		30 Jun 2014	Infrastructure Services
Delivery of approved Capital Works		30 Jun 2014	Infrastructure Services
to council occupied buildings and depots			
Complete structural report and		30 Jun 2014	Infrastructure Services
conservation of the heritage listed		00 0011 2014	initiadiraciare ecivices
(old) communications room at the			
SES building			
Deliver the approved capital works		30 Jun 2014	Infrastructure Services
program for council owned sport and			
recreational facilities			
Deliver the approved capital works		30 Jun 2014	Infrastructure Services
program for council owned childcare			
facilities			
Deliver the approved capital works		30 Jun 2014	Infrastructure Services
program for council's commercial			
facilities			
Deliver the approved capital works		30 Jun 2014	Infrastructure Services
program for council owned			
community group facilities			
(community centres)			
Conduct condition assessment of		30 Jun 2014	Infrastructure Services
council's vacant land			
Develop a Townsville City Council		30 Jun 2014	Infrastructure Services
Vacant Land Management Plan			

Core Service >> Service >>	Enabling Services Business Management
Programme Group >> Programme Group Budget >>	Business Management & Support \$1,760,158

- Develop and implement council's Corporate Governance Framework to ensure strategic planning, compliance with all legislation, policies, Codes of Practice and Standards
- Provide responsive and efficient systems to enable the delivery of Council services

Programme Group Budget Summary >>

	2013/14 Recurrent \$000	2013/14 Non-recurrent \$000	2013/14 Total \$000
Operating Revenue	30	0	30
Operating Expense	1,748	13	1,760
Capital Income	0	0	0
Capital Works	0	0	0

Individual Programme Summary >>

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Business Support- Enabling	Support the service delivery of the Finance Department through the provision of administrative and logistical support	1,340	0	1,340
TWW Governance & Administration	Provision of governance and administration support to Townsville Water and Waste	381	0	381
TWW Integrated Management System	Management of environmental and quality systems for Townsville Water and Waste	40	0	40

Measure	Target	Milestone	Division Responsible
100% of monthly variance analysis	100%		Corporate Services
and management reporting			
information provided to management			
within 5 business days following the			
end of month			
85% internal customer satisfaction	85%		Corporate Services
(Good + Excellent) with Finance			
Provision of monthly Legal Update	12		Townsville Water & Waste
Reports to the Townsville Water and			
Waste Division			
Regulatory reports for Townsville	7		Townsville Water & Waste
Water and Waste are submitted by			
the due date throughout the year			
Maintain International Organisation		31 May 2014	Townsville Water & Waste
for Standardisation 14001			
Environmental Management Systems			
for Townsville Water and Waste			
through a successful audit			
Maintain International Organisation		31 May 2014	Townsville Water & Waste
for Standardisation 9001 Quality			
Management Systems for Townsville			
Water and Waste through a			
successful audit			

Core Service >> Service >>	Enabling Services Business Management
Programme Group >> Programme Group Budget >>	Project & Operational Support \$13,691,340

- Provide and maintain timely and sustainable infrastructure
- Provide asset management practices which reflect the community's expectations regarding service levels and its ability to pay

Programme Group Budget Summary >>

	2013/14 Recurrent \$000	2013/14 Non-recurrent \$000	2013/14 Total \$000
Operating Revenue	142	0	142
Operating Expense	12,086	1,540	13,626
Capital Income	0	0	0
Capital Works	65	0	65

Individual Programme Summary >>

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Engineering Services Operational Support	 Provision of support and assistance to Engineering Services to enable effective and efficient delivery of services 	6,589	65	6,654
Maintenance Services	Provision of governance and direction to enable maintenance services to deliver its programme objectives	6,028	0	6,028
TWW Technical & Engineering Services	Support Townsville Water and Waste by providing expert project planning, design and delivery advice and services	1,009	0	1,009

Measure	Target	Milestone	Division Responsible
Issue 100% of Workplace Inspection	100%		Infrastructure Services
Checklists (WIC's) by due dates			
Development of project briefs in	100%		Townsville Water & Waste
accordance with council's Project			
Management Framework for 100% of			
Technical and Engineering projects			
Conduct a minimum of 1 safety audit	100%		Townsville Water & Waste
for 100% of Technical and			
Engineering projects			
Maintain NATA accreditation for the		30 Jun 2014	Infrastructure Services
Geotechnical Laboratory			
Conduct a review of the Project		31 Mar 2014	Infrastructure Services
Management Framework and provide			
recommendations on software to			
improve output and efficiency of			
projects delivered within the			
Framework			
Delivery of PS2IS project operating		30 Jun 2014	Infrastructure Services
strategy			

Core Service >> Service >>	Enabling Services Communication and Customer Relations
Programme Group >> Programme Group Budget >>	Campaign Management \$1,838,389

- Strengthen community networks to collaboratively deliver community services
- Encourage community participation and ensure that the community is informed and educated about matters that impact their lives
- Provide responsive and efficient systems to enable the delivery of Council services

Programme Group Budget Summary >>

	2013/14 Recurrent \$000	2013/14 Non-recurrent \$000	2013/14 Total \$000
Operating Revenue	828	0	828
Operating Expense	1,838	0	1,838
Capital Income	0	0	0
Capital Works	0	0	0

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Active Townsville	Increase the community's awareness of active and healthy activities available in the city and contribute to behaviour change towards healthy lifestyles	144	0	144
Arts Culture & Events	Increase the community's awareness of arts, cultural and sporting events presented by council and encourage participation at council's theatres, galleries, libraries, and events	292	0	292

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Community Learning	Increase the community's awareness of learning activities and resources available in the Townsville region and contribute to behaviour change and participation in learning activities	122	0	122
Community Safety	 Encourage community preparation for natural disasters Increase the community's awareness of activities designed to facilitate safe living in the Townsville Region 	193	0	193
Council Works	Improve the community's awareness and recognition of council engineering, construction and maintenance programs and projects	66	0	66
Planning & Development	Improve the quality and accessibility of online planning and development information, and produce information about council's quality, competent, fair and balanced approach to planning and development in Townsville	86	0	86

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Reputation Management	 Increase community trust and confidence in council Recognition of council programs and services through effective corporate communication strategies 	352	0	352
Service Quality	The promotion of the responsive delivery of council services by developing service excellence through continuous improvement	157	0	157
Sustainable Townsville	 Increase participation at council events and sustainable activites Promotion of council involvement with sustainable initiatives 	138	0	138
Together Townsville	 Develop strategic partnerships with the corporate and community sectors Manage council's incoming sponsorship Manage stakeholder relationships to achieve a high level of satisfaction and retention 	288	0	288

Measure	Target	Milestone	Division Responsible
100% of Milestones outlined in the Active Townsville Marketing	100%		Corporate Services
Communications Plan delivered as scheduled			
100% of Milestones outlined in the Arts, Culture and Events Marketing Communications Plan delivered as scheduled	100%		Corporate Services

Measure	Target	Milestone	Division Responsible
100% of Milestones outlined in the	100%		Corporate Services
Community Learning Marketing			
Communications Plan delivered as			
scheduled			
100% of Milestones outlined in the	100%		Corporate Services
Community Safety Marketing			
Communications Plan delivered as			
scheduled			
100% of Milestones outlined in the	100%		Corporate Services
council Works Marketing			
Communications Plan delivered as			
scheduled			
100% of Milestones outlined in the	100%		Corporate Services
Planning and Development Marketing			
Communications Plan delivered as			
scheduled			
Smart Service Teams report to	100%		Corporate Services
Steering Committee as per agreed			
schedule			
Achieve council wide external	85%		Corporate Services
customer satisfaction of 85% or			
greater (rating of good or excellent)			
Achieve council wide internal	75%		Corporate Services
customer satisfaction of 75% or			
greater (rating of good or excellent)			
95% of all council staff answering	95%		Corporate Services
phone calls to the agreed standard			
(Bee Phone Smart)			
Deliver 4 Smart Service training	4		Corporate Services
sessions throughout the year			
75% of all service requests council	75%		Corporate Services
wide closed on time			
100% of Milestones outlined in the	100%		Corporate Services
Sustainable Townsville Marketing			
Communications Plan delivered as			
scheduled			
Establish and maintain 48 Together	48		Corporate Services
Townsville initiatives throughout the			
year			
Achieve 85% internal customer	85%		Corporate Services
satisfaction with the Together			
Townsville program			
Achieve 90% external customer	90%		Corporate Services
satisfaction with the Together			
Townsville program			
Completion of written agreements for	100%		Corporate Services
100% of the incoming Together			
Townsville sponsorships			

Measure	Target	Milestone	Division Responsible
Active Townsville Marketing		30 Sep 2013	Corporate Services
Communications Plan evaluated and		·	·
presented to the Project Leadership			
Team during Quarter 1			
Active Townsville Marketing		31 Dec 2013	Corporate Services
Communications Plan evaluated and			
presented to the Project Leadership			
Team during Quarter 2			
Active Townsville Marketing		31 Mar 2014	Corporate Services
Communications Plan evaluated and			
presented to the Project Leadership			
Team during Quarter 3			
Active Townsville Marketing		30 Jun 2014	Corporate Services
Communications Plan evaluated and		00 00 20	
presented to the Project Leadership			
Team during Quarter 4			
2014/15 Active Townsville Marketing		31 Mar 2014	Corporate Services
Communications Plan developed			
Arts, Culture and Events Marketing		30 Sep 2013	Corporate Services
Communications Plan evaluated and		00 000 20.0	Co.porato Co. Maco
presented to the Project Leadership			
Team during Quarter 1			
Arts, Culture and Events Marketing		31 Dec 2013	Corporate Services
Communications Plan evaluated and		0.20020.0	Corporate Corvices
presented to the Project Leadership			
Team during Quarter 2			
Arts, Culture and Events Marketing		31 Mar 2014	Corporate Services
Communications Plan evaluated and		0	Co.porato Co. Maco
presented to the Project Leadership			
Team during Quarter 3			
Arts, Culture and Events Marketing		30 Jun 2014	Corporate Services
Communications Plan evaluated and		00 00 20	Co.porato Co. Maco
presented to the Project Leadership			
Team during Quarter 4			
2014/15 Arts, Culture and Events		31 Mar 2014	Corporate Services
Marketing Communications Plan		2	20.50.000
developed			
Community Learning Marketing		30 Sep 2013	Corporate Services
Communications Plan evaluated and		30 200 2010	20.50.000
presented to the Project Leadership			
Team during Quarter 1			
Community Learning Marketing		31 Dec 2013	Corporate Services
Communications Plan evaluated and		2. 200 2010	20.50.000
presented to the Project Leadership			
Team during Quarter 2			
Community Learning Marketing		31 Mar 2014	Corporate Services
Communications Plan evaluated and		51 Mai 2011	25,55,815 25,71000
presented to the Project Leadership			
Team during Quarter 3			
realing addition o	<u> </u>		

Measure	Target	Milestone	Division Responsible
Community Learning Marketing		30 Jun 2014	Corporate Services
Communications Plan evaluated and			'
presented to the Project Leadership			
Team during Quarter 4			
2014/15 Community Learning		31 Mar 2014	Corporate Services
Marketing Communications Plan			
developed			
Community Safety Marketing		30 Sep 2013	Corporate Services
Communications Plan evaluated and		,	·
presented to the Project Leadership			
Team during Quarter 1			
Community Safety Marketing		31 Dec 2013	Corporate Services
Communications Plan evaluated and			·
presented to the Project Leadership			
Team during Quarter 2			
Community Safety Marketing		31 Mar 2014	Corporate Services
Communications Plan evaluated and			
presented to the Project Leadership			
Team during Quarter 3			
Community Safety Marketing		30 Jun 2014	Corporate Services
Communications Plan evaluated and		00 00 20	Corporate Corridos
presented to the Project Leadership			
Team during Quarter 4			
2014/15 Community Safety Marketing		31 Mar 2014	Corporate Services
Communications Plan developed		01 Mai 2011	Corporate Corvices
Council Works Marketing		30 Sep 2013	Corporate Services
Communications Plan evaluated and		00 000 2010	Corporate Corviese
presented to the Project Leadership			
Team during Quarter 1			
Council Works Marketing		31 Dec 2013	Corporate Services
Communications Plan evaluated and		0. 200 20.0	Corporate Corviese
presented to the Project Leadership			
Team during Quarter 2			
Council Works Marketing		31 Mar 2014	Corporate Services
Communications Plan evaluated and			3.7.3.3.3
presented to the Project Leadership			
Team during Quarter 3			
Council Works Marketing		30 Jun 2014	Corporate Services
Communications Plan evaluated and		20002011	2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2
presented to the Project Leadership			
Team during Quarter 4			
2014/15 Council Works Marketing		31 Mar 2014	Corporate Services
Communications Plan developed			
2014/15 Planning and Development		31 Mar 2014	Corporate Services
Marketing Communications Plan		3	23.50.000
developed			
Planning and Development Marketing		30 Sep 2013	Corporate Services
Communications Plan evaluated and		30 Cop 2010	23/20/4/2003
presented to the Project Leadership			
Team during Quarter 1			
Tourn during addition i			

Measure	Target	Milestone	Division Responsible
Planning and Development Marketing		31 Dec 2013	Corporate Services
Communications Plan evaluated and			
presented to the Project Leadership			
Team during Quarter 2			
Planning and Development Marketing		31 Mar 2014	Corporate Services
Communications Plan evaluated and			·
presented to the Project Leadership			
Team during Quarter 3			
Planning and Development Marketing		30 Jun 2014	Corporate Services
Communications Plan evaluated and			
presented to the Project Leadership			
Team during Quarter 4			
Council's Graphic Standards Manual		30 Jun 2014	Corporate Services
and Corporate Correspondence			·
Guidelines updated to reflect new			
branding strategy			
Conduct an survey on council brand		30 Jun 2014	Corporate Services
awareness and reputation with all			·
stakeholders			
Marketing Communications staff		30 Jun 2014	Corporate Services
member to attend all Supervisor			
Inductions throughout the year to			
increase brand awareness and the			
importance of complying with it and			
the Correspondence Guidelines			
Sustainable Townsville Marketing		30 Sep 2013	Corporate Services
Communications Plan evaluated and			
presented to the Project Leadership			
Team during Quarter 1			
Sustainable Townsville Marketing		31 Dec 2013	Corporate Services
Communications Plan evaluated and			
presented to the Project Leadership			
Team during Quarter 2			
Sustainable Townsville Marketing		31 Mar 2014	Corporate Services
Communications Plan evaluated and			
presented to the Project Leadership			
Team during Quarter 3			
Sustainable Townsville Marketing		30 Jun 2014	Corporate Services
Communications Plan evaluated and			
presented to the Project Leadership			
Team during Quarter 4			
2014/15 Sustainable Townsville		31 Mar 2014	Corporate Services
Marketing Communications Plan			
developed			
Distribute proceeds of the Mayor's		31 Dec 2013	Corporate Services
Christmas Tree Appeal to recipient			
charities			

Measure	Target	Milestone	Division Responsible
Conduct a review of the strategy and		30 Jun 2014	Corporate Services
scope of the Together Townsville			
Program (including policy and			
procedure) and make			
recommendations to EMT regarding			
any proposed amendments to the			
program			

Core Service >> Service >>	Enabling Services Communication and Customer Relations
Programme Group >> Programme Group Budget >>	Marketing & Communication \$5,413,715

• Encourage community participation and ensure that the community is informed and educated about matters that impact their lives

Programme Group Budget Summary >>

	2013/14 Recurrent \$000	2013/14 Non-recurrent \$000	2013/14 Total \$000
Operating Revenue	7	0	7
Operating Expense	5,414	0	5,414
Capital Income	0	0	0
Capital Works	0	0	0

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Customer Relations	 Contribute to the community's trust and confidence in council and positive association with the council brand Facilitate an engaged and participating community Provision of efficient, timely and accurate customer contact Provision of the appropriate channels for customers to communicate with council 	4,264	0	4,264

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Marketing & Communication	An informed and participating community though the delivery of informed strategic communications	1,150	0	1,150

Measure	Target	Milestone	Division Responsible
80% of calls to council's Customer	80%		Corporate Services
Service Centre answered within 20			
seconds (GOS)			
80% internal customer satisfaction	80%		Corporate Services
with council's Customer Service			
Centre			
95% external customer satisfaction	95%		Corporate Services
with council's Customer Service			
Centre			
80% of incoming written	80%		Corporate Services
correspondence to be acknowledged			
within 2 working days			
Attract 4,000 fans of council's official	4000		Corporate Services
Townsville City Council Facebook			
page			
97% of Customer Requests raised	97%		Corporate Services
correctly within the Customer Service			
Centre			
80% call service quality as measured	80%		Corporate Services
by Customer Service Benchmarking			
Australia			
Increase visits to council's website by	20%		Corporate Services
20% compared to previous year			
Increase average customer time	2		Corporate Services
spent on the council website to more			
than 2 minutes			
Achieve 80% internal customer	80%		Corporate Services
satisfaction with the Marketing			
Communications function			
Conduct internal and external		31 Mar 2014	Corporate Services
consultation to determine customer			
needs for the council website review		_	
Reduce the number of web pages on		31 Dec 2013	Corporate Services
the council website to less than 350			

Core Service >> Service >>	Enabling Services Corporate Research
Programme Group >> Programme Group Budget >>	Corporate Research \$238,390

• Provide responsive and efficient systems to enable the delivery of Council services

Programme Group Budget Summary >>

	2013/14 Recurrent \$000	2013/14 Non-recurrent \$000	2013/14 Total \$000
Operating Revenue	0	0	0
Operating Expense	238	1	238
Capital Income	0	0	0
Capital Works	0	0	0

Individual Programme Summary >>

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Corporate Research	 Build the capacity of council staff to find, access and use quality information for evidence based business decisions Leverage technology to provide more efficient and effective information systems and services to council Preserve and provide access to council's research publications Provision of current, accurate, relevant, and timely information that meets the business needs of council 	238	0	238

Measure	Target	Milestone	Division Responsible
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Measure	Target	Milestone	Division Responsible
Percentage of internal customers	95%		Community & Environment
satisfied with Corporate Research			
services			
Develop a plan to increase		31 Mar 2014	Community & Environment
awareness and use of online			
information resources by council staff			

Core Service >> Service >>	Enabling Services Financial Management
Programme Group >> Programme Group Budget >>	Accounting Operations \$2,558,345

• Provide responsive and efficient systems to enable the delivery of Council services

Programme Group Budget Summary >>

	2013/14 Recurrent \$000	2013/14 Non-recurrent \$000	2013/14 Total \$000
Operating Revenue	7	0	7
Operating Expense	2,558	0	2,558
Capital Income	0	0	0
Capital Works	0	0	0

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Accounts Payable	 Timely and accurate payment of council's creditors 	610	0	610
Accounts Receivable	Effective management of sundry debt related credit risk and timely billing and collection of sundry debts	169	0	169
Cash Management	Timely and complete reconciliation of council's bank account and clearing of reconciling items	160	0	160
Purchasing & Contracts	Provision of corporate oversight on purchasing	817	0	817

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Stores & Materials Management	Timely, cost effective and efficient delivery of inventory and materials to meet business needs	802	0	802

Measure	Target	Milestone	Division Responsible
95% of supplier invoices are paid	95%		Corporate Services
within payment terms			
90% of invoices issued to customers	90%		Corporate Services
paid within council's credit terms			
80% of key internal stakeholders	80%		Corporate Services
across council present at monthly			
credit meetings			
90% of bank reconciliations	90%		Corporate Services
completed daily			
100% of bank reconciling items	100%		Corporate Services
cleared within 30 days (excluding			
outstanding cheques)			
100% of contracts over \$200,000 to	100%		Corporate Services
be published on council's website			
75% of all products and services	75%		Corporate Services
requisitioned to be via the product /			
inventory catalogue			
95% of suspended stock	95%		Corporate Services
requisitioned processed within 24			
hours			
No more than 10% of inventory items	10%		Corporate Services
adjusted via stocktake throughout the			
year			
Develop a strategy to ensure supplier		31 Mar 2014	Corporate Services
invoices are processed correctly,			
reducing rework			

Core Service >> Service >>	Enabling Services Financial Management
Programme Group >> Programme Group Budget >>	Financial Compliance \$1,340,706

• Provide responsive and efficient systems to enable the delivery of Council services

Programme Group Budget Summary >>

	2013/14 Recurrent \$000	2013/14 Non-recurrent \$000	2013/14 Total \$000
Operating Revenue	0	0	0
Operating Expense	1,256	85	1,341
Capital Income	0	0	0
Capital Works	0	0	0

Individual Programme Summary >>

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Financial Reporting	 Ensure compliance with statutory financial reporting obligations Provision of timely and relevant technical accounting advice 	1,203	0	1,203
Tax Services	 Ensure compliance with all direct and indirect tax obligations Provision of timely and effective technical tax planning advice 	138	0	138

Measure	Target	Milestone	Division Responsible
0 high risk management report issues	0		Corporate Services
raised by external audit of financial			
statements			
90% tax lodgement compliance rate	90%		Corporate Services
for indirect taxes (e.g. Payroll tax,			
GST, FBT, fuel tax)			

Measure	Target	Milestone	Division Responsible
Extensions requested for 100% of all	100%		Corporate Services
tax lodgements not submitted by due			
date			
Certification of audited financial		01 Oct 2013	Corporate Services
statements			
Queensland Audit Office unqualified		31 Oct 2013	Corporate Services
audit opinion for the 2012/13 financial			
statements			

Core Service >> Service >>	Enabling Services Financial Management
Programme Group >> Programme Group Budget >>	Management Accounting Services \$898,477

- Provide responsive and efficient systems to enable the delivery of Council services
- Establish and manage long term financial planning to ensure the future sustainability of Council

Programme Group Budget Summary >>

	2013/14 Recurrent \$000	2013/14 Non-recurrent \$000	2013/14 Total \$000
Operating Revenue	28	0	28
Operating Expense	873	25	898
Capital Income	0	0	0
Capital Works	0	0	0

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Budget Targets	No budget allocated	0	0	0
Budgets & Strategic Financial Planning	 Delivery of timely and relevant financial management information Development and adoption of a financially sustainable long-term financial plan 	470	0	470
Systems Administration	The effective operation of council's financial applications to enable the business to administer financial transactions efficiently	213	0	213

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
TWW Business Financial Management	 Provision of financial services to Townsville Water and Waste Provision of future economic direction for council's significant businesses 	215	0	215

Measure	Target	Milestone	Division Responsible
100% of Draft End of Month commentary provided to EMT two business days prior to the Governance and Finance Committee each month	100%		Corporate Services
Advise and publish end of month reports for Budget Managers to review in accordance with end of month timetable	100%		Corporate Services
100% of financial periods closed in the system as published in the end of month calendar	100%		Corporate Services
100% of approved financial system updates or changes to be entered within 3 business days	100%		Corporate Services
Deliver 100% of financial and management reporting to Townsville Water and Waste stakeholders according to schedule	100%		Townsville Water & Waste
Adoption of council's 2014/15 budget		30 Jun 2014	Corporate Services
Develop 2014/15 Townsville Water and Waste pricing strategies		30 Jun 2014	Townsville Water & Waste

Core Service >> Service >>	Enabling Services Financial Management
Programme Group >> Programme Group Budget >>	Revenue Management \$4,100,944

- Provide responsive and efficient systems to enable the delivery of Council services
- Establish and manage long term financial planning to ensure the future sustainability of Council

Programme Group Budget Summary >>

	2013/14 Recurrent \$000	2013/14 Non-recurrent \$000	2013/14 Total \$000
Operating Revenue	133,729	505	134,234
Operating Expense	3,594	507	4,101
Capital Income	0	0	0
Capital Works	0	0	0

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Billing	 Timely and accurate billing of rates and utilities charges 	2,496	0	2,496
Collections	Minimise council's rate arrears	978	0	978
Meter Reading	Timely and accurate collection of meter reading data and provision of management information	419	0	419
Revenue Management	 Provision of strategic revenue modelling and policy advice Support the operations of the revenue section and the property and rating application 	208	0	208

Measure	Target	Milestone	Division Responsible
90% of correspondence and service	90%		Corporate Services
requests regarding rates and utilities			
billing actioned and completed within			
10 business days			
Rates and charge arrears maintained	5%		Corporate Services
at less than 5% of annual rates and			
utility charges levied			
100% of reminder notices issued for	100%		Corporate Services
unpaid rates and utility charges within			
14 business days of due date			
100% completion and reconciliation	100%		Corporate Services
of quarterly water meter readings			
Less than 2% of water meter	2%		Corporate Services
readings requiring re-read			
Issue of 1st half rates notices for		31 Aug 2013	Corporate Services
2013/14			
Issue of 2nd half rates notices for		28 Feb 2014	Corporate Services
2013/14			
Completion of recommendations for		15 May 2014	Corporate Services
2014/15 rates and charges			

Core Service >> Service >>	Enabling Services Financial Management
Programme Group >> Programme Group Budget >>	Treasury \$28,938,028

• Provide responsive and efficient systems to enable the delivery of Council services

Programme Group Budget Summary >>

	2013/14 Recurrent \$000	2013/14 Non-recurrent \$000	2013/14 Total \$000
Operating Revenue	48,748	0	48,748
Operating Expense	28,938	0	28,938
Capital Income	0	0	0
Capital Works	0	0	0

Individual Programme Summary >>

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Joint Ventures	Appropriate financial disclosure of council's joint venture arrangements (Townsville Entertainment and Convention Centre)	774	0	774
Treasury Management	Manage council's liquidity and minimise council's net interest expense through optimal use of debt and cash investments	28,036	0	28,036
Treasury Services	Manage council's treasury reporting and compliance with policies	128	0	128

Measure	Target	Milestone	Division Responsible
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Measure	Target	Milestone	Division Responsible
100% monthly recognition of share of	100%		Corporate Services
Joint Venture profit/loss			
100% of Joint Venture audited	100%		Corporate Services
financial statements received in			
accordance with audit program			
milestones			
0 breaches of surplus cash	0		Corporate Services
investment parameters throughout			
the year			
+/- 10% forecast accuracy on three	10%		Corporate Services
month rolling cash flow			
No more than 1 day overdraft funds	1		Corporate Services
used throughout the financial year			
100% completion of daily cash	100%		Corporate Services
forecasts			

Core Service >> Service >>	Enabling Services Fleet Management
Programme Group >> Programme Group Budget >>	Fleet \$5,524,363

- Provide asset management practices which reflect the community's expectations regarding service levels and its ability to pay
- Encourage and facilitate the participation and integration of residents into the community

Programme Group Budget Summary >>

	2013/14 Recurrent \$000	2013/14 Non-recurrent \$000	2013/14 Total \$000
Operating Revenue	95	0	95
Operating Expense	(1,894)	0	(1,894)
Capital Income	(16)	0	(16)
Capital Works	7,419	0	7,419

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Business Support Fleet Management	 Provision of administrative support for Fleet 	0	0	0
Heavy Fleet	Provision of heavy fleet resources to council to enable them to deliver services to the community	(1,025)	4,998	3,973
Light Fleet	Provision of light fleet resources to council to enable them to deliver services to the community	(1,377)	1,921	544

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Minor Fleet	Provision of minor fleet resources (e.g. Ride on mowers) to council to enable them to deliver services to the community	508	500	1,007

Measure	Target	Milestone	Division Responsible
Annualised resale value of disposed	100%		Infrastructure Services
fleet is not less than listed net book			
(residual) value			
100% fleet planned projects	100%		Infrastructure Services
completed within agreed timelines			
throughout the year			
85% internal customer satisfaction	85%		Infrastructure Services
with Fleet Services			
Less than 5% of heavy plant jobs	5%		Infrastructure Services
performed through the Fleet			
Workshop to be reworked			
100% of scheduled heavy fleet	100%		Infrastructure Services
maintenance completed within one			
month of falling due			
Less than 5% of light plant jobs	5%		Infrastructure Services
performed through the Fleet			
Workshop to be reworked			
100% of scheduled light fleet	100%		Infrastructure Services
maintenance completed within one			
month of falling due			
Less than 5% of minor plant jobs	5%		Infrastructure Services
performed through the Fleet			
Workshop to be reworked			
100% of scheduled minor fleet	100%		Infrastructure Services
maintenance completed within one			
month of falling due			

Core Service >> Service >>	Enabling Services Governance
Programme Group >> Programme Group Budget >>	Business Management & Support \$555,222

• Provide responsive and efficient systems to enable the delivery of Council services

Programme Group Budget Summary >>

	2013/14 Recurrent \$000	2013/14 Non-recurrent \$000	2013/14 Total \$000	
Operating Revenue	0	0	0	
Operating Expense	555	0	555	
Capital Income	0	0	0	
Capital Works	0	0	0	

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
IS Leadership & Strategy	Provision strategic leadership of the division, consistent with Council's strategic vision, plans and cultural initiatives	555	0	555

Core Service >> Service >>	Enabling Services Governance
Programme Group >> Programme Group Budget >>	Councillors \$1,549,165

Provide responsive and efficient systems to enable the delivery of Council services

Programme Group Budget Summary >>

	2013/14 Recurrent \$000	2013/14 Non-recurrent \$000	2013/14 Total \$000
Operating Revenue	39	0	39
Operating Expense	1,549	0	1,549
Capital Income	0	0	0
Capital Works	0	0	0

Individual Programme Summary >>

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Councillors	Provision of facilities and services necessary for councillors to efficiently discharge their duties and responsibilities as councillors	1,549	0	1,549

Measure	Target	Milestone	Division Responsible
100% of quarterly councillor	100%		Corporate Services
expenditure reports are provided to			
councillors			
100% of councillor telephone	100%		Corporate Services
expenditure reports are provided to			
councillors each quarter			
100% satisfaction of vehicle lease	100%		Corporate Services
arrangement for councillor vehicles			
Annual reporting requirements for		31 Oct 2013	Corporate Services
councillor expenditure and complaints			
are completed and provided for			
inclusion in the Annual Report			

Core Service >> Service >>	Enabling Services Governance
Programme Group >> Programme Group Budget >>	Governance \$3,457,482

 Develop and implement council's Corporate Governance Framework to ensure strategic planning, compliance with all legislation, policies, Codes of Practice and Standards

Programme Group Budget Summary >>

	2013/14 Recurrent \$000	2013/14 Non-recurrent \$000	2013/14 Total \$000	
Operating Revenue	14	0	14	
Operating Expense	3,357	100	3,457	
Capital Income	0	0	0	
Capital Works	0	0	0	

Individual Programme Summary >>

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Governance	 Support the organisation in enabling continuous improvement through the delivery of strategic operational projects To maintain a governance framework to support council's legal and ethical compliance requirements 	3,457	0	3,457

Measure	Target	Milestone	Division Responsible
100% of Right to Information (RTI) applications are processed within statutory timeframes	100%		Corporate Services
Deliver 4 Corporate Governance training/user group sessions by June 2014	4		Corporate Services

Measure	Target	Milestone	Division Responsible
100% of all council's insurance	100%		Corporate Services
policies are re-negotiated and			
renewed for 2014/15 financial year			
100% of annual review of	100%		Corporate Services
organisation wide risk assessments			
completed by March 2014			
100% of all new insurance claims are	100%		Corporate Services
acknowledged within 5 business days			
of receipt			
Annual Report adopted by council		30 Nov 2013	Corporate Services
Risk Assessment Review submitted		01 Mar 2014	Corporate Services
to Internal Audit			
Quarterly Performance Report for Q1		30 Nov 2013	Corporate Services
2013/14 completed			
Quarterly Performance Report for Q2		28 Feb 2014	Corporate Services
2013/14 completed			
Quarterly Performance Report for Q3		31 May 2014	Corporate Services
2013/14 completed			
Quarterly Performance Report for Q4		31 Aug 2013	Corporate Services
2012/13 completed			
Corporate Plan 2014-2019 developed		31 Dec 2013	Corporate Services
and adopted by council			
2014/15 Operational Plan developed		30 Jun 2014	Corporate Services
and adopted by council			
Community Report Card published to		30 Oct 2013	Corporate Services
the community			
Implementation of Phase 2 of the		30 Jun 2014	Corporate Services
Corporate Performance Management			
System			
Facility based Business Continuity		31 Mar 2014	Corporate Services
Plans developed for Thuringowa,			
Northtown, Garbutt Operations			
Centre, Dalrymple Road Depot and			
Bamford Lane Depot		00 5-6 0044	Company Comitions
Development and implementation of		28 Feb 2014	Corporate Services
the Delegations Register across council			
Complaints Management system		31 Dec 2013	Corporate Services
reviewed		31 000 2013	Corporate Services
Development of a legislative		31 Dec 2013	Corporate Services
compliance program for council		31 066 2013	Corporate Services
Deliver the results of the Community		30 Jun 2014	Corporate Services
Attitude Survey to council		50 Juli 2014	Corporate Del vices
Implementation of council's Fraud		31 Dec 2013	Corporate Services
and Corruption Prevention Plan,		01 500 2010	Corporate Oct vices
incident reporting and requirements			
of the Public Disclosures Act			
Provide management and facilitation		30 Jun 2014	Corporate Services
support to the PS2IS Project		55 5dii 2017	20.50.000
throughout the year			
Jugitout and Jour		1	

Measure	Target	Milestone	Division Responsible
Provide PS2IS project progress		30 Sep 2013	Corporate Services
report to EMT during Quarter 1			
Provide PS2IS project progress		31 Dec 2013	Corporate Services
report to EMT during Quarter 2			
Provide PS2IS project progress		31 Mar 2014	Corporate Services
report to EMT during Quarter 3			
Provide PS2IS project progress		30 Jun 2014	Corporate Services
report to EMT during Quarter 4			

Core Service >> Service >>	Enabling Services Governance
Programme Group >> Programme Group Budget >>	Internal Audit \$289,517

 Develop and implement council's Corporate Governance Framework to ensure strategic planning, compliance with all legislation, policies, Codes of Practice and Standards

Programme Group Budget Summary >>

	2013/14 Recurrent \$000	2013/14 Non-recurrent \$000	2013/14 Total \$000
Operating Revenue	0	0	0
Operating Expense	290	0	290
Capital Income	0	0	0
Capital Works	0	0	0

Individual Programme Summary >>

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Internal Audit	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	290	0	290

Measure	Target	Milestone	Division Responsible
Completion of councils Internal Audit	100%		Corporate Services
Plan			
Present the Internal Audit Plan to		30 Sep 2013	Corporate Services
Audit Committee Quarter 1			

Measure	Target	Milestone	Division Responsible
Present the Internal Audit Plan to		31 Dec 2013	Corporate Services
Audit Committee Quarter 2			
Present the Internal Audit Plan to		31 Mar 2014	Corporate Services
Audit Committee Quarter 3			
Present the Internal Audit Plan to		30 Jun 2014	Corporate Services
Audit Committee Quarter 4			

Core Service >> Service >>	Enabling Services Governance
Programme Group >> Programme Group Budget >>	Legal \$898,800

• Provide responsive and efficient systems to enable the delivery of Council services

Programme Group Budget Summary >>

	2013/14 Recurrent \$000	2013/14 Non-recurrent \$000	2013/14 Total \$000
Operating Revenue	96	0	96
Operating Expense	899	0	899
Capital Income	515	0	515
Capital Works	0	0	0

Individual Programme Summary >>

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Legal	 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 	899	0	899

Measure	Target	Milestone	Division Responsible
100% of letters of demand for	100%		Corporate Services
payment of rates issued within 2 days			
of receiving instructions			
100% of claims filed within 2 days of	100%		Corporate Services
receiving instructions			
100% of judgements filed within 2	100%		Corporate Services
days of receiving instructions			

Measure	Target	Milestone	Division Responsible
100% of community leases lodged	100%		Corporate Services
within 15 business days of receipt of			
complete instructions			
60% internal customer satisfaction	60%		Corporate Services
with Legal Services			
Initial response provided (or	80%		Corporate Services
resolution if possible) to 80% of			
requests for legal advice within 10			
business days			
Establish legal and business		30 Nov 2013	Corporate Services
processes for the delivery of legal			
services to other councils			
Provide prosecution and evidence		30 Jun 2014	Corporate Services
training to internal council			
departments to ensure their			
awareness of litigation processes and			
requirements			

Core Service >> Service >>	Enabling Services Governance
Programme Group >> Programme Group Budget >>	Media \$278,918

• Encourage community participation and ensure that the community is informed and educated about matters that impact their lives

Programme Group Budget Summary >>

	2013/14 Recurrent \$000	2013/14 Non-recurrent \$000	2013/14 Total \$000
Operating Revenue	0	0	0
Operating Expense	279	0	279
Capital Income	0	0	0
Capital Works	0	0	0

Individual Programme Summary >>

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Media	 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 	279	0	279

Measure	Target	Milestone	Division Responsible
85% successful pickup of media	85%		Corporate Services
releases issued			
Undertake a review of other local		30 Jun 2014	Corporate Services
government media management as a			
continuous improvement exercise			

Core Service >> Service >>	Enabling Services Information Communication Technology
Programme Group >> Programme Group Budget >>	Application Systems \$6,553,951

• Provide responsive and efficient systems to enable the delivery of Council services

Programme Group Budget Summary >>

	2013/14 Recurrent \$000	2013/14 Non-recurrent \$000	2013/14 Total \$000
Operating Revenue	0	0	0
Operating Expense	3,254	235	3,489
Capital Income	0	0	0
Capital Works	0	3,065	3,065

Individual Programme Summary >>

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Application Systems	Deliver, maintain and support software applications and business processes in accordance with the service framework and service catalogue	3,489	0	3,489
FEAM	Deliver the Financial and Enterprise Asset Management programme in accordance with the Information Architecture strategy	0	3,065	3,065

Measure	Target	Milestone	Division Responsible
98% availability of Enterprise	98%		Corporate Services
Applications (HR, Financial, Property,			
Record Keeping) across the			
organisation during gazetted			
business hours			

Measure	Target	Milestone	Division Responsible
Complete implementation of e-		31 Mar 2014	Corporate Services
Property Phase One			
Deployment of Windows 7 to council		31 Dec 2013	Corporate Services
computers			
FEAM Benefits Realisation Plan		30 Jun 2014	Corporate Services
developed and implemented			
throughout 2013-2014			
All Project Records registered in		30 Jun 2014	Corporate Services
councils document management			
system, ECM			

Core Service >> Service >>	Enabling Services Information Communication Technology
Programme Group >> Programme Group Budget >>	Asset Management-ICT \$5,046,031

• Provide responsive and efficient systems to enable the delivery of Council services

Programme Group Budget Summary >>

	2013/14 Recurrent \$000	2013/14 Non-recurrent \$000	2013/14 Total \$000
Operating Revenue	14	0	14
Operating Expense	5,036	10	5,046
Capital Income	0	0	0
Capital Works	0	0	0

Individual Programme Summary >>

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Asset Management - ICT	 Effective management of the asset utilisation in accordance with the Knowledge Management Asset Management Plan Provide management of corporate ICT assets to optimise their effective utilisation in accordance with the Knowledge Management service framework and service catalogue 	5,046	0	5,046

Measure	Target	Milestone	Division Responsible
Completion of review and update of		30 Jun 2014	Corporate Services
the Knowledge Management Asset			
Management Plan in line with			
Corporate Asset Cycle Management			
Framework			

Measure	Target	Milestone	Division Responsible
Completion of an asset reconciliation		31 Dec 2013	Corporate Services
between the ICT asset register and			
the financial accounting system			

Core Service >> Service >>	Enabling Services Information Communication Technology
Programme Group >> Programme Group Budget >>	Client Services \$4,017,411

• Provide responsive and efficient systems to enable the delivery of Council services

Programme Group Budget Summary >>

	2013/14 Recurrent \$000	2013/14 Non-recurrent \$000	2013/14 Total \$000
Operating Revenue	0	0	0
Operating Expense	4,017	0	4,017
Capital Income	0	0	0
Capital Works	0	0	0

Individual Programme Summary >>

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Client Services Support	Provision of efficient and effective client support in accordance to the Knowledge Management service framework and service catalogue	4,017	0	4,017

Measure	Target	Milestone	Division Responsible
95% accuracy of all document registrations within councils document management system for whole of council departments	95%		Corporate Services
6 relationship management meetings with internal Enterprise System clients per quarter	24		Corporate Services

Core Service >> Service >>	Enabling Services Information Communication Technology
Programme Group >> Programme Group Budget >>	Desktop & Systems Services \$8,179,620

• Provide responsive and efficient systems to enable the delivery of Council services

Programme Group Budget Summary >>

	2013/14 Recurrent \$000	2013/14 Non-recurrent \$000	2013/14 Total \$000
Operating Revenue	0	0	0
Operating Expense	3,846	0	3,846
Capital Income	375	0	375
Capital Works	4,333	0	4,333

Individual Programme Summary >>

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Desktop & Systems Solutions	Deliver and maintain desktop services and solutions that fit for purpose as defined in the Information Architecture strategy	3,846	4,333	8,180

Measure	Target	Milestone	Division Responsible
98% availability of all council	98%		Corporate Services
Enterprise Business Management			
Systems during gazetted business			
hours			
90% of Access Request Forms for all	90%		Corporate Services
New Accounts processed within 3			
business days			
70% of new incidents reported in the	70%		Corporate Services
Knowledge Management Service			
Level Agreement have been fixed			
70% of new Knowledge Management	70%		Corporate Services
Service Requests reported in Service			
Level Agreement have been fixed			

Core Service >> Service >>	Enabling Services Information Communication Technology
Programme Group >> Programme Group Budget >>	Records Management \$2,278,423

• Provide responsive and efficient systems to enable the delivery of Council services

Programme Group Budget Summary >>

	2013/14 Recurrent \$000	2013/14 Non-recurrent \$000	2013/14 Total \$000
Operating Revenue	0	0	0
Operating Expense	2,278	0	2,278
Capital Income	0	0	0
Capital Works	0	0	0

Individual Programme Summary >>

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Records Management	Provision of a corporate records and information management solution that support the business processes and policies in accordance with the Knowledge Management service framework and service catalogue	2,278	0	2,278

Measure	Target	Milestone	Division Responsible
Complete the Phase 2 review and		30 Jun 2014	Corporate Services
disposal plan (5 %) of the short life			
cycle records from off-site storage			
according to Information Standard 31:			
Retention and Disposal of			
Government Information (IS31)			

Townsville City Council Proposed 2013/14 Operational Plan

Measure	Target	Milestone	Division Responsible
Review Strategic Recordkeeping		31 Mar 2014	Corporate Services
Implementation Plan and associated			
operational plan			

Core Service >> Service >>	Enabling Services Information Communication Technology
Programme Group >> Programme Group Budget >>	Spatial Services \$2,388,456

• Provide responsive and efficient systems to enable the delivery of Council services

Programme Group Budget Summary >>

	2013/14 Recurrent \$000	2013/14 Non-recurrent \$000	2013/14 Total \$000
Operating Revenue	480	0	480
Operating Expense	2,148	0	2,148
Capital Income	0	0	0
Capital Works	240	0	240

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Spatial Asset Capture	 Capture of spatial data information according to the business rules as defined by information custodians Provision of spatial data management for corporate asset information in accordance with the Knowledge Management service framework and service catalogue and Information Custodianship Administrative Directive 	58	0	58

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Spatial Systems	Provision of efficient and effective corporate spatial systems and services in accordance with the Knowledge Management service framework and service catalogue	2,091	240	2,331

Measure	Target	Milestone	Division Responsible
Process 95% of the Water Asset	95%		Corporate Services
Mobile Mapping Information received			
within 10 working days			
Deliver 98% of Property Searches	98%		Corporate Services
within the agreed service level			
agreement of 5 business days			
throughout the year			
Spatial Network Analysis and		30 Jun 2014	Corporate Services
Modelling Strategy implemented for			
the water network pilot			
Capture and delivery of new Aerial		30 Jun 2014	Corporate Services
Photography information for identified			
urban areas			
Spatial 3D Modelling and		30 Sep 2013	Corporate Services
Visualisation Strategy implemented			
for the Townsville Planning Scheme			
Public Notification			

Core Service >> Service >>	Enabling Services Laboratory Services
Programme Group >> Programme Group Budget >>	TWW Laboratory Services \$1,547,482

Provide responsive and efficient systems to enable the delivery of Council services

Programme Group Budget Summary >>

	2013/14 Recurrent \$000	2013/14 Non-recurrent \$000	2013/14 Total \$000	
Operating Revenue	2,583	0	2,583	
Operating Expense	1,502	0	1,502	
Capital Income	0	0	0	
Capital Works	32	13	45	

Individual Programme Summary >>

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
TWW Laboratory Services	 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 	1,502	45	1,547

Measure	Target	Milestone	Division Responsible
Achieve 75% compliance with	75%		Townsville Water & Waste
defined timeframes for issuing			
analysis reports			
Incorporate 4 new testing methods in	4%		Townsville Water & Waste
the scope of National Association of			
Testing Authorities (NATA)			
accreditation for the Laboratory			

Townsville City Council Proposed 2013/14 Operational Plan

Measure	Target	Milestone	Division Responsible
Undertake service presentations to 6	6%		Townsville Water & Waste
potential commercial clients of			
Laboratory Services			
Increase commercial (external)	15%		Townsville Water & Waste
revenue generated through			
Laboratory Services by 15% based			
on 2012/13 revenue			

Core Service >> Service >>	Enabling Services People
Programme Group >> Programme Group Budget >>	Building Capabilities \$1,693,090

• Implement human resource strategies to become an employer of choice

Programme Group Budget Summary >>

	2013/14 Recurrent \$000	2013/14 Non-recurrent \$000	2013/14 Total \$000
Operating Revenue	200	0	200
Operating Expense	1,666	27	1,693
Capital Income	0	0	0
Capital Works	0	0	0

Individual Programme Summary >>

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Building Employee Capabilities	 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 	1,693	0	1,693

Measure	Target	Milestone	Division Responsible
100% of corporate compliance	100%		Corporate Services
training is offered in compliance with			
requirements			
80% of targeted staff within first four	80%		Corporate Services
levels of the organisation complete			
the Generic Management Leadership			
Development Programs			

Townsville City Council Proposed 2013/14 Operational Plan

Measure	Target	Milestone	Division Responsible
Development of an Internal Coaching		30 Jun 2014	Corporate Services
Capability Program to support the			
implementation of the Generic			
Management Leadership			
Development Programs			
Training Evaluation Framework		30 Jun 2014	Corporate Services
implemented & reviewed for five			
courses			

Core Service >> Service >>	Enabling Services People
Programme Group >> Programme Group Budget >>	People Operations \$2,087,537

- Foster a culture of employee health, safety and well-being
- Provide responsive and efficient systems to enable the delivery of Council services

Programme Group Budget Summary >>

	2013/14 Recurrent \$000	2013/14 Non-recurrent \$000	2013/14 Total \$000	
Operating Revenue	10	0	10	
Operating Expense	1,852	236	2,088	
Capital Income	0	0	0	
Capital Works	0	0	0	

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Corporate Safety	 Deliver a range of Workplace Health and Safety systems and services to council Facilitate staff behaviours relating to safety which contribute to ongoing improvement of organisational culture and safety related results 	1,140	0	1,140

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Health & Wellbeing	 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 initiatives and programs are aimed at assisting in reducing council's incidents and claims and the duration of any claims 	653	0	653
Information Systems	 Provision of a Human Resource Information System, which provides timely and meaningful means of capturing employee and position data effectively and is able to facilitate subsequent enquiry and/or reporting of that data to improve and sustain people performance Provision of a multifunctional system including Payroll, Recruitment, Learning & Development, WHS Incident and Hazard recording and reporting of HR metrics 	280	0	280

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Workers Compensation	 Provision of an effective, efficient, high level of service in Workers' Compensation and Rehabilitation Services to council employees and councillors in line with legislative and organisational requirements Provision of council with an effective Workers' Compensation insurance model 	14	0	14

Measure	Target	Milestone	Division Responsible
80% of management, supervisors	80%		Corporate Services
and employees have received Safety			
Responsibilities and Accountabilities			
training			
100% of approved Organisational	100%		Corporate Services
Safety Objectives, Targets and Key			
Performance Indicators established,			
adopted and shared throughout			
organisation by December 2013			
100% of musculoskeletal health	100%		Corporate Services
education and programs aimed at			
reducing sprains and strains injuries			
delivered			
100% of agreed and defined	100%		Corporate Services
Workforce Metrics and people			
performance reports are delivered			
according to a defined schedule			
100% of planned upgrades to the	100%		Corporate Services
existing Human Resource Information			
System are tested to test plan and			
implemented to production			
Claim decision time for 90% of	90%		Corporate Services
Workers Compensation claims (from			
date of lodgement to decision taken)			
is within 20 business days			
Implementation of a Risk and		30 Jun 2014	Corporate Services
Compliance Safety Management			
Application for Corporate Safety			

Measure	Target	Milestone	Division Responsible
Facilitate the inclusion of		31 Dec 2013	Corporate Services
organisational Safety Objectives,			
Targets and Key Performance			
Indicators in performance			
management plans for Directors,			
Executive Managers, Managers and			
Supervisors			
Development and coordination of		31 Mar 2014	Corporate Services
approved Safety Responsibilities and			
Accountabilities training to			
management, supervisors and			
employees			
Deliver WHS training programs		30 Jun 2014	Corporate Services
including chlorine and asbestos			
regulatory awareness, first aid, CPR,			
confined space, armed robbery,			
playground LBL2, Harassment &			
Bullying, Manual Handling, MUTCD1			
& 2, WPH&S responsibilities and Risk			
Management			
Conduct a review of job task		31 Mar 2014	Corporate Services
analyses (JTA's) across council to			
update the existing library of JTA's			
used for rehabilitation, injury			
management and recruitment			
purposes			
Establish a Nominated Doctor and on		31 Dec 2013	Corporate Services
site Physiotherapy arrangement			
aimed at early intervention and			
resolution of injuries and a reduction			
in workers' compensation claim			
numbers and costs			
Conduct organisational health		31 Dec 2013	Corporate Services
questionnaire to ascertain baseline			
health data and collate results			
Implementation of an Employee		30 Jun 2014	Corporate Services
Health Risk Management application			
Implementation of planned and		30 Jun 2014	Corporate Services
approved Human Resource			
Information System application			
enhancements			
Review council's Workers		30 Jun 2014	Corporate Services
Compensation Self Insurance licence			
arrangement and recommend an			
effective model			

Core Service >> Service >>	Enabling Services People
Programme Group >> Programme Group Budget >>	People Services \$3,324,320

- Implement human resource strategies to become an employer of choice
- Foster diversity, merit and equity, reward and recognition in the workplace
- Provide responsive and efficient systems to enable the delivery of Council services

Programme Group Budget Summary >>

	2013/14 Recurrent \$000	2013/14 Non-recurrent \$000	2013/14 Total \$000
Operating Revenue	7	0	7
Operating Expense	3,324	0	3,324
Capital Income	0	0	0
Capital Works	0	0	0

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Culture	Alignment of employee behaviours to the organisation's preferred culture to improve business performance and employee safety	291	0	291
Diversity	 Achieve outcomes as identified in the Diversity in Employment Strategy Promote and facilitate the development of a productively diverse workforce in council 	93	0	93

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Employee Relations	Develop and implement policies and strategies in order to support relationships to align the workforce to the organisational strategies and objectives	316	0	316
People Services	Maintain HR Governance systems, which support people and position related transactions and strategy related to other People Performance functions e.g. reward and recognition, diversity, remuneration, absenteeism management, position and structure movements	1,660	0	1,660
Recognition & Reward	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	55	0	55
Recruitment	Recruit competent, high performing, appropriately skilled and experienced staff to fill permanent and non-permanent vacancies within council	324	0	324
Remuneration	Accurate, timely and appropriately pay staff for their work at council	586	0	586

Measure	Target	Milestone	Division Responsible
90% of planned tests for Drug and	90%		Corporate Services
Alcohol random testing are performed			
Acknowledgement of 100% of	100%		Corporate Services
grievances within 3 days			·
90% of grievance and disciplinary	90%		Corporate Services
matter investigations, including the			
completion of approved actions			
recommended in investigation report			
and any disciplinary notices, finalised			
within 28 calendar days			
100% of the requests for changes to	100%		Corporate Services
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% of classification changes to	100%		Corporate Services
positions are sent to EMT for			
approval within 7 working days of			
receipt of completed detail regarding			
position change and assessment	100/		
Achieve a 10% improvement on	10%		Corporate Services
divisional recruitment periods based			
on the previous quarter for a targeted			
Division Maintain payroll accuracy with less	1%		Corporato Sarvigas
than 1% error rate	170		Corporate Services
100% of pay changes actioned within	100%		Corporate Services
2 pay periods from when paper work	10076		Corporate Services
is received by HR People			
Performance			
Conduct OCI/OEI Cultural Survey		31 Aug 2013	Corporate Services
Report OCI/OEI Cultural Survey		31 Dec 2013	Corporate Services
results to all staff		01 DCC 2010	Corporate Cervices
Identify priority organisational issues		30 Jun 2014	Corporate Services
identified in the OCI/OEI Cultural		00 0011 2011	Corporate Corvices
Survey results and initiatives to			
address them			
Establish organisational baseline		30 Jun 2014	Corporate Services
information around diversity data			·
Identify and develop five strategic		30 Jun 2014	Corporate Services
business partnerships with local			
organisations that support			
disadvantaged people			
Provide Contact Officer training to		30 Jun 2014	Corporate Services
increase the number of Contact			
Officers across the organisation to			
1% of the total workforce			

Measure	Target	Milestone	Division Responsible
Development and implementation of		30 Jun 2014	Corporate Services
an Indigenous Employment Strategy			
Implementation of the Drug and		31 Dec 2013	Corporate Services
Alcohol Policy			
Completion of training related to the		30 Jun 2014	Corporate Services
Drug and Alcohol Policy and			
Procedure			
Annual classification evaluation audit		30 Jun 2014	Corporate Services
on sample of positions conducted			
and inconsistencies between panel			
assessments and audit result			
addressed			
Conduct staff feedback survey on		30 Jun 2014	Corporate Services
effectiveness of recognition and			
reward within the organisation			
Conduct annual Long Service Award		30 Nov 2013	Corporate Services
ceremony			
Provide intensive training, support		30 Jun 2014	Corporate Services
and guidance to a targeted council			
division to improve divisional			
recruitment periods			
Establish a governance structure to		31 Dec 2013	Corporate Services
facilitate the development of the			
Strategic Workforce Management			
Plan			
Develop a pilot programme for high		30 Jun 2014	Corporate Services
risk (business critical and difficult to			
recruit) positions			
Conduct audit of Electronic		30 Jun 2014	Corporate Services
Recruitment application capability			
and functionality to identify			
opportunities for streamlining of			
processes and identification of key			
areas for improvement			
Annual remuneration increment		30 Jun 2014	Corporate Services
audits conducted			

Core Service >> Service >>	Enabling Services Trade Services
Programme Group >> Programme Group Budget >>	Business Management & Support \$1,204,073

• Provide and maintain timely and sustainable infrastructure

Programme Group Budget Summary >>

	2013/14 Recurrent \$000	2013/14 Non-recurrent \$000	2013/14 Total \$000
Operating Revenue	18	0	18
Operating Expense	1,204	0	1,204
Capital Income	0	0	0
Capital Works	0	0	0

Individual Programme Summary >>

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
TWW Trades Business Administration	Provision of administrative support to enable Trade Services to deliver services to council	1,204	0	1,204

Measure	Target	Milestone	Division Responsible
85% Trades Services work requests	85%		Townsville Water & Waste
processed to work orders within 30			
minutes			
90% customer satisfaction with Trade	90%		Townsville Water & Waste
Services			
90% customer satisfaction for internal	90%		Townsville Water & Waste
and external customers of the Trade			
Services Administrative team			

Core Service >> Service >>	Enabling Services Trade Services
Programme Group >> Programme Group Budget >>	TWW Trades \$1,538,935

• Provide and maintain timely and sustainable infrastructure

Programme Group Budget Summary >>

	2013/14 Recurrent \$000	2013/14 Non-recurrent \$000	2013/14 Total \$000
Operating Revenue	899	0	899
Operating Expense	1,539	0	1,539
Capital Income	0	0	0
Capital Works	0	0	0

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
TWW Electrical Technical Services	 Provision of effective and efficient technical service delivery to council's infrastructure Provision of effective and efficient technical service delivery to water infrastructure operated by Trility 	291	0	291
TWW Electrical Workshop	 Provision of effective and efficient service delivery to electrical infrastructure operated by Trility Support effective and efficient service delivery to council's electrical infrastructure through the management and provision of an electrical workshop 	498	0	498

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
TWW Fitters & Welders Workshop	 Provision of effective and efficient service delivery to council's mechanical infrastructure Provision of effective and efficient service delivery to mechanical infrastructure operated by Trility 	751	0	751
TWW Store	Support Townsville Water by ensuring the appropriate equipment is available and maintained	(1)	0	(1)

Measure	Target	Milestone	Division Responsible
Complete 85% of scheduled technical	85%		Townsville Water & Waste
maintenance on time for the month			
Complete 85% of technical workshop	85%		Townsville Water & Waste
work orders within defined			
timeframes			
Achieve 90% customer satisfaction	90%		Townsville Water & Waste
for internal and external customers of			
the technical workshop	050/		T
Complete 85% of scheduled electrical maintenance on time for the month	85%		Townsville Water & Waste
	85%		Townsville Water & Waste
Complete 85% of electrical workshop work orders within defined	00%		Townsville water & waste
timeframes			
Achieve 90% customer satisfaction	90%		Townsville Water & Waste
for internal and external customers of	3070		rownsville valer a vvaste
the electrical workshop			
Complete 85% of scheduled	85%		Townsville Water & Waste
mechanical maintenance on time for			
the month			
Complete 85% of mechanical	85%		Townsville Water & Waste
workshop work orders within defined			
timeframes			
Achieve 90% customer satisfaction	90%		Townsville Water & Waste
for internal and external customers of			
the mechanical workshop			
All lifting equipment tested within	100%		Townsville Water & Waste
defined timeframes			

Core Service >> Service >>	Environment and Sustainability Environmental & Natural Resource Mgmt
Programme Group >> Programme Group Budget >>	Education Awareness \$152,738

• Partner with the community and industry stakeholders to develop and promote environmental protection and sustainability energy practices

Programme Group Budget Summary >>

	2013/14 Recurrent \$000	2013/14 Non-recurrent \$000	2013/14 Total \$000
Operating Revenue	0	0	0
Operating Expense	153	0	153
Capital Income	0	0	0
Capital Works	0	0	0

Individual Programme Summary >>

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Environmental Education Awareness	 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 	153	0	153

Measure	Target	Milestone	Division Responsible
Deliver 10 planned community	10		Community & Environment
environmental activities throughout			
the year			
Host 8 community greening events	8		Community & Environment
throughout the year			
Support the Townsville National Tree		30 Jul 2013	Community & Environment
Day			

Townsville City Council Proposed 2013/14 Operational Plan

Measure	Target	Milestone	Division Responsible
Support the Great Northern Clean Up		30 Sep 2013	Community & Environment
Host the Townsville Toad Day Out		31 Mar 2014	Community & Environment
Host the Environmental Excellence		30 Jun 2014	Community & Environment
and Sustainability Awards			

Core Service >>	Environment and Sustainability
Service >>	Environmental & Natural Resource Mgmt
Programme Group >> Programme Group Budget >>	Environmental & Natural Resource Management \$2,341,468

- Effective management, protection and conservation of our natural environment
- Preserve and protect places of natural and heritage significance
- Partner with the community and industry stakeholders to develop and promote environmental protection and sustainability energy practices

Programme Group Budget Summary >>

	2013/14 Recurrent \$000	2013/14 Non-recurrent \$000	2013/14 Total \$000
Operating Revenue	0	0	0
Operating Expense	2,341	0	2,341
Capital Income	0	0	0
Capital Works	0	0	0

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Bushfire Management	 Engagement and collaboration with the community and other agencies on bushfire management Identifying actions and implementing programs to mitigate bushfire risk on council land 	18	0	18

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Coastal Management	 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 	255	0	255
Land Protection	 Develop and implement the Townsville Area Pest Management Plan Manage the risk of invasive animals (wild dogs and Pigs) and invasive plants 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 	255	0	255
Natural Resources Management	 Identify actions and implement programs for council's ecological landscapes Protection and improvement of ecosystems service across council jurisdiction and the community landscapes 	1,814	0	1,814

Measure	Target	Milestone	Division Responsible	

Measure	Target	Milestone	Division Responsible
Build and maintain 6 collaborative	6		Community & Environment
relationships with relevant external			
agencies in support of on ground			
activities			
Implement Landcare and community	12		Community & Environment
natural resource management			
initiatives through support and			
collaboration with community NRM			
Groups for 12 sites			
Implementation of the Annual		30 Jun 2014	Community & Environment
Integrated Sustainability Services			
bushfire mitigation program			
Partner with other organisations on		30 Jun 2014	Community & Environment
bushfire management			
Coordinate bushfire management		30 Jun 2014	Community & Environment
across council through the internal			
bushfire management group			
Implementation of annual coastal		30 Jun 2014	Community & Environment
management on ground works			-
Complete the annual Rowes Bay		30 Jun 2014	Community & Environment
sand renourishment program			-
Establish a partnership with other		30 Jun 2014	Community & Environment
organisations (NQ Dry Tropics) for			-
implementation for shoreline erosion			
management			
Achieve priority targets from the		30 Jun 2014	Community & Environment
Townsville Area Pest Management			
Plan			
Plan and implement councils annual		31 May 2014	Community & Environment
wild dog management program			
Investigate and report on		30 Jun 2014	Community & Environment
opportunities to improve pest			
mapping and NRM technology			
integration			
Work with landholders and partner		30 Jun 2014	Community & Environment
agencies to increase awareness and			
capacity for pest plant and animal			
management			
Implementation of all priority actions		30 Jun 2014	Community & Environment
for annual program for on ground			
Natural Resource Management			
Investigate and respond to		30 Jun 2014	Community & Environment
community service requests for on			
ground Natural Resource			
Management			

Core Service >> Service >>	Environment and Sustainability Environmental & Sustainability Services
Programme Group >> Programme Group Budget >>	Business Management & Support \$834,836

 Provide strategic and integrated planning and policy development to sustain our environment

Programme Group Budget Summary >>

	2013/14 Recurrent \$000	2013/14 Non-recurrent \$000	2013/14 Total \$000
Operating Revenue	33	0	33
Operating Expense	835	0	835
Capital Income	0	0	0
Capital Works	0	0	0

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Business Support- Integrated Sustainability Services	 Business analysis and support of Integrated Sustainability Services operations Cross departmental, council and community integration of sustainability initiatives Integration of the Smart City (sustainability) program 	786	0	786

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Integrated Environmental & Sustainability Systems	 Fostering implementation and adoption of sustainability across council (including NRM, Carbon, energy, water, nature and people) Integrated approach for council on monitoring and reporting of environment and sustainability and smart city initiatives 	49	0	49

Measure	Target	Milestone	Division Responsible
Deliver 2 Smart City / Sustainable	2		Community & Environment
Future Initiatives by June 2014			
90% of the departmental logistics,	90%		Community & Environment
human resources and reporting for			
Integrated Sustainability Services			
completed on schedule			
Maintain 1000 members throughout	1000		Community & Environment
the year as part of the Sustainable			
Townsville network			
Review 4 Integrated Sustainability	4		Community & Environment
business practices and integrate with			
other council departments by June			
2014			
Hold 10 Integrated Environmental &	10		Community & Environment
Sustainability Systems workshops			
throughout the year			
Host 5 community talks or workshops	5		Community & Environment
Integrated Environmental &			
Sustainability Systems throughout the			
year			
Development and implementation of		30 Jun 2014	Community & Environment
cross council environmental incident			
reporting			
Implement actions identified in		30 Jun 2014	Community & Environment
council's Carbon and Energy			
Management Framework			

Core Service >> Service >>	Environment and Sustainability Sustainability Services
Programme Group >> Programme Group Budget >>	Education Awareness \$295,702

 Partner with the community and industry stakeholders to develop and promote environmental protection and sustainability energy practices

Programme Group Budget Summary >>

	2013/14 Recurrent \$000	2013/14 Non-recurrent \$000	2013/14 Total \$000
Operating Revenue	0	0	0
Operating Expense	296	0	296
Capital Income	0	0	0
Capital Works	0	0	0

Individual Programme Summary >>

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Sustainability Education Awareness	 Build capacity in the community around water and energy conservation Implement community engagement elements of Creek to Coral program 	296	0	296

Measure	Target	Milestone	Division Responsible
Support 7 Creek watch groups	7		Community & Environment
throughout the year			
Deliver 25 water catchment tours	25		Community & Environment
throughout the year			
Conduct 25 sustainability educational	25		Community & Environment
visits to schools throughout the year			
Conduct Rowes Bay sustainability	1250		Community & Environment
visits for 1,250 students throughout			
the year			

Townsville City Council Proposed 2013/14 Operational Plan

Measure	Target	Milestone	Division Responsible
Engage 25 schools in environmental	25		Community & Environment
sustainability activities			
Host 3 Sustainability Open Days at	3		Community & Environment
the Rowes Bay Sustainability Centre			
throughout the year			
Facilitate 20 City Solar education	20		Community & Environment
activities throughout the year			
Produce 8 thematic communication	8		Community & Environment
materials and activities throughout			
the year			

Core Service >> Service >>	Environment and Sustainability Sustainability Services
Programme Group >> Programme Group Budget >>	Sustainability Services \$1,849,866

- Partner with the community and industry stakeholders to develop and promote environmental protection and sustainability energy practices
- Mitigate and communicate the risks and effects of climate change

Programme Group Budget Summary >>

	2013/14 Recurrent \$000	2013/14 Non-recurrent \$000	2013/14 Total \$000
Operating Revenue	637	0	637
Operating Expense	957	0	957
Capital Income	0	0	0
Capital Works	383	511	893

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Carbon Cycle	 Facilitate a reduction in green house gas emissions produced by the council and community Increased uptake of sustainability behaviours around energy consumption Reduction in future operational costs in council from implementing sustainable energy practices 	644	893	1,538

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Catchment Management	 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 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 	312	0	312

Measure	Target	Milestone	Division Responsible
Develop 15 council wide energy	15		Community & Environment
conservation measures			
Submit 2 funding applications for the	2		Community & Environment
CBD Smart Infrastructure and			
Sustainable Energy Framework			
strategy			
Build and maintain 4 key partnerships	4		Community & Environment
with the Centre of Excellence			
Tropical Design			
Undertake 5 workshops for Water	5		Community & Environment
Sensitive Urban Design (Waterway			
quality management learning			
workshops – soil erosion, water			
sensitive urban design)			
Maintain Creek to Coral and attend 4	4		Community & Environment
collaboration workshops and			
partnerships meetings			
Undertake Community Education and		30 Jun 2014	Community & Environment
Capacity Building and behaviour			
change analysis			
Implementation of a Smart Buildings		30 Jun 2014	Community & Environment
Trial			

Townsville City Council Proposed 2013/14 Operational Plan

Measure	Target	Milestone	Division Responsible
Implementation an enterprise wide		30 Jun 2014	Community & Environment
Energy Management System			
Complete outdoor LED lighting retrofit		30 Jun 2014	Community & Environment
project			
Annual update for the Reef Guardian		30 Jun 2014	Community & Environment
Action Plan produced			

Core Service >> Service >>	Public Infrastructure Coastal Facilities
Programme Group >> Programme Group Budget >>	Infrastructure Coastal \$7,719,079

- Provide and maintain timely and sustainable infrastructure
- Provide asset management practices which reflect the community's expectations regarding service levels and its ability to pay
- Encourage and facilitate the participation and integration of residents into the community

Programme Group Budget Summary >>

	2013/14 Recurrent \$000	2013/14 Non-recurrent \$000	2013/14 Total \$000
Operating Revenue	0	2,210	2,210
Operating Expense	1,533	2,256	3,789
Capital Income	0	0	0
Capital Works	0	3,930	3,930

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Boat Ramps & On Shore Parking	Provision of on shore boating infrastructure to meet the needs of the community	387	0	387
Coastal Maintenance	Provision of safe functional coastal infrastructure, including boat ramps and stinger nets	500	0	500
Nelly Bay Harbour	Provision of a safe, functional harbor in accordance with the harbor operational plan	28	0	28
Pontoons/Jetties	Provision of safe, functional pontoons and jetties	0	0	0

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Strand	Ensure The Strand is a safe, clean and functioning precinct	732	0	732
Tide Gates	Maintenance of the Tide Gates to provide of a functional drainage network	97	0	97
Townsville Recreational Boat Park	Provision of the Townsville Recreational Boat Park to meet the needs of the community	2,046	3,930	5,976

Measure	Target	Milestone	Division Responsible
Deliver 75% of coastal infrastructure	75%		Infrastructure Services
maintenance within defined service			
target timeframes and schedules			
Deliver 75% of maintenance at Nelly	75%		Infrastructure Services
Bay Harbour within defined service			
target timeframes and schedules			
Deliver 75% of pontoon and jetty	75%		Infrastructure Services
maintenance within defined service			
target timeframes and schedules			
Deliver 75% of maintenance at The	75%		Infrastructure Services
Strand within defined service target			
timeframes and schedules			
100% of water park and playground	100%		Infrastructure Services
safety inspections at The Strand			
completed in accordance with			
inspection schedules			
75% of laboratory test results for the	75%		Infrastructure Services
Strand Water Park inside the			
parameters set by council			
Deliver 75% of tide gate	75%		Infrastructure Services
maintenance within defined service			
target timeframes and schedules			
Provision of Stinger Nets for		15 May 2014	Infrastructure Services
swimming enclosures			
Hand over of land from the Port of		30 Sep 2013	Infrastructure Services
Townsville to the council for the			
Townsville Recreational Boating Park			
Onsite works commenced on the		31 Dec 2013	Infrastructure Services
Townsville Recreational Boating Park			

Core Service >> Service >>	Public Infrastructure Coastal Facilities
Programme Group >> Programme Group Budget >>	Natural Disaster Response \$0

 Coordinate council's response to natural disasters to minimise the effects on the community

Programme Group Budget Summary >>

	2013/14 Recurrent \$000	2013/14 Non-recurrent \$000	2013/14 Total \$000
Operating Revenue	0	0	0
Operating Expense	0	0	0
Capital Income	0	0	0
Capital Works	0	0	0

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Emergent Coastal Facilities	The Emergent Coastal Facilities Programme will be triggered following the activation of a Natural Disaster Relief Recovery Arrangement to conduct emergent works	0	0	0
Restoration Coastal Facilities	The Restoration Coastal Facilities Programme will be triggered following the activation of a Natural Disaster Relief Recovery Arrangement to conduct restoration works	0	0	0

Core Service >> Service >>	Public Infrastructure Drain & Stormwater Management
Programme Group >> Programme Group Budget >>	Engineering Services \$603,614

• Provide asset management practices which reflect the community's expectations regarding service levels and its ability to pay

Programme Group Budget Summary >>

	2013/14 Recurrent \$000	2013/14 Non-recurrent \$000	2013/14 Total \$000
Operating Revenue	0	0	0
Operating Expense	544	0	544
Capital Income	0	0	0
Capital Works	60	0	60

Individual Programme Summary >>

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Investigations-Drains & Stormwater	Provision of high level technical advice to council and its stakeholders on issues pertaining to stormwater infrastructure and inundation mitigation	544	60	604

Measure	Target	Milestone	Division Responsible
80% of all Drains and Stormwater	80%		Infrastructure Services
investigation tasks received			
completed within allocated			
timeframes			

Core Service >> Service >>	Public Infrastructure Drain & Stormwater Management
Programme Group >> Programme Group Budget >>	Infrastructure Stormwater \$17,681,649

- Provide and maintain timely and sustainable infrastructure
- Provide asset management practices which reflect the community's expectations regarding service levels and its ability to pay

Programme Group Budget Summary >>

	2013/14 Recurrent \$000	2013/14 Non-recurrent \$000	2013/14 Total \$000
Operating Revenue	482	0	482
Operating Expense	11,823	0	11,823
Capital Income	8,958	0	8,958
Capital Works	5,859	0	5,859

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Asset Planning - Stormwater Drainage	Monitor the performance of council's stormwater drainage assets to ensure the adopted service standards are met	264	0	264
Stormwater Drainage Maintenance	Maintain council's stormwater drainage network to protect infrastructure and minimise the effects of wet weather events on the community	11,042	0	11,042

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Stormwater Drainage- Capital	 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 	517	5,859	6,376

Measure	Target	Milestone	Division Responsible
Implement 25% of a Flood	25%		Planning & Development
Management Tool to inform			
stormwater design and emergency			
management			
Deliver 75% of Stormwater Drainage	75%		Infrastructure Services
Maintenance within defined service			
target timeframes and schedules			
Develop a Stormwater Service		30 Jun 2014	Infrastructure Services
Delivery Management Plan			
Develop a Stormwater Renewal		30 Jun 2014	Infrastructure Services
Strategy			
Identify and scope the 2015/16		28 Feb 2014	Infrastructure Services
Stormwater Drainage Capital renewal			
program			
10 Year Stormwater Drainage Capital		31 Dec 2013	Infrastructure Services
Plan updated			
Commence update of Asset		30 Jun 2014	Infrastructure Services
Management Plan for Stormwater in			
accordance with gap analysis			
Develop an ongoing Flood Model		30 Jun 2014	Infrastructure Services
Management Framework			
Complete Urban Flood Level		30 Sep 2013	Infrastructure Services
Constraints Map for entire city			
Commencement of all programs		30 Jun 2014	Infrastructure Services
within the approved stormwater			
capital works program			
90% of the 2014/15 capital works		30 Nov 2013	Infrastructure Services
program for Stormwater Drainage			
designed			

Core Service >> Service >>	Public Infrastructure Drain & Stormwater Management
Programme Group >> Programme Group Budget >>	Natural Disaster Response \$363,312

• Coordinate council's response to natural disasters to minimise the effects on the community

Programme Group Budget Summary >>

	2013/14 Recurrent \$000	2013/14 Non-recurrent \$000	2013/14 Total \$000
Operating Revenue	1	0	1
Operating Expense	0	0	0
Capital Income	363	0	363
Capital Works	363	0	363

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Emergent Drains	The Emergent Drains Programme will be triggered following the activation of a Natural Disaster Relief Recovery Arrangement to conduct emergent works	0	0	0
Restoration Drains	The Restoration Drains Programme will be triggered following the activation of a Natural Disaster Relief Recovery Arrangement to conduct restoration works	0	363	363

Core Service >> Service >>	Public Infrastructure Open Space Management
Programme Group >> Programme Group Budget >>	Natural Disaster Response \$1,655,851

 Coordinate council's response to natural disasters to minimise the effects on the community

Programme Group Budget Summary >>

	2013/14 Recurrent \$000	2013/14 Non-recurrent \$000	2013/14 Total \$000
Operating Revenue	1,656	0	1,656
Operating Expense	1,656	0	1,656
Capital Income	0	0	0
Capital Works	0	0	0

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Emergent Open Spaces	The Emergent Open Spaces Programme will be triggered following the activation of a Natural Disaster Relief Recovery Arrangement to conduct emergent works	0	0	0
Restoration Open Spaces	The Restoration Open Spaces Programme will be triggered following the activation of a Natural Disaster Relief Recovery Arrangement to conduct restoration works	1,656	0	1,656

Core Service >> Service >>	Public Infrastructure Open Space Management
Programme Group >> Programme Group Budget >>	Parks Open Space Management \$40,878,932

- Provide and maintain timely and sustainable infrastructure
- Provide asset management practices which reflect the community's expectations regarding service levels and its ability to pay
- Encourage and facilitate the participation and integration of residents into the community
- Provide responsive and efficient systems to enable the delivery of Council services

Programme Group Budget Summary >>

	2013/14 Recurrent \$000	2013/14 Non-recurrent \$000	2013/14 Total \$000
Operating Revenue	216	0	216
Operating Expense	33,935	0	33,935
Capital Income	282	633	915
Capital Works	6,132	812	6,944

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Asset Planning Open Space Management	 Monitor the performance of council's open space assets to ensure the adopted service standards are met 	220	0	220
Irrigation Management	Provision of sustainable irrigation solutions for council's parks and open spaces to ensure year round amenity	293	0	293

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Landscape Design	 Renewal of open space assets to maintain or reinstate the standard of service in accordance with the OS hierarchy and POSM classification Upgrade of open space assets to improve the standard of service in accordance with the OS hierarchy and POSM classification 	158	0	158
Nursery	Finalisation and closure of council's plant nursery operations	40	0	40
Open Space Management - Capital	 Renewal of open space assets to maintain or improve the level of service Upgrade of open space assets to improve the level of service and ensure a functioning stormwater network 	0	325	325
Parks Open Space Management	Maintain parks and open spaces to ensure functionality within the community	33,224	6,619	39,843

Measure	Target	Milestone	Division Responsible
Deliver 75% of Irrigation	75%		Infrastructure Services
Management within defined service			
target timeframes and schedules			
Plan, schedule and deliver 75% of	75%		Infrastructure Services
parks and open space management			
within defined service target			
timeframes and schedules			
Develop a Open Space Renewal		30 Jun 2014	Infrastructure Services
Strategy			

Measure	Target	Milestone	Division Responsible
Revaluation of Open Space assets		31 Mar 2014	Infrastructure Services
completed			
Develop a Open Space Service		30 Jun 2014	Infrastructure Services
Delivery Management Plan			
Commence update of Asset		30 Jun 2014	Infrastructure Services
Management Plan for Open Space in			
accordance with gap analysis			
Identify and scope the 2015/16 Open		28 Feb 2014	Infrastructure Services
Space Capital renewal program			
10 Year Open Space Capital Plan		31 Dec 2013	Infrastructure Services
updated			
90% of the 13/14 capital program		28 Feb 2014	Infrastructure Services
works for 2013/14 delivery designed			
90% of the 13/14 capital program		30 Jun 2014	Infrastructure Services
works for 2014/15 delivery or beyond			
designed			
Dispose of nursery stock and finalise		31 Dec 2013	Infrastructure Services
closure of operations			
Commencement of all programs		30 Jun 2014	Infrastructure Services
within the approved open space			
capital works program			

Core Service >> Service >>	Public Infrastructure Roads & Transport Management
Programme Group >> Programme Group Budget >>	Contracted Works \$2,376,411

- Provide and maintain timely and sustainable infrastructure
- Provide responsive and efficient systems to enable the delivery of Council services

Programme Group Budget Summary >>

	2013/14 Recurrent \$000	2013/14 Non-recurrent \$000	2013/14 Total \$000
Operating Revenue	2,574	0	2,574
Operating Expense	2,376	0	2,376
Capital Income	0	0	0
Capital Works	0	0	0

Individual Programme Summary >>

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Commercial Sales	 The provision and recovery of costs for private works conducted by council 	87	0	87
Department Transport Main Roads (DTMR)	Deliver maintenance works on behalf of the Department of Transport Main Roads to ensure a safe and functioning road network	2,289	0	2,289

Measure	Target	Milestone	Division Responsible
Deliver 75% of Department Transport	75%		Infrastructure Services
Main Roads (DTMR) works within			
defined service target timeframes and			
schedules			

Core Service >> Service >>	Public Infrastructure Roads & Transport Management
Programme Group >> Programme Group Budget >>	Engineering Services \$983,598

 Provide asset management practices which reflect the community's expectations regarding service levels and its ability to pay

Programme Group Budget Summary >>

	2013/14 Recurrent \$000	2013/14 Non-recurrent \$000	2013/14 Total \$000
Operating Revenue	43	0	43
Operating Expense	984	0	984
Capital Income	0	0	0
Capital Works	0	0	0

Individual Programme Summary >>

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Investigations-Roads & Transport	Provision of high level technical advice to council and its stakeholders on issues pertaining to road and transport infrastructure and traffic management issues	984	0	984

Measure	Target	Milestone	Division Responsible
80% of all Roads and Transport	80%		Infrastructure Services
investigation tasks received			
completed within allocated			
timeframes			

Core Service >> Service >>	Public Infrastructure Roads & Transport Management
Programme Group >> Programme Group Budget >>	Infrastructure Transportation \$101,822,024

- Provide and maintain timely and sustainable infrastructure
- Provide asset management practices which reflect the community's expectations regarding service levels and its ability to pay

Programme Group Budget Summary >>

	2013/14 Recurrent \$000	2013/14 Non-recurrent \$000	2013/14 Total \$000
Operating Revenue	4,175	0	4,175
Operating Expense	50,029	0	50,029
Capital Income	21,159	21,500	42,659
Capital Works	30,293	21,500	51,793

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Amenity Maintenance	Provision of maintenance to ensure clean, safe and functional amenities	6,632	0	6,632
Asset Planning - Roads & Transport	Monitor the performance of council's road and transport assets to ensure the adopted service standards are met	847	0	847
Blakey's Crossing	Upgrading of Ingham Road (Blakey's Crossing) to improve flooding during significant wet periods	0	21,500	21,500

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Bridges	Provision of safe accessible bridges within the roads and transport network	770	0	770
Bus Stops & Shelters	Provision of safe, clean and accessible bus shelters for public transport purposes	17	0	17
Flinders Mall	Ensure Flinders Mall is a safe, clean and functioning precinct	13	0	13
Kerb & Channel & Medians	Provision of functional kerb and channel within the roads transport network	749	0	749
Line Marking	Maintain line marking to appropriate service levels to ensure a safe transportation network in accordance with standards and funding	0	0	0
Off Street Parking	Operational maintenance of off street parking meters within the CBD including line marking and pavement repairs for parking spaces	168	0	168
On Street Parking	Operational maintenance of on street parking meters within the CBD including line marking and pavement repairs for parking spaces	487	0	487
Pathway & Bikeways	Provision of safe and accessible pathways and bikeways as per the asset network base	357	0	357

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
QR Level Crossings	Performance of councils obligations under the Memorandum of Understanding with Queensland Rail to maintain Level Crossings for a safe functional network	131	0	131
Road Verge & Furniture	Provision of road verge and furniture that contributes towards safe and functioning road transport network	0	0	0
Roads - Capital	 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 	239	30,293	30,531
Roads Maintenance	Provision of road maintenance that contributes towards safe and functioning road transport network	38,059	0	38,059
Signs	Provision of signage that contributes towards safe and functioning road transport network	0	0	0
Street Lighting	Provision of safe functional street lighting network	0	0	0
Street Sweeping	Provide street sweeping services to contribute to the safety and amenity of the road network	1,537	0	1,537

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Traffic Signals	Operate and maintain the traffic signal network to ensure a safe functional road network	24	0	24

Measure	Target	Milestone	Division Responsible
Deliver 75% of amenity maintenance within defined service target timeframes and schedules	75%		Infrastructure Services
Develop 25% of pathways database and ensure that digital systems align with strategic planning and asset databases by June 2014	25%		Planning & Development
0 environmental incidents at Blakey's Crossing construction site	0		Infrastructure Services
Deliver 75% of bridge maintenance within defined service target timeframes and schedules	75%		Infrastructure Services
Deliver 75% of bus stop and bus shelter maintenance within defined service target timeframes and schedules	75%		Infrastructure Services
Deliver 75% of maintenance in Flinders Street within defined service target timeframes and schedules	75%		Infrastructure Services
Deliver 75% of footpath cleaning in Flinders Street Mall area within defined service target timeframes and schedules	75%		Infrastructure Services
Deliver 75% of public furniture maintenance in the Flinders Street Mall area within defined service target timeframes and schedules	75%		Infrastructure Services
Deliver 75% of kerb, channel and median maintenance within defined service target timeframes and schedules	75%		Infrastructure Services
Maintain line marking to achieve 75% compliance within defined service target timeframes and schedules	75%		Infrastructure Services
Deliver 75% of off street parking maintenance within defined service target timeframes and schedules	75%		Infrastructure Services

Measure	Target	Milestone	Division Responsible
Parking meter downtime for off street	10%		Infrastructure Services
parking less than 10%			
Deliver 75% of on street parking	75%		Infrastructure Services
maintenance within defined service			
target timeframes and schedules			
Parking meter downtime for on street	10%		Infrastructure Services
parking less than 10%			
Deliver 75% of pathways and	75%		Infrastructure Services
bikeway within defined service target			
timeframes and schedules			
Conduct 100% of predefined asset	100%		Infrastructure Services
inspections of pathways and			
bikeways			
Deliver 75% of level crossing	75%		Infrastructure Services
maintenance within defined service			
target timeframes and schedules			
Deliver 75% of road verge and	75%		Infrastructure Services
furniture maintenance within defined			
service target timeframes and			
schedules			
Deliver 75% of road maintenance in	75%		Infrastructure Services
accordance with service catalogue			
Deliver 75% of signage maintenance	75%		Infrastructure Services
within defined service target			
timeframes and schedules			
Deliver 75% of street lighting	75%		Infrastructure Services
maintenance within defined service			
target timeframes and schedules			
100% of street sweeping schedule	100%		Infrastructure Services
undertaken throughout the year			
(defined areas swept three times			
throughout the year)			
Deliver 75% of traffic signal	75%		Infrastructure Services
maintenance within defined service			
target timeframes and schedules			
Develop a Roads and Transport		30 Jun 2014	Infrastructure Services
Service Delivery Management Plan			
Develop a Roads and Transport		30 Jun 2014	Infrastructure Services
Renewal Strategy			
Identify and scope the 2015/16		28 Feb 2014	Infrastructure Services
Roads and Transport Capital renewal			
program			
10 Year Roads and Transport Capital		31 Dec 2013	Infrastructure Services
Plan updated			
Commence update of Asset		30 Jun 2014	Infrastructure Services
Management Plan for Roads and			
Transport in accordance with gap			
analysis			
CBD Car Parking Strategy 75%		30 Jun 2014	Infrastructure Services
completed			

Measure	Target	Milestone	Division Responsible
Participate in Super Tuesday Bike		31 Dec 2013	Infrastructure Services
Count to assist with demand and			
planning of bike networks			
Implementation of Traffic Count		30 Jun 2014	Infrastructure Services
Program in association with			
Technical Services including special			
generators for commercial,			
residential and retail			
Construction on Blakey's Crossing to		31 Dec 2013	Infrastructure Services
commence			
Tender for Blakey's Crossing		31 Aug 2013	Infrastructure Services
awarded by council			
Commencement of all programs		30 Jun 2014	Infrastructure Services
within the approved roads capital			
works program			
90% of the 2014/15 capital works		30 Nov 2013	Infrastructure Services
program for Roads designed			
Night reflectivity audit of signage		30 Jun 2014	Infrastructure Services
completed			
Conduct safety audit of traffic signals		30 Jun 2014	Infrastructure Services
maintained by council			

Core Service >> Service >>	Public Infrastructure Roads & Transport Management
Programme Group >> Programme Group Budget >>	Natural Disaster Response \$14,834,470

 Coordinate council's response to natural disasters to minimise the effects on the community

Programme Group Budget Summary >>

	2013/14 Recurrent \$000	2013/14 Non-recurrent \$000	2013/14 Total \$000
Operating Revenue	3,706	0	3,706
Operating Expense	3,723	0	3,723
Capital Income	11,111	0	11,111
Capital Works	11,111	0	11,111

Individual Programme Summary >>

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Emergent Roads	The Emergent Roads Programme will be triggered following the activation of a Natural Disaster Relief Recovery Arrangement to conduct emergent works	0	0	0
Restoration Roads	The Restoration Roads Programme will be triggered following the activation of a Natural Disaster Relief Recovery Arrangement to conduct restoration works	3,723	11,111	14,834

Measure	Target	Milestone	Division Responsible	
Micasurc	raigot	IVIIICOLOTIC	DIVISION RESPONSIBLE	

Townsville City Council Proposed 2013/14 Operational Plan

Measure	Target	Milestone	Division Responsible
Completion of 2012 Natural Disaster		30 Jun 2014	Infrastructure Services
Relief Recovery Arrangement			
(NDRRA) road works			

Core Service >> Service >>	Solid Waste Management Solid Waste Business Management and Strategy
Programme Group >> Programme Group Budget >>	Solid Waste Business Management and Strategy \$5,011,949

• Develop and implement innovative waste management and recycling strategies

Programme Group Budget Summary >>

	2013/14 Recurrent \$000	2013/14 Non-recurrent \$000	2013/14 Total \$000
Operating Revenue	20,185	0	20,185
Operating Expense	4,922	90	5,012
Capital Income	0	0	0
Capital Works	0	0	0

Individual Programme Summary >>

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Solid Waste Business Management and Strategy	Maintain and enhance where possible existing waste management and recycling diversion and carbon mitigation strategies	5,012	0	5,012

Measure	Target	Milestone	Division Responsible
100% of Milestones outlined in the	100%		Corporate Services
Commercial Services Marketing			
Communications Plan delivered as			
scheduled			
Develop Waste Reduction and		30 Jun 2014	Townsville Water & Waste
Recycling Plan for council adoption			
Commercial Services Marketing		30 Sep 2013	Townsville Water & Waste
Communications Plan evaluated and			
presented to the Project Leadership			
team during Quarter 1			

Measure	Target	Milestone	Division Responsible
Commercial Services Marketing		31 Dec 2013	Townsville Water & Waste
Communications Plan evaluated and			
presented to the Project Leadership			
team during Quarter 2			
Commercial Services Marketing		31 Mar 2014	Townsville Water & Waste
Communications Plan evaluated and			
presented to the Project Leadership			
team during Quarter 3			
Commercial Services Marketing		30 Jun 2014	Townsville Water & Waste
Communications Plan evaluated and			
presented to the Project Leadership			
team during Quarter 4			
2014/15 Commercial Services		31 Mar 2014	Townsville Water & Waste
Marketing Communications Plan			
developed			
Investigate the feasibility of		30 Jun 2014	Townsville Water & Waste
implementing the potential mitigation			
measures identified in the Townsville			
Waste Services Greenhouse Gas			
Mitigation Strategy			

Core Service >> Service >>	Solid Waste Management Solid Waste Collection and Recycling
Programme Group >> Programme Group Budget >>	Natural Disaster Response \$0

 Coordinate council's response to natural disasters to minimise the effects on the community

Programme Group Budget Summary >>

	2013/14 Recurrent \$000	2013/14 Non-recurrent \$000	2013/14 Total \$000
Operating Revenue	0	0	0
Operating Expense	0	0	0
Capital Income	0	0	0
Capital Works	0	0	0

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Emergent Waste Collection & Transport	The Emergent Waste Collection & Transport Programme will be triggered following the activation of a Natural Disaster Relief Recovery Arrangement to conduct emergent works	0	0	0
Restoration Waste Collection & Transport	The Restoration Waste Collection & Transport Programme will be triggered following the activation of a Natural Disaster Relief Recovery Arrangement to conduct restoration works	0	0	0

Core Service >> Service >>	Solid Waste Management Solid Waste Collection and Recycling
Programme Group >> Programme Group Budget >>	Recycling Services \$2,604,123

- Provide community services and facilities to meet the needs of the community
- Provide responsive and efficient systems to enable the delivery of Council services

Programme Group Budget Summary >>

	2013/14 Recurrent \$000	2013/14 Non-recurrent \$000	2013/14 Total \$000
Operating Revenue	0	0	0
Operating Expense	2,604	0	2,604
Capital Income	0	0	0
Capital Works	0	0	0

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Business Support- Recycling Services	No budget allocated	0	0	0
Front Lift Recycling	Timely collection and removal of residential and commercial recycling (front lift)	0	0	0
Rear Loader / Small Vehicle Recycling	Timely collection and removal of residential and commercial recycling (rear loader / small vehicle)	0	0	0
Roro Solid Recycling	Timely collection and removal of residential and commercial recycling for Roll on Roll off customers	0	0	0

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Side Arm Recycling	Timely collection and removal of residential and commercial recycling (side arm)	2,604	0	2,604

Measure	Target	Milestone	Division Responsible
99.95% of recycling bins collected on	100%		Townsville Water & Waste
their scheduled day of collection			
(front lift customers)			
85% customer satisfaction with	85%		Townsville Water & Waste
recycling collection (front lift			
customers)			
99.95% of recycling bins collected on	100%		Townsville Water & Waste
their scheduled day of collection (rear			
load/small vehicle customers)			
85% customer satisfaction with	85%		Townsville Water & Waste
recycling collection (rear load/small			
vehicle customers			
99.95% of recycling bins collected on	100%		Townsville Water & Waste
their scheduled day of collection (Roll			
on, roll off customers)			
85% customer satisfaction with	85%		Townsville Water & Waste
recycling collection (roll on, roll off			
customers)			
99.95% of recycling bins collected on	100%		Townsville Water & Waste
their scheduled day of collection (side			
arm)			
85% customer satisfaction with	85%		Townsville Water & Waste
kerbside recycling collection (side			
arm)			

Core Service >> Service >>	Solid Waste Management Solid Waste Collection and Recycling
Programme Group >> Programme Group Budget >>	Solid Waste Collection \$6,682,480

- Provide and maintain timely and sustainable infrastructure
- Provide community services and facilities to meet the needs of the community

Programme Group Budget Summary >>

	2013/14 Recurrent \$000	2013/14 Non-recurrent \$000	2013/14 Total \$000
Operating Revenue	563	0	563
Operating Expense	6,391	67	6,458
Capital Income	0	0	0
Capital Works	145	80	225

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Business Support-Solid Waste Collection	Operational management of solid waste and recycling collection and transport services	330	80	410
Front Lift Solid Waste	Timely collection and removal of residential and commercial waste (front lift)	890	145	1,034
Rear Loader / Small Vehicle Solid Waste	Timely collection and removal of residential and commercial waste (rear loader / small vehicle)	950	0	950
Roro Solid Waste	Timely collection and removal of residential and commercial waste for Roll on Roll off customers	118	0	118

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Side Arm Solid Waste	Timely collection and removal of residential and commercial solid waste (side arm)	4,171	0	4,171

Measure	Target	Milestone	Division Responsible
100% compliance with the Townsville	100%		Townsville Water & Waste
Waste Performance Plan throughout			
the year			
99.95% of waste bins collected on	100%		Townsville Water & Waste
their scheduled day of collection			
(front lift customers)			
85% customer satisfaction with waste	85%		Townsville Water & Waste
collection (front lift customers)			
99.95% of waste bins collected on	100%		Townsville Water & Waste
their scheduled day of collection (rear			
loader/small vehicle)			
85% customer satisfaction with waste	85%		Townsville Water & Waste
collection (rear loader/small vehicle)			
99.95% of waste bins collected on	100%		Townsville Water & Waste
their scheduled day of collection (Roll			
on, roll off customers)			
85% customer satisfaction with waste	85%		Townsville Water & Waste
collection (roll on, roll off customers)			
99.95% of waste bins collected on	100%		Townsville Water & Waste
their scheduled day of collection (side			
arm)			
85% customer satisfaction with	85%		Townsville Water & Waste
kerbside waste collection (side arm)			
Implementation of Magnetic Island		01 Sep 2013	Townsville Water & Waste
waste and recycling collection service			
Review and analyse collection runs to		30 Jun 2014	Townsville Water & Waste
accommodate city growth/expansion			

Core Service >> Service >>	Solid Waste Management Solid Waste Collection and Recycling
Programme Group >> Programme Group Budget >>	Solid Waste Collection and Recycling Business Management \$0

• Provide responsive and efficient systems to enable the delivery of Council services

Programme Group Budget Summary >>

	2013/14 Recurrent \$000	2013/14 Non-recurrent \$000	2013/14 Total \$000
Operating Revenue	0	0	0
Operating Expense	0	0	0
Capital Income	0	0	0
Capital Works	0	0	0

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Solid Waste Collection & Recycling Business Management	No budget allocated	0	0	0

Core Service >> Service >>	Solid Waste Management Solid Waste Treatment and Disposal
Programme Group >> Programme Group Budget >>	Natural Disaster Response \$0

 Coordinate council's response to natural disasters to minimise the effects on the community

Programme Group Budget Summary >>

	2013/14 Recurrent \$000	2013/14 Non-recurrent \$000	2013/14 Total \$000
Operating Revenue	0	0	0
Operating Expense	0	0	0
Capital Income	0	0	0
Capital Works	0	0	0

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Emergent Solid Waste Disposal	The Emergent Solid Waste Disposal Programme will be triggered following the activation of a Natural Disaster Relief Recovery Arrangement to conduct emergent works	0	0	0
Emergent Solid Waste Resource Recovery	The Emergent Solid Waste Resource Recovery Programme will be triggered following the activation of a Natural Disaster Relief Recovery Arrangement to conduct emergent works	0	0	0

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Restoration Solid Waste Disposal	The Restoration Solid Waste Disposal Programme will be triggered following the activation of a Natural Disaster Relief Recovery Arrangement to conduct restoration works	0	0	0
Restoration Solid Waste Resource Recovery	The Restoration Solid Waste Resource Recovery Programme will be triggered following the activation of a Natural Disaster Relief Recovery Arrangement to conduct restoration works	0	0	0

Core Service >> Service >>	Solid Waste Management Solid Waste Treatment and Disposal
Programme Group >> Programme Group Budget >>	Solid Waste Disposal \$15,248,743

• Provide community services and facilities to meet the needs of the community

Programme Group Budget Summary >>

	2013/14 Recurrent \$000	2013/14 Non-recurrent \$000	2013/14 Total \$000
Operating Revenue	11,250	0	11,250
Operating Expense	8,213	0	8,213
Capital Income	0	0	0
Capital Works	0	7,036	7,036

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Bluewater Solid Waste Management Facility Disposal	Provision of the Bluewater Waste Transfer Station to manage the community's waste in a responsible and sustainable manner	33	0	33
Hervey Range Solid Waste Management Facility Disposal	 Management of the community's waste in a responsible and sustainable manner at the Hervey Range Waste Facility Provision of the Hervey Range waste disposal facility to meet the needs of the community 	2,301	2,905	5,206

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Jensen Solid Waste Management Facility Disposal	 Management of the community's waste at the Jensen Waste Facility in a responsible and sustainable manner Provision of the Jensen Waste Facility to meet the needs of the community 	2,255	4,162	6,417
Magnetic Island Solid Waste Management Facility Disposal	 Management of the community's waste at the Magnetic Island Waste Facility in a responsible and sustainable manner Provision of the Magnetic Island Waste Facility to meet the needs of the community 	492	27	519
Stuart Solid Waste Management Facility Disposal	 Management of the community's waste at the Stuart Waste Facility in a responsible and sustainable manner Provision of the Stuart Waste Facility to meet the needs of the community 	3,105	(58)	3,048
Toomulla Solid Waste Management Facility Disposal	Provision of the Toomulla Waste Transfer Station to manage the community's waste in a responsible and sustainable manner	26	0	26

Measure	Target	Milestone	Division Responsible
Bluewater Waste Transfer Station	100%		Townsville Water & Waste
open and fully operational 100% of			
scheduled opening hours			

Measure	Target	Milestone	Division Responsible
90% customer satisfaction with	90%		Townsville Water & Waste
Hervey Range Waste Disposal facility			
0 non-compliance notices issued to	0		Townsville Water & Waste
Department of Environment and			
Heritage Protection for the Hervey			
Range Waste Disposal facility			
throughout the year			
90% customer satisfaction with	90%		Townsville Water & Waste
Jensen Waste Disposal facility			
0 non-compliance notices issued to	0		Townsville Water & Waste
Department of Environment and			
Heritage Protection for the Jensen			
Waste Disposal facility throughout the			
year			
90% customer satisfaction with	90%		Townsville Water & Waste
Magnetic Island Waste Disposal			1 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2
facility			
0 non-compliance notices issued to	0		Townsville Water & Waste
Department of Environment and	_		1 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2
Heritage Protection for the Magnetic			
Island Waste Disposal facility			
throughout the year			
90% customer satisfaction with Stuart	90%		Townsville Water & Waste
Waste Disposal facility	0070		Townsville traisi a trasic
0 non-compliance notices issued to	0		Townsville Water & Waste
Department of Environment and			
Heritage Protection for the Stuart			
Waste Disposal facility throughout the			
year			
Toomulla Waste Transfer Station	100%		Townsville Water & Waste
open and fully operational 100% of			
scheduled opening hours			
Review Site Based Management		30 Nov 2013	Townsville Water & Waste
Plan for the Hervey Range Solid			
Waste Disposal facility			
Complete capping (Area A) at the		30 Apr 2014	Townsville Water & Waste
Hervey Range landfill		' '	
Review site based management plan		16 Nov 2013	Townsville Water & Waste
for the Jensen Solid Waste Disposal			3 1 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2
facility			
Complete capping at the Jensen		30 Jun 2014	Townsville Water & Waste
landfill			
Review site based management plan		30 Jun 2014	Townsville Water & Waste
for the Magnetic Island Solid Waste			1 1 1 1 2 1 2 1 2 1 2 1 2 1 2 1 2 1 2 1
Disposal facility			
Review site based management plan		26 Sep 2013	Townsville Water & Waste
for the Stuart Solid Waste Disposal			
facility			
Complete capping (Stage 1) of the		31 Dec 2013	Townsville Water & Waste
Stuart landfill			1 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2
	L		

Core Service >> Service >>	Solid Waste Management Solid Waste Treatment and Disposal
Programme Group >> Programme Group Budget >>	Solid Waste Disposal Business Support \$404,398

- Effective management, protection and conservation of our natural environment
- Provide responsive and efficient systems to enable the delivery of Council services

Programme Group Budget Summary >>

	2013/14 Recurrent \$000	2013/14 Non-recurrent \$000	2013/14 Total \$000
Operating Revenue	0	0	0
Operating Expense	380	9	389
Capital Income	0	0	0
Capital Works	0	15	15

Individual Programme Summary >>

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Business Support-Solid Waste Disposal	Operational management of solid waste facilities	387	15	403
Closed Solid Waste Management Facilities	Maintain closed landfill facilities in accordance with environmental requirements	2	0	2

Measure	Target	Milestone	Division Responsible
100% compliance with the Townsville	100%		Townsville Water & Waste
Waste Performance Plan throughout			
the year			
100% compliance with Site Based	100%		Townsville Water & Waste
Management Plans for all Solid			
Waste Disposal facilities			
100% compliance with licence	100%		Townsville Water & Waste
conditions for Closed Solid Waste			
Management Facilities through Site			
Based Management Plans			

Core Service >> Service >>	Solid Waste Management Solid Waste Treatment and Disposal
Programme Group >> Programme Group Budget >>	Solid Waste Resource Recovery \$1,268,400

• Develop and implement innovative waste management and recycling strategies

Programme Group Budget Summary >>

	2013/14 Recurrent \$000	2013/14 Non-recurrent \$000	2013/14 Total \$000
Operating Revenue	170	0	170
Operating Expense	1,006	0	1,006
Capital Income	0	0	0
Capital Works	0	262	262

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Bluewater Solid Waste Management Facility Resource Recovery	 Manage recovery of resources from Bluewater Waste Transfer Station 	6	0	6
Hervey Rge Solid Waste Management Facility Resource Recovery	Manage recovery of resources from the Hervey Range Waste Facility	385	3	388
Jensen Solid Waste Management Facility Resource Recovery	Manage recovery of resources from Jensen Waste Facility	204	84	288
Mag Is Solid Waste Management Facility Resource Recovery	Manage recovery of resources from Magnetic Island Waste Facility	120	0	120
Stuart Solid Waste Management Facility Resource Recovery	Manage recovery of resources from Stuart Waste Facility	285	175	461

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Toomulla Solid Waste Management Facility Resource Recovery	Manage recovery of resources from Toomulla Waste Transfer Station	6	0	6

Measure	Target	Milestone	Division Responsible
Divert 500 cubic meters of mulched	500		Townsville Water & Waste
greenwaste at the Bluewater Waste			
Facility throughout the year			
Maintain waste diversion rate at the	30%		Townsville Water & Waste
Hervey Range waste facility of			
greater than 30%			
Maintain waste diversion rate at the	30%		Townsville Water & Waste
Jensen waste facility of greater than			
30%			
Maintain waste diversion rate at the	30%		Townsville Water & Waste
Magnetic Island Waste Facility of			
greater than 30%			
Maintain waste diversion rate at the	30%		Townsville Water & Waste
Stuart waste facility of greater than			
30%			
Divert 500 cubic meters of mulched	500		Townsville Water & Waste
greenwaste at the Toomulla Waste			
Facility throughout the year			
Develop a strategy for the		30 Jun 2014	Townsville Water & Waste
management of green waste and			
organics at the Stuart Waste Facility			

Core Service >> Service >>	Wastewater Services Wastewater Supply
Programme Group >> Programme Group Budget >>	Natural Disaster Response \$0

 Coordinate council's response to natural disasters to minimise the effects on the community

Programme Group Budget Summary >>

	2013/14 Recurrent \$000	2013/14 Non-recurrent \$000	2013/14 Total \$000
Operating Revenue	0	0	0
Operating Expense	0	0	0
Capital Income	0	0	0
Capital Works	0	0	0

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Emergent Wastewater Supply	The Emergent Wastewater Supply Programme will be triggered following the activation of a Natural Disaster Relief Recovery Arrangement to conduct emergent works	0	0	0
Restoration Wastewater Supply	The Restoration Wastewater Supply Programme will be triggered following the activation of a Natural Disaster Relief Recovery Arrangement to conduct restoration works	0	0	0

Core Service >> Service >>	Wastewater Services Wastewater Supply
Programme Group >> Programme Group Budget >>	Wastewater Business Management & Support \$36,831,755

• Provide responsive and efficient systems to enable the delivery of Council services

Programme Group Budget Summary >>

	2013/14 Recurrent \$000	2013/14 Non-recurrent \$000	2013/14 Total \$000
Operating Revenue	938	0	938
Operating Expense	36,831	0	36,831
Capital Income	6,194	0	6,194
Capital Works	1	0	1

Individual Programme Summary >>

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Business Support- Wastewater Management	 Efficient management of council's Wastewater Operations Department 	36,831	1	36,832

Measure	Target	Milestone	Division Responsible
100% compliance with Wastewater	100%		Townsville Water & Waste
Operation's Annual Safety			
Management Plan			
100% compliance with approved	100%		Townsville Water & Waste
Wastewater Customer Service			
Standards			
Prepare Sewerage Modelling		30 Jun 2014	Townsville Water & Waste
Guidelines to be used in association			
with the new planning scheme			
Review Planning Reports for		30 Jun 2014	Townsville Water & Waste
wastewater to reflect the new			
planning scheme			

Core Service >> Service >>	Wastewater Services Wastewater Supply
Programme Group >> Programme Group Budget >>	Wastewater Distribution & Reticulation \$25,166,899

- Strengthen community networks to collaboratively deliver community services
- Provide community services and facilities to meet the needs of the community
- Provide responsive and efficient systems to enable the delivery of Council services

Programme Group Budget Summary >>

	2013/14 Recurrent \$000	2013/14 Non-recurrent \$000	2013/14 Total \$000
Operating Revenue	75,187	0	75,187
Operating Expense	5,978	0	5,978
Capital Income	3,191	0	3,191
Capital Works	7,932	11,257	19,189

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Business Support- Wastewater Distribution & Reticulate	 Provision of management and administrative support to council's Wastewater Distribution and Reticulation Section 	1,823	1	1,824
Wastewater Mains	Collection and transportation of wastewater to wastewater treatment plants	280	6,502	6,782
Wastewater Manholes	Collection of wastewater	188	450	638

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Wastewater Preventative Maintenance	Plan and optimise preventative maintenance of wastewater assets to ensure their reliability and longevity	0	0	0
Wastewater Pump stations	Transportation of wastewater to wastewater treatment plants	2,934	7,999	10,933
Wastewater Services	Collection of wastewater	390	386	776
Wastewater Sewers	Collection of wastewater	297	3,851	4,149
Wastewater Valves	Control wastewater collection and transportation	65	0	65

Measure	Target	Milestone	Division Responsible
100% compliance with regulatory	100%		Townsville Water & Waste
reporting requirements for			
Wastewater Distribution and			
Reticulation			
90% preventative maintenance for	90%		Townsville Water & Waste
wastewater operations infrastructure			
completed by the scheduled time			
Ratio of reactive maintenance	50%		Townsville Water & Waste
expenditure for wastewater			
operations infrastructure to total			
maintenance expenditure			
Conduct 100% of pump station	100%		Townsville Water & Waste
renewals in line with approved			
program			
Implementation of a Maintenance		30 Jun 2014	Townsville Water & Waste
Strategy for Wastewater Distribution			
and Reticulation			
Deliver infrastructure (sewers) in line		30 Jun 2014	Townsville Water & Waste
with the approved Capital Program			
Conduct renewals program (mains) in		30 Jun 2014	Townsville Water & Waste
line with approved program of works			
Completion of the Southern Suburbs		30 Jun 2014	Townsville Water & Waste
Trunk Sewer (Year 2 to Smail St)			

Townsville City Council Proposed 2013/14 Operational Plan

Measure	Target	Milestone	Division Responsible
Deliver infrastructure (manholes) in		30 Jun 2014	Townsville Water & Waste
line with the approved Capital			
Program			
Conduct renewals program		30 Jun 2014	Townsville Water & Waste
(manholes) in line with approved			
program of works			
Comply with Code of Compliance for		30 Nov 2013	Townsville Water & Waste
ERA63(3) for wastewater pump			
stations			
Completion of L21A Lotus Glen		30 Jun 2014	Townsville Water & Waste
Construction & NN300 rising main			
Conduct smoke testing in accordance		30 Jun 2014	Townsville Water & Waste
with approved program throughout			
the year			
Conduct infrastructure renewal		30 Jun 2014	Townsville Water & Waste
program in line with approved			
program of works			
Deliver infrastructure (sewers) in line		30 Jun 2014	Townsville Water & Waste
with the approved Capital Program			
Conduct renewals program (sewers)		30 Jun 2014	Townsville Water & Waste
in line with approved program of			
works			
Conduct wastewater valve inspection		30 Jun 2014	Townsville Water & Waste
as per schedule throughout the year			

Core Service >> Service >>	Wastewater Services Wastewater Supply
Programme Group >> Programme Group Budget >>	Wastewater Source Management \$298,308

Develop and implement environmental compliance programs and promote community awareness

Programme Group Budget Summary >>

	2013/14 Recurrent \$000	2013/14 Non-recurrent \$000	2013/14 Total \$000
Operating Revenue	4,203	0	4,203
Operating Expense	298	0	298
Capital Income	0	0	0
Capital Works	0	0	0

Individual Programme Summary >>

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Wastewater Source Management	Management of Trade Waste discharge compliance	298	0	298

Measure	Target	Milestone	Division Responsible
Review the Trade Waste		31 Dec 2013	Townsville Water & Waste
Management Plan			
Review Sewer Admission Limits		31 Dec 2013	Townsville Water & Waste

Core Service >> Service >>	Wastewater Services Wastewater Supply
Programme Group >> Programme Group Budget >>	Wastewater Treatment \$22,240,939

- Provide community services and facilities to meet the needs of the community
- Provide responsive and efficient systems to enable the delivery of Council services

Programme Group Budget Summary >>

	2013/14 Recurrent \$000	2013/14 Non-recurrent \$000	2013/14 Total \$000
Operating Revenue	84	0	84
Operating Expense	11,496	80	11,576
Capital Income	0	0	0
Capital Works	2,429	8,236	10,665

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Business Support- Wastewater Treatment	 Provision of management and administrative support to council's Wastewater Treatment Section 	934	115	1,049
Cleveland Bay Purification Plant	Ensure the Cleveland Bay Purification Plant treats wastewater to a standard that meets environmental and recycling requirements	5,488	9,691	15,179
Condon Treatment Plant	Ensure the Condon Treatment Plant treats wastewater to a standard that meets environmental and recycling requirements	645	90	735

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Horseshoe Bay Treatment Plant	Ensure the Horseshoe Bay Treatment Plant treats wastewater to a standard that meets environmental and recycling requirements	521	0	521
Magnetic Island Water Recycling	Ensure the Magnetic Island Water Recycling Facility treats wastewater to a standard that meets environmental and recycling requirements	572	330	902
Mt Saint John Treatment Plant	Ensure the Mt Saint John Treatment Plant treats wastewater to a standard that meets environmental and recycling requirements	3,255	304	3,559
Toomulla Treatment Plant	Ensure the Toomula Treatment Plant treats wastewater to a standard that meets environmental and recycling requirements	161	135	296

Measure	Target	Milestone	Division Responsible
100% compliance with regulatory	100%		Townsville Water & Waste
reporting requirements for			
wastewater treatment			
Ensure 100% compliance with	100%		Townsville Water & Waste
licence requirements for the			
Cleveland Bay Purification Plant			
Ensure 100% compliance with	100%		Townsville Water & Waste
licence requirements for the Condon			
Treatment Plant			
Ensure 100% compliance with	100%		Townsville Water & Waste
licence requirements for the			
Horseshoe Bay Treatment Plant			
Ensure 100% compliance with	100%		Townsville Water & Waste
licence requirements for the Magnetic			
Island Water Recycling Facility			

Measure	Target	Milestone	Division Responsible
Ensure 100% compliance with	100%		Townsville Water & Waste
licence requirements for the Mt Saint			
John Treatment Plant			
Ensure 100% compliance with	100%		Townsville Water & Waste
licence requirements for the Toomulla			
Treatment Plant			
Decommissioning and deregistration		30 Jun 2014	Townsville Water & Waste
of the Mt Low, Deeragun and Nelly			
Bay Treatment Plants			
Obtain and comply with Recycled		30 Jun 2014	Townsville Water & Waste
Water Management Plan for the			
Cleveland Bay Purification Plant			
recycled water schemes			
Delivery of Odour Extraction and		28 Feb 2014	Townsville Water & Waste
Treatment Facility at the Cleveland			
Bay Purification Plant			
Commence design for the Cleveland		30 Jun 2014	Townsville Water & Waste
Bay Sewage Treatment Plant			
Process Upgrade			
Design and commence construction		30 Jun 2014	Townsville Water & Waste
for the Cleveland Bay Sewage			
Treatment Plant Rehabilitation			
Project			
Obtain and comply with Recycled		30 Jun 2014	Townsville Water & Waste
Water Management Plan for the			
Condon Treatment Plant recycled			
water schemes			
Obtain and comply with Recycled		30 Jun 2014	Townsville Water & Waste
Water Management Plan for the			
Horseshoe Bay Treatment Plant			
recycled water schemes			
Renegotiation of licence for		31 Dec 2013	Townsville Water & Waste
Horseshoe Bay Treatment Plant			
Obtain and comply with Recycled		30 Jun 2014	Townsville Water & Waste
Water Management Plan for the			
Magnetic Island Water Recycling			
Facility recycled water schemes			
Renegotiation of licence for Magnetic		31 Dec 2013	Townsville Water & Waste
Island Water Recycling Facility			
Obtain and comply with Recycled		30 Jun 2014	Townsville Water & Waste
Water Management Plan for the Mt			
Saint John Treatment Plant recycled			
water schemes			

Core Service >> Service >>	Water Services Water Supply
Programme Group >> Programme Group Budget >>	Bulk Water \$24,938,862

• Provide community services and facilities to meet the needs of the community

Programme Group Budget Summary >>

	2013/14 Recurrent \$000	2013/14 Non-recurrent \$000	2013/14 Total \$000
Operating Revenue	170	0	170
Operating Expense	15,501	0	15,501
Capital Income	0	0	0
Capital Works	6,957	2,480	9,438

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Bulk Water Distribution	Storage and delivery of potable water to ensure consistent supply to the Townsville community	4,941	8,284	13,225
Douglas Water Treatment Plant	 Deliver potable water to the Townsville community through the Douglas Water Treatment Plant Ensure the Douglas Water Treatment Plant complies with the Drinking Water Quality Management Plan 	6,741	1,153	7,895

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Giru Water Treatment Plant	 Deliver potable water to the Giru and Cungulla communities Ensure the Giru Water Treatment Plant complies with the Drinking Water Quality Management Plan 	477	0	477
Northern Water Treatment Plant	 Deliver potable water to the Townsville community from the Northern Water Treatment Plant Ensure the Northern Water Treatment Plant complies with the Drinking Water Quality Management Plan 	3,342	0	3,342

Measure	Target	Milestone	Division Responsible
100% compliance with Drinking	100%		Townsville Water & Waste
Water Quality Management Plan for			
Bulk Water Distribution			
100% compliance with the Drinking	100%		Townsville Water & Waste
Water Quality Management Plan for			
the Douglas Water Treatment Plant			
Achieve a water quality index of 1 for	1		Townsville Water & Waste
Douglas Water Treatment Plant			
95% compliance with the Drinking	95%		Townsville Water & Waste
Water Quality Management Plan for			
the Giru Water Treatment Plant			
100% compliance with the Site Based	100%		Townsville Water & Waste
Management Plan for the Giru Water			
Treatment Plant			
100% compliance with the Drinking	100%		Townsville Water & Waste
Water Quality Management Plan for			
the Northern Water Treatment Plant			
Achieve a water quality index of 1 for	1		Townsville Water & Waste
Northern Water Treatment Plant			
Investigate Options for Cungulla		30 Jun 2014	Townsville Water & Waste
Water Treatment Plant Replacement			
Develop an overall Master Planning		30 Jun 2014	Townsville Water & Waste
Report for open space irrigation			
options			

Townsville City Council Proposed 2013/14 Operational Plan

Measure	Target	Milestone	Division Responsible
Review bulk water model to reflect		31 May 2014	Townsville Water & Waste
current dam levels			
Construction of Douglas Reservoir		31 Oct 2013	Townsville Water & Waste
1B completed			
Completion of Magnetic Island		30 Jun 2014	Townsville Water & Waste
Distribution Mains (Horseshoe Bay			
Reservoir main - DN150)			
Completion of design and call for		30 Jun 2014	Townsville Water & Waste
tender for the Mt Louisa Reservoir			
No. 3			
Completion of Mt Spec Pipeline -		30 Jun 2014	Townsville Water & Waste
Control Valves (Northern Area			
Strategy)			

Core Service >> Service >>	Water Services Water Supply
Programme Group >> Programme Group Budget >>	Business Management & Support \$51,044,231

• Provide responsive and efficient systems to enable the delivery of Council services

Programme Group Budget Summary >>

	2013/14 Recurrent \$000	2013/14 Non-recurrent \$000	2013/14 Total \$000
Operating Revenue	836	0	836
Operating Expense	47,051	50	47,101
Capital Income	9,856	0	9,856
Capital Works	3,943	0	3,943

Individual Programme Summary >>

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Business Support-Water Management	 Provision of administrative support to Townsville Water Operations Provision of project services to Townsville Water Operations 	47,101	3,943	51,044

Measure	Target	Milestone	Division Responsible
100% compliance with routine,	100%		Townsville Water & Waste
incident and management reporting			
requirements throughout the year			
regarding water quality			
80% customer satisfaction for water	80%		Townsville Water & Waste
services fault management			

Core Service >> Service >>	Water Services Water Supply
Programme Group >> Programme Group Budget >>	Dams & Catchments \$3,177,396

 Provide asset management practices which reflect the community's expectations regarding service levels and its ability to pay

Programme Group Budget Summary >>

	2013/14 Recurrent \$000	2013/14 Non-recurrent \$000	2013/14 Total \$000
Operating Revenue	60	0	60
Operating Expense	2,257	0	2,257
Capital Income	0	0	0
Capital Works	894	27	921

Individual Programme Summary >>

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Paluma Dam	 Reliable supply of water to the Northern Water Treatment Plant Safe and responsible management of Paluma Dam 	333	594	927
Ross Dam	 Reliable supply of water to the Douglas Water Treatment Plant Safe and responsible management of Ross Dam 	1,924	326	2,250

Measure	Target	Milestone	Division Responsible
100% conformance with the Paluma	100%		Townsville Water & Waste
Dam Safety Conditions schedule			
100% compliance with Interim	100%		Townsville Water & Waste
Resource Operation Licence for the			
Paluma Dam			

Townsville City Council Proposed 2013/14 Operational Plan

Measure	Target	Milestone	Division Responsible
100% conformance with the Ross	100%		Townsville Water & Waste
Dam Safety Conditions schedule			
100% compliance with Interim	100%		Townsville Water & Waste
Resource Operating Licence for the			
Ross Dam			

Core Service >> Service >>	Water Services Water Supply
Programme Group >> Programme Group Budget >>	Natural Disaster Response \$0

 Coordinate council's response to natural disasters to minimise the effects on the community

Programme Group Budget Summary >>

	2013/14 Recurrent \$000	2013/14 Non-recurrent \$000	2013/14 Total \$000
Operating Revenue	0	0	0
Operating Expense	0	0	0
Capital Income	0	0	0
Capital Works	0	0	0

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Emergent Water Supply	The Emergent Water Supply Programme will be triggered following the activation of a Natural Disaster Relief Recovery Arrangement to conduct emergent works	0	0	0
Restoration Water Supply	The Restoration Water Supply Programme will be triggered following the activation of a Natural Disaster Relief Recovery Arrangement to conduct restoration works	0	0	0

Core Service >> Service >>	Water Services Water Supply
Programme Group >> Programme Group Budget >>	Water Reticulation \$11,200,363

- Strengthen community networks to collaboratively deliver community services
- Provide community services and facilities to meet the needs of the community

Programme Group Budget Summary >>

	2013/14 Recurrent \$000	2013/14 Non-recurrent \$000	2013/14 Total \$000
Operating Revenue	97,355	0	97,355
Operating Expense	7,427	0	7,427
Capital Income	2,693	0	2,693
Capital Works	3,030	744	3,774

Individual Programme Summary >>

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Water Preventative Maintenance	Plan and optimise preventative maintenance of water assets to ensure their reliability and longevity	0	0	0
Water Reticulation	Deliver potable water to the Townsville community	7,427	3,774	11,200

Measure	Target	Milestone	Division Responsible
100% compliance with the Townsville	100%		Townsville Water & Waste
Water Customer Service Standard for			
water supply			
90% preventative maintenance for	90%		Townsville Water & Waste
water operations infrastructure			
completed by the scheduled time			

Townsville City Council Proposed 2013/14 Operational Plan

Measure	Target	Milestone	Division Responsible
Ratio of reactive maintenance	50%		Townsville Water & Waste
expenditure for water operations			
infrastructure to total maintenance			
expenditure			
Prepare Water Modelling Guidelines		30 Jun 2014	Townsville Water & Waste
to be used in association with the			
new planning scheme			
Review Planning reports for the		30 Jun 2014	Townsville Water & Waste
Water Reticulation Network to reflect			
new planning scheme			
Overall City Wide Water Planning		30 Nov 2013	Townsville Water & Waste
Report developed			
Delivery of pipeline rehabilitation in		30 Jun 2014	Townsville Water & Waste
accordance with approved program			
Design of CBD Pipeline renewals		30 Jun 2014	Townsville Water & Waste

Core Service >> Service >>	Planning and Development Urban Planning/Built Environment
Programme Group >> Programme Group Budget >>	Assessment & Certification \$8,631,007

- Undertake city and regional planning to reflect the aspirations of the community and create an attractive place to live, work and visit
- Develop and implement council's Corporate Governance Framework to ensure strategic planning, compliance with all legislation, policies, Codes of Practice and Standards
- Provide responsive and efficient systems to enable the delivery of Council services

Programme Group Budget Summary >>

	2013/14 Recurrent \$000	2013/14 Non-recurrent \$000	2013/14 Total \$000
Operating Revenue	6,084	0	6,084
Operating Expense	8,616	15	8,631
Capital Income	0	0	0
Capital Works	0	0	0

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Development Advice	No budget allocated	0	0	0
Development Assessment	 Engineering assessment of new developments to ensure quality, cost effective infrastructure Facilitate the creation of remarkable places through the development assessment process 	6,320	0	6,320

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Hydraulics & Building Certification	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	2,311	0	2,311

Measure	Target	Milestone	Division Responsible
85% of code assessable applications	85%		Planning & Development
are approved / processed within 50			
business days			
70% of operational works processed	70%		Planning & Development
within 30 business days			
85% customer satisfaction rating with	85%		Planning & Development
Development Assessment achieved			
throughout the year			
85% of residential plumbing and	85%		Planning & Development
draining applications are processed			
within 10 business days			
80% of commercial plumbing and	80%		Planning & Development
draining applications are processed			
within 15 business days			
85% of customers report a	85%		Planning & Development
satisfaction rating of good or			
excellent with plumbing and drainage			
compliance assessment services			
Development Manual for the new		31 Aug 2013	Planning & Development
Planning Scheme developed for			
public notification			
New Planning Scheme transferred		31 Dec 2013	Planning & Development
into ICON in preparation for			
implementation of planning scheme			
Transfer of Building Certification files		30 Jun 2014	Planning & Development
from Approvals (Visuals) system to			
Property and Rating system			

Core Service >> Service >>	Planning and Development Urban Planning/Built Environment
Programme Group >> Programme Group Budget >>	Business Management & Support \$2,028,653

• Provide responsive and efficient systems to enable the delivery of Council services

Programme Group Budget Summary >>

	2013/14 Recurrent \$000	2013/14 Non-recurrent \$000	2013/14 Total \$000
Operating Revenue	302	0	302
Operating Expense	2,029	0	2,029
Capital Income	0	0	0
Capital Works	0	0	0

Individual Programme Summary >>

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Business Support-Urban Planning/Built Environment	 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 	2,029	0	2,029

Measure	Target	Milestone	Division Responsible
85% compliance with 2 business day	85%		Planning & Development
distribution time for planning			
applications to internal stakeholders			

Measure	Target	Milestone	Division Responsible
100% of private certifications lodged	100%		Planning & Development
and available within 5 business days			
of lodgement with council			
100% of decision notices for	100%		Planning & Development
Development Assessment made			
available on council's website within			
4 business days of approval			
85% of publicly available planning	85%		Planning & Development
documents are available for viewing			
within 5 business days of request			
85% of publicly available planning	85%		Planning & Development
documents are available for purchase			
within 10 business days of request			
85% customer satisfaction with the	85%		Planning & Development
Planning Front Counter throughout			
the year			
Conduct a review of all planning fact		31 Dec 2013	Planning & Development
sheets on council's website during			
the first half of the year			
Conduct a review of all planning fact		30 Jun 2014	Planning & Development
sheets on council's website during			
the second half of the year			
Develop a process for the review of		30 Jun 2014	Planning & Development
Planning Statutory Registers to			
ensure currency			
Reconciliation of legacy bonds and		31 Dec 2013	Planning & Development
guarantees held in trust and data			
entry into council's financial system			

Core Service >> Service >>	Planning and Development Urban Planning/Built Environment
Programme Group >> Programme Group Budget >>	Economic Development \$2,960,039

• Engage with regional, state and national stakeholders in the creation of a strong and resilient economy

Programme Group Budget Summary >>

	2013/14 Recurrent \$000	2013/14 Non-recurrent \$000	2013/14 Total \$000
Operating Revenue	1,314	0	1,314
Operating Expense	2,580	380	2,960
Capital Income	0	0	0
Capital Works	0	0	0

Programmes to be	What we want to achieve	Operating	Capital	Total
delivered	during 2013/14 (Objectives)	Expenditure	Works \$000	Programme
		\$000		Budget
				\$000

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Economic Development	 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 	2,960	0	2,960

Measure	Target	Milestone	Division Responsible
100% of Milestones outlined in the	100%		Corporate Services
Economic Development Marketing			
Communications Plan delivered as			
scheduled			
Complete 75% of actions identified in	75%		Planning & Development
the Economic Development Plan			
Facilitate 5 CBD Taskforce meetings	5		Planning & Development
throughout the year			
Represent Council at 100% of	100%		Planning & Development
Regional Economic Development			
Regional Organisation of Councils			
(RED ROC) meetings throughout the			
year			
Represent council at 100% of Mount	100%		Planning & Development
Isa to Townsville Economic			
Development Zone (MITEZ) meetings			
throughout the year			

Measure	Target	Milestone	Division Responsible
100% of submissions for funding	100%		Planning & Development
developed within State and Federal			
timeframes			
Deliver 75% of agreed Sister City	75%		Planning & Development
Outcomes during the year			
100% compliance with council's	100%		Planning & Development
commercial premises lease			
agreements			
100% compliance with council's	100%		Planning & Development
Footpath Dining Policy			
85% customer satisfaction rating with	85%		Planning & Development
Economic Development achieved			
throughout the year			
2014/15 Economic Development		31 Mar 2014	Planning & Development
Marketing Communications Plan			
developed			
Adoption of the Digital Economy		30 Jun 2014	Planning & Development
Strategy			
Complete the Feasibility Study for a		30 Sep 2013	Planning & Development
New Stadium, Entertainment and			
Convention Centre			
Conduct Business Connect event		30 Sep 2013	Planning & Development
Conduct North Queensland Tourism		31 May 2014	Planning & Development
Expo in May 2014			
Conduct North Queensland Tourism		31 Oct 2013	Planning & Development
Expo in October 2013			
Develop a Service Level Agreement		30 Jul 2013	Planning & Development
with TEL			
Development of an Implementation		30 Jun 2014	Planning & Development
Plan for the CBD Master Plan			
Economic Development Marketing		30 Sep 2013	Planning & Development
Communications Plan evaluated and		·	
presented to the Project Leadership			
Team during Quarter 1			
Economic Development Marketing		31 Dec 2013	Planning & Development
Communications Plan evaluated and			
presented to the Project Leadership			
Team during Quarter 2			
Economic Development Marketing		31 Mar 2014	Planning & Development
Communications Plan evaluated and			
presented to the Project Leadership			
Team during Quarter 3			
Economic Development Marketing		30 Jun 2014	Planning & Development
Communications Plan evaluated and			
presented to the Project Leadership			
Team during Quarter 4			
Report on TEL Service Level		30 Sep 2013	Planning & Development
Agreement during Quarter 1			
Report on TEL Service Level		31 Dec 2013	Planning & Development
Agreement during Quarter 2			

Measure	Target	Milestone	Division Responsible
Report on TEL Service Level		31 Mar 2014	Planning & Development
Agreement during Quarter 3			
Report on TEL Service Level		30 Jun 2014	Planning & Development
Agreement during Quarter 4			
Report on the progress of the		30 Sep 2013	Planning & Development
Economic Development Plan during			
Quarter 1			
Report on the progress of the		31 Dec 2013	Planning & Development
Economic Development Plan during			
Quarter 2			
Report on the progress of the		31 Mar 2014	Planning & Development
Economic Development Plan during			
Quarter 3			
Report on the progress of the		30 Jun 2014	Planning & Development
Economic Development Plan during			
Quarter 4			
Represent council at meetings with		30 Sep 2013	Planning & Development
local, State and Federal Government			
Ministers during Quarter 1			
Represent council at meetings with		31 Dec 2013	Planning & Development
local, State and Federal Government			
Ministers during Quarter 2			
Represent council at meetings with		31 Mar 2014	Planning & Development
local, State and Federal Government			
Ministers during Quarter 3			
Represent council at meetings with		30 Jun 2014	Planning & Development
local, State and Federal Government			
Ministers during Quarter 4			
Represent council at meetings with		30 Sep 2013	Planning & Development
the Port of Townsville Limited and			
Townsville Airport during Quarter 1		0.4.5	
Represent council at meetings with		31 Dec 2013	Planning & Development
the Port of Townsville Limited and			
Townsville Airport during Quarter 2		04 May 004 4	Diagrica 9 Day day out
Represent council at meetings with		31 Mar 2014	Planning & Development
the Port of Townsville Limited and			
Townsville Airport during Quarter 3		20 1 204.4	Diamain a 9 Davidana a st
Represent council at meetings with		30 Jun 2014	Planning & Development
the Port of Townsville Limited and			
Townsville Airport during Quarter 4			

Core Service >> Service >>	Planning and Development Urban Planning/Built Environment
Programme Group >> Programme Group Budget >>	Strategic Urban Planning \$2,928,767

- Develop an integrated approach to the long term provision of infrastructure
- Undertake city and regional planning to reflect the aspirations of the community and create an attractive place to live, work and visit
- Adopt urban design principles that maximise efficiency, create a sense of place, and enhance the built environment

Programme Group Budget Summary >>

	2013/14 Recurrent \$000	2013/14 Non-recurrent \$000	2013/14 Total \$000
Operating Revenue	2	0	2
Operating Expense	2,769	160	2,929
Capital Income	0	0	0
Capital Works	0	0	0

Programmes to be	What we want to achieve	Operating	Capital	Total
delivered	during 2013/14 (Objectives)	Expenditure	Works \$000	Programme
		\$000		Budget
				\$000

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
City Planning	 Develop, 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 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 	1,307	0	1,307
Heritage & Urban Planning	 Facilitate the creation of remarkable places through the promotion of urban design principles that create a sense of place Facilitate the preservation of the city's character precincts and heritage built form including heritage and architectural advice to maintain and foster a strong sense of place and identity 	811	0	811
Infrastructure Charges	 Facilitate funding and delivery of major infrastructure required to service new development within Townsville Managef infrastructure charging 	61	0	61

Programmes to be delivered	What we want to achieve during 2013/14 (Objectives)	Operating Expenditure \$000	Capital Works \$000	Total Programme Budget \$000
Infrastructure Planning	Facilitate a consistent council wide approach to Infrastructure Planning to ensure efficient and cost effective services to the Community	736	0	736
Spatial Design & Analysis	 Develop a growth prediction model to inform Strategic Planning of the City Facilitate of efficient strategic planning models Integrate land use & infrastructure planning through spatial analysis 	13	0	13

Measure	Target	Milestone	Division Responsible
Respond to 90% of proposed	90%		Planning & Development
changes to relevant state and			
regional policies by due dates			
Provide advice for development	90%		Planning & Development
assessment with 90% within agreed			
timeframes			
90% of communication and	90%		Planning & Development
engagement with internal and			
external stakeholders in accordance			
with the approved Communication			
Plan for the development of the new			
planning scheme			
85% customer satisfaction rating	85%		Planning & Development
achieved throughout the year for the			
City Planning Programme			
Provide 100% of advice for	100%		Planning & Development
development assessment within 5			
business days			
Provide 100% of architectural advice	100%		Planning & Development
to heritage listed owners within 10			
business days			
85% customer satisfaction rating	85%		Planning & Development
achieved throughout the year for the			
Heritage & Urban Planning			
Programme			

Measure	Target	Milestone	Division Responsible
85% customer satisfaction rating	85%		Planning & Development
achieved throughout the year for the			
Infrastructure Charges Programme			
95% of planning reports completed	95%		Planning & Development
for all capital projects in the 10 year			
Capital Works Programme			
100% of planning reports	100%		Planning & Development
commenced are based on council's			
Growth Model			
100% of future identified trunk	100%		Planning & Development
networks for water supply, sewerage,			
roads and stormwater are maintained			
on GIS and communicated across the			
organisation throughout the year			
85% customer satisfaction rating	85%		Planning & Development
achieved throughout the year for the			
Infrastructure Planning Programme			
100% of future identified trunk	100%		Planning & Development
networks for water supply, sewerage,			
roads and stormwater are maintained			
on GIS and communicated across the			
organisation throughout the year			
Provide 100% of growth prediction	100%		Planning & Development
data as required / requested			
throughout the year			
85% customer satisfaction rating	85%		Planning & Development
achieved throughout the year for the			
Spatial Design & Analysis			
Programme			
Commence Formal Public Notification		30 Sep 2013	Planning & Development
of the New Planning Scheme			
Review all public submissions on the		28 Feb 2014	Planning & Development
new planning scheme			
Adoption of Planning Scheme by		31 May 2014	Planning & Development
council			
Deliver the Townsville Heritage Day		31 May 2014	Planning & Development
Implementation of the short term use		30 Jun 2014	Planning & Development
of Flinders St East Car Park as a			
"pop-up" urban space			
Develop a Centres Design Manual		30 Jun 2014	Planning & Development
Develop a Ross Creek Promenade		30 Jun 2014	Planning & Development
Urban Design and Activation Strategy			
Prepare an Urban Design Philosophy		30 Jun 2014	Planning & Development
for Townsville			
Priority Infrastructure Plan is adopted		31 May 2014	Planning & Development
with the new Planning Scheme			

Measure	Target	Milestone	Division Responsible
Implementation of business system		31 May 2014	Planning & Development
changes to support infrastructure			
charging associated with state			
government infrastructure charging			
reforms			
Developer contribution calculators		30 Sep 2013	Planning & Development
are maintained and modified during			
Quarter 1 to reflect infrastructure			
charging policy and reforms			
Developer contribution calculators		31 Dec 2013	Planning & Development
are maintained and modified during			
Quarter 2 to reflect infrastructure			
charging policy and reforms			
Developer contribution calculators		31 Mar 2014	Planning & Development
are maintained and modified during			
Quarter 3 to reflect infrastructure			
charging policy and reforms			
Developer contribution calculators		30 Jun 2014	Planning & Development
are maintained and modified during			
Quarter 4 to reflect infrastructure			
charging policy and reforms			
Develop a strategy for improved		31 Mar 2014	Planning & Development
collaboration with external			
infrastructure based service providers			
Review and re-calibrate council's		30 Jun 2014	Planning & Development
Growth Model to reflect Public			
submissions to the new planning			
scheme			



1.0 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 2013/14 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.

In 2013/14, the principal drivers that will affect business operation will be:

- ➤ The implications of the Australian Government's Clean Energy Legislative Package, the principal Act of which established a carbon pricing mechanism to put a price tag on carbon pollution from 1 July 2012
- The implementation of a Drinking Water Quality Management Plan under the Water Supply (Safety and Reliability) Act 2008
- The outcome of proposed reform to simplify water and sewerage service provider obligations under the Water Supply (Safety and Reliability) Act 2008
- ➤ The requirement for large pumping stations operated by Townsville Water to be compliant with a code of environmental compliance for Environmentally Relevant Activity 63 (3) by November 2013
- The upgrading of the odour extraction and control system at Cleveland Bay Purification Plant
- The completion of construction of a new water storage reservoir at Douglas in order to increase storage capacity
- The development and implementation of a maintenance strategy for Townsville Water assets
- > The upgrading of council's business management systems.

1.2 Townsville City Council

Townsville City Council 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 3,736 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 City is approximately 175,000 and is expected to grow at an annual rate in excess of 1.7%, resulting in an expected population of between 220,000 and 250,000 by 2022. The mainstays of the local economy include public administration, defence, manufacturing, education, and mineral processing industries.

1.3 Townsville Water

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 Type 1 Significant Business under the provisions of the *Local Government Regulation 2012*.

The business of Townsville Water is articulated in its mission and vision statements:

Vision: To be the best regional water and wastewater service provider in Australia.

Mission: To provide safe, reliable, value for money water and wastewater services for

the Townsville community.

1.4 Key Business Metrics

Key Metrics

Water Operations

- More than 42,000 ML of water supplied each year to over 73,000 residential and 4,900 commercial/industrial customers
- Management and operation of 2 major water storages, 3 water treatment plants, 37 reservoirs, 19 pump stations and over 2,400 km of water mains and pipes
- \$18.1M of capital projects to be planned and delivered

Wastewater Operations

- ➤ More than 20,000 ML of sewage collected each year from over 67,000 customers
- Management and operation of 6 wastewater treatment or recycling plants, over 175 sewerage pump stations and more than 1,200 km of sewer mains
- \$24.2M of capital projects to be planned and delivered

1.5 Organisational Structure

Figure 1: Organisational Structure outlines the current organisational arrangements for Townsville Water.

Figure 1



1.6 Principal Drivers

Several drivers will shape the business and operating strategies adopted by Townsville Water over the 2013/14 financial year.

1.6.1 Regional Growth

The Townsville region is expected to register significant growth over the next 5 - 10 years, as projected by the Queensland Department of Infrastructure and Planning. This growth will have a direct impact on demand for water services, resulting in a need to increase supply infrastructure and manage demand.

1.6.2 Infrastructure

Reservoir Storage Capacity Upgrade

In order to ensure continuity of supply of potable water, works to construct Douglas 1B water storage reservoir will be completed in the 2013/2014 financial year. The construction will increase the storage capacity of the reservoir to ensure that, in the event of the temporary cessation of a water treatment plant or plants, there is sufficient potable water available to meet the immediate needs of the community. Works to design a new water storage reservoir at Mt Louisa will begin.

Cleveland Bay Purification Plant Odour Extraction and Control System Upgrade

Townsville Water will undertake works during the year to upgrade Cleveland Bay Purification Plant's odour extraction and control system. The purpose of the upgrade is to eliminate safety and odour issues arising from high concentrations of hydrogen sulphide at the plant, and to rehabilitate assets that have been affected. The upgrade works will involve the replacement of covers, pipework, fans, extraction filters and other assets, and is expected to

be completed by February 2014. In the interim, Townsville Water will continue to operate a caustic dosing facility to prevent further deterioration of its assets and ensure the safety of treatment plant operators.

Automated Meter Reading

In order to reduce water consumption across the community, Townsville Water will complete an Automated Meter Reading Trial for 300 homes in the Aitkenvale and Bushland Beach suburbs during the year. The technology allows a water meter to send automated hourly water usage data to council's system for analysis, including identifying potential leaks. The trial will also include establishing an online portal, designed to allow residents to access the water usage data quickly and easily. The results of this trial will be incorporated to develop a strategy for smart water metering in Townsville.

1.6.3 Regulation of the Water Industry

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.

Drinking Water Quality Management Plans

Drinking Water Quality Management Plans are now required under the Water Supply Act. Townsville Water developed and received Regulator approval for its plan in August 2012 and will implement and report on its Drinking Water Quality Management Plan throughout the year in order to ensure the effective management of its drinking water supply.

Environmentally Relevant Activities

The sewage reticulation and treatment operations carried on 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 wastewater operations.

In 2012, a Code of Environmental Compliance commenced for the operation of sewage pumping stations with a total design capacity of over 40kL an hour. The formation of the code was well received by sewerage service providers like Townsville Water as the code provides more realistic environmental conditions to be met by providers in relation to the operation of large sewage pump stations. During the financial year, Townsville Water must now take steps to comply with the code, with all relevant pump stations required to be compliant by mid-November 2013. To ensure compliance, Townsville Water will review their catchment management plans, and the environmental aspects and impacts of each pump station.

Water Reform

Water Reform will continue to create pressure on the urban water utility network. The Department of Energy and Water Supply have recently announced reforms intended to simplify the regulatory framework affecting water and sewerage service providers. This includes reform of the reporting obligations of water and sewerage service providers under the Water Supply Act and the *Environmental Protection (Water) Policy 2009* to reduce red tape and duplication, and to promote transparency and accountability for customers of water and sewerage services.

Townsville Water will work together during the financial year with the Department of Energy and Water Supply, through the Queensland Water Directorate, to develop the reforms.

1.6.4 Environmental Management

Addressing environmental impacts will be 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. As a result, regulation covering environmental aspects of the water business has increased significantly, which in turn impacts on the cost of delivering services.

Environmental Management Systems

To demonstrate sound environmental performance, Townsville Water will maintain accreditation and embrace the principles of International Standard *ISO14001* – *Environmental management systems*.

Carbon Tax and Clean Energy Legislative Package

In November 2011, the Federal Government passed the Clean Energy Legislative Package, including the *Clean Energy Act 2011* which sets up the structure for a carbon pricing mechanism (CPM) to put a price tag on carbon pollution. The CPM requires entities that emit greenhouse gases after 1 July 2012 to relinquish an eligible emissions unit (EEU) for each tonne of greenhouse gas emitted within the financial year, provided that the emissions from the facility meet a threshold amount of emissions.

As a direct business implication of these legislative changes, Townsville Water may have a tax liability in relation to emissions produced from council's wastewater treatment plants. Thorough investigations will be conducted during the financial year to determine Townsville Water's actual liability. Townsville Water may also inherit additional reporting obligations as a result of the introduction of the CPM.

Indirectly, Townsville Water is almost certain to be affected by increased prices for electricity, fuel, and other carbon-intensive goods and services consumed in business operations as suppliers pass on their carbon tax liability. Increased costs of operation as a result of the CPM will be reflected in water and wastewater costs to customers.

The outcome of the Federal Government elections, to be held in September 2013, may have an effect on the CPM. A change in government could see the repeal of the mechanism or changes to the operation of the mechanism, and this may further impact the operations of Townsville Water.

1.6.5 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 and monopoly status 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 shareholders.

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 maintaining its certification with International Standard ISO9001 – Quality management systems.

Townsville Water's Maintenance Strategy

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. To ensure the proper maintenance of such assets, Townsville Water will develop and implement a maintenance strategy over the course of the financial year and the following financial year.

New Business Management Systems

Townsville Water, as part of Townsville City Council, will implement new organisation-wide business management systems during the year to maintain and enhance its operations.

1.6.6 Workforce Management and Skilling

While growth places demands on almost all resources, the impact on the available pool of skilled workers has been pronounced in the water industry. Although Townsville Water is able to attract skilled and professional staff from interstate and overseas, the available human resources in the region are stretched. The current skill shortages will most likely deteriorate further as the global economy gradually recovers from recent setbacks. The competition for limited human resources in the open market, with industries that are able to offer more attractive salary arrangements, results in a need to re-evaluate the current approaches to hiring and retaining skilled water operators, trades and professional staff.

1.6.7 Customers

Townsville Water will continue to engage with the Townsville community on key issues including pricing, water conservation and service levels.

A community attitude survey will be conducted in 2013/14 to ascertain the community's attitudes and opinions about the services provided by Townsville City Council, including

Townsville City Council Proposed 2013/14 Operational Plan

services provided by Townsville Water. The results from the survey will be used by Townsville City Council to evaluate and analyse the provision of its services and facilities that it provides to local residents.

Townsville City Council's Integrated Sustainability Services Department will continue to provide community and school education programs, and conduct trial programs relating to water conservation on behalf of Townsville Water in 2013/14.

2.0 Performance Targets

Performance Measure	Description	Target	Timing
Revenue – Budget to Actual	Comparison of actual revenue received with the budgeted revenue	Within 5% of revised	Monthly
		budget	
Operating Cost – Budget to Actual	Comparison of the actual operating cost with the budgeted operating cost	Within 5% of revised	Monthly
		budget	
Capex – Budget to Actual	Comparison of the actual capital expenditure with the budgeted capital	Within 5% of revised	Monthly
	expenditure	budget	
Net Operating Result – Budget to	Comparison of the actual Net Operating Result with the budgeted Net	Within 5% of revised	Monthly
Actual	Operating Result	budget	
10 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	Yearly
		budget	
Asset Renewal	Rehabilitation capital works / Depreciation charges	Minimum 90%	Yearly
Interest coverage ratio	Total operating revenue / Net interest expense	Information only	Yearly
Average consumption of assets	Weighted average measure of consumption of non-current assets	Information only	Yearly
GOAL 2 SOCIAL RESPONSIBIL	LITY		
Performance Measure	Description	Target	Timing
Customer Satisfaction	Total % of results of "good" and "excellent" recorded by the Customer Service	85%	Monthly
	Department monthly survey		
Drinking Water Quality Compliance	% of all test results taken in the month complying with all parameters of the	99%	Monthly
	NHMRC drinking water guidelines tested for		
GOAL 3 ENVIRONMENTAL SU	STAINABILITY		
Performance Measure	Description	Target	Timing
Non Compliance Notices	Number of Non Compliance notices issued to DEHP	Five	Monthly

GOAL 4 RESPONSIBLE GOVERNANCE									
Performance Measure	Description	Target	Timing						
Number of Safety Incidents	Total number of safety incidents	Zero	Monthly						
No. of Process Improvements outstanding	Total number of outstanding Process Improvements at the end of the month	200	Monthly						
Percentage of scheduled Safety Inspections undertaken	Total % of Safety Inspections undertaken in the required month	90%	Monthly						
Employee Absenteeism	Percentage of ordinary hours compared with absenteeism hours	Comparison purposes only	Monthly						

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 2013/14

Townsville City Council has determined that the following price concessions are 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.

Category	Water Remission As A % Of Non-Residential Volumetric Charge	Sewerage Remission As A % Of The Non- Residential Charge
Commercial Irrigation	30%	n/a
Caravan Parks	30%	30%
Retirement/lifestyle villages	55%	Nil
Boarding and lodging houses	20%	20%
Charitable and non-profit aged care facilities	73%	Nil
Schools and educational institutions	Nil	Nil
Churches, church halls, clubhouses and halls - Charitable and non-profit organisations	73%	15%
Sporting field irrigation - restricted public access	73%	Nil
Sporting field - no public access restrictions	95%	Nil
War Graves	5%	Nil
Approved transitional sewerage price plans	n/a	62%

Townsville City Council has determined that the following works are to be completed by Townsville Water as community service obligations in 2013/2014.

Category	Value \$
Pumping of sewage - Magnetic Island Surf Lifesaving Club	\$11,600
Sewerage Connection Rebates for Owner Occupied Magnetic Island Properties	\$153,000

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 2013/14 will be approximately \$3,148,000.

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 Dividend Policy

All dividends arising out of Townsville Water operations will be returned to Townsville City Council.

4.3 Proposed Major Investments 2013/14

Initiative/Project	Capital/ Operating	Completion Date	Net Cost
Cleveland Bay Purification Plant Odour Control System			
upgrade and rehabilitation works	Capital	30 June 2014	\$9.4m
Water Pipes Replacement	Capital	30 June 2014	\$3.5m
Sewer Pipe Rehabilitation	Capital	30 June 2014	\$2.4m
Other sewerage treatment plant renewals/upgrades	Capital	30 June 2014	\$2.2m
Stuart Drive Mains Augmentation	Capital	30 June 2014	\$1.9m
Other sewerage pump station renewals/upgrades	Capital	30 June 2014	\$1.9m
Cleveland Bay STP Process Upgrade - Start design phase	Capital	Ongoing	\$1.5m
North Shore Boulevard Water Main Extension & Associated Equipment	Capital	30 June 2014	\$1.5m
Lotus Glen Construction & Rising Main (Sewerage)	Capital	30 June 2014	\$1.5m
Southern Suburbs Trunk Sewer - Year 2	Capital	30 June 2014	\$1.4m
Mt Spec Pipeline - Control Valves (Northern Area Strategy)	Capital	30 June 2014	\$1.4m
Other pressure mains	Capital	30 June 2014	\$1.3m
ULDA Trunk Reticulation Main (Queens Rd to ULDA site)	Capital	30 June 2014	\$1.2m

Other reservoir renewals (including cathodic protection)	Capital	30 June 2014	\$1.1m
Jensen Development Main extension DN375 & DN250	Capital	30 June 2014	\$1.0m
CBD Pipeline renewals (design)	Capital	30 June 2014	\$1.0m
Douglas Reservoir 1B	Capital	30 June 2014	\$300k

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 Level and Quality of Customer Service

Townsville Water has developed a Customer Service Standard to meet its obligations under the *Water Supply (Safety and Reliability) Act 2008*. This standard contains the service standards that Townsville Water aims to achieve and report on annually to the Office of the Water Supply Regulator. The standards contain quality and service reliability targets for water and wastewater services and are reviewed on an annual basis.

6.0 Delegations

Townsville City Council's delegated authorities relevant to Townsville Water are to be 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 two calendar months of the end of the financial year.

Townsville Water will prepare all management plans as required by Townsville City Council. This shall include, but is not limited to:

- Operational Plan
- Risk Management Plan
- 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.



1.0 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 (TWS).

This document sets out the manner in which the business of TWS will be carried out in the 2013/14 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 TWS Annual Performance Plan must be considered in conjunction with the unit's operational plan, which is embedded in the Townsville City Council Operational Plan.

Population growth, increased legislative and regulatory requirements, heightened customer expectations, infrastructure provision and maintenance demands present significant challenges for TWS over the next 5 - 20 years.

In 2013/14, the principal drivers that will affect business operation will be:

- ➤ The implications of the Australian Government's Clean Energy Legislative Package, the principal Act of which established a carbon pricing mechanism to put a price tag on carbon pollution from 1 July 2012
- > TWS's focus on reducing greenhouse gas emissions
- ➤ The review of the Queensland Government's Waste Reduction and Recycling Strategy 2010 2020, driven by the repeal of the waste levy
- Planning for the construction of a waste transfer facility at Magnetic Island and the closure of the Picnic Bay Landfill
- > The upgrading of council's business management systems.

1.2 Townsville City Council

Townsville City Council 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 3,736 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 City is approximately 175,000 and is expected to grow at an annual rate in excess of 1.7%, resulting in an expected population of between 220,000 and 250,000 by 2022. The mainstays of the local economy include public administration, defence, manufacturing, education, and mineral processing industries.

1.3 Townsville Waste Services

TWS is part of council's Townsville Water and Waste Division. TWS is responsible for the collection and processing of solid waste and recyclables.

TWS is a Type 2 Significant Business under the provisions of the *Local Government Regulation 2012*.

Townsville City Council Proposed 2013/14 Operational Plan

The business of TWS is articulated in its vision and mission statements:

Vision: To be Australia's best waste managers.

Mission: To deliver excellent customer service, environmental management and

efficient operations while maximising the return to council.

1.4 Key Business Metrics

Domestic Waste and Recycling

> Domestic Waste: 72,000 lifts per week

Domestic Recycling: 34,000 lifts per week

Commercial Waste and Recycling

- ➤ 650 front lift bulk bins in service
- > 275 bulk bins lifted per day
- 220 public place waste / recycling bins collected per day

Waste Disposal

- > Four landfill sites
- Four Waste Transfer Stations
- Total tonnes received at landfills: over 314,000 tonnes per annum
- Total tonnes diverted from disposal: over 98,000 tonnes per annum
- Tonnes land filled: over 216,000 tonnes per annum

1.5 Organisational Structure

Figure 1: Organisational Structure outlines the current organisational arrangements for Townsville Waste Services.

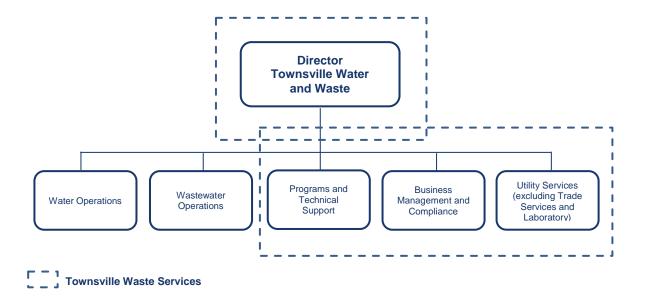


Figure 1

1.6 Principal Drivers

Several drivers will shape the business and operating strategies adopted by TWS over the 2013/14 financial year.

1.6.1 Regulation of the Waste Industry

Queensland Waste Strategy and the Waste Reduction and Recycling Act 2011

In 2010, the Queensland government released its Waste Reduction and Recycling Strategy 2010 – 2020, a 10 year plan to achieve its vision of a low-waste Queensland. A new act of legislation, the *Waste Reduction and Recycling Act 2011*, was introduced in 2011 to implement the strategy. The strategy and the *Waste Reduction and Recycling Act 2011* are the most significant drivers shaping the operations of TWS for the foreseeable future.

The strategy is underpinned by the waste and resource management hierarchy. This internationally recognised framework for managing waste generation and disposal describes the preferred order for managing waste and resources. The hierarchy places waste reduction as the preferred option, followed by reuse through recycling and recovery options, to disposal as the least preferred approach. Other important guiding principles that inform the strategy are resource efficiency, sustainability, engagement, and capacity building. Based on these principles, the broad goals of the strategy are to:

- reduce waste
- optimise recovery and recycling
- develop sustainable waste industries and jobs.

As part of the strategy, the *Waste Reduction and Recycling Act 2011* introduced an industry waste levy to put a price on waste. It was intended that the levy would fund programs to assist local government, business and industry to establish better resource recovery programs and improve overall waste management activities.

Following a leadership change in State Government in early 2012, the Government repealed the waste levy from 1 July 2012. The repeal of the waste levy has left the strategy virtually unfunded and accordingly, the waste strategy is currently under review, with the Government working towards the development of a new industry-led strategy. It is likely that the new strategy will significantly impact on the operations of TWS.

Waste Reduction and Recycling Plan

TWS is required to establish a Waste Reduction and Recycling Plan under the *Waste Reduction and Recycling Act 2011*, either solely for the council's local government area or regionally, in conjunction with other local governments. TWS will invest resources in the development of the plan during this financial year. If conducted on a regional basis, extensive consultation with the participating local governments will be required.

The plan will address all aspects of waste management in the local government area, or regional area.

Increased Focus on Compliance

Following an audit undertaken in 2011, the Queensland Audit Office recommended that the Department of Environment and Resource Management (now known as the Department of Environment and Heritage Protection, or DEHP) make changes to their compliance and enforcement regime to address some inadequacies. Legislative changes have been implemented State-wide to reduce departmental red tape and allow DEHP to focus its efforts on compliance. As a result, there will be an increased focus for the foreseeable future on compliance, to ensure that possible harms to the environment from waste management practices are mitigated. TWS are likely to see the impact of this focus on their operations during the financial year with increased presence and scrutiny by the department.

1.6.2 Regional Growth

The Townsville region is expected to register significant growth over the next 5-10 years, as projected by the Queensland Department of Infrastructure and Planning. This growth will have a direct impact on demand for waste services, resulting in a need to increase infrastructure and manage demand.

1.6.3 Environmental Management

Addressing environmental impacts will be a key driver for TWS. 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.

Clean Energy Legislative Package

In November 2011, the Federal Government passed the Clean Energy Legislative Package, including the *Clean Energy Act 2011* which sets up the structure for a carbon pricing

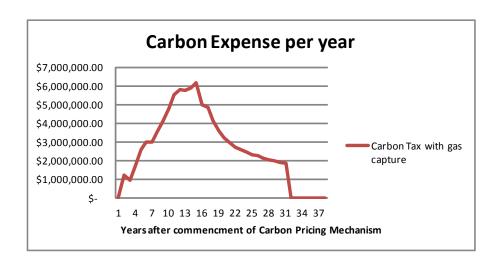
mechanism (CPM) to put a price tag on carbon pollution. The CPM requires an operator of a landfill facility which emits greenhouse gases after 1 July 2012 to relinquish an eligible emissions unit (EEU) for each tonne of greenhouse gas emitted within the financial year, provided that the emissions from the landfill facility meet the threshold amount of emissions.

TWS will be a liable entity under the legislation and is expected to incur a carbon tax liability for waste landfilled in the 2013/2014 financial year. This will affect landfill gate fees long into the future as waste can continue to emit gas for 40 years after the landfill date, and the tax liability of a landfill facility extends up to nearly two decades after a facility is forecast to close. As such, it is important to capture the costs of future liability in today's gate fees.

Furthermore, it is important to note that the carbon tax has no exclusion for disaster management waste. Therefore, the cost to council of disposing of disaster management waste, much of which is organic rich green waste, will rise considerably.

The cost of an EEU will be \$23 per tonne for the first year. Although the price of carbon units is fixed for the first 3 years, subsequent to this, the price is subject to market fluctuations.

The estimated forecast for emissions captured by the CPM and liabilities from the commencement of the CPM onwards is as follows:



There is some uncertainty about the future of the CPM. Firstly, the Government has announced its intention to link the CPM to other countries' emissions trading schemes, including the European Union Emissions Trading Scheme, when the mechanism moves to its flexible price period from 1 July 2015. This removes the three year transitional period, including a floor price (minimum carbon price) and a ceiling price (maximum carbon price), designed to ensure a smooth transition to market. Secondly, the outcome of the Federal Government elections, to be held in September 2013, may have an effect on the carbon pricing mechanism. A change in government could see the repeal of the mechanism or changes to the operation of the mechanism. Any changes to the CPM, and/or the implementation of the linking to other countries' emissions trading schemes, will have a significant impact on the operations of TWS.

Recent changes to Local Government legislation may impact on how TWS is affected by the CPM moving forward. Recently, as a result of legislative changes, all Queensland councils gained corporate recognition. This may mean that Townsville City Council is considered as a constitutional corporation by law and, as such, TWS may inherit further, more onerous reporting obligations under the *National Greenhouse and Energy Reporting Act 2007* (linked to the CPM).

Initiatives to Reduce Greenhouse Gas Emissions From Landfills

In order to minimise its environmental impact and to reduce the financial impact of the CPM, TWS is investigating initiatives to reduce emissions of greenhouse gases from its landfills.

TWS 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, and potentially council's carbon tax liability.

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.

Environmental Management Systems

In order to demonstrate sound environmental performance, TWS will continue develop an environmental management system and embrace the principles of International Standard ISO14001 – Environmental management systems.

1.6.4 Governance

As a local government entity with a partial monopoly in the delivery of waste services, TWS 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 in high growth areas in a challenging situation.

In conjunction with the Finance Department of council, TWS will develop business specific capital structure and dividend policies in order to clearly define expectations about the financial structure of TWS and the expected return to the business unit's shareholders.

Quality Assurance

To ensure quality services are provided, TWS 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*.

New Business Management Systems

TWS, as part of Townsville City Council, will implement new organisation-wide business management systems during the year to maintain and enhance its operations.

1.6.5 Magnetic Island Waste Transfer Facility

In order to continue to provide high quality, environmentally sound, waste disposal services to the Magnetic Island community, TWS will continue to plan for the construction of the Magnetic Island Waste Transfer Facility, with a focus in the financial year on seeking the relevant development approvals and budgeting for the project.

1.6.6 Customers

It is likely that customer expectations will continue to be high, particularly in the non-residential market. TWS will continue to 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.

1.6.7 Workforce Management and Skilling

Growth in the Townsville community continues to place demands on almost all resources. TWS will continue to monitor and advocate for sufficient resources to deliver collection and disposal services in accordance with defined service levels.

2.0 Performance Targets

		,	
Performance Measure	Description	Target	Timing
Revenue – Budget to Actual	Comparing the actual revenue received each month with the budget	Within 5% of revised	Monthly
	revenue	budget	
Operating Cost – Budget to Actual	Comparing the actual operating cost each month with the budget	Within 5% of revised	Monthly
	operating cost	budget	
Capex – Budget to Actual	Comparing the actual capital expenditure with the budget capital	Within 5% of revised	Monthly
	expenditure	budget	
Net Operating Result – Budget to Actual	Comparing the actual net operating result with the budget net operating	Within 5% of revised	Monthly
	budget		
GOAL 2 ENVIRONMENTAL SUSTAI	NABILITY		
Performance Measure	Description	Target	Timing
Non Compliance Notices	Non-compliance notices issued to DEHP	Zero	Monthly
Rate of Diversion of Waste from Landfill	Maintain rate of diversion of waste from landfill for reuse above target	30%	Monthly
GOAL 3 SOCIAL RESPONSIBILITY			
Performance Measure	Description	Target	Timing
Total Collections	Total percentage of services rendered on the scheduled collection day in a month	99.95%	Monthly
Customer Satisfaction Waste	Total percentage of results of "good" and "excellent" recorded by the	85%	Monthly
	Customer Service Department monthly survey		
GOAL 4 RESPONSIBLE GOVERNAL	NCE		
Performance Measure	Description	Target	Timing
Number of safety incidents	Total number of safety incidents	Zero	Monthly
No. of Process Improvements	Total number of outstanding process improvements at the end of the	30	Monthly
Outstanding	month		
Percentage of Scheduled Safety	Total percentage of safety inspections undertaken in the required month	90%	Monthly
Inspections Undertaken			
Employee Absenteeism	Percentage of ordinary hours compared with absenteeism hours	Comparison purposes only	Monthly

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 2013/14

Townsville City Council has determined that the following works are to be completed by TWS as community service obligations in 2013/2014.

Category	Value \$
Public Place Waste and Recycling Collection	\$363,946
Public Place Bin Maintenance and Cleaning	\$42,741
Charity Dumping Fees	\$76,000
Infirm Services	\$25,596
Removal of Dead Animals	\$55,000
3 Day Free Dumping	\$165,000

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 2013/14 will be approximately \$728,283.

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 TWS 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

TWS will provide "Postage Stamp" pricing for residential customers within the defined collection area. This will be based on full cost recovery. TWS will enter into discussions during 2013/14 to develop a three year price path for 2014/17.

4.3 Dividend Policy

All dividends arising out of TWS operations will be returned to Townsville City Council.

4.4 Proposed Major Investments 2013/14

Initiative/Project	Capital/ Operating	Completion Date	Net Cost
Stuart Capping Stage 1	Capital	30 June 2014	\$4.7m
Jensen Capping	Capital	30 June 2014	\$3.0m
Hervey Range Capping Area A	Capital	30 June 2014	\$2.3m

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

TWS 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.

5.1 Level and Quality of Service

TWS 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 on an annual basis.

6.0 Delegations

Townsville City Council's delegated authorities relevant to TWS are to be 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

TWS reports on a monthly basis to council's Townsville Water and Waste Standing Committee. The report details Townsville Waste Services' performance and achievements against the financial and non-financial performance targets contained in this Annual Performance Plan.

TWS shall prepare an Annual Report for the Townsville City Council on its performance against this plan. This report will be completed within two calendar months of the end of the financial year.

TWS will prepare all Management Plans as required by Townsville City Council. This shall include, but is not limited to:

- An Operational Plan
- A Risk Management Plan
- A 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 Plan and Financial Sustainability

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 (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

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Revenue										
General Rates	159,133	167,664	176,653	186,673	196,690	207,244	218,529	230,508	243,337	256,881
Utility Charges	183,008	197,290	212,766	227,913	244,308	256,157	268,785	282,134	296,382	311,355
Water	85,950	91,576	97,612	102,054	106,697	111,552	116,715	122,160	127,960	134,036
Wastewater	78,431	86,196	94,709	104,379	115,045	120,897	127,143	133,757	140,827	148,272
Refuse & Recycling	18,627	19,518	20,445	21,480	22,566	23,708	24,927	26,217	27,595	29,047
Less Discounts and Concessions	-30,814	-33,097	-34,855	-36,799	-38,773	-40,792	-42,933	-45,203	-47,632	-50,194
Fees and Charges	25,043	25,984	26,962	27,979	29,036	30,136	31,280	32,470	33,709	34,997
Income from Investments and Financing	4,674	2,576	2,914	3,169	3,483	3,847	4,149	4,356	4,584	4,866
Contributions Recurrent	1,879	1,691	1,522	1,370	1,233	1,109	999	899	809	728
Grants & Subsidies Recurrent	16,494	17,154	17,840	18,554	19,296	20,068	20,870	21,705	22,573	23,476
Other Revenue	13,716	14,207	14,719	15,249	15,798	16,366	16,955	17,566	18,198	18,853
Total Revenue	373,133	393,469	418,521	444,108	471,071	494,135	518,634	544,435	571,960	600,962
Less Expenses										
Employee Costs	126,360	131,982	137,065	143,263	149,743	156,516	164,527	173,008	182,073	191,614
Materials and Services	116,240	122,658	135,371	142,637	148,629	156,041	165,972	175,686	185,578	197,340
Depreciation & Amortisation	104,049	109,999	114,732	120,769	126,726	130,390	134,202	138,603	140,653	142,141
Finance Costs	23,607	23,386	26,846	28,344	28,003	27,666	28,035	29,736	30,872	31,960
Taxes Other Than Income Tax	598	616	634	653	673	693	714	735	758	780
Other Expenses	1,233	1,330	1,430	1,537	1,650	1,772	1,901	2,039	2,186	2,342
Total Expenses	372,087	389,971	416,078	437,203	455,424	473,078	495,351	519,807	542,120	566,177
	1 0 10	2 122	2.112		45.645	04.055		24.000	22.242	0.1 = 0.5
Surplus/(Deficit) Before Capital Income	1,046	3,498	2,443	6,905	15,647	21,057	23,283	24,628	29,840	34,785
Operating Surplus Ratio	0.28%	0.89%	0.58%	1.55%	3.32%	4.26%	4.49%	4.52%	5.22%	5.79%
Capital Income										
Grants, Subsidies, Contributions and Donations	103,075	81,317	94,496	95,576	96,260	93,705	98,512	111,706	151,550	193,827
Gain/(loss) on Sale of Property Plant & Equipment	1,005	490	490	490	490	490	490	520	490	490
Total Capital Income	104,080	81,807	94,986	96,066	96,750	94,195	99,002	112,226	152,040	194,317
Increase/(Decrease) in Operating Capability	105,126	85,305	97,429	102,971	112,397	115,252	122,285	136,854	181,880	229,102

Balance Sheet

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Current Assets										
Cash Assets	57,255	66,210	73,097	79,603	88,971	97,843	103,285	106,231	114,629	118,251
Receivables	28,652	30,455	32,566	35,051	37,793	40,174	43,016	45,824	50,547	51,826
Inventories	2,511	2,511	2,511	2,511	2,511	2,511	2,511	2,511	2,511	2,511
Prepayments	287	297	308	318	330	341	353	365	378	391
Other	79	80	82	83	85	87	89	90	92	94
Total Current Assets	88,784	99,553	108,564	117,566	129,690	140,956	149,254	155,021	168,157	173,073
Non-Current Assets										
Investments	34,044	34,044	34,044	34,044	34,044	34,044	34,044	34,044	34,044	34,044
Other	101,437	101,436	101,436	101,436	101,436	101,436	101,436	101,436	101,436	101,436
Property Plant and Equipment	4,042,381	4,277,530	4,533,098	4,748,409	4,974,438	5,212,865	5,482,788	5,797,789	6,121,266	6,545,654
Total Non-Current Assets	4,177,862	4,413,010	4,668,578	4,883,889	5,109,918	5,348,345	5,618,268	5,933,269	6,256,746	6,681,134
Total Assets	4,266,646	4,512,563	4,777,142	5,001,455	5,239,608	5,489,301	5,767,522	6,088,290	6,424,903	6,854,207
101017100010	1,200,010	.,0.12,000	.,,	0,001,100	0,200,000	0,100,001	0,1 01,022	0,000,200	0, 12 1,000	0,00 1,201
Current Liabilities										
Payables	26,751	27,814	28,903	29,868	30,829	31,838	32,962	34,283	35,633	37,060
Interest Bearing Liabilities	22,440	24,345	25,471	27,930	30,789	34,675	39,989	43,780	50,090	50,308
Provisions	8,905	9,302	9,660	10,046	10,448	10,866	11,305	11,763	12,245	12,747
Total Current Liabilities	58,096	61,461	64,034	67,844	72,066	77,379	84,256	89,826	97,968	100,115
Non-Current Liabilities										
Interest Bearing Liabilities	311,299	356,954	401,483	393,552	382,763	373,089	378,099	407,320	395,229	424,921
Provisions	53,287	55,627	57,928	60,412	63,002	65,704	68,546	71,525	74,662	77,938
Total Non-Current Liabilities	364,586	412,581	459,411	453,964	445,765	438,793	446,645	478,845	469,891	502,859
Total Liabilities	422,682	474,042	523,445	521,808	517,831	516,172	530,901	568,671	567,859	602,974
		4 000 504	4.050.005	4 4=0 04=	4 - 04	4.070.400	5 000 004	5.5 40.040		
Net Community Assets	3,843,964	4,038,521	4,253,697	4,479,647	4,721,777	4,973,129	5,236,621	5,519,619	5,857,044	6,251,233
Community Equity										
Asset revaluation reserve	328,762	438,014	555,761	678,740	808,473	944,573	1,085,780	1,231,924	1,387,469	1,552,556
Retained surplus	3,515,202	3,600,507	3,697,936	3,800,907	3,913,304	4,028,556	4,150,841	4,287,695	4,469,575	4,698,677
Total Community Equity	3,843,964	4,038,521	4,253,697	4,479,647	4,721,777	4,973,129	5,236,621	5,519,619	5,857,044	6,251,233

Cash Flow Statement

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash Flows from Operating Activities										
Receipts										
Net Rates, Utility, Fees & Charges &	000 044	000.004	440.405	400 454	404.040	407.000	544.040	507.070	500.054	504.000
Other Receipts	362,611	389,094	413,495	438,454	464,846	487,909	511,643	537,272	562,654	594,820
Interest Received	3,308	2,576	2,914	3,169	3,483	3,847	4,149	4,356	4,584	4,866
Other	(1,520)	1,612	(2,641)	(3,123)	(2,088)	(2,119)	(3,368)	(3,866)	(3,860)	(5,186)
Payments										
Materials and Services and Employee			,,	,,		,	,			
Costs	(249,641)	(254,399)	(268,112)	(281,132)	(294,654)	(308,775)	(325,341)	(342,844)	(361,766)	(381,687)
Finance Costs	(23,607)	(23,386)	(26,846)	(28,344)	(28,003)	(27,666)	(28,035)	(29,736)	(30,872)	(31,960)
Other	(11)	(11)	(12)	(12)	(13)	(13)	(14)	(14)	(15)	(15)
Net Cash Provided by Operating Activities	91,140	115,486	118,798	129,012	143,571	153,183	159,034	165,168	170,725	180,838
Cash Flow from Investing Activities										
Payment for Property, Plant & Equipment (Capex)	(181,011)	(190,932)	(204,837)	(167,902)	(175,042)	(181,292)	(208,308)	(249,392)	(249,476)	(340,271)
Subsidies, Donations and Contributions for		, ,			,	,		,	,	,
New Capex	73,304	35,921	46,041	49,637	47,359	41,650	43,091	52,699	91,579	131,255
Proceeds from Sale of Property, Plant & Equipment	1,485	920	1,230	1,230	1,410	1,120	1,300	1,460	1,350	1,890
Equipment	1,400	920	1,230	1,230	1,410	1,120	1,300	1,400	1,330	1,090
Net transfer (to) from Cash Investments	5,732	-	-	-	-	-	-	-	-	-
Net Cash Used in Investing Activities	(100,490)	(154,091)	(157,566)	(117,035)	(126,273)	(138,522)	(163,917)	(195,233)	(156,547)	(207,126)
Cash Flows from Financing Activities										
Proceeds from Borrowings	_	70,000	70,000	20,000	20,000	25,000	45,000	73,000	38,000	80,000
Repayment of Borrowings	(20,096)	(22,440)	(24,345)	(25,471)	(27,930)	(30,789)	(34,675)	(39,989)	(43,780)	(50,090)
Net Cash Provided by Financing	(20,000)	(22,110)	(21,010)	(20, 17 1)	(21,000)	(00,100)	(01,010)	(00,000)	(10,700)	(00,000)
Activities	(20,096)	47,560	45,655	(5,471)	(7,930)	(5,789)	10,325	33,011	(5,780)	29,910
Net Increase/(Decrease) in Cash Held	(29,446)	8,955	6,887	6,506	9,368	8,872	5,442	2,946	8,398	3,622
Cash at Beginning of Reporting Period	86,701	57,255	66,210	73,097	79,603	88,971	97,843	103,285	106,231	114,629
Cash at End of Reporting Period	57,255	66,210	73,097	79,603	88,971	97,843	103,285	106,231	114,629	118,251

Statement of Changes in Equity

	2013/14 \$'000	2014/15 \$'000	2015/16 \$'000	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000
Retained Surplus										
Opening Balance	3,410,076	3,515,202	3,600,507	3,697,936	3,800,907	3,913,304	4,028,556	4,150,841	4,287,695	4,469,575
Net result for the period	105,126	85,305	97,429	102,971	112,397	115,252	122,285	136,854	181,880	229,102
Closing Balance	3,515,202	3,600,507	3,697,936	3,800,907	3,913,304	4,028,556	4,150,841	4,287,695	4,469,575	4,698,677
Asset Revaluation Reserve										
Opening Balance	225,196	328,762	438,014	555,761	678,740	808,473	944,573	1,085,780	1,231,924	1,387,469
Asset Revaluation	103,566	109,252	117,747	122,979	129,733	136,100	141,207	146,144	155,545	165,087
Closing Balance	328,762	438,014	555,761	678,740	808,473	944,573	1,085,780	1,231,924	1,387,469	1,552,556
Total Community Equity	3,843,964	4,038,521	4,253,697	4,479,647	4,721,777	4,973,129	5,236,621	5,519,619	5,857,044	6,251,233

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 2011. 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	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Operating Surplus Ratio	0.0% - 10%	0.28%	0.89%	0.58%	1.55%	3.32%	4.26%	4.49%	4.52%	5.22%	5.79%
(Net Operating Surplus / Total Operating Revenue) (%)											
Net Financial Asset / Liability Ratio	<60%	89.5%	95.2%	99.2%	91.0%	82.4%	76.0%	73.6%	76.0%	69.9%	71.6%
(Total Liabilities - Current Assets) / Total Operating Revenue)											
Asset Sustainability Ratio	>90%	84.1%	74.8%	78.0%	77.2%	75.2%	76.8%	85.2%	86.9%	83.6%	84.7%
(Capital Expenditure on the Replacement of Assets (Renewals) / Depreciation Expense)											



Budget 2013/14

The 2013/14 Budget has been prepared and presented by the Mayor in accordance with the *Local Government Act 2009*. Over a series of meetings from 31 May council determined its budget on 28 June 2013.

The budget gives council authority to raise \$373m of recurrent revenue to funds its operations and planned capital spend of \$181m.

The Budget is consistent with Corporate Plan 2009-2014. 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

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 2013/14, 2014/15 and 2015/16. 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 oncosts 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 attributable to the Enterprise Bargaining increase of 3.6% (applicable in April 2013 and April 2014) less the turnaround time in replacing vacant positions.

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 gone up 3.5% with the exception of electricity which has increased 13.5%.

Depreciation is an accounting measure which reflects the consumption of the Council's infrastructure, property plant and equipment. Finance costs relates 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

			Table 5
	2013/14	2014/15	2015/16
	\$'000	\$'000	\$'000
Revenue			
General Rates	159,133	167,664	176,653
Utility Charges	183,008	197,290	212,766
Water	85,950	91,576	97,612
Wastewater	78,431	86,196	94,709
Refuse & Recycling	18,627	19,518	20,445
Less Discounts and Concessions	(30,814)	(33,097)	(34,855)
Fees and Charges	25,043	25,984	26,962
Income from Investments and Financing	4,674	2,576	2,914
Contributions Recurrent	1,879	1,691	1,522
Grants & Subsidies Recurrent	16,494	17,154	17,840
Other Revenue	13,716	14,207	14,719
Total Revenue	373,133	393,469	418,521
Less Expenses			
Employee Costs	126,360	131,982	137,065
Materials and Services	116,240	122,658	135,371
Depreciation & Amortisation	104,049	109,999	114,732
Finance Costs	23,607	23,386	26,846
Taxes Other Than Income Tax	598	616	634
Other Expenses	1,233	1,330	1,430
Total Expenses	372,087	389,971	416,078
Surplus/(Deficit) Before Capital Income	1,046	3,498	2,443
Operating Surplus Ratio	0.28%	0.89%	0.58%
Capital Income			
Grants, Subsidies, Contributions and Donations	103,075	81,317	94,496
Gain/(loss) on Sale of Property Plant & Equipment	1,005	490	490
Total Capital Income	104,080	81,807	94,986
Increase/(Decrease) in Operating Capability	105,126	85,305	97,429
Pursuant to Section 169 (6) and (7) of the Local Government Regulation	n 2012 (increases in	clude forecast grov	vth of 1.7%)
	12/13 - 13/14	13/14 - 14/15	14/15 - 15/16
Increase in rates and utility changes revenue before discounts and concessions	5.39%	6.67%	6.70%
Increase in rates and utility changes revenue after discounts and concessions	5.11%	6.59%	6.84%

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 table 8 shown on over page.

Table 6

		Tab				
	2013/14 \$'000	2014/15 \$'000	2015/16 \$'000			
Current Assets						
Cash Assets	57,255	66,210	73,097			
Receivables	28,652	30,455	32,566			
Inventories	2,511	2,511	2,511			
Prepayments	287	297	308			
Other	79	80	82			
Total Current Assets	88,784	99,553	108,564			
Non-Current Assets						
Investments	34.044	34.044	34.044			
Other	101,437	101,436	101,436			
Property Plant and Equipment	4,042,381	4,277,530	4,533,098			
Total Non-Current Assets	4,177,862	4,413,010	4,668,578			
Total Assets	4,266,646	4,512,563	4,777,142			
Current Liabilities						
Payables	26,751	27,814	28,903			
Interest Bearing Liabilities	22,440	24.345	25,471			
Provisions	8,905	9,302	9,660			
Total Current Liabilities	58,096	61,461	64,034			
Non-Current Liabilities						
Interest Bearing Liabilities	311,299	356,954	401,483			
Provisions	53,287	55,627	57,928			
Total Non-Current Liabilities	364,586	412,581	459,411			
Total Liabilities	422,682	474,042	523,445			
Net Community Assets	3,843,964	4,038,521	4,253,697			
Community Equity						
Asset revaluation reserve	328,762	438,014	555,761			
Retained surplus	3,515,202	3,600,507	3,697,936			
Total Community Equity	3,843,964	4,038,521	4,253,697			

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

	Ia				
	2013/14	2014/15	2015/16		
	\$'000	\$'000	\$'000		
Cash Flows from Operating Activities					
Receipts					
Net Rates, Utility, Fees & Charges & Other Receipts	362,611	389,094	413,495		
Interest Received	3,308	2,576	2,914		
Other	(1,520)	1,612	(2,641)		
Payments					
Materials and Services and Employee Costs	(249,641)	(254,399)	(268,112)		
Finance Costs	(23,607)	(23,386)	(26,846)		
Other	(11)	(11)	(12)		
Net Cash Provided by Operating Activities	91,140	115,486	118,798		
Cash Flow from Investing Activities					
Payment for Property, Plant & Equipment (Capex)	(181,011)	(190,932)	(204,837)		
Subsidies, Donations and Contributions for New Capex	73,304	35,921	46,041		
Proceeds from Sale of Property, Plant & Equipment	1,485	920	1,230		
Net transfer (to) from Cash Investments	5,732	-	-		
Net Cash Used in Investing Activities	(100,490)	(154,091)	(157,566)		
Cash Flows from Financing Activities					
Proceeds from Borrowings	-	70,000	70,000		
Repayment of Borrowings	(20,096)	(22,440)	(24,345)		
Net Cash Provided by Financing Activities	(20,096)	47,560	45,655		
Net Increase/(Decrease) in Cash Held	(29,446)	8,955	6,887		
Cash at Beginning of Reporting Period	86,701	57,255	66,210		
Cash at End of Reporting Period	57,255	66,210	73,097		

Statement of Changes in Equity

Table 8

Total Community Equity	3,843,964	4,038,521	4,253,697
Closing Balance	328,762	438,014	555,761
Asset Revaluation	103,566	109,252	117,747
Opening Balance	225,196	328,762	438,014
Asset Revaluation Reserve			
Closing Balance	3,515,202	3,600,507	3,697,936
Net result for the period	105,126	85,305	97,429
Opening Balance	3,410,076	3,515,202	3,600,507
Retained Surplus			
	2013/14 \$'000	2014/15 \$'000	2015/16 \$'000

Council Business Activities

Table 9

		lable				
	Townsville	Townsville	Performing	Off Street		
	Water	Waste	Arts	Carparking		
Account Classification	FY	FY	FY	FY		
	\$000	\$000	\$000	\$000		
Operating Revenue						
Rate Charges	0	0	0	0		
Utility Charges	175,845	18,785	0	0		
Less Less Discount & Concessions		(165)	0			
	(2,889)			0		
Fees & Charges	2,355	11,802	517	402		
Income From Investments & Financing	628	90	0	0		
Contributions Recurrent	668	0	0	0		
N.C.P. Revenue / Recovery	3,746	872	0	0		
Grants & Subsidies Recurrent	0	0	0	0		
Other Revenue	2,078	784	1,068	0		
Total Operating Revenue	182,430	32,168	1,585	402		
Operating Expenses						
Franksias Casta	24.440	7.000	2.240	40		
Employee Costs	21,110	7,039	2,348	40		
Materials & Services	43,965	12,132	1,633	128		
Finance Costs	20,000	591	0	0		
Depreciation & Amortisation	39,136	1,849	78	0		
N.C.P. Expense / Charges	0	0	0	0		
Taxes	17,841	3,587	0	0		
Other Expenses	2	0	7	0		
Total Operating Expenses	142,053	25,199	4,066	168		
On another Complete (Definit)	40.077	0.000	(0.404)	000		
Operating Surplus / (Deficit)	40,377	6,969	(2,481)	233		
Opplied by a supplied by						
Capital Income	40.054			•		
Contributions Capital	16,051	0	0	0		
Contributions Non-Cash Capital	5,884	0	0	0		
Grants & Subsidies Capital	0	0	0	0		
Profit/Loss On Sale Of Assets	0	0	0	0		
Revaluation Reserve Retired	0	0	0	0		
Total Capital Income	21,935	0	0	0		
Conital Evange						
Capital Expense				^		
Impairment Losses	0	0	0	0		
Revaluation Decrement	0	0	0	0		
Other Capital Expenses	0	0	0	0		
Total Capital Expense	0	0	0	0		
Increase / (Decrease) In Operating Capability	62,312	6,969	(2,481)	233		
Capital Works						
Capital Works	47,975	1,055	18	0		
Restoration & Rehabilitation Works	47,975	6,483	18	0		
Donated Assets	5,884	0,463	0			
Total Capital Works		-		0 0		
Total Gapital Works	53,859	7,539	18	U		

Business Activity Statement

Table 10

				Table 10
Account Classification	Townsville Water FY	Townsville Waste FY	Performing Arts FY	Off Street Carparking FY
	\$000	\$000	\$000	\$000
Operating Revenue				
			_	_
Services provided to Local Government	13,921	2,258	0	0
	165,36			
Services provided to clients other than Local Government	1	29,183	1,585	402
Community Service Obligation	3,148	728	0	0
	182,43			
Total Operating Revenue	0	32,168	1,585	402
	124,54			
Operating Expenses	6	22,213	4,066	168
		_		
Other Capital Amounts	21,935	0	0	0
Capital Income				
Contributions Capital	16.051	0	0	0
Contributions Capital Contributions Non-Cash Capital	-,	0	0	0
	5,884	_	_	
Grants & Subsidies Capital Profit/Loss On Sale Of Assets	0	0	0	0
	0	0	0	0
Revaluation Reserve Retired	0	0	0	0
Total Capital Income	21,935	0	0	0
Total Canital Evnanca	0	0	0	0
Total Capital Expense	U	0	0	0
Increase / (Decrease) In Operating Capability Before Tax	79,819	9,956	(2,481)	233
Income Tax	17,507	2,987	0	0
Increase / (Decrease) in Operating Capability after Tax	62,312	6,969	(2,481)	233

Community Service Obligations	Townsville Water FY \$000	Townsville Waste FY \$000
Concessions on Wastewater Utility Charges	672	
Concessions on Water Utility Charges	2,476	
Collection of Public Place Bins		364
Concessions on landfill fees for charity organisations		76
Costs of provision of dead animal collection services		55
Costs of provision of infirmed services		26
Public Place Bin Delivery, Cleaning & Maintenance		43
Provide 3 days free access to Waste Disposal Centres for residents		165
Total Community Service Obligations	3,148	728



Core Service	Service	Programme Group	Programme
Community & Cultural	Cemeteries	Cemeteries	Ceme teries
Services	Community & Cultural Services Community Support Program	Business Management & Support Community Support Programs	Business Support-Community Services Business Support-Community Development ATSI Community Programs
		Community Support Frograms	Community Programs
			Community Sport Programs
			Cultural Development Community
			Programs Disability Community Programs
			Family Community Programs
			Health Programs
			Multicultural Community Programs
			Pensioner Public Transport
			Project Hetura
			Seniors Community Programs
			Women's Community Programs
			Youth Development Programs
		Family & Childrens Services	Integration Program
			Therapy Program
			Worinda Occasional Care Centre
		Grants Administration	Community Grants
			Cultural Development Grants
			Event Grants
			Sport & Recreation Grants
			Youth Development Grants
		Home Services	Home & Community Care (HACC) Minor Mods-Aged Care
			Home & Community Care (HACC) Minor Mods-Youth Care
			Home & Community Care Major Mods Home Assist Secure
			Spinal Cord Injury Response
		Lifelong Learning	Children & Youth Programs
		Lifelong Learning	Early Years Information Service
			Lifelong Learning & Programs
			Local History & Heritage Programs
	Emergency Management	Disaster Management	Disaster Management
	Enforcement/Compliance	Enforcement/Compliance	Animal Management
	Emorcement/compilance		Business Support-Environmental Health
			Development Compliance
			Health Compliance
			Health Management
			Parking Compliance

Core Service	Service	Programme Group	Programme
			Vector Control
	Events	Business Management & Support	Business Support-Performing Arts, Events & Protocol
		Events & Protocol	Citizenship Events
			Civic Reception Events
			Sister Cities Events
			Special Events
			Sport Facilities Events
			V8 Supercar In Kind
		Performing Arts	Performing Arts Hirers
			Performing Arts Public Programs
			Ticketek
	Facilities	Community Facilities	Annandale Community Centre
			Community Facilities
			Heatley Community Centre
			Jezzine Barracks
			Loam Island Community Centre
			Old Magistrates Court
			Oonoonba Community Centre
			Open Space Facilities
			Railway Estate Community Centre
			Reid Park Pit Complex
			Riverside Gardens Community
			Centre School of Arts
			Townsville Entertainment & Convention Centre Wulguru Community Centre
	Galleries	Gallery Services	Business Support-Galleries
			Gallery Collections Management
			Gallery Creative Classrooms
			Gallery Creative Communities
			Gallery Creative Spaces
			Gallery Exhibitions
			Gallery Initiatives
			Gallery Public Art
	Libraries	Business Management & Support	Business Support-Library Services
		Collection Services	Library Collection Development
			Library Technical Services
		Customer Service & Operations	Aitkenvale Library
			Flinders St Library
			Mobile Library
			Thuringowa Library
		Informational & Digital Services	Library Digital Services

Core Service	Service	Programme Group	Programme
			Library Information Services
	Sport & Recreation	Aquatic Facilities	Kokoda Pool
			Long Tan Pool
			Northern Beaches Leisure Centre
			Riverway Lagoons
			Tobruk Pool
		Sport Facilities	Business Support-Sport Facilities
			Kalynda Chase Tennis Court
			Riverway Grounds Operations
			RSL Stadium Operations
			Tony Ireland Stadium Operations
Enabling Services	Asset Management-	Asset Management-Enabling	Asset Management-Corporate
	Enabling		TWW Asset Management
	Buildings & Facilities	Natural Disaster Response	Emergent Buildings & Facilities
	Management		Restoration Buildings & Facilities
		Property & Facilities	Business Support - Property
		Management	Management Cemeteries-Enabling
			Galleries, Libraries & Theatres
			Graffiti Management
			Hire-General Community
			Precincts & Areas
			Property & Facility Emergency
			Public Amenities
			Residency-Operational Buildings &
			Depots SES Facilities
			Sport & Recreational Facilities
			Tenancy-Childcare Services
			Tenancy-Commercial Enterprises
			Tenancy-Community Group
			Vacant Land & Miscellaneous
	Business Management	Business Management &	Business Support-Enabling
	Business Management	Support Support	TWW Governance & Administration
			TWW Integrated Management
			System
		Project & Operational Support	Engineering Services Operational Support
			Maintenance Services
			TWW Technical & Engineering Services
	Communication and	Campaign Management	Active Townsville
	Customer Relations		Arts Culture & Events
			Community Learning
			Community Safety
			Council Works

Core Service	Service	Programme Group	Programme
			Planning & Development
			Reputation Management
			Service Quality
			Sustainable Townsville
			Together Townsville
		Marketing & Communication	Customer Relations
			Marketing & Communication
	Corporate Research	Corporate Research	Corporate Research
	Financial Management	Accounting Operations	Accounts Payable
			Accounts Receivable
			Cash Management
			Purchasing & Contracts
			Stores & Materials Management
		Financial Compliance	Financial Reporting
		·	Tax Services
		Management Accounting	Budget Targets
		Services	Budgets & Strategic Financial
		Revenue Management	Planning Systems Administration
			TWW Business Financial Management
			Billing
			Collections
			Meter Reading
			Revenue Management
		Treasury	Joint Ventures
			Treasury Management
			Treasury Services
	Fleet Management	Fleet	Business Support Fleet Management
			Heavy Fleet
			Light Fleet
			Minor Fleet
	Governance	Business Management & Support	IS Leadership & Strategy
		Councillors	Councillors
		Governance	Governance
		Internal Audit	Internal Audit
		Legal	Legal
		Media	Media
	Information	Application Systems	Application Systems
	Communication Technology	71	FEAM
		Asset Management-ICT	Asset Management - ICT
		Client Services	Client Services Support
		Desktop & Systems Services	Desktop & Systems Solutions

Core Service	Service	Programme Group	Programme
		Records Management	Records Management
		Spatial Services	Spatial Asset Capture
			Spatial Systems
	Laboratory Services	TWW Laboratory Services	TWW Laboratory Services
	People	Building Capabilities	Building Employee Capabilities
		People Operations	Corporate Safety
			Health & Wellbeing
			Information Systems
			Workers Compensation
		People Services	Culture
			Diversity
			Employee Relations
			People Services
			Recognition & Reward
			Recruitment
			Remuneration
	Trade Services	Business Management &	TWW Trades Business
		Support TWW Trades	Administration TWW Electrical Technical Services
		TVVVV Trades	
			TWW Electrical Workshop
			TWW Fitters & Welders Workshop
			TWW Store
Environment & Sustainability Services	Environmental & Natural Resource Mgmt	Education Awareness	Environmental Education Awareness
·	. researes ing	Environmental & Natural	Bushfire Management
		Resource Management	Coastal Management
			Land Protection
			Natural Resources Management
	Environmental & Sustainability Services	Business Management & Support	Business Support-Integrated Sustainability Services
			Integrated Environmental & Sustainability Systems
	Sustainability Services	Education Awareness	Sustainability Education Awareness
		Sustainability Services	Carbon Cycle
			Catchment Management
Planning & Development	Urban Planning/Built	Assessment & Certification	Development Advice
	Environment		Development Assessment
			Hydraulics & Building Certification
		Business Management & Support	Business Support-Urban Planning/Built Environment
		Economic Development	Economic Development
		Strategic Urban Planning	City Planning
			Heritage & Urban Planning
			Infrastructure Charges
			Infrastructure Planning
			Spatial Design & Analysis

Core Service	Service	Programme Group	Programme
Public Infrastructure	Coastal Facilities	Infrastructure Coastal	Boat Ramps & On Shore Parking
			Coastal Maintenance
			Nelly Bay Harbour
			Pontoons/Jetties
			Strand
			Tide Gates
			Townsville Recreational Boat Park
		Natural Disaster Response	Emergent Coastal Facilities
			Restoration Coastal Facilities
	Drain & Stormwater	Engineering Services	Investigations-Drains & Stormwater
	Management	Infrastructure Stormwater	Asset Planning - Stormwater
			Drainage
			Stormwater Drainage Maintenance
		N. I.B. A. B.	Stormwater Drainage-Capital
		Natural Disaster Response	Emergent Drains
			Restoration Drains
	Open Space Management		Emergent Open Spaces
			Restoration Open Spaces
		Parks Open Space Management	Asset Planning Open Space Management
			Irrigation Management
			Landscape Design
			Nursery
			Open Space Management - Capital
			Parks Open Space Management
	Roads & Transport	oads & Transport Contracted Works	Commercial Sales
	Management		Department Transport Main Roads (DTMR)
		Engineering Services	Investigations-Roads & Transport
		Infrastructure Transportation	Amenity Maintenance
			Asset Planning - Roads & Transport
			Blakey's Crossing
			Bridges
			Bus Stops & Shelters
			Flinders Mall
			Kerb & Channel & Medians
			Line Marking
			Off Street Parking
			On Street Parking
			Pathway & Bikeways
			QR Level Crossings
			Road Verge & Furniture
			Roads - Capital
			Roads Maintenance
			Noaus Mannenalice

Core Service	Service	Programme Group	Programme
			Signs
			Street Lighting
			Street Sweeping
			Traffic Signals
		Natural Disaster Response	Emergent Roads
			Restoration Roads
Solid Waste Management	Solid Waste Business Management and Strategy	Solid Waste Business Management and Strategy	Solid Waste Business Management and Strategy
	Solid Waste Collection and Recycling	Natural Disaster Response	Emergent Waste Collection & Transport
			Restoration Waste Collection & Transport
		Recycling Services	Business Support-Recycling Services
			Front Lift Recycling
			Rear Loader / Small Vehicle Recycling
			Roro Solid Recycling
			Side Arm Recycling
		Solid Waste Collection	Business Support-Solid Waste Collection
			Front Lift Solid Waste
			Rear Loader / Small Vehicle Solid Waste
			Roro Solid Waste
			Side Arm Solid Waste
		Solid Waste Collection and Recycling Business Management	Solid Waste Collection & Recycling Business Management
	Solid Waste Treatment	Natural Disaster Response	Emergent Solid Waste Disposal
	and Disposal		Emergent Solid Waste Resource Recovery
			Restoration Solid Waste Disposal
			Restoration Solid Waste Resource Recovery
		Solid Waste Disposal	Bluewater Solid Waste Management Facility Disposal
			Hervey Range Solid Waste Management Facility Disposal
			Jensen Solid Waste Management Facility Disposal
			Magnetic Island Solid Waste Management Facility Disposal
			Stuart Solid Waste Management Facility Disposal
			Toomulla Solid Waste Management Facility Disposal
		Solid Waste Disposal Business Support	Business Support-Solid Waste Disposal
		Сарроп	Closed Solid Waste Management Facilities
		Solid Waste Resource Recovery	Bluewater Solid Waste Management Facility Resource Recovery
			Hervey Rge Solid Waste Management Facility Resource Recovery

Core Service	Service	Programme Group	Programme
			Jensen Solid Waste Management Facility Resource Recovery
			Mag Is Solid Waste Management Facility Resource Recovery
			Stuart Solid Waste Management Facility Resource Recovery
			Toomulla Solid Waste Management Facility Resource Recovery
Wastewater Services	Wastewater Supply	Natural Disaster Response	Emergent Wastewater Supply
			Restoration Wastewater Supply
		Wastewater Business Management & Support	Business Support-Wastewater Management
		Wastewater Distribution & Reticulation	Business Support-Wastewater Distribution & Reticulate
			Wastewater Mains
			Wastewater Manholes
			Wastewater Pump stations
			Wastewater Services
			Wastewater Sewers
			Wastewater Valves
		Wastewater Source Management	Wastewater Source Management
		Wastewater Treatment	Business Support-Wastewater Treatment
			Cleveland Bay Purification Plant
			Condon Treatment Plant
			Horseshoe Bay Treatment Plant
			Magnetic Island Water Recycling
			Mt Saint John Treatment Plant
			Toomulla Treatment Plant
Water Services	Water Supply	Bulk Water	Bulk Water Distribution
			Douglas Water Treatment Plant
			Giru Water Treatment Plant
			Northern Water Treatment Plant
		Business Management &	Business Support-Water
		Support Dams & Catchments	Management Paluma Dam
			Ross Dam
		Natural Disaster Response	Emergent Water Supply
			Restoration Water Supply
		Water Reticulation	Water Reticulation

Revenue Statement

Appendix 2

Overview

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.

Council's Revenue Policy is based on equity and efficiency, and acknowledges that a combination of the capacity-to-pay principle and the benefit principle (user pays) is the most equitable and rational basis for local government revenue raising.

Council's revenue raising approach can be summarised as: user charges where it is practicable and a rate on the unimproved or site value of the land where they are not.

Council appreciates that while the relevant legislation in regard to rating on land valuations has its shortcomings, it is accepted as the best alternative available. Council accepts inequities will still exist in any rating system and quite often attempts to patch up inequities may lead to greater inequities. Land valuations are used as the proxy for the land-owners capacity to pay in relation to the land in question. Council accepts that valuations reflect commercial opportunities that can be obtained from the land, and that if land is not being used for that purpose, then they may not accurately reflect the owner's capacity-to-pay.

Council recognises there can be different abilities to pay for business, commercial or income producing land holdings and therefore accepts the principle that owners of these lands will generally be capable of meeting a higher burden of the rate revenue than owners of domestic land.

Council is mindful of the fact that some sections of the Community will create additional costs or that particular costs of council will increase the economic viability of certain lands and accordingly such benefits may be reflected in council rates and charges against those land owners.

General Rates

To determine differential rating categories Council will principally use the Land Use Codes determined by the Department of Natural Resources and Mines to classify land within Townsville City Council boundaries and will also have regard to precincts or zones identified in the relevant current planning scheme, where it deems it appropriate.

Council considers these criteria as appropriate to differentiate land uses and the respective owner's capacity to contribute to council's general rate requirements.

Council will use the following categories of differential rates for 2013/14:

Category	Description
1	Residential Owner Occupied
2	Residential Non-Owner Occupied
3	Commercial
4	Warehouse, Bulk Stores
5	General Light Industry
6	Drive-in Shopping Centres (small)
7	Agriculture and Grazing
8	Multi-unit Dwellings
9	Land not otherwise defined
10	Shopping Centre > 40,000 sqm
11	Shopping Centres >20,000sqm and less than 40,001 sqm
12	Shopping Centres <20,000 sqm
13	Retail Warehouse >40,000 sqm
14	Retail Warehouse <40,001 sqm
15	Outdoor Sales Areas
16	CBD Residential Owner Occupied
17	CBD Residential Non-Owner Occupied
18	CBD Commercial
19	CBD Warehouse Bulk Store
20	CBD Light Industry
21	CBD Multi-unit Dwelling
22	Special Development
23	Special Development >1,000,000 sqm
24	CBD Other

The differential general rates for 2013/14 are disclosed in Appendix 7. The rates and charges to be levied for each of the differential general rating categories are disclosed in Appendix 8.

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 2012. This is the value of the land for the 2013/14 financial year and will be used to calculate rates for land, from the 1 July 2013.

Nelly Bay Harbour Development Special Rate

The special rate is levied on identified properties in Nelly Bay Harbour Development 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.

Rural Fire Brigades Special Rate

The special charge is levied on rateable lands serviced by the Black River and Districts, Bluewater, Bluewater Estates, Crystal Creek, Paluma, Purono, Rangewood, Rollingstone, Rupertswood, Saunders Beach, Toolakea, Clevedon, Horseshoe Bay, Lime Hills Elliott, Majors Creek, Cungulla, Oak Valley, Reid River 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.

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 (10) year period commencing 1 July 2006 for connection to the Black River Rural Water Supply Benefited Area as defined by Council.

Rural Water Supply Schemes

Council has resolved that because of the nature of the scheme the annual water charges will only apply to clients of the Jensen, Hencamp Creek and Black River Rural Water Supplies 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.

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 (10) year, interest free period for a connection to the Bruce Highway main. Half yearly instalments, 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*.

It is the policy of Council that the Water utility charges are levied as nearly as possible on a user pays basis.

Non-residential water, including commercial, industrial and government agencies will be levied a fixed charged together with a consumption based charge applied to all consumption.

Residential water ratepayers will have a choice between two water pricing plans. Under the first method, Standard Plan ratepayers will be charged for a fixed allocation of water, plus a charge for any consumption in excess of this allocation. Under the second method, residential ratepayers will be charged a Water Watchers Plan (two-part tariff) which includes a fixed service charge and a consumption based charge applied to all consumption. The Standard Plan method will be applied unless a ratepayer indicates otherwise, using the Council's prescribed forms by the specified date.

Owners of property in the Oak Valley water supply contribution benefited area are required to pay back a capital contribution of \$7,155.00 per property over a ten (10) year interest free period for a connection to the Mt Jack pipeline. First instalment period started on 1 January 2004.

Residential vacant land (unconnected) water charges are charged as a fixed access charge per allotment, to obtain a contribution from vacant land property owners towards the cost of water infrastructure available for connection.

The Fees received for the Water Services Activity are disclosed in council's Fees and Charges 2013/2014, the utility charges for this activity are disclosed in Appendix 9.

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 Pricing principles outlined in the full cost recovery principles outlined in the *Local Government Regulation 2012*.

It is the Policy of Council that the Wastewater utility charges are levied as nearly as possible on a user pays basis.

Differential annual charges are levied on each of the following categories of occupied premises:

- Residential: and
- Non-residential.

Higher charges in the Non-Residential category reflect the greater demands on infrastructure in the high-density accommodation and commercial areas. The charge for the Non Residential category will apply for each pedestal installed on the premises.

A single charge will apply for each single occupancy premises such as a dwelling house, home unit or flat.

An additional wastewater charge is levied on commercial properties in respect of Liquid Trade Waste in accordance with Council's Trade Waste Policy.

Wastewater charges on unoccupied developed residential lots and subdivisional lots are charged at a fixed annual charge per lot to reflect their potential to be connected to the sewerage system.

Undeveloped commercial and industrial land attracts a wastewater charge based on a fixed charge per allotment. These charges reflect the potential for these lots to be connected to the sewerage system.

Residential premises (rateable lands) in declared sewered areas are levied the annual residential charge. This charge is considered equitable, and acts as an incentive for property owners to connect their premises to the sewerage system.

The fees received for the wastewater activity are disclosed in council's Fees and Charges 2013/2014, the utility charges for this activity are disclosed in Appendix 10.

Commercial Business Activity – Refuse and 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 Pricing principles outlined in the full cost recovery principles outlined in the *Local Government Regulation 2012*.

For Residential properties a Combined Refuse and Cleansing utility charge is applied on the basis of one charge 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 activity are disclosed in council's Fees and Charges 2013/2014, the utility charges for this activity are disclosed in Appendix 11.

Pensioner Concessions

Council accepts however, that certain types of pensioners have contributed rates over a period of time and should be afforded a concession where their ability to pay is restricted by fixed income.

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 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 2014.

Rate and Utility Charges Concessions

Concessions are available for general rates, water and sewerage charges to certain organizations where the land use is considered to contribute to the social, cultural, economic or sporting welfare of the community.

Limitation of Rates

Council applies capping to all owner occupied residential lands which ensures that lands categorized as Category 1 and Category 16 as at 1 July 2013 will not exceed the amount of general rates levied for the property for the previous year 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 2014, where ownership of any land to which capping previously applied, is transferred on or after the 1 July 2013. Land which is sold during 2013/14 is not eligible for capping in 2014/15. The new owner would be eligible for capping from 1 July 2015.
- c) The purchaser of any uncapped land during 2013/14 will not be eligible for capping until 1 July 2015.
- d) Where a dwelling is completed during 2013/14, on vacant land purchased prior to 1 July 2013, the owner will be eligible for capping from 1 July 2014 only. Where a dwelling is completed during 2013/14, on vacant land purchased during 2013/14, the owner will be eligible for capping from 1 July 2015 only.

Prompt Payment Discount

Council acknowledges that the failure to pay rates 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 (eg: 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 2013/14 financial year, and is available on Council's website.

Revenue Policy

Appendix 3

1. POLICY STATEMENT >>

In 2013/14 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 >>

This policy applies to all aspects of making, levying, recovering and granting concessions for, rates and utility charges, and setting of cost-recovery fees and 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 Local Government Act 2009 and Local Government Regulation 2012.

6. POLICY >>

6.1 Principles used for 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.

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 and development potential.

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, including 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 providing concessions for certain categories of land owner 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 where the land use is considered to contribute to the social, cultural, economic or sporting welfare of the community;
- 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.

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. 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 >>

Concessions Policy Revenue Statement

Debt Policy Appendix 4

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.

7. LEGAL PARAMETERS >>

Local Government Act 2009 Local Government Regulation 2012

8. ASSOCIATED DOCUMENTS >>

Revenue Statement Revenue Policy

Planned borrowings are as follows:

Year and Purpose of Borrowing	Amount 000's	Term
Year ended 30/6/2014 • New Infrastructure Assets	nil	
Year ended 30/6/2015 • New Infrastructure Assets	\$70m	20 Years
Year ended 30/6/2016 • New Infrastructure Assets	\$70m	20 Years
Year ended 30/6/2017 • New Infrastructure Assets	\$20m	20 Years
Year ended 30/6/2018 ☐ New Infrastructure Assets	\$20m	20 Years
Year ended 30/6/2019 ☐ New Infrastructure Assets	\$25m	20 Years
Year ended 30/6/2020 ☐ New Infrastructure Assets	\$45m	20 Years
Year ended 30/6/2021 ☐ New Infrastructure Assets	\$73m	20 Years
Year ended 30/6/2022 ☐ New Infrastructure Assets	\$38m	20 Years
Year ended 30/6/2023 ☐ New Infrastructure Assets	\$80m	20 Years

The amount projected to be outstanding at 30 June 2014 is \$333.78m repayment term of new loans is 20 years with existing loans having repayment terms between 2 and 18 years.

Anticipated loan principal repayments for the year ended 30 June 2014 is \$20.05m.

Investment Policy

Appendix 5

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 - 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.

Transaction risk - the risk of a direct or indirect loss resulting from inadequate or failed internal processes, people or systems.

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 investments will be managed centrally on a corporate basis and a conservative investment approach will be applied.

Council will:

- 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 quarterly basis reviewing all investment related exposures, specifically detailing information on the investment portfolio in terms of interest rate, counterparty percentage exposure, year to date running yield (on internal investments) and year to date mark to market valuations.

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 the Senior Financial Accountant – Treasury and Compliance.

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 Arrangements Act 1982 Statutory Bodies Financial Arrangements Regulation 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

Pensioner Rates Concession Policy

Appendix 6

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 Concessions Card" issued by Centrelink or Department of Veterans' Affairs or a Queensland "Repatriation Health Card For all Conditions" (Gold Card) issued by Department of Veterans' Affairs; 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 an the 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).

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 verification with the relevant Commonwealth agency (Centrelink or Department of Veterans' Affairs) either by computer data matching; or
- 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

Category	Water Concession as a % of Non- residential volumetric charge	Sewerage Concession as a % of the non-residential charge per pedestal
Commercial irrigation	30%	n/a
Caravan parks	30%	30%
Retirement/lifestyle villages	55%	Nil
Boarding and lodging houses	20%	20%
Charitable and non-profit aged care facilities	73%	Nil
Churches, church halls, clubhouses and halls – Operated by charitable and non-profit organisations	73%	15%
Sporting field irrigation – restricted public access	73%	Nil
Sporting field – no public access restrictions *	95%	Nil
War Graves	5%	Nil
Approved transitional sewerage price plans	n/a	62%

Differential Rating Categories

Appendix 7

The criteria are based on the Land Use Codes used by the Department of Environment and Resource Management to classify land within Townsville City Council boundaries, and precincts identified in the Town Plan.

Categories 1 to 15 include all lands not described in the Town Plan as Central Business District, categories 16 to 21 and 24 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.

Categories 22 and 23 include land wholly within areas identified as the Townsville State Development Area (TSDA) that include land within the precincts identified in the TSDA as Heavy Industry, Low Impact / Light Industry and Transport Industries / Medium Industry; and the Rocky Springs master planned community approval. 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 in accordance with the industrial outcomes supported in the development scheme. 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 owner occupied:

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 and is not occupied by the owner as their principal place of residence: 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); 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, 22 and 23.

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 40,000m2.

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 20,000m2 and less than 40,000m2.

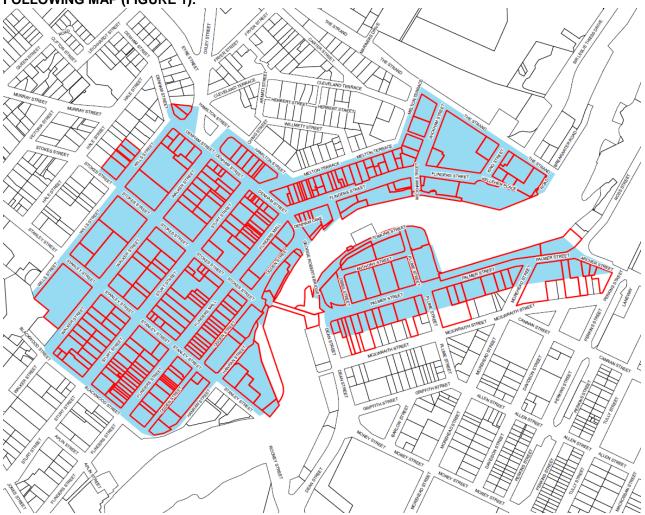
CATEGORY 12 land is defined by the following Land Use Codes: 16, drive-in shopping centre that matches the following description. A sub-regional shopping centre serving a market of more than 30,000 people in which the anchor tenants are a variety of discount department store(s) and large grocery supermarket(s). The centre should have major on-site parking facilities and a developed floor space of less than 20,000m2.

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 40,000m2

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 m2

CATEGORY 15 land is defined by the following Land Use Codes: 24, outdoor sales area.

CATEGORIES 16, 17, 18, 19, 20, 21 AND 24 ARE ALL THOSE LANDS WITHIN THE AREA DESCRIBED IN THE TOWN PLAN AS CENTRAL BUSINESS DISTRICT PRESENTED IN THE FOLLOWING MAP (FIGURE 1):



CATEGORY 16 land is defined by the following Land Use Codes and being owner occupier: 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 and is defined by the following Land Use Codes and is not occupied by the owner as their principal place of residence: 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); 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 and are lands wholly within areas identified as the Townsville State Development Area (TSDA) that include land within the precincts identified in the TSDA as Heavy Industry, Low Impact / Light Industry and Transport Industries / Medium Industry; and the Rocky Springs master planned community approval.

CATEGORY 23 land is defined by the following Land Use Codes: 65, cattle breeding and fattening; 66, cattle fattening. The lands in category 23 will have a total area more than 1,000,000m2 and are lands wholly within areas identified as the Townsville State Development Area (TSDA) that include land within the precincts identified in the TSDA as Heavy Industry, Low Impact / Light Industry and Transport Industries / Medium Industry; and the Rocky Springs master planned community approval.

CATEGORY 24 land is defined by the following Land Use Codes: all land not included in Categories 16, 17, 18, 19, 20 and 21.

Appendix 8

Differential Rates, Limitations on Increases, Minimum General Rate

Category	Description	Rate-in-\$ (cents)	Minimum	Limitation (cap)
1	Residential Owner Occupied	0.959	\$1045	30%
2	Residential Non-Owner Occupied	1.113	\$1065	No limit
3	Commercial	1.773	\$1,290	No limit
4	Warehouse, Bulk Stores	1.744	\$1,290	No limit
5	General Light Industry	1.752	\$1,290	No limit
6	Drive-in Shopping Centres (small)	1.739	\$1,290	No limit
7	Agriculture and Grazing	1.026	\$1,290	No limit
8	Multi-unit Dwellings	1.223	\$1,290	No limit
9	Land not otherwise defined	1.778	\$1,280	No limit
10	Shopping Centre >40,000 sqm	3.225	\$720,000	No limit
11	Shopping Centres >20,000 sqm and <40,001 sqm	1.977	\$610,000	No limit
12	Shopping Centres <20,001 sqm	3.076	\$335,000	No limit
13	Retail Warehouse >40,000 sqm	2.471	\$148,000	No limit
14	Retail Warehouse <40,001 sqm	2.253	\$1,340	No limit
15	Outdoor Sales Areas	1.914	\$1,230	No limit
16	CBD Residential Owner Occupied	1.171	\$1,120	30%
17	CBD Residential Non-Owner Occupied	1.514	\$1,200	No limit
18	CBD Commercial	3.488	\$1,310	No limit
19	CBD Warehouse Bulk Store	3.497	\$1,310	No limit
20	CBD Light Industry	2.922	\$1,310	No limit
21	CBD Multi-unit Dwelling	1.859	\$1,310	No limit
22	Special Development	3.346	\$18,000	No limit
23	Special Development >1,000,000 sqm	13.689	\$55,000	No limit
24	CBD Other	3.488	\$1,310	No limit

Utility Charges - Water

Appendix 9

Commencement Date for Full Charges

Service Charges – charges will apply from the date of registration of plan where the land is within the water supply area.

Water consumption charges – charges will apply from the date of connection of the water meter. The charge will reflect the use of the land, as per the Building Application, for which the water meter was connected.

Residential

Townsville City Council offers a choice between the Standard Plan and the Water Watchers Plan for residential properties.

Water Watchers Plan

For each dwelling/home unit or flat, including vacant land, except for boarding and lodging houses existing as at 30 June 2013:

The fixed annual access residential water service charge will be \$325.00 per annum; and The residential consumption charge will be \$1.30 per kL of water used during the consumption year.

Standard Plan

For each dwelling/home unit or flat except for boarding and lodging houses existing as at 30 June 2013:

The fixed annual charge of \$714.00 per annum for an allocation of 772 kL An excess water charge of \$2.74 per kL will apply for all consumption over 772 kL during the consumption year.

Oak Valley Water Supply

In addition to any other levy for the supply of water, each property in the Oak Valley Water Supply Area connected to the Mt Jack pipeline must pay a capital contribution of \$7,155 per property by way of 20 instalments made over a ten year period. The charge for 2013/14 is one charge of \$357.75 per property, being the final instalment 20 levied on the first half yearly notice issued in 2013/14.

Non residential

For each non-residential property:

A fixed annual access water service charge of \$339.00 per annum; and

A consumption charge of \$2.67 per kL of water used during the consumption year.

Metered Standpipes

A charge of \$2.67 per kL will apply to water meter recorded consumption during 2013/2014 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 \$2.12 per kL used during the 2013/2014 consumption year.

Non-potable Supply

For properties with a water meter connection that supplies non-potable water: Consumption will be charged at \$2.12 per kL used during the 2013/2014 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.

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 the sooner.

Sewered Premises - Residential

For each occupied residential property, dwelling, unit or flat, including aged care facilities and retirement and/or lifestyle villages/communities, except for boarding and lodging houses existing as at 30 June 2013:

• The sewerage utility charge will be \$759.00 per annum or part thereof.

For each vacant residential property:

• 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 per pedestal at the residential charge.

Sewered Premises - Non-Residential

For each occupied non-residential property:

• The sewerage utility charge will be \$890.00 per pedestal, per annum or part thereof.

For each vacant non-residential property:

• 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 sewered area is non-sewered that property shall be levied wastewater utility charges as if it were sewered. 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 (\$/kL)	Charge
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)	SO₄
Category 2.0	\$2.1	\$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

Commencement Date for Full Charges

Refuse collection charges apply from the date refuse services commence or the date of the final inspection certificate, whichever is the sooner.

Residential - Defined Waste Collection Area

- a) Residential Dwelling, Home Unit or Flat/Tenement A charge of \$231.00 per annum will apply for combined refuse and cleansing services for each single occupancy premises such as a residential dwelling, home unit or flat/tenement in the defined collection area. Each combined refuse and cleansing utility charge represents a provision for kerbside refuse collection and disposal of the equivalent of one 240 litre wheelie bin per week, one 240 litre recycling bin per fortnight and seven vouchers for bulk waste disposal.
- b) Residential Dwelling, Home Unit or Flat/Tenement A charge of \$252.00 per annum will apply for combined refuse and cleansing services for each single occupancy premises such as a residential dwelling, home unit or flat/tenement in the defined collection area. Each combined refuse and cleansing utility charge represents a provision for kerbside refuse collection and disposal of the equivalent of one 240 litre wheelie bin per week, one 360 litre recycling bin per fortnight and seven vouchers for bulk waste disposal.
- c) Permanent additional refuse services can be arranged at a charge of \$180.00 per annum for any additional refuse collection service provided. One refuse collection service is equivalent to one (1) 240 litre wheelie bin per week (or one 120 litre wheelie bin at the owner's request).
- d) Permanent additional recycling services can be arranged at a charge of \$59.00 per annum for any additional recycling collection service provided. One recycling collection service is equivalent to one (1) 240 litre wheelie bin per fortnight.
- e) Properties in the Paluma area per residential dwelling, home unit or flat/tenement A charge of \$180.00 per annum will apply for refuse service for each single occupancy premises such as a residential dwelling, home unit or flat/tenement in the defined collection area. This charge represents a provision for kerbside refuse collection and disposal of the equivalent of one 240 litre wheelie bin per week and seven vouchers for bulk waste disposal.

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 \$184.00 per annum will apply for one (1) refuse collection service. This is equivalent to one (1) 240 litre wheelie bin per week.
- b) A recycling service charge of \$76.00 per annum will apply for one (1) recycling collection service. This is equivalent to one (1) 240 litre wheelie 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*.

Permanent Refuse and Recycling Service Outside the Defined Waste Collection Service

- a) A charge of \$180.00 per annum will apply for refuse service collection at nominated locations outside council's defined waste collection area. This service will be provided at council's absolute discretion. One refuse collection service is equivalent to one (1) 240 litre wheelie bin per week and seven vouchers for bulk waste disposal.
- b) A charge of \$59.00 per annum will apply for recycling service collection at nominated locations outside council's defined waste collection area. This service will be provided at council's absolute discretion. One recycling collection service is equivalent to one (1) 240 litre wheelie bin per fortnight.

Nelly Bay Harbour Operational Plan

Appendix 12

The Annual Operational Plan detailed in this report sets out the actions and processes to be carried out, in 2013/14, for the Nelly Bay Harbour.

2013/14 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