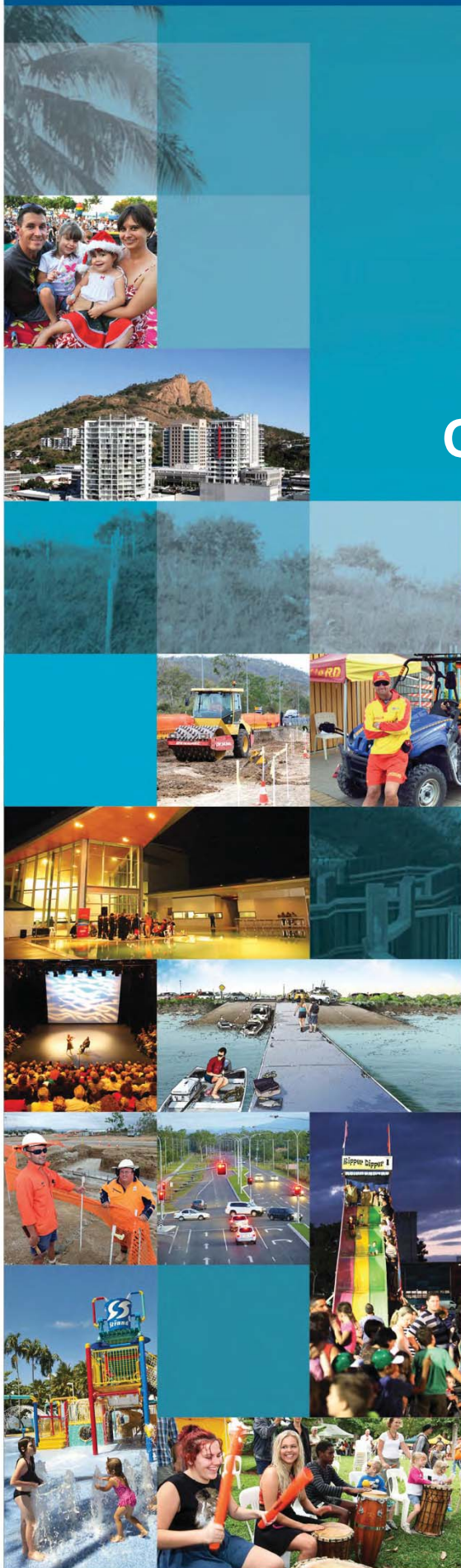


Operational Plan and Budget

2014/15





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



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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.



Message from the Mayor



The budget contained within this Operational Plan and Budget for 2014/15 is a strong budget that delivers on three core goals: support the sustainable growth of our city, deliver essential services and provide a break from the spiralling cost of living pressures faced by us all. It is a budget that builds local business confidence and creates jobs through a major capital works program valued at over \$192 million dollars. The capital works program will deliver new or upgraded roads, drainage, water, sewerage, waste facilities and parks to keep our city looking great and functioning efficiently. Work on major projects, such as the Townsville Recreational Boat Park, the bridge over the Bohle River on Dalrymple Road, the CBD utilities upgrade, and a new waste transfer station on Magnetic Island will be funded in the 14/15 financial year budget. Other major projects such as Blakey's crossing will be completed by the end of 2014.

The budget prioritises funding for services and facilities that are fundamental to Townsville's continued progress and enviable lifestyle. Over \$384 million dollars has been allocated to continue Townsville's high level of service delivery whether it be in weekly garbage collections, or the maintenance of our parks and community spaces, including Jezzine Barracks and the Strand.

TCC have become more efficient and focussed through the merger of Parks Services with the Construction and Maintenance services departments late in 2013. There is now a co-ordinated and integrated approach to the mowing and cleaning of parks, medians and road verges, pot hole repairs, clearing of drains and maintaining bridges. This means we can save time and resources by working concurrently on jobs which might require a range of repairs or maintenance. It also means jobs are completed sooner.

Through principled and disciplined management we have been able to reduce debt further, and are on track to continue this reduction throughout the 14/15 financial year. In 2010/11, the Council had \$390.418 million dollars of borrowed debt. By 2012/13, this had reduced to \$353.538 million, and then to \$333.739 last financial year. Another \$5 million will be applied to our debt this financial year, securing the financial future of our city and freeing up cash to deliver services and taking the pressure off future rate rises.

Importantly, we have been able to deliver the lowest combined rate and utility rise since amalgamation. By working smarter and finding efficiencies we have been able to meet the service and infrastructure demands required of Council and also give our community a break from the rising costs of living.

Cr Jenny Hill
Mayor of Townsville



Message from the Chief Executive Officer

I am pleased to present Townsville City Council's 2014/15 Operational Plan and Budget, delivering on the first year of the Corporate Plan 2014 – 2019. Our new Corporate Plan, which was adopted by council in March will come into effect as of 1 July 2014 and outlines our shared vision for Townsville as ***the capital of Northern Australia; the city with opportunity and great lifestyle.***

The Corporate Plan outlines our intent and guides our strategic decision making over the next five years. Our Mission within the Corporate Plan focuses on delivering quality services, sustainable growth, inspired leadership, community engagement and sound financial management. These practices are reflected in our operational service delivery and have consequently informed this Operational Plan.



Community research released in October last year found that 92.5% of our residents were satisfied with council's performance, up from 87.76% the last time the survey was conducted in 2011. This is a really encouraging statistic and demonstrates that we are on the right track in delivering the services that our residents need and want. However, it certainly doesn't mean we are in a position to be complacent and that's why this Operational Plan and the targets outlined in it are so important as a planning and performance management mechanism.

In terms of financial management, as part of our \$576 million 2014/15 budget, we have committed to minimal new borrowings and will reduce our debt to \$328 million. We have also projected a surplus of approximately \$4.2 million, which is a fantastic turn around for our council which not too long ago was delivering significant consecutive deficit results. To achieve this we need to tightly control and monitor our expenditure and embed in our organisation a culture of continuous improvement.

It is no secret that the financial burden on the community continues to grow, so 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. Our residents will feel the effect of a 1.87% average rates and charges rise, which is below the State CPI increase of 3.1% and compares favourably to increases in other living costs such as electricity, fuel and childcare which have increased by 5.2%, 7.4% and 7.3% respectively to the March quarter.

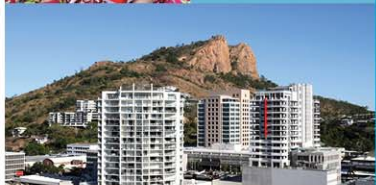
I am confident that the initiatives and services planned and budgeted for this year will contribute to the achievement of our corporate goals, outcomes and strategies as outlined in the Corporate Plan 2014-2019, whilst remaining affordable for our council and community.

I give my full support to the council and staff in implementing our 2014/15 Operational Plan and Budget. 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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Why have an Operational Plan >>

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.

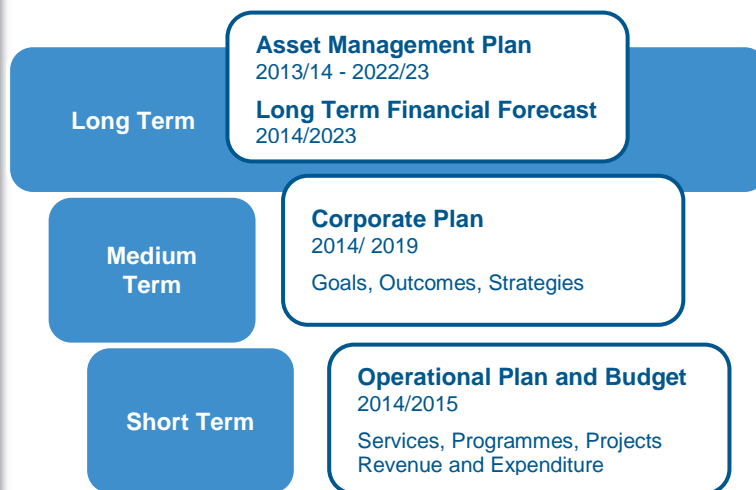
1. Quality decision making founded on adequate, timely and relevant information disclosure
2. Assurance of desired outcomes or results
3. Effective management of risk and opportunities
4. Effective and widespread stakeholder commitment and support for good corporate governance
5. The system of corporate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



The development of council's Operational Plan is a legislative requirement of the *Local Government Act 2009* and *Local Government Regulation 2012*. Legislation requires that the annual Operational Plan and Budget be consistent. A combined Operational Plan and Budget was achieved for the first time in 2013/14 and provided greater transparency and accountability of the financial management and operational activities of the organisation.

Council's Budget funds the Operational Plan and links the Long Term Asset Management Plan and Long Term Financial Forecast for sustainable management of the city - Diagram 1. 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



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

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



Impact on ratepayers >>

In 2014/15 council continues to focus on long term planning and ongoing renewal and maintenance of existing infrastructure, while keeping the average rates increase for residential ratepayers to a modest 1.86%, lower than CPI.

General Rates - Residential ratepayers

The average financial impact on all residential ratepayers will be a general rate increase of 2.86%. Townsville City Council uses the site value of the land as advised by the Department of Natural Resources and Mines, and the property's land use code, to determine the differential rating category and calculates the rates and charges accordingly. No annual valuation was provided for the current year and the last revaluation for Townsville city was as at 1 October 2012. 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 2.86%. An average site value for a residential property in Townsville is \$161,000.

Rates and Charges - Residential ratepayers

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

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

All rates and charges must be paid by the due date stated on the notice. Overdue rates and charges will bear interest from 30 days after it becomes overdue and the interest will be calculated at a rate of 11.0% 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 2015.

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 2014/15 financial year and will be used to calculate rates for land, from the 1 July 2014.

Council also offers concessions to approved pensioners of up to 85% of the general rate to a maximum of \$800 as detailed in the Pensioner Rates Concession Policy – Appendix 6. The maximum concession for new approved pensioners will be \$800 from 1 July 2014. Concessions may also apply for water and sewerage utility charges to certain organisations as set out in the Charitable and Community Organisation General Rates & Utility Charges Concession Policy – Appendix 7.

Council has resolved to continue granting a concession to 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 and as detailed in the Charitable and Community Organisation General Rates & Utility Charges Concession Policy – Appendix 7.



Differential Rates, Limitation on Increases, Minimum General Rate

Council applies capping to all residential lands categorised as Category 1 and 16 as at 1 July 2014. The capping ensures the 2014/15 general rate will not exceed the amount of general rates levied for the property for the previous year plus 30%. This is subject to a minimum rate and certain provisions.

The differential general rates, minimum general rates and limitation for increase in rates pursuant to part 4, part 5 and section 116 of the *Local Government Regulation 2012*, for 2014/15 are set out in Appendix 9. The differential rating categories and criteria for each category are set out in Appendix 8.

Special Rates and Charges

Council has a number of special rates as follows:

Nelly Bay Harbour Development

Council's special rate for the Nelly Bay Harbour Development 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 13
- At the rate of \$0.00 applied to the rateable value of the land.

Rural Fire Levy

Council's overall plan and implementation plan to make and levy a special charge for Rural Fire Brigades, 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
- The overall plan for the Rural Fire Brigades Special Charge is to provide financial assistance to the brigades to enable provision of a rural fire service in each area on an ongoing basis. The amount of the charge is based upon the 3 year budget for each brigade that has been provided to council by the Queensland Fire and Rescue Service
- The annual implementation plan is to remit to the respective brigades the levy collected, twice a year
- The annual charge per property in each rural fire brigade area is detailed in the following table.

Rural Fire Brigade Area	Annual Charge - per Property
Black River and District	\$50
Bluewater	\$45
Bluewater Estate	\$35
Crystal Creek	\$30
Paluma	\$35
Purono	\$20
Rangewood	\$60
Rollingstone	\$50
Rupertswood	\$25
Saunders Beach	\$30



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 will rise on average by 2% while sewerage charges will remain static. The standard water plan of 772kL will rise from \$714 to \$728 and the excess water charge will be \$2.79 per kilolitre. The fixed service charge for the Water Watchers scheme will rise from \$325 to \$332 with the price per kilolitre increasing from \$1.30 to \$1.33.

Waste charges will increase from \$231 to \$234 with the issue of eight vouchers for bulk waste disposal to applicable property owners each year.



Linking the Operational Plan to the Budget >>

Council's Operational Plan and Budget are linked at the programme level and grouped by way of service and core service. This structure will inform the community 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

Core Service	Operating			Capital		
	Revenue \$000	Expense \$000	Surplus/ (Deficit) \$000	Capital Works \$000	Funding \$000	Net Cost \$000
Community & Cultural Services	12,373	61,404	(49,031)	5,508	4,982	526
Enabling Services	149,672	21,798	127,874	25,351	761	24,590
Environment & Sustainability Services	72	6,228	(6,156)	305	0	305
Planning & Development	8,047	20,024	(11,977)	0	17,500	(17,500)
Public Infrastructure	16,366	132,328	(115,962)	71,378	57,425	13,953
Solid Waste Management	30,401	24,050	6,351	7,435	0	7,435
Wastewater Services	79,913	56,244	23,669	47,794	21,219	26,575
Water Services	91,232	61,812	29,420	34,076	19,692	14,384
Total	388,076	383,888	4,188	191,847	121,579	70,268

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 >>

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

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

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



GOAL 1:	Economic Sustainability
OUTCOME:	A strong diverse economy which provides opportunities for business and investment with an integrated approach to long term planning where the city's assets meet the community needs.
1.1	Create economic opportunities for Townsville to drive community prosperity.
1.2	Maximise opportunities through engagement and partnership with stakeholder achieve a strong resilient economy.
1.3	Utilise the City Plan to inform the development of current and future infrastructure needs of Townsville.
1.4	Promote and market Townsville as a vibrant destination for commerce, entertainment and lifestyle.

GOAL 2:	Environmental Sustainability
OUTCOME:	A sustainable future where our environment is valued through the protection and enhancement of our unique, natural and built environment with a commitment to reducing our environmental impact.
2.1	Effective management, protection and conservation of our environment to ensure a balance between built infrastructure and areas of environmental significance.
2.2	Implement an effective integrated demand management approach to infrastructure planning and delivery.
2.3	Preserve and protect our natural environment through active management, education and compliance activities
2.4	Adopt urban design principles that create a distinct sense of place, enables and informs place creation, maximises efficiency, and enhances the built and natural environment.
2.5	Research and implement environmental solutions utilising innovative smart technology and encourage behaviour change.



GOAL 3:	Social Sustainability
OUTCOME:	A vibrant community that is accessible, safe, healthy, creative and knowledgeable, where we embrace diversity and our sense of community.
3.1	Encourage active and healthy lifestyles through accessible public facilities and community initiatives.
3.2	Support the community's access to and participation in a range of artistic, cultural and entertainment activities.
3.3	Enhance wellbeing and safety in the community.
3.4	Enhance a knowledgeable, inclusive and connected community that embraces growth and lifelong learning.
3.5	Provide community infrastructure and services that support growth and meets community needs.

GOAL 4:	Responsible Governance
OUTCOME:	A well-managed, transparent and effective organisation that gives the community confidence, demonstrates financial sustainability, where our customers are satisfied with our services and our employees are proud to work here.
4.1	Undertake robust and accountable financial, resource and infrastructure planning and management to ensure affordable and sustainable outcomes for our community.
4.2	Deliver best value customer service to our community.
4.3	Enable innovation and technology capacity within council to drive organisational efficiencies.
4.4	Engage with the community to inform council decision making processes.
4.5	Provide inspirational leadership and contemporary management systems that drives a coordinated, motivated, highly effective and efficient organisation.
4.6	Commit to open transparent and accountable governance to ensure community confidence and trust in council.
4.7	Promote an organisational culture that values and empowers its workforce.



Planning for this year >>

Council's 2014/15 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 Plan, 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.

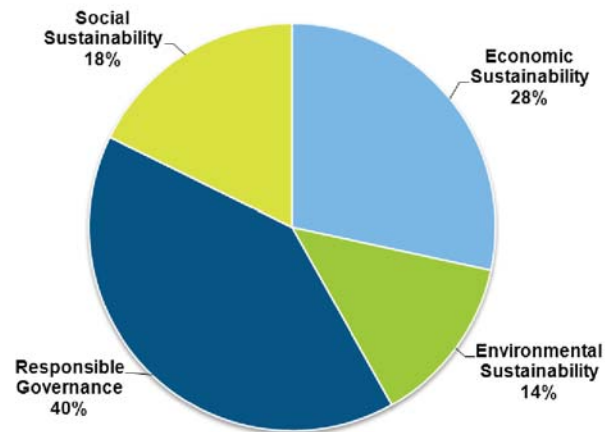
It is proposed in the 2014/15 financial year to assess risk by financial programme. This will allow development of risk profiles at strategic, operational and departmental levels. It will also align risk with the goals and outcomes outlined in the Corporate and Operational Plans.

The annual review of council's strategic and operational risk plans will be completed from July to September 2014. The risk management plans arising from the assessments will be monitored on an ongoing basis by the responsible department. Reports will then be considered on a quarterly basis by the Audit Committee.

The following pie chart represents the percentage of potential operational risks by the four goals of economic, environmental and social sustainability and responsible governance.

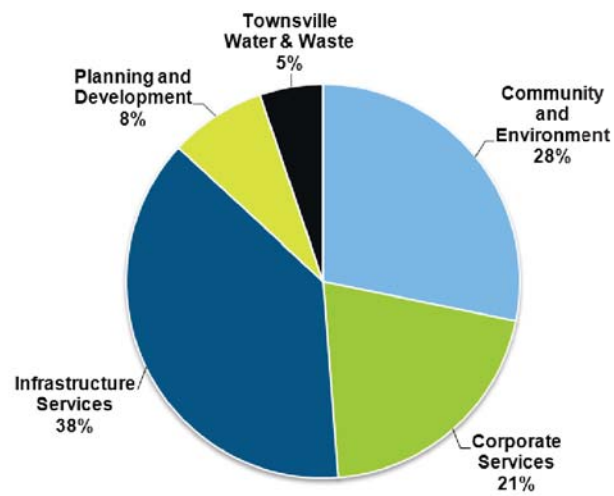


Risk by Corporate Goal



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

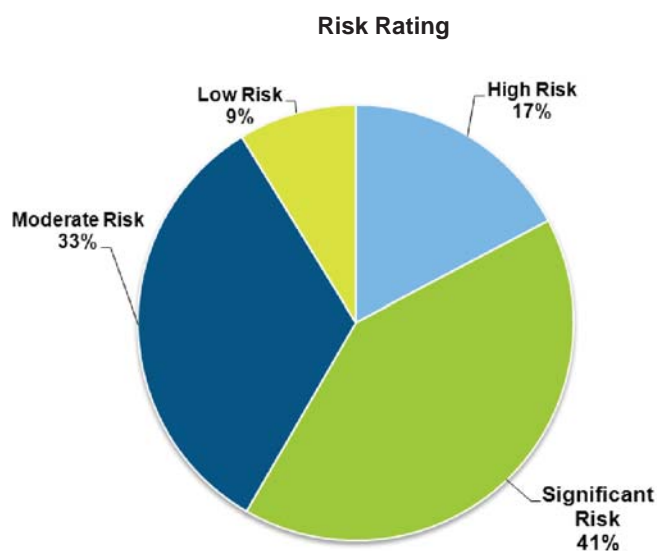
Risk by Division





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.



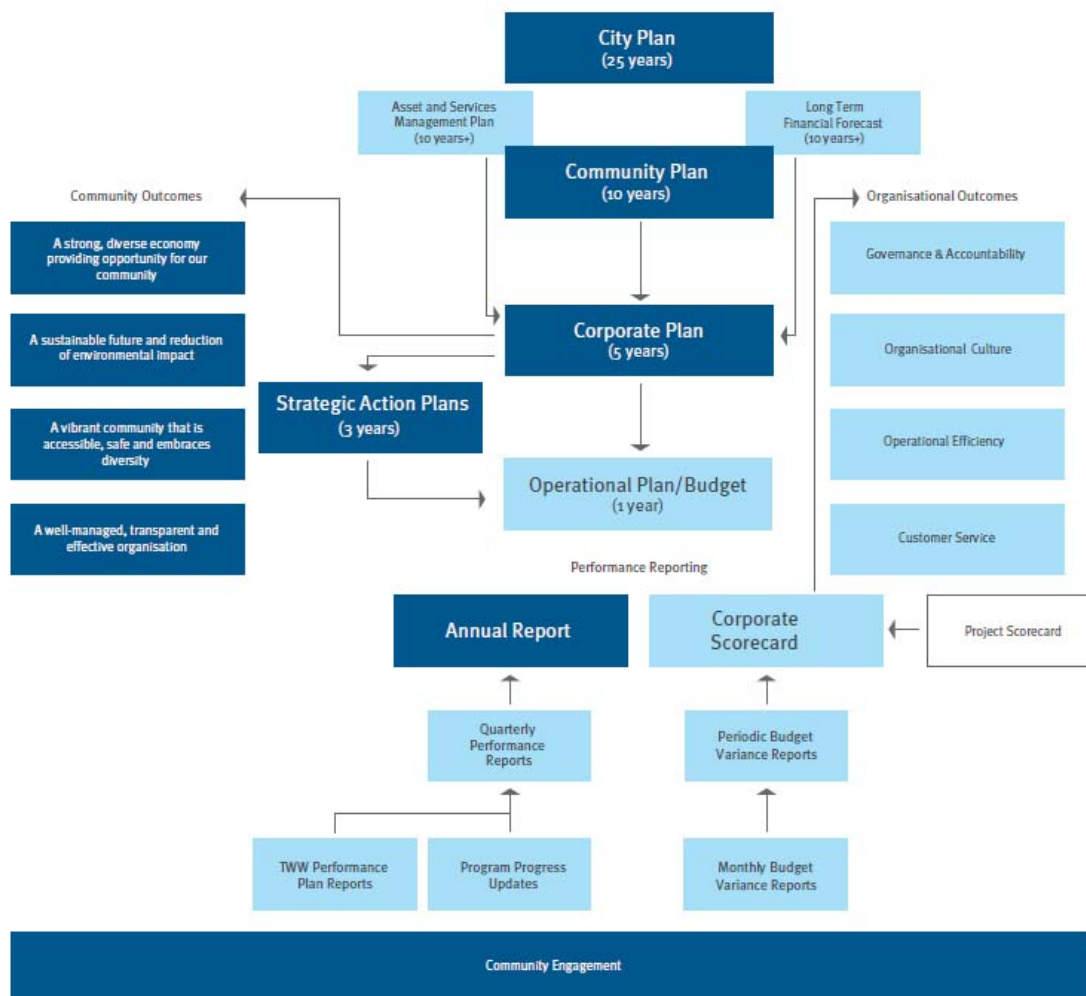
Measuring our Performance>>

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.

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

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

Council's Planning, Performance and Reporting Processes >>





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Funding the Operational Plan





Funding the Operational Plan

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

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

Fees and Charges

The fees and charges for 2014/15 can be viewed on council's website. The fees and charges include details of cost-recovery fees pursuant to section 98 of the *Local Government Act 2009*. Cost-recovery and commercial fees and charges may be amended by resolution at any time during the financial year. Fees and Charges also include statutory charges for regulatory services, those associated with the granting of a permit/licence or the regulation of an activity. Changes in fees and charges can result from changes in State Government legislative direction, volume, CPI, and service delivery costs for Council's services.

Rates

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

Rate Type	Description	Overall Increase
General Rates	Residential	2.86%
	Non-Residential	3.50%
	Large Shopping, Bulky Goods	3.50%

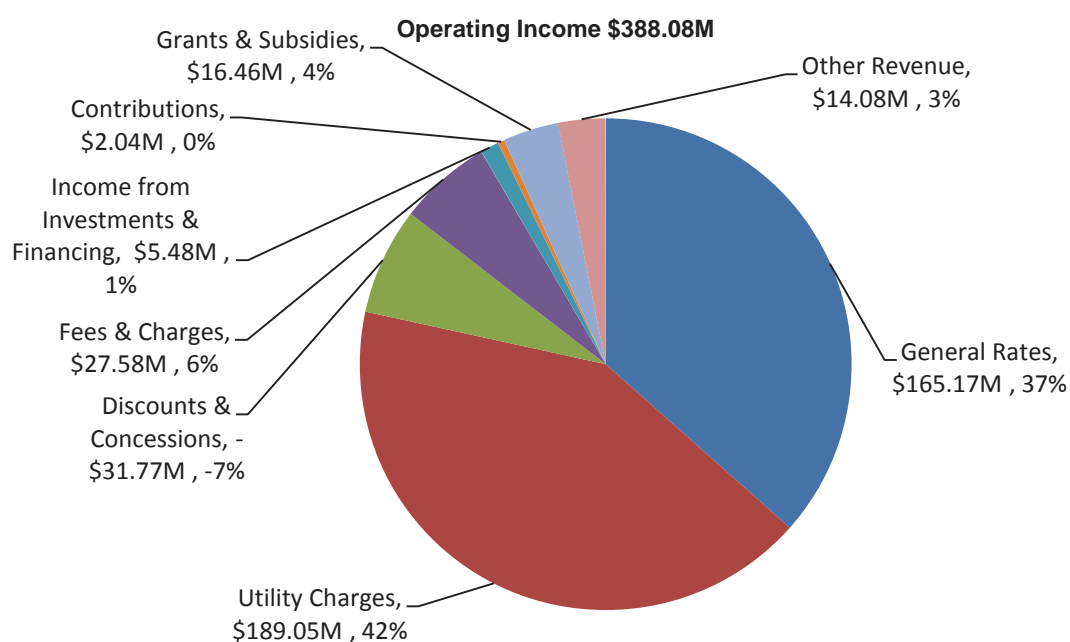
Rate Type	Description	Increase	Amount \$
Water	Standard Plan	1.96%	728.00
	Standard Plan Consumption	1.82%	2.79
	Water Watcher	2.23%	332.00
	Water Watcher Consumption	2.31%	1.33
	Non-Residential	2.06%	346.00
	Non-Residential Consumption	1.87%	2.72

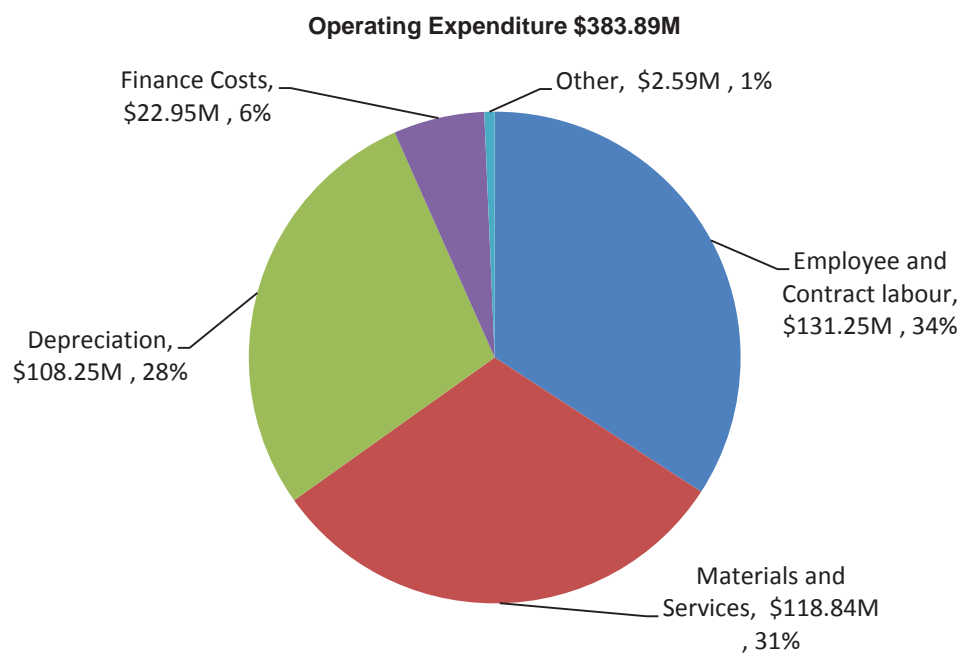
Rate Type	Description	Increase	Amount \$
Sewerage	Residential	0.00%	759.00
	Non-Residential	0.00%	890.00



Rate Type	Description	Increase/Decrease	Amount \$
Waste	Domestic Bundled	1.3%	234.00
	Commercial Service Waste	2.23%	188.10
	Commercial Service Recycling	2.50%	77.90

The graphs below outline the key components of the 2014/15 Operating Revenue and the Expenditure that will fund the Operational Plan outcomes.





Net Lending/Borrowing Position

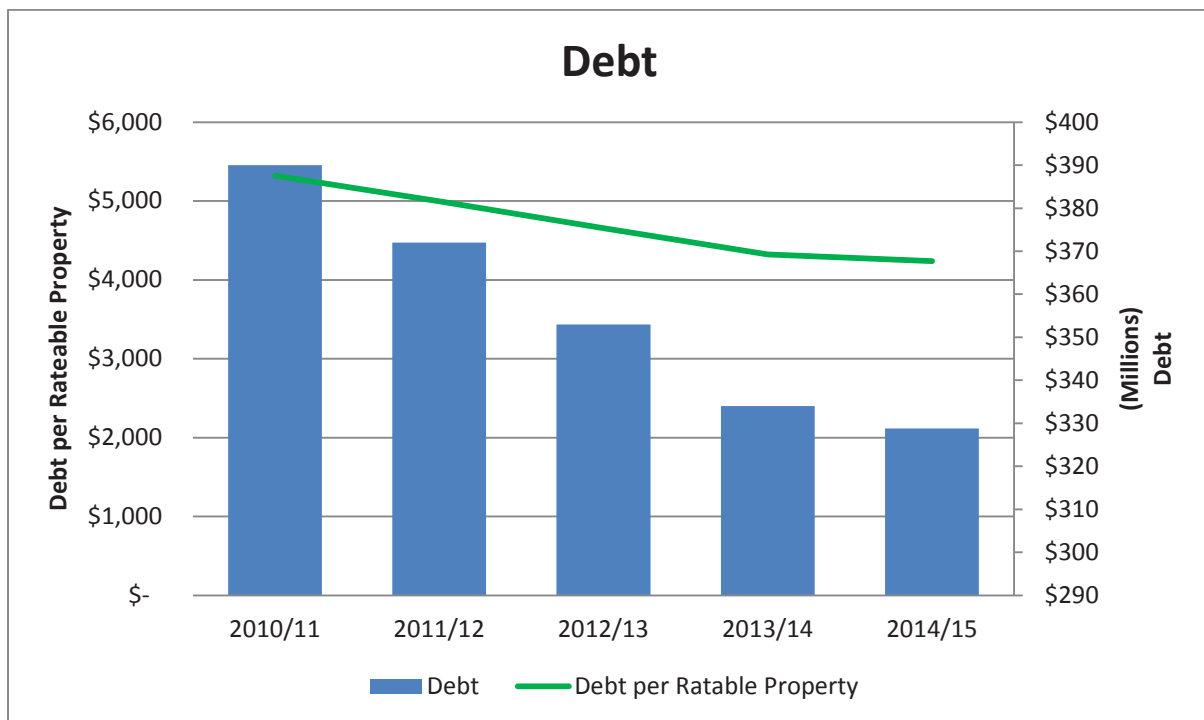
Council manages its debt in accordance with its Debt Management Policy. The policy states that council does not use long-term debt to finance operating activities or recurrent expenditure and will endeavour to fund all capital renewal projects from operating cash flows and borrow only for new and upgrade capital projects. This financial year council will reduce its level of debt by \$5m. Debt repayments for 2014/15 of \$20m will be partially offset by \$15m in new borrowings. Reduction in total debt will provide \$1.2m 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 *Local Government Act 2009*. Table 2 illustrates council's debt per rateable property and the forecast reduction of council's debt to 30 June 2015.

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



Table 2





Capital works

Council's Capital Works program for 2014/15 is \$226m including major works on roads, drainage, waste facilities, water and sewerage.

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

Capital program Summary by Core Service

Core Service	Capital Works (excl Donated Assets) \$000	Funding \$000	Nett Cost \$000
Community & Cultural Services	17,952	17,500	452
Enabling Services	26,225	761	25,464
Environment & Sustainability Services	5	-	5
Public Infrastructure	58,324	27,487	29,717
Solid Waste Management	236	-	236
Wastewater Services	55,256	16,553	38,704
Water Services	33,849	15,754	18,095
Total Capital Program	191,847	78,055	113,792

Core Service	Donated Assets \$000	Funding \$000	Nett Cost \$000
Community & Cultural Services	-	-	-
Enabling Services	-	-	-
Environment & Sustainability Services	-	-	-
Public Infrastructure	34,920	34,920	-
Solid Waste Management	-	-	-
Wastewater Services	4,666	4,666	-
Water Services	3,938	3,938	-
Total Donated Assets	43,524	43,524	-

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	Project Description	Estimate
Wastewater Services				37,787
WATER SUPPLY				
New				
			Land Purchase for Northern Reservoir Strategy	500
			New Meters and Services	600
			System Monitoring	28
			Water Supply Pipes Etc From Subdivisions (@ \$1960/lot)	3,938
			Stuart Drive Mains Augmentation (Finalisation/Defect Correction)	10
			Dunlop St / Upper RRR Main (Riverparks Development) Stage 2	10
			Dunlop St / Upper RRR Main (Riverparks Development) Stage 2	130
			DN600 NSB Water Main Extension & DN375 Connection & PRV	1,650
			Mt Louisa Reservoir No. 3 - Year 2 (Construction/Implementation)	5,500
			DN300/375 DHA Rasmussen Water Main from Riverway Drv to Pinnacle Drv	3
			Hammond Way/Kelso Drive Main (Dunlop St DN250) (Finalisation/Defect	2
			DN300 Brendale West Water Main Extension (Design/Development)	10
			Magnetic Island Distribution Mains (Horseshoe Bay Reservoir main - DN150)	1,100
			Kulburn Booster Pump Station (Construction/Implementation)	3,000
			Mt Louisa South DN500 duplicate water main to Dalrymple Rd & PRV	100
			Mt Louisa South DN500 duplicate water main to Dalrymple Rd & PRV	1,750
			Echlin St 31 ML Reservoir - Year 2 (Bulk Earth Works)	5,000
			Haughton Pipeline Duplication to RRD (PS & WM Detailed Design) - Year 1	600
			DWTP - Clarifier (Planning/Initiation)	10
			DWTP - Clarifier (Design/Documentation)	300
			Yongala Heights Elevated Tank or Booster Pump (Planning/Initiation)	3
			ULDA Water Main Stage 2 (Queens Rd to Boundary St) (Planning/Initiation)	5
			Turner Land (Mt Low Parkway) DN250/375 WM - Along NSB	40
			North Shore DN250 & DN200 - Connection to Kingston Park (Weatherby Drv)	3
			North Shore DN375/200 - Offtake of NSB & extension into Precinct 5	3
			North Shore DN375/200 - Offtake of NSB & extension into Precinct 5	15
			North Shore DN375/200 - Offtake of NSB & extension into Precinct 5	380
			DN250 Water Main (Bushland Beach - Lionel Turner Drv Extension)	6
			DN250 Water Main (Bushland Beach - Lionel Turner Drv Extension)	77
			Stuart State Industrial Area DN375 Trunk Water Main - Stage 1 Burdell St to Bruce	4
			Paluma Township WTP Consult and Design	100
			Cosgrove Trunk Mains (DN250 extension on Abattoir Rd) (Planning/Initiation)	2
			Douglas Reservoir 1B (Finalisation/Defect Correction)	50
			Sanctum DN300 Trunk Main Extension to Mt Low Parkway via NSB Extension	4
			Greenview Elevated Land Booster PS & High Level Reservoir (Planning/Initiation)	8
			Jensen Development Main extension DN375 & DN250 (Planning/Implementation)	3
			Jensen Development Main extension DN375 & DN250 (Design/Development)	40
			ULDA Trunk Reticulation Main (Queens Rd to ULDA site) (Finalisation/Defects	6
			Roseneath Truck Stop PS & Reservoir (Finalisation/Defect Correction)	3
Renewal				
			Metered Standpipe Replacement	26
			Operational Meter Replacement	20
			Other dams and weirs renewals	30
			Other reservoir renewals (including cathodic protection)	1,000
			Other water treatment renewals	50
			Trility renewals (all sites except Toonpan)	900
			Valves Replacement	204
			Water Meter Replacement	700
			Water Pipes Replacement (including cathodic protection)	4,000
			Water Services Replacement	500
			Other water pump station renewals	102
			Water Pipes Replacement - Hillside Cres	500
			Paluma Dam renewals	490
			Ross River Dam renewals	610
			Ring Road Stage 4 - Mt Spec Pipeline Relocation/Renewals funding to DTMR	500
			Charters Towers Rd (via Mindham Drain) Water Pipes Replacement - Construction	3,000
Upgrade				



		Douglas/Louisa Water Booster Pump Station Upgrade (Planning/Initiation)	10
		Douglas/Louisa Water Booster Pump Station Upgrade (Design/Development)	150
		Julago Water Booster PS Upgrade (Planning/Initiation)	3
Wastewater Services			39,922
Wastewater Supply			
	New		
		Pump Station emergency power program	130
		Sewerage Pipes Etc From Subdivisions (@ \$2470/lot)	4,666
		Southern Suburbs completion of RM to Cleveland Bay STP detailed design	1,300
		HBSTP OUTFALL TO ENDEAVOUR CK	50
		PS BP07 & DN150 Rising Main - Greater Ascot residential development	4
		PS BP07 & DN150 Rising Main - Greater Ascot residential development	40
		PS WB10 (Lynwood Ave East) (Planning/Investigation)	3
		PS WB10 (Lynwood Ave East) (Design/Development)	20
		PS WB10 (Lynwood Ave East) (Construction/Implementation)	550
		PS K21 Rising Main Redirection & PS K21 Upgrade (Construction/Implementation)	820
		Sewers - Mt Louisa North (Extension to Cosgrove) (Finalisation/Defect Correction)	3
		Southern Suburbs Trunk Sewer - Year 2 to Smail St (Finalisation/Defect Correction)	5
		Upper Saunders Trunk Sewer (Brendale West) Stage 1 (Design/Development)	20
		PS WD8 (Brendale West) & DN100 Pressure Main and discharge sewer	50
		PS ML14 (Turner Land) & DN150 Rising Main (Design/Development)	50
		PS ML16 (Turner Land) & DN225/300 Discharge Gravity Sewer (Planning/Initiation)	3
		PS BU04 (North Shore) & DN150 RM & DN300 discharge gravity sewer	3
		Major PS BU03 upgrade (North Shore) (Design/Development)	50
		Major PS BU03 upgrade (North Shore) (Construction/Implementation)	1,500
		PS LE21A (Webb Industrial) & DN225 discharge gravity sewer (Planning/Initiation)	3
		PS 9F (Wellington St PCYC) DN150 rising main redirection	120
		Eastern Pressure Main Upgrades - Approvals & Concept Design	500
		PS 7A Duplicate RM to PS 7B (DN250) - EPM Upgrade (Planning/Initiation)	5
		PS 7A Duplicate RM to PS 7B (DN250) - EPM Upgrade (Design/Development)	70
		PS 7B New Rising Main along The Strand to PS 1A1 future connection (DN450) -	4
		PS 7B New Rising Main along The Strand to PS 1A1 future connection (DN450) -	70
		PS 7B Rising Main extension to EPM (DN500) - EPM Upgrade (Planning/Initiation)	10
		PS 7B Rising Main extension to EPM (DN500) - EPM Upgrade	150
		PS BU06 (North Shore) and DN150 rising main (Planning/Initiation)	3
		Major PS BU07 (Deeragun STP) DN375 Rising Main Duplication	3
		Major PS BU07 (Deeragun STP) DN375 Rising Main Duplication	40
		Major PS BU07 (Deeragun STP) DN375 Rising Main Duplication	600
		PS 5A6D (ULDA Development) (Design/Development)	40
		PS 5A6D (ULDA Development) (Construction/Implementation)	500
		PS 5A6F (ULDA Development) & DN225 discharge sewer (Planning/Initiation)	3
		PS 5A6F (ULDA Development) & DN225 discharge sewer (Design/Development)	30
		PS 5A6F (ULDA Development) & DN225 discharge sewer	740
		DN300 Sewer Duplication - Ogden St CBD (Planning/Initiation)	2
		DN300 Sewer Duplication - Ogden St CBD (Design/Development)	20
		PS WB10 - DN225 sewer from the pressure main discharge to DN300 trunk sewer	65
		Cosgrove PS L17A1 & Gravity Sewer (Planning/Initiation)	4
		Cosgrove PS L17A & Gravity Sewer (Finalisation/Defects Correction)	4
		New Sewer Pump Station 34A (Dunlop St Kelso) (Finalisation/Defects Correction)	3
		PS 34A (Dunlop St Kelso) & DN100 Rising Main (Finalisation/Defect Correction)	3
		Corbett St DN300 sewer extension & QR/Woolcock St Crossing	3
		PS WB7 Overflow storage chamber (Planning/Initiation)	3
		Southern Suburbs Bypass Pump Station & 800m RM	4,000
		MIWR Effluent Reuse (Extension to Golf Course Irrigation to meet licence) year 1	200
	Renewal		
		MIWR membrane replacement	280
		Other pressure mains	250
		Other treatment plant renewals/upgrades	50
		Sewer - Combines	122
		Sewer - House Drains	10



		Sewer - Jump Ups	204	
		Sewer - Manholes	1,000	
		Sewer - to Boundaries	51	
		Sewer Pipe Rehabilitation	5,000	
		Other pressure mains - Western Outfall Pressure Main Works	1,500	
		Magnetic Island Water Recycling Plant Renewals/Upgrades	350	
		Horseshoe Bay Water Recycling Plant Renewals/Upgrade	100	
		Condon STP Renewals/Upgrade	70	
		Mt St John STP Renewals/Upgrade	790	
		Nelly Bay STP Site Demolition/Rehabilitation	100	
		Cleveland Bay STP Renewals/Upgrade	1,345	
		Other sewage pump station renewals/upgrades	40	
		Sewage Pump Station swtchboard renewals at PS 10E, 9F, BP01, BP02, WD15A,	800	
		Sewage Pump Station safety upgrades at PS 10E, 9F, BP01, BP02, WD15A, D14,	300	
		Sewage Pump Station telemetry system renewals/upgrades at PS 9F, BP01, BP02,	207	
		Sewage Pump Station - Pump Replacement Works	300	
		Sewage pump station airconditioner renewals/upgrades	100	
		Sewage pump station building ventilation renewals/upgrades	80	
		Decommission PS LA16A via DN150 Sewer Extension	80	
		Upgrade		
		PS 7A Replacement PS (land purchase)	700	
		PS BP01 - Installation of a permanent backup diesel generator	60	
		PS BP02 - Installation of a permanent backup diesel generator	60	
		PS WB1 - Installation of a permanent backup diesel generator	60	
		PS WB2 - Installation of a permanent backup diesel generator	60	
		Cleveland Bay STP Process Upgrade - Design/Implementation	3,000	
		PS 9K Gravity Sewer Upgrade (DN225/300 along Alfred & Anne St)	3	
		PS 7A Replacement PS (+ gravity sewer upgrades) (Planning/Initiation)	15	
		PS 7A Replacement PS (+ gravity sewer upgrades) (Design/Development)	120	
		PS 9A (Inglis Smith St) Pump Upgrade	40	
		PS 11B (Meenan St) Pump & Electrical Upgrade (Planning/Initiation)	2	
		PS 11B (Meenan St) Pump & Electrical Upgrade (Design/Development)	8	
		Major PS ML21 Upgrade (Sanctum) (Planning/Initiation)	10	
		Major PS ML21 Upgrade (Sanctum) (Design/Development)	100	
		Major PS ML21 Upgrade (Sanctum) (Construction/Implementation)	4,200	
		DN225 Sewer duplication (PS SB7 discharge sewer) Edison St Wulguru	132	
		Duplicate DN225 or replacement DN300 Sewer on Stanley St (Planning/Initiation)	3	
		Duplicate DN225 or replacement DN300 Sewer on Stanley St (Design/Deelopment)	30	
		PS S22 & DN450 diversion RM around Townsville Hospital Site (Planning/Initiation)	15	
		L21A Lotus Glen (Construction/Implementation)	250	
		PS J1 and DN150/200 Rising Main (River Grove Estate - Jensen)	60	
		PS J1 and DN150/200 Rising Main (River Grove Estate - Jensen)	1,400	
Solid Waste Management				
11,599				
SOLID WASTE COLLECTION & RECYCLING				
	New			
	Bulk services bins	50		
	Renewal			
Bulk services bins	171			
SOLID WASTE TREATMENT AND DISPOSAL				
	New			
	Stuart Landfill - Landfill Gas - Stuart - Landfill gas migration monitoring bores	2		
	Stuart Landfill - Cell Construction - Interface Liner Stage 1	1,045		
	Stuart Landfill - Transfer Station - Construction of Transfer Station -Stuart Waste	170		
	Jensen Landfill - Landfill Gas - migrating monitoring bores was \$50k -	2		
	Hervey Range Landfill - Future Proposed Infrastructure -Transfer Station Expansion	165		
	Hervey Range Landfill - Leachate Management - rehabilitation of leachate pond,	6		
	Hervey Range Landfill - Stormwater Management - Stormwater infrastructure Stage	83		
	Hervey Range Landfill - Proposed Stormwater Development - Sedimentation Pond	13		
	Hervey Range Landfill - Leachate Management to Capping Stage A - TCW00006	500		
	Stuart Landfill - Gas monitoring bores (Finalisation/Defect Correction)	1		
	Hervey Range Landfill - Gas monitoring bores (Finalisation/Defect Correction)			



		Magnetic Island Waste Transfer Station - Construction Year 1	6,000
		Stuart Landfill - Stormwater Management to Capping T8127	500
		Stuart Landfill - Leachate Management to Capping T8127	750
		Stuart Landfill - Interface Liner Stage 2 of Cell 2A/2B (Design / Development/	94
		Renewal	
		Transfer bins at transfer stations	15
		Stuart Landfill - Rehabilitation Plan - Construction of the final capping system over	110
		Hervey Range Landfill - Progressive capping & rehabilitation management -	180
		Hervey Range Landfill - Progressive capping & rehabilitation management - Landfill	1,700
		Upgrade	
		Bluewater Waste Management Facility	21
		Toomulla Waste Management Facility	21
		Public Infrastructure	93,815
		CEMETERIES	
		New	
		Cemetery - New	55
		COMMUNITY & CULTURAL SERVICES	
		Renewal	
		Strand	75
		DRAIN & STORMWATER MANGEMENT	
		New	
		CWIP Project allowance	400
		Flood Mitigation	350
		Installation of Low Flow channels	350
		Minor Drainage - Various Projects	30
		Stormwater Drains From Subdivisions (@ \$6517.2/lot)	13,095
		Renewal	
		CWIP Project allowance	460
		Drainage Pit Grate / Grid Replacement with SIP	90
		Flood Mitigation Pump Stations Refurbishment Program	150
		Stormwater Drain Program	4,550
		Tide Gate Refurbishment Program	42
		OPEN SPACE MANAGEMENT	
		New	
		Bank Stabilisation	1,400
		Dog off-leash facilities - New	118
		Irrigation - New	11
		Park - New	550
		Sports Field Rehabilitation	495
		Renewal	
		General Allocation - Urban Renewal	200
		Irrinet Backbone Network	150
		Fencing - Renewal	170
		Furniture & Shelters - Renewal	265
		Network Controllers - Renewal	237
		Lighting - Renewal	22
		Park - Renewal	3,168
		Playground & Sporting Equipment - Renewal	783
		Reticulation Network - Renewal	472
		Roads, Pathways, Car Parks and Footbridges - Renewal	90
		Sports Field Rehabilitation	400
		Signage - Renewal	10
		Streetscape - Renewal	290
		Water Feature - Renewals	9
		Upgrade	
		Sports Field Rehabilitation	400
		ROADS & TRANSPORT MANAGEMENT	
		New	
		CWIP Project allowance	400
		Minor Roadworks & Traffic Management	542
		Pedestrian Facilities and Safety	280



			Road Network Augmentation Program	560
			Roads From Subdivisions (@ \$10862/lot)	21,826
			Shared Pathway Network Program	1,300
			Bus Stop Upgrades - DDA Requirements	1,889
			Technical Services Plant & Equipment	33
			Townsville Recreational Boat Park	3,146
			Dalrymple Road Bridge 2 lanes 250m Detailed Design	4,000
			Kerb & Channel	200
			Renewal	
			Bridge Rehabilitation	189
			Construction & Maintenance (Field & lab equip)	85
			CWIP Project allowance	1,854
			Kerb & Channel Replacement Program	4,900
			Programmed replacement of signs	232
			Programmed Resheeting Gravel Roads	722
			Programmed Resheeting Sealed Rural Road Shoulders	390
			Road Preventative Maintenance Program	8,000
			Road Reconstruction Program	12,000
			Shared Pathway - Preventative Maintenance Program	743
			Streetparking Ticket Mach	250
			Traffic Signals Program	174
			Programmed replacement of guide posts and delineators	51
			Technical Services Plant & Equipment	162
			Upgrade	
			Extend Existing Sealed Network	1,000
			Environment & Sustainability Services	
			5	
			SUSTAINABILITY SERVICES	
			Renewal	
			Land Protection	5
			Enabling Services	
			26,293	
			BUILDINGS & FACILITIES MANAGEMENT	
			New	
			Kokoda Memorial Pool	20
			Long Tan Memorial Pool	20
			Riverway Lagoons	15
			Tobruk Memorial Baths	30
			Tony Ireland Stadium	100
			Facilities Planning & Delivery Project	3,000
			Renewal	
			Administration Building	212
			Aitkenvale Library	49
			Amaroo Childcare Centre	53
			Bamford Lane Depot	100
			Civic Centre	228
			Civic Theatre	486
			Cranbrook Depot	11
			Dalrymple Road Depot	28
			Enterprise House	15
			First Avenue Depot	7
			Galbiri Childcare Centre	93
			Garbutt Operations Centre	350
			Horseshoe Bay Schoolhouse	100
			Kennedy Place Childcare Centre	26
			Loam Island Multi Use Facility	10
			Long Tan Memorial Pool	25
			Mount Louisa Childcare Centre	44
			Old Magistrates Court	66
			Perc Tucker Regional Gallery	109
			Picnic Bay Schoolhouse	60
			Public Amenities	50
			Railway Estate Community Centre	13



		Riverway Arts Centre	113
		Riverway Lagoons	250
		Soundshell	20
		Tobruk Memorial Baths	37
		Tony Ireland Stadium	30
		Townsville RSL Stadium	19
		Wellington Street Depot	30
		Worinda Childcare Centre	55
		Facilities Planning & Delivery Project	2,200
		Reid Park Pit Complex	89
		Jezzine Fort	20
		Northtown	60
		Property Workshop	56
		S.E.S Green Street	100
		Flinders Pavillion	12
	Upgrade		
		Bamford Lane Depot	15
		Cemeteries	120
		Townsville RSL Stadium	35
	FACILITIES		
	Renewal		
		TECC Renewal	3,700
	FINANCIAL MANAGEMENT		
	Renewal		
		Stores Warehouse Racking	10
		Fuel Tank Replacement GOC	350
	FLEET MANAGEMENT		
	New		
		Minor Fleet	15
		Light Fleet	55
		GPS Tracking System	250
	Renewal		
		Minor Fleet	439
		Light Fleet	2,939
		Heavy Fleet	3,655
	INFORMATION COMMUNICATION		
	New		
		Business Management Systems - AiCE	500
		Infrastructure Assets - CCTV	100
	Renewal		
		Business Management Systems	1,500
		Infrastructures Assets	550
		Printers	300
		Servers	550
		Workstations	2,500
	LABORATORY SERVICES		
	Renewal		
		Laboratory Equipment Renewal	50
	PEOPLE		
	New		
		Workplace Health and Safety Management System	140
		Health Risk Management System	60
	TRADE SERVICES		
	Renewal		
		Trades Serviced Equipment Renewal/Replacement	50
	Community & Cultural Services		17,952
	COMMUNITY & CULTURAL SERVICES		
	New		
		Integrated Stadium and Entertainment Centre	17,500
	Renewal		
		Civic Theatre	25



GALLERIES			
	New		
		Perc Tucker Gallery	25
LIBRARIES			
	Renewal		
		Aitkenvale Library	46
		Thuringowa Library	237
		Local History and Heritage	24
SPORT & RECREATION			
	Renewal		
		Kokoda Pool	30
		Long Tan Pool	15
		Northern Beaches Leisure Centre	15
		Riverway Lagoon	15
		Tobruk Pool	20
Grand Total			227,374



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 Blakey's Crossing. The location of these Major Projects are shown over the page followed by a commentary of the scope of works.



Key to Major Projects Map

- | | |
|---|---|
| 1. Dalrymple Road Bridge | 5. Townsville Recreational Boating Park |
| 2. Mt Louisa and West End Reservoirs | 6. Bicentennial Park Riverbank Rehabilitation |
| 3. Magnetic Island Waste Transfer Station | 7. Refurbishment – Townsville Entertainment and Convention Centre |
| 4. Flood Mitigation – Blakey's Crossing | 8. CBD Utilities Upgrade |

Major Projects Map 2014/15



1

Dalrymple Road Bridge



2

Mount Lousia & West End Reservoirs



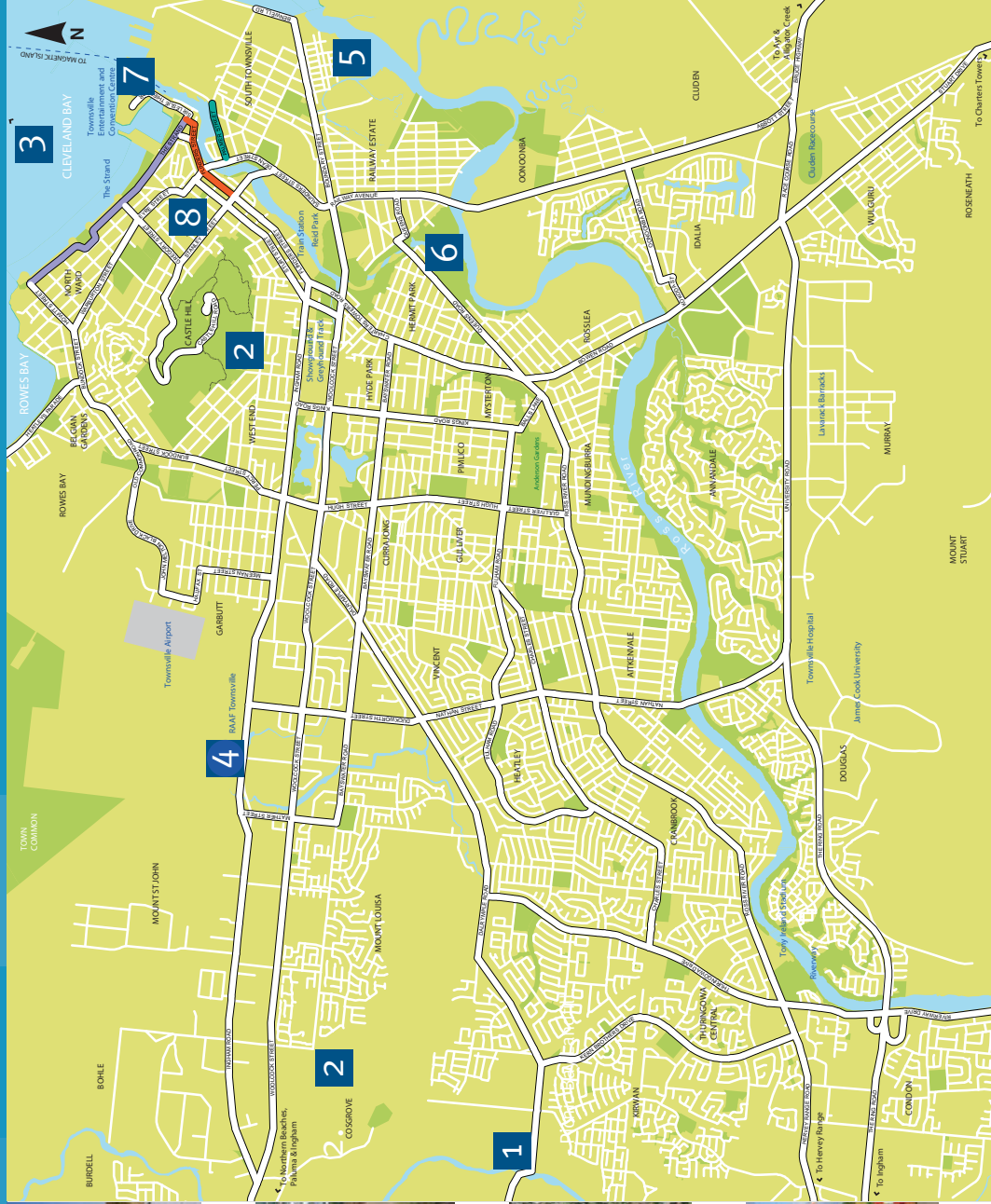
3

Magnetic Island Waste Transfer Station



4

Flood mitigation roadworks - Blakey's Crossing



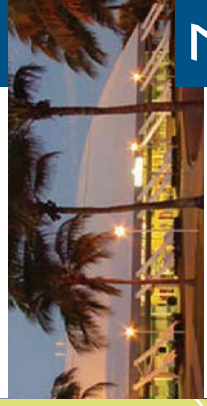
5

Townsville Recreational Boating Park



6

Bicentennial Park Bank Stabilisation



7

Refurbishment - Townsville Entertainment & Convention Centre



8

CBD Utilities Upgrade Project 35



1. Dalrymple Road Bridge

Expected completion date – Late 2016

2014/15 Budget - \$4m



The Dalrymple Road Bridge will be built where Dalrymple Road crosses the Bohle River, between the new developments of 'Greater Ascot', near Shaw and Liberty Rise adjacent to the Golf Links Drive intersection with Dalrymple Road, Mount Louisa.

Detailed design will be completed early in the 2014/15 financial year with construction tenders to be called in early 2015 and construction to commence before June.

During Townsville's monsoonal wet season, this existing low level concrete crossing becomes inundated with fast flowing

water requiring road closures for periods lasting 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. Mount Louisa and West End Reservoirs

Expected completion date – unknown until design completed

2014/15 Budget - \$10.5m

Construction will begin in the 2014/15 financial year on a new water storage reservoir at Mount Louisa. The new 22 megalitre 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.

Works will be undertaken in the 2014/15 financial year to design a new water storage reservoir at Echlin Street in West End. The new reservoir is required to service the continuing urban densification of the CBD and surrounding areas. It is expected that some preliminary earthworks will also commence at the site before the end of 2014/2015.





3. Magnetic Island Waste Transfer Station

Expected completion date – late 2016

2014/15 Budget - \$6m



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

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

The 2014/2015 financial year will see the completion of the detailed design and state approvals, with construction of the facility expected to begin in early 2015. The facility is planned to open in the latter half of 2016.

4. Flood Mitigation - Blakey's Crossing

Expected completion date – December 2014

2014/15 Budget - \$11.6m

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.

As a solution, two bridges will be built over Peewee and Louisa Creeks. Ingham Road will remain in its current location but will be raised by up to 2 metres. The upgrade will improve accessibility during the Townsville wet season.

Construction commenced late in 2013 and will continue for the first half of the 2014/15 financial year. It is expected the road will be open to the public by Christmas 2014.

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





5. Townsville Recreational Boating Park

Expected completion date – December 2014

2014/15 Budget - \$3.1m



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

Throughout 2014/15 council will complete the major part of the earthworks, roadworks and underground infrastructure to enable access to the first two ramps. The park will also be enhanced with landscaping and an upgrade to the fishing jetty. The contract for the first stage of in-water works has been awarded with the successful contractor mobilising to site in August 2014 to commence on the piling for the floating walkways and pontoons. Delivery of the first two ramps is expected by December 2014.

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

6. Bicentennial Park Riverbank Stabilisation

Expected completion date – 2017

2014/15 Budget - \$1.4m

Works will commence in 2014/15 to repair a 280 metre section of the unstable river bank along Bicentennial Park as a consequence of erosion over a number of years by the flow of the Ross River, especially during the wet seasons.

Works to stabilise the riverbank will be staged over three financial years with a 160 metre section in the middle to be constructed within the first year (Stage 2 plans) and 60 metres on either side in each of the subsequent years.



These rehabilitation works involve the construction of a terraced embankment with a 5 metre berm to allow easier construction and establishment of natural vegetation on the riverbank.



7. Refurbishment - Townsville Entertainment and Convention Centre

Expected completion date – June 2017

2014/15 Budget - \$3.7m

On behalf of the Townsville Breakwater Entertainment Centre Joint Venture Trust, council proposes to perform prioritised infrastructure redevelopment at the Townsville Entertainment and Convention Centre to sustain the operation and marketability of the facility.

Council's application to the Community Development Grants Program for the required funding of this project has not yet been approved.

The will stretch over the life of the Community Development Grants Program and completion planned for June 2017. This project duration maximises the project's flexibility with respect to maximising the operational availability of the Entertainment Centre during the construction period.



8. CBD Utilities Upgrade

Expected completion date – 2017

2014/15 Budget: \$6.3m

Works will be undertaken in the 2014/15 financial year to plan and design the works required for the CBD Utilities Upgrade Project. The purpose of the project is to upgrade the water networks in the CBD, including the construction of a new water storage reservoir at Echlin Street and replacement of aged cast iron water mains in the CBD.

The works will address water quality and pressure issues due to the age and reduced capacity of water mains servicing the CBD and will ensure that council is able to meet the likely future demands on the water network in the city.



Due to the imminent impact on traffic, residents and businesses in the CBD, an assessment has been undertaken to determine other planned infrastructure works that should be included in this project to minimise the potential need to disturb the CBD area in the foreseeable future including sewer, drainage and other services upgrades.



Other key projects:

1. Litter and Illegal Dumping Strategy

This year council will turn renewed focus on the prevention and prosecution of litterbugs, as it implements its Litter and Illegal Dumping Strategy, which was developed in 2013. The Litter and Illegal Dumping Strategy aims to reduce the incidences of careless littering such as the irresponsible disposal of cigarette butts and food packaging and the intentional illegal dumping of household items such as whitegoods and building materials.

Litter creates a bad look for the city's image and environment and is extremely costly to clean up, with council spending approximately half a million dollars cleaning up litter across the city each year.



As part of the Strategy, in 2014/15 council will continue its successful Rub Out Rubbish education and marketing campaign as well as install permanent anti-illegal dumping signage at known dumping 'hot spots' around the city. We will also continue to investigate reports of littering and illegal dumping and enforce the provisions of the *Waste Reduction and Recycling Act 2011* through the issuing of notices and fines of up to \$200. Members of the public are encouraged to report littering via council's Customer Service Centre or by downloading the free smart phone iCouncil app.

2. Click to Chat

In 2014/15, council will permanently introduce 'Click to Chat' technology, which allows customers to contact a Customer Service Representative online and in real time. Click to Chat was successfully trialed in 2013/14 and council identified new target markets for this channel specifically:

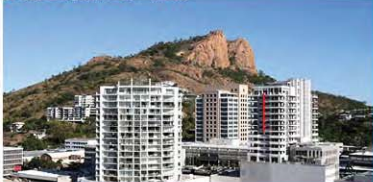
- Overseas rate payers- who could contact us without incurring the cost of an overseas phone call
- People with hearing challenges



The initial trial was made possible thanks to funding from the Federal Government as part of the MiTownsville Project, investigate and trial alternative communication methods. Council also trailed 'Video Chat' which received little uptake and as a result will not be permanently implemented.

In 2014/15, council has approved the purchase of 'Click to Chat' licences and will work to fine-tune the technology that underpins the channel prior to implementing permanently.

Services





Delivering Services to the Community >>

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

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

This year council's Operational Plan and Budget is grouped by Core Service and Service. Each Service is supported and funded by a range of programmes that will deliver or support services to the community. All programmes have an objective and a range of key performance indicators and/or milestones to be achieved in the 2014/15 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.

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



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Core Service >> Community and Culture

Core Service Budget Summary >>

	Total \$000
Operating Revenue	12,373
Operating Expense	61,403
Capital Revenue	4,982
Capital Works	5,508
Contributed Assets	0

Services >>

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



Service >> Cemeteries

Service Budget Summary >>	
	Total \$000
Operating Revenue	420
Operating Expense	934
Capital Revenue	0
Capital Works	55
Contributed Assets	0

Programme >> Cemeteries

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

- >> Preservation, beautification and maintenance of cemeteries
- >> Provision of business and administrative support

Programme Expenditure Budget \$000>>		\$989
	\$000	\$000
Operating Revenue	420	Operating Expense 934
Capital Revenue	0	Capital Works 55

Measures	Target	Milestone	Responsible Department
80% community satisfaction with the operations and maintenance of cemeteries	80%		Maintenance Services - Interim
Deliver 75% of cemetery maintenance within defined service target timeframes and schedules	75%		Maintenance Services - Interim
Transfer of burial records into Property & Rating System		30/06/2015	Community Services
Update of all administrative procedures relevant to burials		31/12/2014	Community Services



Service >> Community & Cultural Services

Service Budget Summary >>

	Total \$000
Operating Revenue	0
Operating Expense	1,149
Capital Revenue	0
Capital Works	0
Contributed Assets	0

Programme >> Business Support-Community Services

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

>> Administer the occupancy of community facilities by community groups
>> Provision of business and administrative support to Community Services including community spaces and facilities

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

Measures	Target	Milestone	Responsible Department
90% current leases in place for all of council managed community facilities	90%		Community Services
Draft lease documents are developed within 30 business days from receiving full council resolution	30 Days		Community Services

Programme >> Community Support - Business Support

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

>> Implementation of Operational Plan for Community Support

Programme Expenditure Budget \$000>>				\$191
	\$000			\$000
Operating Revenue	0	Operating Expense		191
Capital Revenue	0	Capital Works		0

Measures	Target	Milestone	Responsible Department
Implementation of Business Plan for Community Support relevant areas		31/12/2014	Community Services
Review of Business Plan for Community Support relevant areas		30/06/2015	Community Services



Service >> Community Support Program

Service Budget Summary >>

	Total \$000
Operating Revenue	1,751
Operating Expense	10,161
Capital Revenue	0
Capital Works	24
Contributed Assets	0

Programme >> Indigenous Library Programs and Services

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

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

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

Measures	Target	Milestone	Responsible Department
85% customer satisfaction with Indigenous library programs	85%		Library Services
Deliver 12 public events for the Indigenous community	12		Library Services

Programme >> Business Support-Community Development

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

>> Deliver Business Support to the Community Development Section

Programme Expenditure Budget \$000>>				\$1,121	
		\$000			\$000
Operating Revenue	2	Operating Expense	1,121		
Capital Revenue	0	Capital Works	0		

Measures	Target	Milestone	Responsible Department
Review and update the Community Development Lease Toolkit Procedures		30/06/2015	Community Services
Develop and implement a Community Services Lease Factsheet for the community to use		30/06/2015	Community Services



Programme >> Children & Youth Programs

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

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

Programme Expenditure Budget \$000>>				\$382	
		\$000			\$000
Operating Revenue		5	Operating Expense		382
Capital Revenue		0	Capital Works		0

Measures	Target	Milestone	Responsible Department
Provide 800 hours of Children & Youth Programmes to the community throughout the year	800 Hours		Library Services

Programme >> Community Grants

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

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

Programme Expenditure Budget \$000>>				\$2,179	
		\$000			\$000
Operating Revenue		55	Operating Expense		2,179
Capital Revenue		0	Capital Works		0

Measures	Target	Milestone	Responsible Department
90% of grant applications administered within council's defined timeframe per quarter	90%		Community Services
Deliver two Community Grants Clinics to Townsville residents and organisations	2		Community Services



Programme >> Community Programs

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

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

Programme Expenditure Budget \$000>>				\$1,836	
		\$000			\$000
Operating Revenue	62	Operating Expense			1,836
Capital Revenue	0	Capital Works			0

Measures	Target	Milestone	Responsible Department
Coordinate and facilitate 4 meetings in the Community Centres Network	4		Community Services
Participate in 5 partnered community development activities, events and/or initiatives	5		Community Services
To produce the Accessing Townsville Guide with a 2.5% increase in services included annually	2.5%		Community Services
Deliver two Council wide LAMP projects aiming to improve multicultural awareness within Townsville City Council workforce	2		Community Services
Deliver school holiday activity programs to 3,500 participants	3,500		Community Services
Townsville Youth Council to deliver 2 programs and activities to improve the status of young people within the community	2		Community Services
Deliver two school holiday programs during 2014/2015	2		Community Services
Users of the Pensioner Transport Subsidy Scheme report 90% satisfaction with council's process	90%		Community Services
Complete a report to council on the review of the Reconciliation Action Plan		28/02/2015	Community Services
Deliver an Annual Report to the community on the completion and achievements of the 3 year Reconciliation Action Plan		28/02/2015	Community Services
Complete upgrades of Railway Estate Community Garden including upgrades of fencing and signage by January 2015		31/01/2015	Community Services
Completion of replacement plot allocations as a result of 13/14 Community Garden Plot Review		31/01/2015	Community Services
Administration of two funding rounds of the Regional Arts Development Fund in September and March		1/04/2015	Community Services
Complete the Accessing Townsville Guide in hard copy and electronic format		30/06/2015	Community Services
Review of Creating Inclusive Community Awards to guide future of awards		30/08/2014	Community Services
Development of Women's Charter TCC		30/06/2015	Community Services

Programme >> Community Sport Programs

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

>> Engagement with all Sporting and Recreational Clubs and Associations

>> Recognise excellence and achievement in sport and recreation

Programme Expenditure Budget \$000>>				\$580	
		\$000			\$000
Operating Revenue	0	Operating Expense	580		
Capital Revenue	0	Capital Works	0		

Measures	Target	Milestone	Responsible Department
Deliver 4 community group capacity development workshops or seminars throughout the year	4		Community Services
All Sporting Clubs with LTO's and Leases engaged with during the year	100%		Community Services
Generate 6 x E-Newsletter to Sport and Recreation network database	6		Community Services
Review the annual Townsville City Council Sports Awards		31/12/2014	Community Services



Programme >> Early Years Information Service

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

>> Provide lifelong learning programs for the Townsville West community that build literacy and match community interests

Programme Expenditure Budget \$000>>				\$107	
		\$000			\$000
Operating Revenue		105	Operating Expense		107
Capital Revenue		0	Capital Works		0

Measures	Target	Milestone	Responsible Department
95% of customers rating Early Years Information Services as good or excellent	95%		Library Services
90 hours of Early Years Information Services programs provided to the Townsville West community throughout the year	90 Hours		Library Services

Programme >> Health Programs

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

>> Promote and encourage healthy and active lifestyles within the Townsville community

Programme Expenditure Budget \$000>>				\$486	
		\$000			\$000
Operating Revenue		70	Operating Expense		486
Capital Revenue		0	Capital Works		0

Measures	Target	Milestone	Responsible Department
Deliver 2 x Active Travel Events per year	2		Community Services
Deliver 2 x Active and Healthy Workshops per year	2		Community Services
Deliver the 30 ways in 30 Days Campaign in partnership with Marketing Communications		1/05/2015	Community Services
Confirmation of two Townsville suburbs to participate in pilot phase of Community Wellbeing Indicator by 30 December 2014		30/12/2014	Community Services

Programme >> Home & Community Care (HACC) Minor Mods-Youth Care

This Programme delivers on our Corporate Plan Strategy >>

>> 3.3 Enhance wellbeing and safety in the community

What we want to achieve in 2014/15 >>

>> Provision of business and administrative support

Programme Expenditure Budget \$000>>				\$518	
		\$000			\$000
Operating Revenue		479	Operating Expense		518
Capital Revenue		0	Capital Works		0

Measures	Target	Milestone	Responsible Department
90% Assessment of Applications (Minor Mods) within 5 business days	90%		Community Services
90% Purchase Card (Minor Mods) reconciliation within 5 business days	90%		Community Services



Programme >> Home & Community Care Major Mods

This Programme delivers on our Corporate Plan Strategy >>

>> 3.3 Enhance wellbeing and safety in the community

What we want to achieve in 2014/15 >>

>> Provision of business and administrative support

Programme Expenditure Budget \$000>>				\$467	
		\$000			\$000
Operating Revenue		384	Operating Expense		467
Capital Revenue		0	Capital Works		0

Measures	Target	Milestone	Responsible Department
90% Assessment of Applications (Major Mods) within five days	90%		Community Services
90% Purchase Card (Major Mods) reconciliation within five business days	90%		Community Services

Programme >> Integration Program

This Programme delivers on our Corporate Plan Strategy >>

>> 3.3 Enhance wellbeing and safety in the community

What we want to achieve in 2014/15 >>

>> Facilitate the integration of children with disabilities, children from Aboriginal and Torres Strait Islander families and those from multicultural backgrounds

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

Measures	Target	Milestone	Responsible Department
10 children across the three identified target groups integrated into School Holiday activities	10		Community Services
2 community agencies providing services to support council's School Holiday activities (integrated program funding) to children with a disability, or from ATSI or multicultural backgrounds.	2		Community Services

Programme >> Lifelong Learning & Programs

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

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

Programme Expenditure Budget \$000>>				\$706	
		\$000			\$000
Operating Revenue		8	Operating Expense		706
Capital Revenue		0	Capital Works		0

Measures	Target	Milestone	Responsible Department
500 hours of Lifelong Learning programs delivered throughout the year	500 Hours		Library Services
Host 12 community group exhibits across the three Library branches throughout the year	12		Library Services
Deliver the Literary Festival program to the community		30/06/2015	Library Services



Programme >> Local History & Heritage Programs

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

>> Provide Lifelong Learning programs that building literacy and match community interests in local history

Programme Expenditure Budget \$000>>				\$298	
		\$000			\$000
Operating Revenue		2	Operating Expense		274
Capital Revenue		0	Capital Works		24

Measures	Target	Milestone	Responsible Department
60 hours of Local History and Heritage programs delivered throughout the year	60 Hours		Library Services
Digitise 1,000 items within the Local History and Heritage collection	1,000		Library Services
Develop Education kits for ANZAC Commemoration and T150		30/06/2015	Library Services

Programme >> Project Hetura

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

>> No budget allocated

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

Measures	Target	Milestone	Responsible Department
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Programme >> Therapy Program

This Programme delivers on our Corporate Plan Strategy >>

>> 3.3 Enhance wellbeing and safety in the community

What we want to achieve in 2014/15 >>

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

Programme Expenditure Budget \$000>>				\$183	
		\$000			\$000
Operating Revenue		128	Operating Expense		183
Capital Revenue		0	Capital Works		0

Measures	Target	Milestone	Responsible Department
Families and teachers at schools where the Townsville Regional Schools Therapy Service is delivered report 90% satisfaction with the services provided.	90%		Community Services



Programme >> Worinda Occasional Care Centre

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

>> Operate the Worinda Occasional Child Care Centre

Programme Expenditure Budget \$000>>				\$998	
		\$000			\$000
Operating Revenue		436	Operating Expense		998
Capital Revenue		0	Capital Works		0

Measures	Target	Milestone	Responsible Department
Worinda Occasional Care Centre to maintain a minimum of 75% usage in occasional care hours per month	75%		Community Services
Worinda Occasional Care Centre to introduce a recycling learning program in 2014/15		30/06/2015	Community Services

Programme >> Lawn Mowing

This Programme delivers on our Corporate Plan Strategy >>

>> 3.3 Enhance wellbeing and safety in the community

What we want to achieve in 2014/15 >>

>> Delivery of a lawn mowing service to all eligible residents.

Programme Expenditure Budget \$000>>				\$202	
		\$000			\$000
Operating Revenue		0	Operating Expense		202
Capital Revenue		0	Capital Works		0

Measures	Target	Milestone	Responsible Department
100% Customer Satisfaction with service provided	100%		Community Services
Transition administration of the Lawn Mowing service to an external community organisation		30/06/2015	Community Services



Service >> Emergency Management

Service Budget Summary >>

	Total \$000
Operating Revenue	29
Operating Expense	1,633
Capital Revenue	0
Capital Works	0
Contributed Assets	0

Programme >> Disaster Management

This Programme delivers on our Corporate Plan Strategy >>

>> 3.3 Enhance wellbeing and safety in the community

What we want to achieve in 2014/15 >>

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

Programme Expenditure Budget \$000>>		\$1,633	
	\$000		\$000
Operating Revenue	29	Operating Expense	1,633
Capital Revenue	0	Capital Works	0

Measures	Target	Milestone	Responsible Department
100% of SES Strategic Operational Plan developed	100%		Community & Environment
100% of Townsville Local Disaster Management Plans reviewed annually	100%		Community & Environment
Disaster Mgmt displays (10) at community events	10		Community & Environment
TCC Emergency Response Plan reviewed and endorsed by council		28/11/2014	Community & Environment
Undertake exercise to test the Townsville Local Disaster Management Plans		12/12/2014	Community & Environment



Service >> Enforcement/Compliance

Service Budget Summary >>

	Total \$000
Operating Revenue	6,218
Operating Expense	13,020
Capital Revenue	0
Capital Works	0
Contributed Assets	0

Programme >> Animal Management

This Programme delivers on our Corporate Plan Strategy >>

>> 3.3 Enhance wellbeing and safety in the community

What we want to achieve in 2014/15 >>

- >> Ensure community safety through effective animal management compliance activities
- >> Management of animal husbandry permits

Programme Expenditure Budget \$000>>		\$2,458
	\$000	\$000
Operating Revenue	2,704	Operating Expense 2,458
Capital Revenue	0	Capital Works 0

Measures	Target	Milestone	Responsible Department
85% of customer requests/complaints relating to Animal Management are responded to within determined timeframes	85%		Environmental Health Services
85% of customer requests/complaints relating to Animal Management are resolved within determined timeframes	85%		Environmental Health Services
Average time taken to process enquiries and appeals relating to Animal Management is maintained at less than 28 days	28 Days		Environmental Health Services
Average time taken to process permit applications is maintained at less than 28 days	28 Days		Environmental Health Services
Undertake a proactive unregistered dog survey		30/06/2015	Environmental Health Services
Deliver a "Pet Expo" 2015 event		30/06/2015	Environmental Health Services
Establish a legislative and operational framework for the registration of domestic cats in conjunction with relevant stakeholders		1/11/2014	Environmental Health Services
Increase Animal Management Ranger Capacity		30/08/2014	Environmental Health Services



Programme >> Business Support-Environmental Health

This Programme delivers on our Corporate Plan Strategy >>

>> 3.3 Enhance wellbeing and safety in the community

What we want to achieve in 2014/15 >>

>> Support and develop administrative operations of Environmental Health Services functions.

Programme Expenditure Budget \$000>>				\$2,170	
		\$000			\$000
Operating Revenue		0	Operating Expense		2,170
Capital Revenue		0	Capital Works		0

Measures	Target	Milestone	Responsible Department
Annual animal registration renewals distributed to customers		14/06/2015	Environmental Health Services
Annual Environmental Health licences renewals distributed to customers		15/04/2015	Environmental Health Services

Programme >> Development Compliance

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

>> Ensure effective compliance with building and planning laws to ensure community safety and amenity

Programme Expenditure Budget \$000>>				\$625	
		\$000			\$000
Operating Revenue		110	Operating Expense		625
Capital Revenue		0	Capital Works		0

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



Programme >> Health Compliance

This Programme delivers on our Corporate Plan Strategy >>

>> 3.3 Enhance wellbeing and safety in the community

What we want to achieve in 2014/15 >>

>> Ensure community safety through effective health compliance activities

Programme Expenditure Budget \$000>>				\$591	
		\$000			\$000
Operating Revenue		56	Operating Expense		591
Capital Revenue		0	Capital Works		0

Measures	Target	Milestone	Responsible Department
85% of customer enquiries and request relating to Health Compliance are responded to within determined timeframes	85%		Environmental Health Services
Average time taken to process enquiries and appeals relating to Health Compliance is maintained at less than 28 days	28 Days		Environmental Health Services
85% of customer enquiries and request relating to Health Compliance are resolved within determined timeframes	85%		Environmental Health Services
85% of complaints relating to overgrown property responded to within target	85%		Env Health Services
85 % of complaints relating to overgrown property resolved within target	85%		Env Health Services
Implement Caravan Park - Local Law		31/12/2014	Environmental Health Services
Undertake Overgrown Property Survey		30/06/2015	Environmental Health Services

Programme >> Health Management

This Programme delivers on our Corporate Plan Strategy >>

>> 3.3 Enhance wellbeing and safety in the community

What we want to achieve in 2014/15 >>

- >> Deliver food safety, public health and environmental programs
- >> Educate, inform and provide technical advice on food safety, public health and environmental matters
- >> Undertake compliance activities to achieve food safety, public health and environmental outcomes for the community

Programme Expenditure Budget \$000>>				\$1,922	
		\$000			\$000
Operating Revenue		526	Operating Expense		1,922
Capital Revenue		0	Capital Works		0

Measures	Target	Milestone	Responsible Department
85% of monthly allocated food, public health and environmental inspections completed each month	85%		Environmental Health Services
100% of food, public health and environmental business license applications completed within legislative timeframes	100%		Environmental Health Services
Respond to 85% of customer enquiries regarding food safety, public health and environmental protection within response timeframes	85%		Environmental Health Services
Resolve 90% of customer enquiries regarding food safety, public health and environmental protection within resolution timeframes	85%		Environmental Health Services
Develop and deliver monthly food safety newsletters	12		Environmental Health Services
Environmental Health disaster plans reviewed and updated		1/11/2014	Environmental Health Services
Environmental Health Pandemic Plan reviewed and updated		1/03/2015	Environmental Health Services
Develop a customer survey for the food business licence inspections to enable satisfaction to be rated and the service improved		30/09/2014	Environmental Health Services
Develop and implement a food business licensee survey		1/01/2015	Environmental Health Services



Programme >> Parking Compliance

This Programme delivers on our Corporate Plan Strategy >>

>> 3.3 Enhance wellbeing and safety in the community

What we want to achieve in 2014/15 >>

>> Effective and efficient regulation of parking laws

Programme Expenditure Budget \$000>>		\$4,112	
	\$000		\$000
Operating Revenue	2,796	Operating Expense	4,112
Capital Revenue	0	Capital Works	0

Measures	Target	Milestone	Responsible Department
Less than 10% of parking infringements waived due to incorrect issuing of ticket	10%		Environmental Health Services
Average time taken to resolve parking related enquiries and appeals maintained at less than 12 days	12 Days		Environmental Health Services
85% of abandoned vehicles reported to council are removed from the public place within 14 days	85%		Environmental Health Services
Undertake visits to Northern Beaches Camping Grounds at least twice weekly between May and October to provide guidance and advice to users and residents.		30/09/2014	Environmental Health Services

Programme >> Vector Control

This Programme delivers on our Corporate Plan Strategy >>

>> 3.3 Enhance wellbeing and safety in the community

What we want to achieve in 2014/15 >>

>> Implementation of an effective mosquito control program to protect the community's health from mosquito borne disease

Programme Expenditure Budget \$000>>		\$1,142	
	\$000		\$000
Operating Revenue	26	Operating Expense	1,142
Capital Revenue	0	Capital Works	0

Measures	Target	Milestone	Responsible Department
85% mortality rate of larval mosquitoes due to broad acre mosquito treatments	85%		Environmental Health Services
3 adult mosquito surveillance trapping activities per month throughout the year	36		Environmental Health Services
Respond to 85% of customer enquiries/complaints regarding vector control within determined timeframes	85%		Environmental Health Services
Resolve 85% of customer enquiries/complaints regarding vector control within determined timeframes	85%		Environmental Health Services
Annual proactive dengue mozzie surveillance program completed		19/12/2014	Environmental Health Services



Service >> Events

Service Budget Summary >>	
	Total \$000
Operating Revenue	1,486
Operating Expense	10,102
Capital Revenue	0
Capital Works	25
Contributed Assets	0

Programme >> Business Support-Performing Arts, Events & Protocol

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

>> Manage the delivery of performing arts, events and protocol strategies for the city

Programme Expenditure Budget \$000>>		\$4,601	
	\$000		\$000
Operating Revenue	0	Operating Expense	4,601
Capital Revenue	0	Capital Works	0

Measures	Target	Milestone	Responsible Department
Completion of all technical costings within 10 business days for 90% of Performing Arts Events	90%		Community Services
Provide settlement information for 90% of Performing Arts Events to Finance within 14 business days of an event	90%		Community Services

Programme >> Civic Reception Events

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

>> Implement the program of civic ceremonies scheduled in the adopted Events Strategy respecting appropriate protocols and recognising the city's status, partnerships, and history

Programme Expenditure Budget \$000>>		\$115	
	\$000		\$000
Operating Revenue	0	Operating Expense	115
Capital Revenue	0	Capital Works	0

Measures	Target	Milestone	Responsible Department
Deliver 10 civic reception events throughout the year	10		Community Services
Conduct 12 ceremonies to fulfil the legislative requirement of citizenship	12		Community Services



Programme >> Performing Arts Hirers

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

>> Promote greater usage of council performance spaces

Programme Expenditure Budget \$000>>				\$2,330	
		\$000			\$000
Operating Revenue	959	Operating Expense		2,305	
Capital Revenue	0	Capital Works		25	

Measures	Target	Milestone	Responsible Department
Hire agreements to be issued within 72 hrs of request 90% of time	90%		Community Services
Attract one new community performing arts producer not currently utilising our venues to contract one season per year at the Riverway Arts Centre	1		Community Services

Programme >> Performing Arts Public Programs

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

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

Programme Expenditure Budget \$000>>				\$287	
		\$000			\$000
Operating Revenue	442	Operating Expense	287		
Capital Revenue	0	Capital Works	0		

Measures	Target	Milestone	Responsible Department
Consolidate Riverway Sessions with a 6 show program	6		Community Services
Introduce AMPS program of public performances at Gregory Street & Riverway amphitheatres (16 performances)	16		Community Services

Programme >> Special Events

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

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

Programme Expenditure Budget \$000>>				\$1,862	
		\$000			\$000
Operating Revenue	86	Operating Expense		1,862	
Capital Revenue	0	Capital Works		0	

Measures	Target	Milestone	Responsible Department
Conduct the approved events strategy program of events attracting 108,000 attendees	108,000		Community Services
Conduct Centenary of ANZAC services attracting 50,000 people	50,000		Community Services



Programme >> V8 Supercar In Kind

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

>> Support the annual Supercar Townsville 400 V8 Supercar Event through the maintenance and repair of all temporary and permanent race infrastructure at Reid Park

Programme Expenditure Budget \$000>>				\$932	
		\$000			\$000
Operating Revenue		0	Operating Expense		932
Capital Revenue		0	Capital Works		0

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



Service >> Facilities

Service Budget Summary >>

	Total \$000
Operating Revenue	194
Operating Expense	2,892
Capital Revenue	(4,982)
Capital Works	5,000
Contributed Assets	0

Programme >> Community Facilities

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

- >> Administer the occupancy of community facilities by community groups
- >> Manage the hire and use of council owned community facilities (Community Centres and Reid Park Pit Complex)

Programme Expenditure Budget \$000>>		\$2,289	
	\$000		\$000
Operating Revenue	194	Operating Expense	2,289
Capital Revenue	0	Capital Works	0

Measures	Target	Milestone	Responsible Department
75% of commercial permits assessed and responded to within 30 business days	30 Days		Community Services
3% increase in use of community facilities	5,650		Community Services
All venue hire agreements for use of community facilities completed at least 10 business days prior to the event	10 Days		Community Services

Programme >> Jezzine Barracks

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

>> The development of Jezzine Barracks as a functional and accessible space valued by the community

Programme Expenditure Budget \$000>>		\$235	
	\$000		\$000
Operating Revenue	0	Operating Expense	217
Capital Revenue	0	Capital Works	18

Measures	Target	Milestone	Responsible Department
Completion of all outstanding contracts and final handover to operations staff		31/05/2015	Engineering Services



Programme >> Old Magistrates Court

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

>> Manage the lease occupancy of the Old Magistrates Court

Programme Expenditure Budget \$000>>				\$156	
		\$000			\$000
Operating Revenue		0	Operating Expense		156
Capital Revenue		0	Capital Works		0

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

Programme >> School of Arts

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

>> Manage the lease occupancy of the School of Arts building

Programme Expenditure Budget \$000>>				\$228
			\$000	\$000
Operating Revenue	0		Operating Expense	228
Capital Revenue	0		Capital Works	0

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

Programme >> Townsville Entertainment & Convention Centre

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

>> On approval of funding deliver defined elements of planned renewal works.

Programme Expenditure Budget \$000>>				\$4,984	
		\$000			\$000
Operating Revenue	0		Operating Expense	2	
Capital Revenue	4,982		Capital Works	4,982	

Measures	Target	Milestone	Responsible Department
Deliver funded renewal works in accordance with program	100%		Infrastructure Services
Deliver approved program of works to the Townsville Entertainment and Convention Centre		30/06/2015	Infrastructure Services



Service >> Galleries

Service Budget Summary >>

	Total \$000
Operating Revenue	569
Operating Expense	3,706
Capital Revenue	0
Capital Works	25
Contributed Assets	0

Programme >> Business Support-Galleries

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

>> Provision of support to community participation in Gallery Services cultural activities, programs and events

Programme Expenditure Budget \$000>>				\$1,728
		\$000		\$000
Operating Revenue		30	Operating Expense	1,728
Capital Revenue		0	Capital Works	0

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

Programme >> Gallery Collections Management

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

>> The administration of, and showcasing in perpetuity the City of Townsville Art Collection

Programme Expenditure Budget \$000>>				\$215
		\$000		\$000
Operating Revenue		0	Operating Expense	190
Capital Revenue		0	Capital Works	25

Measures	Target	Milestone	Responsible Department
Development and implementation of a digital database for the City of Townsville Art Collection		31/12/2014	Community Services
Development and implementation of a remedial Conservation Management Plan for the galleries art collections		31/12/2014	Community Services



Programme >> Gallery Creative Classrooms

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

>> The promotion and support of educative activities, programs and events for the Townsville region's youth, schools and arts educators

Programme Expenditure Budget \$000>>				\$451	
		\$000			\$000
Operating Revenue		24	Operating Expense		451
Capital Revenue		0	Capital Works		0

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

Programme >> Gallery Creative Communities

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

>> The promotion and support of community participation in Gallery Services cultural activities, programs and events

Programme Expenditure Budget \$000>>				\$169	
		\$000			\$000
Operating Revenue		19	Operating Expense		169
Capital Revenue		0	Capital Works		0

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

Programme >> Gallery Creative Spaces

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

>> Develop and support community participation in Gallery Services cultural activities, programs and events

Programme Expenditure Budget \$000>>				\$69	
		\$000			\$000
Operating Revenue		0	Operating Expense		69
Capital Revenue		0	Capital Works		0

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



Programme >> Gallery Exhibitions

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

>> Develop and deliver visual arts exhibitions and associated public programs and activities that increase participation figures for Gallery Services

Programme Expenditure Budget \$000>>				\$898	
		\$000			\$000
Operating Revenue		497	Operating Expense		898
Capital Revenue		0	Capital Works		0

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

Programme >> Gallery Public Art

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

>> The preservation, activation, management and promotion of Public Art in the City of Townsville Art Collection

Programme Expenditure Budget \$000>>				\$201	
		\$000			\$000
Operating Revenue		0	Operating Expense		201
Capital Revenue		0	Capital Works		0

Measures	Target	Milestone	Responsible Department
100% of the Public Art Collection documented and condition reported	100%		Community Services
Integrate the Art in Public Spaces policy and framework into council's planning and development scheme and processes		31/12/2014	Community Services



Service >> Libraries

Service Budget Summary >>

	Total \$000
Operating Revenue	868
Operating Expense	8,448
Capital Revenue	0
Capital Works	283
Contributed Assets	0

Programme >> Aitkenvale Library

This Programme delivers on our Corporate Plan Strategy >>

>> 4.2 Deliver best value customer service to our community

What we want to achieve in 2014/15 >>

>> Facilitation of access to a broad range of contemporary public library services.

Programme Expenditure Budget \$000>>		\$1,903	
	\$000		\$000
Operating Revenue	2	Operating Expense	1,856
Capital Revenue	0	Capital Works	46

Measures	Target	Milestone	Responsible Department
Develop visitation and usage analysis plan for library services		31/12/2014	Library Services
Review of the provision of Home Library Services completed		30/04/2015	Library Services

Programme >> Business Support-Library Services

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

>> To provide a contemporary, community-focussed library service providing opportunities to learn, discover and make connections.

Programme Expenditure Budget \$000>>		\$1,258	
	\$000		\$000
Operating Revenue	0	Operating Expense	1,258
Capital Revenue	0	Capital Works	0

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



Programme >> Flinders St Library

This Programme delivers on our Corporate Plan Strategy >>

>> 4.2 Deliver best value customer service to our community

What we want to achieve in 2014/15 >>

>> 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

Programme Expenditure Budget \$000>>				\$996
			\$000	\$000
Operating Revenue	8		Operating Expense	996
Capital Revenue	0		Capital Works	0

Measures	Target	Milestone	Responsible Department
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Programme >> Library Collection Development

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

>> Manage the CityLibraries collection, conduct timely reviews and analyse the collection to ensure it is accessible and meets customer needs

Programme Expenditure Budget \$000>>				\$1,871
			\$000	\$000
Operating Revenue	818		Operating Expense	1,871
Capital Revenue	0		Capital Works	0

Measures	Target	Milestone	Responsible Department
Increase the usage of the Library's online collections by 5%	5%		Library Services
Implementation of the CollectionHQ program to evaluate the Library collection		30/06/2015	Library Services
Complete outsourcing tender for provision of Library material		30/06/2015	Library Services

Programme >> Library Digital Services

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

>> Management and support of public computer and internet services, audio-visual resources and other services within Townsville Library Services not supported by Knowledge Management
>> Planning for uptake of new technology within Library Services and digital content creation for Library Services

Programme Expenditure Budget \$000>>				\$372
			\$000	\$000
Operating Revenue		25	Operating Expense	372
Capital Revenue		0	Capital Works	0

Measures	Target	Milestone	Responsible Department
80% of public computers working and available for bookings	80%		Library Services
Deliver a Digital Futures plan for library services		30/06/2015	Library Services



Programme >> Library Information Services

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

>> Planning for, and management of the library's online presence and the provision of information to the community

Programme Expenditure Budget \$000>>				\$384	
		\$000			\$000
Operating Revenue		0	Operating Expense		384
Capital Revenue		0	Capital Works		0

Measures	Target	Milestone	Responsible Department
Investigate sharing library resources, services and programs in a mobile environment		30/06/2015	Library Services
Redesign the library online catalogue (OPAC) in line with the council website redesign and recent Spydus software upgrade, in order to improve functionality.		30/06/2015	Library Services

Programme >> Mobile Library

This Programme delivers on our Corporate Plan Strategy >>

>> 4.2 Deliver best value customer service to our community

What we want to achieve in 2014/15 >>

>> Provision of library services to residents who live in outlying communities or are housebound, elderly, frail or ill

Programme Expenditure Budget \$000>>				\$288
			\$000	\$000
Operating Revenue	0		Operating Expense	288
Capital Revenue	0		Capital Works	0

Measures	Target	Milestone	Responsible Department
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Programme >> Thuringowa Library

This Programme delivers on our Corporate Plan Strategy >>

>> 4.2 Deliver best value customer service to our community

What we want to achieve in 2014/15 >>

>> 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

Programme Expenditure Budget \$000>>				\$1,659	
		\$000			\$000
Operating Revenue		15	Operating Expense		1,422
Capital Revenue		0	Capital Works		237

Measures	Target	Milestone	Responsible Department
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Service >> Sport & Recreation

Service Budget Summary >>

	Total \$000
Operating Revenue	837
Operating Expense	9,360
Capital Revenue	0
Capital Works	95
Contributed Assets	0

Programme >> Business Support-Sport Facilities

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

>> Management of Townsville City Council Sports Facilities

Programme Expenditure Budget \$000>>		\$1,134	
	\$000		\$000
Operating Revenue	0	Operating Expense	1,134
Capital Revenue	0	Capital Works	0

Measures	Target	Milestone	Responsible Department
100% of event agreements completed with hirer of councils sports facility before use	100%		Community Services
100% of event agreements recorded in Eventpro prior to facility use	100%		Community Services

Programme >> Kalynda Chase Tennis Court

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

>> Manage use of the Kalynda Chase Tennis Centre to ensure fair and equitable access to Townsville City Council managed sports facilities

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

Measures	Target	Milestone	Responsible Department
24,000 visitors to the Kalynda Chase Tennis Court	24,000		Community Services
Complete Facilities Management Agreement documentation for the Kalynda Chase Tennis Court		31/12/2014	Community Services



Programme >> Riverway Grounds Operations

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

>> Manage the use of the Riverway Grounds to ensure fair and equitable access and public safety

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

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

Programme >> RSL Stadium Operations

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

>> Manage the use of Townsville RSL Stadium

Programme Expenditure Budget \$000>>				\$2,514	
		\$000			\$000
Operating Revenue		267	Operating Expense		2,514
Capital Revenue		0	Capital Works		0

Measures	Target	Milestone	Responsible Department
Facilitate the use of the Townsville RSL Stadium for 15 significant events during the year	15		Community Services
150,000 visitors to the Townsville RSL Stadium during the year	150,000		Community Services

Programme >> Swimming Pools

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

>> Manage the operation and usage of the Riverway Swimming lagoons

>> Manage the operation and useage of Townsville City Council leased aquatic facilities

Programme Expenditure Budget \$000>>				\$3,091	
		\$000			\$000
Operating Revenue		335	Operating Expense		2,996
Capital Revenue		0	Capital Works		95

Measures	Target	Milestone	Responsible Department
Less than 10 out of range laboratory tests according to Queensland Health guidelines annually across the five aquatic facilities	10		Community Services
14,700 increase in usage across all 5 aquatic facilities managed by Townsville City Council	14,700		Community Services



Programme >> Tony Ireland Stadium

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

>> Management of Tony Ireland Stadium

Programme Expenditure Budget \$000>>		\$2,181	
	\$000		\$000
Operating Revenue	235	Operating Expense	2,181
Capital Revenue	0	Capital Works	0

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



Core Service >> Enabling Services

Core Service Budget Summary >>

	Total \$000
Operating Revenue	173,040
Operating Expense	45,168
Capital Revenue	761
Capital Works	25,351
Contributed Assets	0

Services >>

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



Service >> Asset Management-Enabling

Service Budget Summary >>

	Total \$000
Operating Revenue	0
Operating Expense	27
Capital Revenue	0
Capital Works	0
Contributed Assets	0

Programme >> Asset Management-Corporate

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

- >> Coordinate, Train for consistency best practice whole of council asset management
- >> Develop TCC Long Term Asset Service Strategy
- >> Develop Whole of Council Asset Management Improvement Strategies to ensure the optimum operational and financial decisions for the delivery of sustainable services, reducing the asset risk exposure to an acceptable level and achieving financial sustainability
- >> Manage Portable and Attractive Items System and report
- >> Process TCC Long Term CapEx Integration Prioritisation Optimisation and Scheduling
- >> Provision of corporate asset management policies, systems, tools and framework for consistent best practice asset management across council

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

Measures	Target	Milestone	Responsible Department
Develop and Implement 50% of Lifecycle Asset Management Plan (LCCAMP)	50%		Corporate Services
Continue Development and Implementation 25% of ISO 55000	25%		Corporate Services
Develop 50% Long Term TCC Asset Service Strategy	50%		Corporate Services
Completion of Whole of Council 10 Year CapEx Scheduling/Plan		30/03/2015	Corporate Services
Complete and Publish Summary Asset Management Plan for Community		31/12/2014	Corporate Services
Complete TCC Asset Management Performance Report 2013/14		30/09/2014	Corporate Services
Complete Initial Critical Assets Identification		30/06/2015	Corporate Services
Develop and Implement Long Term Portable and Attractive Items (PAI) Strategy Plan		30/06/2015	Corporate Services



Service >> Buildings & Facilities Management

Service Budget Summary >>

	Total \$000
Operating Revenue	111
Operating Expense	9,180
Capital Revenue	(360)
Capital Works	10,137
Contributed Assets	0

Programme >> Business Support - Property Management

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

>> Provision of financial, human and material resources to enable management of property related programmes

Programme Expenditure Budget \$000>>		(\$9,951)	
	\$000		\$000
Operating Revenue	5	Operating Expense	-10,007
Capital Revenue	0	Capital Works	56

Measures	Target	Milestone	Responsible Department
Complete Asbestos Management Planning and Register Review		29/04/2015	Infrastructure Services
Deliver Safe Community Security Strategy		30/06/2015	Infrastructure Services

Programme >> Cemeteries Buildings

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

>> Plan, provide, maintain and manage cemeteries buildings to ensure fit for purpose state, continuity of use and appropriate level of accessibility

Programme Expenditure Budget \$000>>		\$162	
	\$000		\$000
Operating Revenue	0	Operating Expense	42
Capital Revenue	0	Capital Works	120

Measures	Target	Milestone	Responsible Department
100% compliance with legislative and industry requirements for cemeteries	100%		Infrastructure Services
Deliver the approved capital works program for cemeteries		30/06/2015	Infrastructure Services



Programme >> Emergent Buildings & Facilities

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

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

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

Measures	Target	Milestone	Responsible Department
Completion of review of Property Management Emergency Response Plan		30/12/2014	Infrastructure Services
Review of Emergency Response Plan and training provided to Property Staff		30/12/2014	Infrastructure Services

Programme >> Galleries, Libraries & Theatres

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

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

Programme Expenditure Budget \$000>>				\$4,200	
		\$000			\$000
Operating Revenue		0	Operating Expense		3,443
Capital Revenue		0	Capital Works		757

Measures	Target	Milestone	Responsible Department
100% compliance with legislative and industry requirements for galleries, libraries & theatres	100%		Infrastructure Services
Deliver the approved capital works program for council owned galleries, libraries and theatres		30/06/2015	Infrastructure Services

Programme >> Graffiti Management

This Programme delivers on our Corporate Plan Strategy >>

>> 3.3 Enhance wellbeing and safety in the community

What we want to achieve in 2014/15 >>

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

Programme Expenditure Budget \$000>>				\$85
			\$000	\$000
Operating Revenue	0		Operating Expense	85
Capital Revenue	0		Capital Works	0

Measures	Target	Milestone	Responsible Department
100% compliance with response time for removal of graffiti	100%		Infrastructure Services
Complete Graffiti Management Plan and gain EMT endorsement		31/07/2014	Infrastructure Services



Programme >> Hire-General Community

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

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

Programme Expenditure Budget \$000>>				\$1,078	
		\$000			\$000
Operating Revenue		0	Operating Expense		957
Capital Revenue		0	Capital Works		122

Measures	Target	Milestone	Responsible Department
100% compliance with legislative and industry requirements for general hire community facilities	100%		Infrastructure Services
Deliver the approved capital works program for council's hireable community facilities		30/06/2015	Infrastructure Services

Programme >> Precincts & Areas

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

>> Maintenance of council owned precincts and areas

Programme Expenditure Budget \$000>>				\$2,015	
		\$000			\$000
Operating Revenue		0	Operating Expense		1,995
Capital Revenue		0	Capital Works		20

Measures	Target	Milestone	Responsible Department
100% compliance with legislative and industry requirements for precincts and areas	100%		Infrastructure Services
Deliver the approved capital works program for council owned precincts and areas		30/06/2015	Infrastructure Services

Programme >> Property & Facility Emergency

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

>> Conduct planning to ensure preparedness and response to emergency events involving council facilities

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

Measures	Target	Milestone	Responsible Department
Develop Business Continuity Strategies for operational facilities and depots as identified in council's Business Continuity Management Framework		31/10/2014	Infrastructure Services
Complete Functionality Business Continuity Plan (BCP) for defined facilities		30/06/2015	Infrastructure Services



Programme >> Public Amenities

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

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

Programme Expenditure Budget \$000>>		\$1,460	
		\$000	\$000
Operating Revenue	0	Operating Expense	1,020
Capital Revenue	0	Capital Works	440

Measures	Target	Milestone	Responsible Department
100% of public amenities cleaned to council's approved standards throughout the year	100%		Infrastructure Services
Approved Public Amenities Capital Works program delivered		30/06/2015	Infrastructure Services

Programme >> Residency-Operational Buildings & Depots

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

>> 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

Programme Expenditure Budget \$000>>		\$11,435	
		\$000	\$000
Operating Revenue	0	Operating Expense	5,194
Capital Revenue	0	Capital Works	6,241

Measures	Target	Milestone	Responsible Department
100% compliance with legislative and industry requirements for operational buildings and depots	100%		Infrastructure Services
Facilities Master Plan presented to EMT		30/06/2015	Infrastructure Services
Building Management and Energy Report 1 presented to EMT		31/12/2015	Infrastructure Services
Building Management and Energy Report 2 presented to EMT		30/06/2015	Infrastructure Services
Delivery of approved Capital Works to council occupied buildings and depots		30/06/2015	Infrastructure Services

Programme >> Restoration Buildings & Facilities

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

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

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

Measures	Target	Milestone	Responsible Department
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Programme >> SES Facilities

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

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

Programme Expenditure Budget \$000>>				\$402	
		\$000			\$000
Operating Revenue		0	Operating Expense		302
Capital Revenue		0	Capital Works		100

Measures	Target	Milestone	Responsible Department
100% compliance with legislative and industry requirements for SES Facilities	100%		Infrastructure Services
Complete structural report and conservation of the heritage listed (old) communications room at the SES building		30/06/2015	Infrastructure Services

Programme >> Sport & Recreational Facilities

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

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

Programme Expenditure Budget \$000>>				\$6,006	
		\$000			\$000
Operating Revenue		48	Operating Expense		4,258
Capital Revenue		360	Capital Works		1,748

Measures	Target	Milestone	Responsible Department
100% compliance with legislative and industry requirements for sport and recreational facilities	100%		Infrastructure Services
Deliver the approved capital works program for council owned sport and recreational facilities		30/06/2015	Infrastructure Services

Programme >> Tenancy-Childcare Services

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

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

Programme Expenditure Budget \$000>>				\$646	
		\$000			\$000
Operating Revenue		0	Operating Expense		376
Capital Revenue		0	Capital Works		270

Measures	Target	Milestone	Responsible Department
Complete legislative and industry standard requirements for building service in childcare buildings	100%		Infrastructure Services
Deliver the approved capital works program for council owned childcare facilities		30/06/2015	Infrastructure Services



Programme >> Tenancy-Commercial Enterprises

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

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

Programme Expenditure Budget \$000>>				\$485	
		\$000			\$000
Operating Revenue		0	Operating Expense		458
Capital Revenue		0	Capital Works		27

Measures	Target	Milestone	Responsible Department
Complete legislative and industry standard requirements for building services in commercial buildings	100%		Infrastructure Services
Deliver the approved capital works program for council's commercial facilities		30/06/2015	Infrastructure Services

Programme >> Tenancy-Community Group

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

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

Programme Expenditure Budget \$000>>				\$914	
		\$000			\$000
Operating Revenue		0	Operating Expense		678
Capital Revenue		0	Capital Works		236

Measures	Target	Milestone	Responsible Department
100% compliance with legislative and industry requirements for community group facilities	100%		Infrastructure Services
Deliver the approved capital works program for council owned community group facilities (community centres)		30/06/2015	Infrastructure Services

Programme >> Vacant Land & Miscellaneous

This Programme delivers on our Corporate Plan Strategy >>

>> 2.1 Effective management, protection and conservation of our environment to ensure a balance between built infrastructure and areas of environmental significance

What we want to achieve in 2014/15 >>

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

Programme Expenditure Budget \$000>>				\$378	
		\$000			\$000
Operating Revenue		58	Operating Expense		378
Capital Revenue		0	Capital Works		0

Measures	Target	Milestone	Responsible Department
Conduct condition assessment of council's vacant land		30/06/2015	Infrastructure Services
Develop a Townsville City Council Vacant Land Management Plan		30/06/2015	Infrastructure Services



Service >> Business Management

Service Budget Summary >>

	Total \$000
Operating Revenue	0
Operating Expense	2,875
Capital Revenue	0
Capital Works	0
Contributed Assets	0

Programme >> Business Support-Enabling

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

>> Support the service delivery of the Finance Department through the provision of administrative and logistical support

Programme Expenditure Budget \$000>>		\$1,606	
	\$000		\$000
Operating Revenue	0	Operating Expense	1,606
Capital Revenue	0	Capital Works	0

Measures	Target	Milestone	Responsible Department
85% internal customer satisfaction (Good + Excellent) with Finance	85%		Finance
Complete Departmental Functional Review for Finance		30/06/2015	Finance

Programme >> TWW Technical & Engineering Services

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

>> Deliver capital projects for water, wastewater and waste
>> Provide support and advice regarding development applications

Programme Expenditure Budget \$000>>		\$1,269	
	\$000		\$000
Operating Revenue	0	Operating Expense	1,269
Capital Revenue	0	Capital Works	0

Measures	Target	Milestone	Responsible Department
Develop project briefs for 100% of projects managed by Program and Technical Support department (excluding developer delivered projects), in accordance with council's Project Management Framework	100%		Townsville Water & Waste
Conduct a safety audit during the year for each Technical and Engineering project in the implementation or construction phase	100%		Townsville Water & Waste
Produce close-out handover reports for 90% of projects in the finalisation stage, within 2 months of completion	100%		Townsville Water & Waste



Service >> Communication and Customer Relations

Service Budget Summary >>

	Total \$000
Operating Revenue	637
Operating Expense	847
Capital Revenue	0
Capital Works	51
Contributed Assets	0

Programme >> Marketing & Communication

This Programme delivers on our Corporate Plan Strategy >>

>> 4.2 Deliver best value customer service to our community

What we want to achieve in 2014/15 >>

>> Foster an informed and participating community through the delivery of informed strategic communications

Programme Expenditure Budget \$000>>				\$161
		\$000		\$000
Operating Revenue	16	Operating Expense		161
Capital Revenue	0	Capital Works		0

Measures	Target	Milestone	Responsible Department
Increase visits to council's website by 15% compared to previous year	15%		Communications & Customer Relations
Achieve 70% community satisfaction with the provision of information about council services and activities	70%		Communications & Customer Relations
TCC Facebook page growth to increase by 2,000 followers to 6,000 followers by June 2015	2,000		Communications & Customer Relations
Review External Customer Satisfaction Survey- Marketing and Communication		31/08/2014	Communications & Customer Relations
Delivery of Marketing and Communications Plans		30/06/2015	Communications & Customer Relations
Redevelopment of council's Web platform, structure and content		31/01/2016	Communications & Customer Relations

Programme >> Together Townsville

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

- >> Develop strategic partnerships with the corporate and community sectors
- >> Effective management of funds for Together Townsville and Mayor's Christmas Tree Appeal
- >> Manage stakeholder relationships to achieve a high level of satisfaction and retention

Programme Expenditure Budget \$000>>				\$454
		\$000		\$000
Operating Revenue	622	Operating Expense		454
Capital Revenue	0	Capital Works		0

Measures	Target	Milestone	Responsible Department
Establish and maintain 48 Together Townsville initiatives throughout the year	48		Communications & Customer Relations



Achieve 85% internal customer satisfaction with the Together Townsville program	85%		Communications & Customer Relations
Achieve 90% external customer satisfaction with the Together Townsville program	90%		Communications & Customer Relations
Completion of written agreements for 100% of the incoming Together Townsville sponsorships	100%		Communications & Customer Relations
Distribute proceeds of the Mayor's Christmas Tree Appeal to recipient charities		15/12/2014	Communications & Customer Relations

Programme >> Customer Service

This Programme delivers on our Corporate Plan Strategy >>

>> 4.2 Deliver best value customer service to our community

What we want to achieve in 2014/15 >>

>> Deliver best value customer service to our community.

Programme Expenditure Budget \$000>>				\$283	
		\$000			\$000
Operating Revenue		0	Operating Expense		232
Capital Revenue		0	Capital Works		51

Measures	Target	Milestone	Responsible Department
92% Customer Satisfaction with initial contact with council's Customer Service Centre	92%		Communications & Customer Relations
80% whole of council customer satisfaction in response to a recent request for service	80%		Communications & Customer Relations
Proportion of calls directed to the Customer Service Centre answered within 20 seconds	80%		Communications & Customer Relations
80% of service requests responded to within two business days	80%		Communications & Customer Relations
Permanent implementation of 'Click to Chat' Customer Service Initiative		31/10/2014	Communications & Customer Relations
Implement automated phone survey to monitor customer satisfaction with initial contact with Customer Service Centre in 'real time'		24/12/2014	Communications & Customer Relations
Conduct Internal Consultation for the implementation call recording		30/06/2015	Communications & Customer Relations



Service >> Corporate Research

Service Budget Summary >>

	Total \$000
Operating Revenue	0
Operating Expense	265
Capital Revenue	0
Capital Works	0
Contributed Assets	0

Programme >> Corporate Research

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

- >> Preserve and provide access to council's research publications
- >> Provision of current, accurate, relevant, and timely information that meets the business needs of council

Programme Expenditure Budget \$000>>		\$265 \$000
	\$000	\$000
Operating Revenue	0	Operating Expense 265
Capital Revenue	0	Capital Works 0

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



Service >> Financial Management

Service Budget Summary >>

	Total \$000
Operating Revenue	168,183
Operating Expense	15,914
Capital Revenue	0
Capital Works	360
Contributed Assets	0

Programme >> Accounts Payable

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

>> In conjunction with all areas of council improve our Requisition to Payment Process so that we are able to pay our suppliers within agreed payment terms.

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

Measures	Target	Milestone	Responsible Department
85% of supplier invoices are paid within payment terms	85%		Finance
Implement One Touch Form (electronic) utilising workflow options to progress approvals.		31/03/2015	Finance
Implement a scanning solution for supplier invoices.		24/04/2015	Finance

Programme >> Accounts Receivable

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

>> Effective management of sundry debt related credit risk and timely billing and collection of sundry debts

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

Measures	Target	Milestone	Responsible Department
90% of invoices issued to customers paid within council's credit terms	90%		Finance
80% of key internal stakeholders across council present at monthly credit meetings	80%		Finance
Introduce out-bound call and/or SMS reminder process to assist recovery of commercial arrears		31/12/2014	Finance



Programme >> Billing

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

- >> Timely and accurate billing of rates and utilities charges

Programme Expenditure Budget \$000>>		\$1,736	
\$000		\$000	
Operating Revenue	138,252	Operating Expense	1,736
Capital Revenue	0	Capital Works	0

Measures	Target	Milestone	Responsible Department
90% of correspondence and service requests regarding rates and utilities billing actioned and completed within seven business days	90%		Finance
Issue rates notices for 1st half of 2014/15		15/08/2014	Finance
Issue rates notices for 2nd half of 2014/15		20/02/2015	Finance
Implement improved communication between business units and billing		30/03/2015	Finance

Programme >> Budgets & Strategic Financial Planning

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

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

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

Measures	Target	Milestone	Responsible Department
Develop a sustainable long term financial plan		30/06/2015	Finance
Complete improvements to the budget model and implement rolling quarterly forecasts.		30/06/2015	Finance



Programme >> Cash Management

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

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

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

Measures	Target	Milestone	Responsible Department
90% of bank reconciliations completed within 3 days	90%		Finance
100% of bank deposits reconciled within 30 days	100%		Finance
Renew Councils banking provider by going out to Bank Tender. Recommendation of successful tenderer to EMT by December 2014.		31/12/2014	Finance

Programme >> Collections

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

>> Minimise council's rate arrears

Programme Expenditure Budget \$000>>				\$605	
		\$000			\$000
Operating Revenue		701	Operating Expense		605
Capital Revenue		0	Capital Works		0

Measures	Target	Milestone	Responsible Department
100% of reminder notices issued for unpaid rates and utility charges within 14 business days of due date	100%		Finance
Develop and implement further recovery strategies including expansion of customer service via outbound call and SMS reminder project.		30/06/2015	Finance



Programme >> Financial Reporting

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

- >> Ensure compliance with statutory financial reporting obligations
- >> Provision of timely and relevant technical accounting advice

Programme Expenditure Budget \$000>>				\$39	
		\$000			\$000
Operating Revenue		0	Operating Expense		39
Capital Revenue		0	Capital Works		0

Measures	Target	Milestone	Responsible Department
Zero high risk management report issues raised by external audit of financial statements			Finance
Certification of audited financial statements		30/10/2014	Finance
Generation of council's financial statements from FEAM Smart Publisher		30/04/2015	Finance
Complete end of month soft close for council's financial statements for October		30/10/2014	Finance
Complete end of month soft close for council's financial statements for February		28/02/2015	Finance

Programme >> Joint Ventures

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

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

Programme Expenditure Budget \$000>>				\$1,882	
		\$000			\$000
Operating Revenue		0	Operating Expense		1,882
Capital Revenue		0	Capital Works		0

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



Programme >> Meter Reading

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

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

Programme Expenditure Budget \$000>>				\$41	
		\$000			\$000
Operating Revenue		0	Operating Expense		41
Capital Revenue		0	Capital Works		0

Measures	Target	Milestone	Responsible Department
Less than 2% of water meter readings requiring re-read	2%		Finance
Implement improved communication channels between business units and meter reading to ensure timeliness and accuracy in sub metering data.		30/06/2015	Finance
Implement improved standpipe hire process to ensure timeliness and accuracy in commercial water billing and monitoring of standpipe fleet.		30/06/2015	Finance
Incorporate annual animal surveying into meter reading routes in conjunction with Environmental Health		30/06/2015	Finance

Programme >> Purchasing & Contracts

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

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

Programme Expenditure Budget \$000>>				\$96
			\$000	\$000
Operating Revenue	0		Operating Expense	96
Capital Revenue	0		Capital Works	0

Measures	Target	Milestone	Responsible Department
100% of contracts over \$200,000 to be published on council's website	100%		Finance
95% Requisition to purchase orders process completed within 1 working day	95%		Finance
Develop clear guidelines in evaluation documents to ensure sound contracting principles are achieved.		28/11/2014	Finance



Programme >> Revenue Management

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

- >> Provision of strategic revenue modelling and policy advice
- >> Support the operations of the revenue section and the property and rating application

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

Measures	Target	Milestone	Responsible Department
Completion of recommendations for 2014/15 rates and charges		30/06/2015	Finance
Implement delivery and receipt of electronic billing		31/12/2014	Finance

Programme >> Stores & Materials Management

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

- >> Timely, cost effective and efficient delivery of inventory and materials to meet business needs

Programme Expenditure Budget \$000>>				\$528	
		\$000			\$000
Operating Revenue		9	Operating Expense		168
Capital Revenue		0	Capital Works		360

Measures	Target	Milestone	Responsible Department
95% stock requisitions processed within 1 working day	95%		Finance
Establish inventory locations for Townsville Water and Waste.		18/12/2014	Finance

Programme >> Systems Administration

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

- >> The effective operation of council's financial applications to enable the business to administer financial transactions efficiently

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

Measures	Target	Milestone	Responsible Department
Develop a user guide and deliver training to council's management to improve management level reporting		30/01/2015	Finance
Implement online Budget Variance Reporting		31/03/2015	Finance



Programme >> Tax Services

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

- >> Ensure compliance with all direct and indirect tax obligations
- >> Provision of timely and effective technical tax planning advice

Programme Expenditure Budget \$000>>				\$111	
		\$000			\$000
Operating Revenue		0	Operating Expense		111
Capital Revenue		0	Capital Works		0

Measures	Target	Milestone	Responsible Department
90% tax lodgement compliance rate for indirect taxes (e.g. Payroll tax, GST, FBT, fuel tax)	90%		Finance
Review of Council's tax compliance for goods and services tax on revenue related transactions and motor vehicle fringe benefits tax savings. Recommendations to EMT by December 2014.		31/12/2014	Finance

Programme >> Treasury Management

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

- >> Manage council's liquidity and minimise council's net interest expense through optimal use of debt and cash investments
- >> Manage council's treasury reporting and compliance with policies

Programme Expenditure Budget \$000>>				\$10,145	
		\$000			\$000
Operating Revenue		29,221	Operating Expense		10,145
Capital Revenue		0	Capital Works		0

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



Programme >> TWW – Business Management & Compliance

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

- >> Management of environmental and quality systems for Townsville Water and Waste
- >> Provision of financial, administrative, governance, and asset management support to Townsville Water and Waste
- >> Provision of future economic, strategic direction for council's significant businesses

Programme Expenditure Budget \$000>>		\$1,022	
	\$000		\$000
Operating Revenue	0	Operating Expense	1,022
Capital Revenue	0	Capital Works	0

Measures	Target	Milestone	Responsible Department
Deliver 100% of financial, management, and regulatory reporting in accordance with relevant time frames throughout the year	100%		Townsville Water & Waste
Achieve result of 100% compliance at annual surveillance audit for ISO 9001 Quality Assurance System accreditation and ISO 14001 Environmental Management System accreditation	100%		Townsville Water & Waste
Complete 100% renewal Capital works plan, asset lists and maps for Water, Wastewater and Waste		30/06/2015	Townsville Water & Waste
Develop approved Maintenance Management Strategy Plan for Water, Wastewater and Waste		30/06/2015	Townsville Water & Waste
Submit 100% condition assessed list of sewer gravity pipes for relining contract 2015/16		30/06/2015	Townsville Water & Waste
Identified 30% critical spares of Water, Wastewater and Waste assets		30/06/2015	Townsville Water & Waste



Service >> Fleet Management

Service Budget Summary >>

	Total \$000
Operating Revenue	88
Operating Expense	2,282
Capital Revenue	(401)
Capital Works	7,353
Contributed Assets	0

Programme >> Heavy Fleet

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

>> Provision of heavy fleet resources to council to enable them to deliver services to the community

Programme Expenditure Budget \$000>>		\$11,420	
	\$000		\$000
Operating Revenue	18	Operating Expense	7,765
Capital Revenue	167	Capital Works	3,655

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

Programme >> Light Fleet

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

>> Provision of light fleet resources to council to enable them to deliver services to the community

Programme Expenditure Budget \$000>>		\$6,554	
	\$000		\$000
Operating Revenue	42	Operating Expense	3,559
Capital Revenue	220	Capital Works	2,994

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



Programme >> Minor Fleet

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

>> Provision of minor fleet resources (e.g. Ride on mowers) to council to enable them to deliver services to the community

Programme Expenditure Budget \$000>>		\$1,346	
\$000		\$000	
Operating Revenue	28	Operating Expense	892
Capital Revenue	14	Capital Works	454

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

Programme >> Fleet Operations Overheads

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

>> Provision of administrative support for Fleet

Programme Expenditure Budget \$000>>		(\$9,685)	
\$000		\$000	
Operating Revenue	0	Operating Expense	-9,935
Capital Revenue	0	Capital Works	250

Measures	Target	Milestone	Responsible Department
Annualised resale value of disposed fleet is equal to or greater than listed net book (residual) value	0%		Engineering Services
100% fleet planned projects completed within agreed timelines throughout the year	100%		Engineering Services
85% internal customer satisfaction with Fleet Services	85%		Engineering Services



Service >> Governance

Service Budget Summary >>

	Total \$000
Operating Revenue	66
Operating Expense	6,645
Capital Revenue	0
Capital Works	0
Contributed Assets	0

Programme >> Councillors

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

>> Provision of facilities and services necessary for councillors to efficiently discharge their duties and responsibilities as councillors

Programme Expenditure Budget \$000>>		\$1,768
	\$000	\$000
Operating Revenue	14	Operating Expense 1,768
Capital Revenue	0	Capital Works 0

Measures	Target	Milestone	Responsible Department
100% of quarterly councillor expenditure reports are provided to councillors	100%		Corporate Governance
100% of councillor telephone expenditure reports are provided to councillors each quarter	100%		Corporate Governance
100% satisfaction of vehicle lease arrangement for councillor vehicles	100%		Corporate Governance
Annual reporting requirements for councillor expenditure and complaints are completed and provided for inclusion in the Annual Report		31/10/2014	Corporate Governance



Programme >> Governance

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

>> 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

Programme Expenditure Budget \$000>>		\$4,195	
	\$000		\$000
Operating Revenue	4	Operating Expense	4,195
Capital Revenue	0	Capital Works	0

Measures	Target	Milestone	Responsible Department
100% of Right to Information (RTI) applications are processed within statutory timeframes	100%		Corporate Governance
Deliver 4 Corporate Governance training/user group sessions by June 2015	4		Corporate Governance
100% of all council's insurance policies are re-negotiated and renewed for 2015/16 financial year	100%		Corporate Governance
80% of all new insurance claims are acknowledged within 5 business days of receipt	80%		Corporate Governance
50% improvement in quality of complaints reporting across council by 30/06/2015.	50%		Corporate Governance
80% of all requests from the Mayor's Office are responded to be the responsible department within 10 business days	80%		Corporate Governance
Annual Report adopted by council		30/11/2014	Corporate Governance
Quarterly Performance Report for Q1 2014/15 completed		30/11/2014	Corporate Governance
Quarterly Performance Report for Q2 2014/15 completed		28/02/2015	Corporate Governance
Quarterly Performance Report for Q3 2014/15 completed		31/05/2015	Corporate Governance
Quarterly Performance Report for Q4 2013/14 completed		31/08/2014	Corporate Governance
2015/16 Operational Plan developed and adopted by council		30/06/2015	Corporate Governance
2013/14 Community Report Card published to the community		30/10/2014	Corporate Governance
Conduct a scenario test for Business Continuity Plans by 31 March 2015		31/03/2015	Corporate Governance
Implement legislative compliance program for council		31/03/2015	Corporate Governance
Implementation of council's Fraud and Corruption Prevention Plan		31/12/2014	Corporate Governance
Deliver a project scorecard within the Corporate Performance Management system by 30 June 2015		30/06/2015	Corporate Governance
Implement the corporate statistics component of the Corporate Performance Management system across Council		30/06/2015	Corporate Governance
Implement the risk management component of the Corporate Performance Management system across council		30/06/2015	Corporate Governance
Develop a range of performance management reports utilising the Corporate Performance Management system		30/06/2015	Corporate Governance
Develop a range of project score card reports for management.		30/06/2015	Corporate Governance
Annual review of organisation wide risk assessments completed by March 2015		31/03/2015	Corporate Governance



Programme >> Internal Audit

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

>> Provision of assurance to the council Audit Committee and CEO that council's controls are designed to manage the organisation's risks and that council is operating in an efficient , effective and ethical manner to achieve its corporate objectives

Programme Expenditure Budget \$000>>				\$343	
		\$000			\$000
Operating Revenue		0	Operating Expense		343
Capital Revenue		0	Capital Works		0

Measures	Target	Milestone	Responsible Department
100% Completion of Councils Annual Internal Audit Plan	100%		Executive Office
Present the Internal Audit Plan to Audit Committee Quarter 1		30/09/2014	Executive Office
Present the Internal Audit Plan to Audit Committee Quarter 2		31/12/2014	Executive Office
Present the Internal Audit Plan to Audit Committee Quarter 3		31/03/2015	Executive Office
Present the Internal Audit Plan to Audit Committee Quarter 4		30/06/2015	Executive Office

Programme >> Legal

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

>> Promote the ethical delivery of services
 >> Provision of a high level of support to ensure legal compliance to achieve corporate objectives
 >> Provision of an efficient and cost effective legal service to council

Programme Expenditure Budget \$000>>				(\$66)	
		\$000			\$000
Operating Revenue		48	Operating Expense		-66
Capital Revenue		0	Capital Works		0

Measures	Target	Milestone	Responsible Department
85% internal customer satisfaction with Legal Services	85%		Corporate Governance
80% external customer satisfaction with legal services	80%		Corporate Governance
Establish legal and business processes for the delivery of legal services to other councils		1/12/2014	Corporate Governance
Provide prosecution and evidence training to internal council departments to ensure their awareness of litigation processes and requirements		30/06/2015	Corporate Governance
Develop a training package and framework with Learning and Development in relation to Prosecution and Evidence Training		30/06/2015	Corporate Governance
Establish a process to capture time frames of initial responses for legal advice		30/12/2015	Corporate Governance
Develop a Lease Management Governance Framework		30/12/2014	Corporate Governance



Programme >> Media

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

>> Communicate council initiatives and important council managed community programs to the public

>> Develop proactive and reactive media management strategies for council staff and elected representatives

Programme Expenditure Budget \$000>>				\$404	
		\$000			\$000
Operating Revenue		0	Operating Expense		404
Capital Revenue		0	Capital Works		0

Measures	Target	Milestone	Responsible Department
90% successful pickup of media releases issued	90%		Corporate Governance
Undertake a review of other local government media management as a continuous improvement exercise		30/06/2015	Corporate Governance



Service >> Information Communication Technology

Service Budget Summary >>

	Total \$000
Operating Revenue	50
Operating Expense	1,477
Capital Revenue	0
Capital Works	7,150
Contributed Assets	0

Programme >> KM Service Strategy and Design

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

>> Formulation of knowledge management strategy and organisational design

Programme Expenditure Budget \$000>> (\$209)

	\$000		\$000
Operating Revenue	0	Operating Expense	-209
Capital Revenue	0	Capital Works	0

Measures	Target	Milestone	Responsible Department
Development of an Overarching Digital Strategy for council		30/06/2015	Knowledge Management
Development of Information Custodianship Framework for council		31/12/2014	Knowledge Management
Development of Business Intelligence Strategy for council		30/09/2014	Knowledge Management

Programme >> KM Service Transition

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

>> Transition and translation of knowledge management strategy into business outcomes

Programme Expenditure Budget \$000>> \$5,918

	\$000		\$000
Operating Revenue	50	Operating Expense	-1,232
Capital Revenue	0	Capital Works	7,150

Measures	Target	Milestone	Responsible Department
Detailed design of Council's Cloud Technology		30/06/2015	Knowledge Management
Implementation of Spatial 3D Modelling and Visualisation Strategy		31/03/2015	Knowledge Management



Programme >> KM Service Operations

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

>> Provision of an efficient, effective and sustainable service delivery of knowledge management products and services

Programme Expenditure Budget \$000>>				(\$1,119)	
		\$000			\$000
Operating Revenue		0	Operating Expense		-1,119
Capital Revenue		0	Capital Works		0

Measures	Target	Milestone	Responsible Department
Process 95% of Registered Survey Plans within 5 Business Days	95%		Knowledge Management
95% data entry accuracy of correspondence captured into the Corporate Information System	95%		Knowledge Management
98% availability of enterprise systems consistent with the KMD service framework	98%		Knowledge Management

Programme >> Knowledge Management Office

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

>> Provision of overarching business and governance support for the Knowledge Management Department

Programme Expenditure Budget \$000>>				\$3,307	
		\$000			\$000
Operating Revenue		0	Operating Expense		3,307
Capital Revenue		0	Capital Works		0

Measures	Target	Milestone	Responsible Department
100% asset reconciliation between Financial and Operational Asset Register	100%		Knowledge Management
Development of Business Process Improvement Framework by November 2014		30/11/2014	Knowledge Management
Development of Knowledge Management Governance Framework		31/03/2015	Knowledge Management

Programme >> KM Enterprise Resource Planning

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

>> Design and implementation of Enterprise Resource Planning solutions aligned with Infrastructure Architecture Strategy

Programme Expenditure Budget \$000>>				\$730	
		\$000			\$000
Operating Revenue		0	Operating Expense		730
Capital Revenue		0	Capital Works		0

Measures	Target	Milestone	Responsible Department
Upgrade of Property and Rating System		31/12/2014	Knowledge Management
Upgrade of Corporate GIS to ArcGIS 10.2		30/06/2015	Knowledge Management



Programme >> KM Infrastructure

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

>> Design and implementation of ICT infrastructure aligned with the Infrastructure Architecture Strategy

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

Measures	Target	Milestone	Responsible Department
Desktop upgrade and deployment by May 2015		31/05/2015	Knowledge Management
Complete Workstation Replacement roll out to the organisation		31/05/2015	Knowledge Management



Service >> Laboratory Services

Service Budget Summary >>

	Total \$000
Operating Revenue	3,041
Operating Expense	1,888
Capital Revenue	0
Capital Works	50
Contributed Assets	0

Programme >> TWW Laboratory Services

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

- >> Provision of scientific analytical services to external clients in regards to water, wastewater and soil
- >> Provision of scientific analytical support to council in regards to water, wastewater and soil

Programme Expenditure Budget \$000>>		\$1,938	
	\$000		\$000
Operating Revenue	3,041	Operating Expense	1,888
Capital Revenue	0	Capital Works	50

Measures	Target	Milestone	Responsible Department
Achieve 90% compliance with defined timeframes for issuing analysis reports	90%		Utility Services
Develop new method for the analysis of oxyhalides (disinfection by-products) in water by Two Dimensional Ion Chromatography with Conductivity Detection		31/12/2014	Utility Services
Develop new method for the trace analysis of Iodide and Bromide in water by Two Dimensional Ion Chromatography with Conductivity Detection		30/03/2015	Utility Services
Develop new method for the analysis of Polycyclic Aromatic Hydrocarbons and other Semi-volatile Organic Compounds in water by Stir Bar Sorptive Extraction and Gas Chromatography with Mass Spectral analysis		30/06/2015	Utility Services
Conduct tour of Western Queensland to market laboratory services to potential new commercial clients		30/09/2015	Utility Services



Service >> People

Service Budget Summary >>

	Total \$000
Operating Revenue	64
Operating Expense	32
Capital Revenue	0
Capital Works	200
Contributed Assets	0

Programme >> Building Employee Capabilities

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

- >> Proactively manage corporate compliance training and licence requirements
- >> Provision of training and development to build and enhance employee capability and inspire them to reach and utilise their potential to provision of a valuable service to our community

Programme Expenditure Budget \$000>>				\$37
	\$000			\$000
Operating Revenue	51	Operating Expense		37
Capital Revenue	0	Capital Works		0

Measures	Target	Milestone	Responsible Department
100% of corporate compliance training is offered in compliance with requirements	100%		HR - People Performance
80% of targeted staff within first four levels of the organisation complete the Generic Management Leadership Development Programs	80%		HR - People Performance
Develop Internal Coaching Capability to support participants of management and leadership programmes		30/06/2015	HR - People Performance
Training Evaluation Framework methodology developed and piloted		31/12/2014	HR - People Performance
The Achievement Planning review including recommendations completed by the end of the second quarter.		31/12/2014	HR - People Performance



Programme >> Corporate Safety

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

>> Deliver a range of Workplace Health and Safety systems and services to council
>> Facilitate implementation of initiatives targeted at influencing staff behaviours relating to safety which contribute to ongoing improvement of organisational culture and safety performance

Programme Expenditure Budget \$000>>		\$124	
	\$000		\$000
Operating Revenue	13	Operating Expense	-16
Capital Revenue	0	Capital Works	140

Measures	Target	Milestone	Responsible Department
100% of management, supervisors and employees have received Safety Responsibilities and Accountabilities training	100%		HR - People Performance
100% of Directors, Executive Managers, Managers, Supervisors and Employee have Safety Objectives, KPI's and Targets included in performance plans and achievement plans	100%		HR - People Performance
All workplace health and safety training scheduled for the year is organised, facilitated or delivered	100%		HR - People Performance
Procurement and Implementation of an Integrated Safety, Environment and Quality Management System		30/06/2015	HR - People Performance
Facilitate the inclusion of organisational Safety Objectives, Targets and Key Performance Indicators in performance management plans for Directors, Executive Managers, Managers, Supervisors and Employees		31/12/2014	HR - People Performance
Delivery and facilitation of Safety Responsibilities and Accountabilities training to Management, Supervisors and Employees		31/03/2015	HR - People Performance
Organise and coordinate WHS training programs including First Aid, CPR, Confined Space, Armed Robbery, Harassment & Bullying for managers and supervisors, Risk Management, MUTCD1 & 2, WPH&S responsibilities and accountabilities		30/06/2015	HR - People Performance



Programme >> Culture

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

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

Programme Expenditure Budget \$000>>		(\$1)	
	\$000		\$000
Operating Revenue	0	Operating Expense	-1
Capital Revenue	0	Capital Works	0

Measures	Target	Milestone	Responsible Department
100% of Managers to have a current LSI	100%		HR - People Performance
Complete Leadership Impact process for all EMT members		30/09/2014	HR - People Performance
Monitoring of Quarterly Divisional Presentations of Cultural Improvement Initiatives		30/06/2015	HR - People Performance

Programme >> Diversity

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

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

Programme Expenditure Budget \$000>>		(\$4)	
	\$000		\$000
Operating Revenue	0	Operating Expense	-4
Capital Revenue	0	Capital Works	0

Measures	Target	Milestone	Responsible Department
Review Diversity in Employment Strategy		30/06/2015	HR - People Performance
Career Champion Program implemented		30/06/2015	HR - People Performance
Conduct TCC Employee Expo		31/12/2014	HR - People Performance
Develop Gender Equity in Employment Strategy		30/06/2015	HR - People Performance



Programme >> Health & Wellbeing

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

- >> 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 claims

Programme Expenditure Budget \$000>>				\$81	
		\$000			\$000
Operating Revenue		0	Operating Expense		21
Capital Revenue		0	Capital Works		60

Measures	Target	Milestone	Responsible Department
Implementation of an Employee Health Risk Management application		30/06/2015	HR - People Performance
Review and renewal of program contracts including Employee Assistance Program and Corporate Health Plan		31/12/2014	HR - People Performance
Complete Staff Health and Wellbeing program evaluation report		31/03/2015	HR - People Performance
Conduct analysis of influenza vaccination program		31/03/2015	HR - People Performance
Review and amend Healthy Catering Procedure (better selections) and Ergonomics Assessment Procedure		31/12/2014	HR - People Performance

Programme >> Information Systems

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

- >> 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 multi-functional system including Payroll, Recruitment, Learning & Development, WHS Incident and Hazard recording and reporting of HR metrics

Programme Expenditure Budget \$000>>				(\$2)
		\$000	\$000	
Operating Revenue		0	Operating Expense	-2
Capital Revenue		0	Capital Works	0

Measures	Target	Milestone	Responsible Department
100% of agreed and defined Workforce Metrics and people performance reports are delivered according to an agreed schedule	75%		HR - People Performance
100% of planned upgrades to the existing Human Resource Information System are tested to test plan and implemented to production in accordance with the agreed schedule	100%		HR - People Performance
Develop and implement procedures for HR report requests, specification, design, development and amendment to ensure customer needs are being met		31/12/2014	HR - People Performance



Programme >> People Services

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

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

Programme Expenditure Budget \$000>>				\$188	
		\$000			\$000
Operating Revenue		0	Operating Expense		188
Capital Revenue		0	Capital Works		0

Measures	Target	Milestone	Responsible Department
100% of the requests for changes to the organisational structure within the Human Resources Information System are planned within 1 week of receipt of the detail of the changes to the structure	100%		HR - People Performance
100% Position Description Evaluation outcomes notified to Executive Manager within 24hrs of receipt	100%		HR - People Performance
100% non-permanent extensions fully actioned within 2 days from requisition	100%		HR - People Performance
100% employee terminations actioned within 24hrs	100%		HR - People Performance
Payroll accuracy maintained at > 99%	99%		HR - People Performance
90% recruitment campaigns completed within standard	90%		HR - People Performance
Annual classification evaluation audit on sample of positions conducted and inconsistencies between panel assessments and audit result addressed		30/06/2015	HR - People Performance
Annual remuneration increment audits conducted		30/06/2015	HR - People Performance
Prepare and distribute a report to EMT for consideration on changes arising from the Modern Local Government Award		30/09/2014	HR - People Performance
Prepare proposal for approval of EMT for a new Certified Agreement consistent with requirements of the Industrial Relations Act 1999, the Modern Local Government Award and the Council strategic objectives		31/12/2014	HR - People Performance
Negotiate and implement a new Certified Agreement for Council consistent with the Industrial Relations Act 1999, the Modern Local Government Award and the Council's proposed draft Certified Agreement		30/06/2015	HR - People Performance



Programme >> Recognition & Reward

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

- >> 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

Programme Expenditure Budget \$000>>		(\$3)	
	\$000		\$000
Operating Revenue	0	Operating Expense	-3
Capital Revenue	0	Capital Works	0

Measures	Target	Milestone	Responsible Department
Conduct staff feedback survey on effectiveness of recognition and reward within the organisation		30/06/2015	HR - People Performance
Conduct Annual Long Service Ceremony to recognise staff contribution		31/12/2014	HR - People Performance
Develop framework for capturing Recognition and Reward activities		30/06/2015	HR - People Performance

Programme >> Workers Compensation

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

- >> 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

Programme Expenditure Budget \$000>>		(\$188)	
	\$000		\$000
Operating Revenue	0	Operating Expense	-188
Capital Revenue	0	Capital Works	0

Measures	Target	Milestone	Responsible Department
Claim decision time for 90% of Workers Compensation claims (from date of lodgement to decision taken) is within 20 business days	90%		HR - People Performance
Develop suite of reports for workers' compensation and rehabilitation		31/12/2014	HR - People Performance
Undertake upgrade of workers' compensation claims management system (Figtree)		31/03/2015	HR - People Performance



Programme >> Workforce Planning

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

>> The Strategic Workforce Plan will shape and align the workforce with Council's strategic, business and financial plans and objectives and enable TCC to effectively plan, structure, budget and cost its future workforce requirements.

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

Measures	Target	Milestone	Responsible Department
Conduct Workforce Planning Steering Committee awareness training session/s.		14/08/2014	HR - People Performance
Complete Labour Demand Planning for the future workforce (1-3 year)		15/10/2014	HR - People Performance
Complete Labour Supply Planning to identify critical workforce resourcing gaps (1-3 year)		15/10/2014	HR - People Performance
Complete Labour Sustainability Planning to address critical changes in the workforce composition (5-10 year)		17/11/2014	HR - People Performance
Approval of Strategic Workforce Plan by EMT		19/12/2014	HR - People Performance



Service >> Trade Services

Service Budget Summary >>	
	Total \$000
Operating Revenue	800
Operating Expense	3,735
Capital Revenue	0
Capital Works	50
Contributed Assets	0

Programme >> TWW – Trade Services

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

>> Provision of effective and efficient electrical, mechanical and technical support to appropriate infrastructure of Townsville City Council

Programme Expenditure Budget \$000>>		\$3,785	
	\$000		\$000
Operating Revenue	800	Operating Expense	3,735
Capital Revenue	0	Capital Works	50

Measures	Target	Milestone	Responsible Department
Complete 90% of preventative maintenance on time for the month	90%		Utility Services
90% customer satisfaction for internal and external customers of Trades Services	90%		Utility Services



Core Service >> Environment and Sustainability

Core Service Budget Summary >>

	Total \$000
Operating Revenue	72
Operating Expense	6,228
Capital Revenue	0
Capital Works	305
Contributed Assets	0

Services >>

- >> Environmental & Natural Resource Mgmt
- >> Environmental & Sustainability Services
- >> Sustainability Services



Service >> Environmental & Natural Resource Mgmt

Service Budget Summary >>

	Total \$000
Operating Revenue	7
Operating Expense	3,057
Capital Revenue	0
Capital Works	5
Contributed Assets	0

Programme >> Bushfire Management

This Programme delivers on our Corporate Plan Strategy >>

>> 3.3 Enhance wellbeing and safety in the community

What we want to achieve in 2014/15 >>

- >> Engagement and collaboration with the community and other agencies on bushfire management
- >> Identifying actions and implementing programs to mitigate bushfire risk on council land

Programme Expenditure Budget \$000>>				\$125
	\$000			\$000
Operating Revenue	0	Operating Expense		125
Capital Revenue	0	Capital Works		0

Measures	Target	Milestone	Responsible Department
Implementation of the Annual Integrated Sustainability Services bushfire mitigation program		30/06/2015	Integrated Sustainability
Partner with other organisations on bushfire management		30/06/2015	Integrated Sustainability
Bushfire Management Meetings (pre and post season) are reported to Local Disaster Management Group		30/06/2015	Integrated Sustainability

Programme >> Coastal Management

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

- >> Collaboration and engagement of the community and other agencies on sustainable management
- >> Coordinate and implement council's natural and peri urban coastal assets
- >> Identifying actions and implementing programs to mitigate risks

Programme Expenditure Budget \$000>>				\$318
	\$000			\$000
Operating Revenue	0	Operating Expense		318
Capital Revenue	0	Capital Works		0

Measures	Target	Milestone	Responsible Department
Build and maintain 6 collaborative relationships with relevant external agencies in support of on ground activities for coastal management	6		Integrated Sustainability
Implementation of 100% of planned annual coastal management on ground works	100%		Integrated Sustainability
Complete the annual Rows Bay sand renourishment program		30/06/2015	Integrated Sustainability
Establish a partnership with other organisations (NQ Dry Tropics) for implementation for shoreline erosion management		30/06/2015	Integrated Sustainability



Programme >> Environmental Education Awareness

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

- >> 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

Programme Expenditure Budget \$000>>				\$183	
		\$000			\$000
Operating Revenue		7	Operating Expense		183
Capital Revenue		0	Capital Works		0

Measures	Target	Milestone	Responsible Department
Deliver 10 environmental education activities throughout the year	10		Integrated Sustainability
Host eight community greening events throughout the year	8		Integrated Sustainability
Provide Council support for the Townsville National Tree Day		27/07/2014	Integrated Sustainability
Provide Council support for Clean Up Australia Day		1/03/2015	Integrated Sustainability
Host the Townsville Toad Day Out		29/03/2015	Integrated Sustainability

Programme >> Land Protection

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

- >> Develop and implement the Townsville Area Pest Management Plan
- >> Manage the risk of invasive animal and mitigate the environmental, social and economic impact
- >> Work with the community to build their awareness of their responsibilities in this area, and their capacity to act

Programme Expenditure Budget \$000>>				\$331	
		\$000			\$000
Operating Revenue		0	Operating Expense		326
Capital Revenue		0	Capital Works		5

Measures	Target	Milestone	Responsible Department
25 Property Pest Management Plans current	25		Integrated Sustainability
Participate in four pest management collaborations	4		Integrated Sustainability
Implement feral pig control in one natural area	1		Integrated Sustainability
Finalise Townsville Pest Management Plan		1/04/2015	Integrated Sustainability
Plan and implement councils annual wild dog management program		30/06/2015	Integrated Sustainability
Investigate and report on opportunities to improve pest mapping and NRM technology integration		29/05/2015	Integrated Sustainability
Work with landholders and partner agencies to increase awareness and capacity for pest plant and animal management		30/06/2015	Integrated Sustainability
Complete Thunbergia (pest weed) Program on Magnetic Island		1/12/2014	Integrated Sustainability



Programme >> Natural Resources Management

This Programme delivers on our Corporate Plan Strategy >>

- >> 2.1 Effective management, protection and conservation of our environment to ensure a balance between built infrastructure and areas of environmental significance

What we want to achieve in 2014/15 >>

- >> Identify actions and implement programs for council's ecological landscapes
- >> Protection and improvement of ecosystems service across council jurisdiction and the community landscapes

Programme Expenditure Budget \$000>>				\$1,746	
		\$000			\$000
Operating Revenue		0	Operating Expense		1,746
Capital Revenue		0	Capital Works		0

Measures	Target	Milestone	Responsible Department
Implement Landcare and community natural resource management initiatives through support and collaboration with community NRM Groups for 12 sites	12		Integrated Sustainability
Attend 10 weed blitzes per year	10		Integrated Sustainability
Revegetate with 1,000 native plants across Townsville	1,000		Integrated Sustainability
Support two biosecurity operations throughout the year	2		Integrated Sustainability
Investigate and respond to 100% of community service requests for on ground Natural Resource Management within designated timeframes	100%		Integrated Sustainability
Implementation of all priority actions for annual program for on ground Natural Resource Management		30/06/2015	Integrated Sustainability

Programme >> Environmental Management Operations

This Programme delivers on our Corporate Plan Strategy >>

- >> 2.2 Implement an effective integrated demand management approach to infrastructure planning and delivery

What we want to achieve in 2014/15 >>

- >> Develop and implement sustainable systems for the management of environmental issues, through preparation and development of on ground projects, policies and programs, in order to support sustainable development of Townsville across all areas of sustainability (eco efficiency, natural resources and biodiversity.)
- >> Respond to specialist natural environment issues
- >> Support internal sustainability project development and implementation working across departments.

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

Measures	Target	Milestone	Responsible Department
Support 4 major internal sustainability initiatives	4		Integrated Sustainability
Implement wetland and urban waterways management activities		30/06/2015	Integrated Sustainability



Service >> Environmental & Sustainability Services

Service Budget Summary >>

	Total \$000
Operating Revenue	35
Operating Expense	2,121
Capital Revenue	0
Capital Works	0
Contributed Assets	0

Programme >> Business Support-Integrated Sustainability Services

This Programme delivers on our Corporate Plan Strategy >>

>> 2.5 Research and implement environmental solutions utilising innovative smart technology and behaviour

What we want to achieve in 2014/15 >>

- >> Cross departmental, council and community integration of sustainability initiatives
- >> Integration of the Smart City (sustainability hub) program
- >> Provide business analysis and support of Integrated Sustainability Services departmental operations

Programme Expenditure Budget \$000>>		\$1,496
	\$000	\$000
Operating Revenue	0	Operating Expense 1,496
Capital Revenue	0	Capital Works 0

Measures	Target	Milestone	Responsible Department
Deliver 2 Smart City / Sustainable Future Initiatives by 30 June 2015	2		Integrated Sustainability
90% of the departmental logistics, human resources and reporting for Integrated Sustainability Services completed on schedule	90%		Integrated Sustainability
Maintain 1,000 members throughout the year as part of the Sustainable Townsville network	1,000		Integrated Sustainability
Review 4 Integrated Sustainability business practices and integrate with other council departments by June 2015	4		Integrated Sustainability
Progress Council's integrated energy and carbon management framework through quarterly meetings.	4		Integrated Sustainability
Progress council's Integrated Energy and Carbon Management Framework		30/06/2015	Integrated Sustainability



Programme >> Integrated Environmental & Sustainability Systems

This Programme delivers on our Corporate Plan Strategy >>

>> 2.5 Research and implement environmental solutions utilising innovative smart technology and behaviour

What we want to achieve in 2014/15 >>

>> Fostering implementation and adoption of sustainability across council (including NRM, Carbon, energy, water, nature and people)

>> Integrate the TCC Energy and Resource Management System Framework

>> Integrated approach for council on monitoring and reporting of environment and sustainability and smart city (sustainability hub) initiatives

Programme Expenditure Budget \$000>>				\$624	
		\$000			\$000
Operating Revenue		35	Operating Expense		624
Capital Revenue		0	Capital Works		0

Measures	Target	Milestone	Responsible Department
Hold 10 Integrated Environmental & Sustainability Systems workshops throughout the year	10		Integrated Sustainability
Host 5 community talks/presentations on integrating sustainability	5		Integrated Sustainability
Hold workshop with internal TCC stakeholders on planning and development of an Integrated Environmental and Sustainability System		30/03/2015	Integrated Sustainability
Assist with environmental risks assessment of selected council activities		30/06/2015	Integrated Sustainability



Service >> Sustainability Services

Service Budget Summary >>

	Total \$000
Operating Revenue	30
Operating Expense	1,050
Capital Revenue	0
Capital Works	300
Contributed Assets	0

Programme >> Carbon Cycle

This Programme delivers on our Corporate Plan Strategy >>

>> 2.5 Research and implement environmental solutions utilising innovative smart technology and behaviour

What we want to achieve in 2014/15 >>

- >> Facilitate a reduction in energy use and green house gas emissions across the community and Council
- >> Increase the uptake of energy consumption (sustainability) behaviours across the community and Council
- >> Reduce operational costs for Council by investigating and implementing sustainable energy practices across Council and the community.

Programme Expenditure Budget \$000>>				\$785
	\$000			\$000
Operating Revenue	30	Operating Expense		485
Capital Revenue	0	Capital Works		300

Measures	Target	Milestone	Responsible Department
Prepare and submit two funding applications for energy conservation projects by 30th June 2015	2		Integrated Sustainability
Build and maintain four key energy related sustainability partnerships by 30th June 2015	4		Integrated Sustainability
Deploy smart sensors in four partner buildings in the CBD as part of the Smart Building Trial	4		Integrated Sustainability
Undertake four community capacity building workshops for energy conservation by 30th June 2015	4		Integrated Sustainability
Implement the outdoor LED street lighting demonstration trial		30/09/2014	Integrated Sustainability



Programme >> Catchment Management

This Programme delivers on our Corporate Plan Strategy >>

>> 2.5 Research and implement environmental solutions utilising innovative smart technology and behaviour

What we want to achieve in 2014/15 >>

- >> Build capacity within council and community to undertake actions that improve water quality outcomes
- >> Create opportunities for the community to participate in designing and implementing solutions for water quality improvement
- >> Develop and refine catchment water quality technologies, partnerships and opportunities with respect to enhancing catchment water quality outcomes and minimising costs to Council.
- >> Implement of whole of community solutions for water quality improvement including facilitating the implementation of water sensitive urban design and erosion and sediment control measures

Programme Expenditure Budget \$000>>				\$362	
		\$000			\$000
Operating Revenue		0	Operating Expense		362
Capital Revenue		0	Capital Works		0

Measures	Target	Milestone	Responsible Department
Monitor water quality and ecosystem waterway health in 10 creeks/waterways with the support of community based Creek Watch groups throughout the year	10		Integrated Sustainability
Deliver four stormwater quality management training packages to industry by 30 June 2015	4		Integrated Sustainability
Maintain the Creek to Coral partnership through attendance at four collaboration workshops and partnerships meetings	4		Integrated Sustainability
Annual update for the Reef Guardian Action Plan produced		31/10/2014	Integrated Sustainability
Develop Water Sensitive Urban Design (WSUD) Field Guide for asset maintainers		31/03/2015	Integrated Sustainability

Programme >> Sustainability Education Awareness

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

- >> Build capacity and capability in the community around sustainability, focusing on water and energy conservation
- >> Implement elements of the Creek to Coral community engagement and education program.
- >> Improve community understanding and uptake of identified and prioritised outdoor water use and energy conservation behaviours

Programme Expenditure Budget \$000>>				\$203	
		\$000			\$000
Operating Revenue		0	Operating Expense		203
Capital Revenue		0	Capital Works		0

Measures	Target	Milestone	Responsible Department
Facilitate 20 uses of emerging online sustainable education resources and or passive learnscape facilities by 30 June 2015	20		Integrated Sustainability
Conduct Rowes Bay sustainability visits for 1,300 students, adults and professionals by 30 June 2015	1,300		Integrated Sustainability
Engage 25 schools and or community groups in environmental sustainability activities by 30 June 2015	25		Integrated Sustainability
Conduct four environmental sustainability key educational activities at the Rowes Bay Sustainability Centre by 30 June 2015	4		Integrated Sustainability
Facilitate 20 City Solar energy efficiency education activities by 30 June 2015	20		Integrated Sustainability
Produce eight thematic communication materials and activities by 30 June 2015	8		Integrated Sustainability



Core Service >> Planning and Development

Core Service Budget Summary >>

	Total \$000
Operating Revenue	8,047
Operating Expense	20,025
Capital Revenue	17,500
Capital Works	17,500
Contributed Assets	0

Services >>

>> Urban Planning/Built Environment



Service >> Urban Planning/Built Environment

Service Budget Summary >>

	Total \$000
Operating Revenue	8,047
Operating Expense	20,025
Capital Revenue	(17,500)
Capital Works	17,500
Contributed Assets	0

Programme >> Business Support-Urban Planning/Built Environment

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

- >> Provision of centralised support services enabling Planning technical staff to focus on core business functions
- >> Provision of expert management, budgeting, financial management, technology and information management, customer service, governance and administration to the Planning Division

Programme Expenditure Budget \$000>>		\$2,102
	\$000	\$000
Operating Revenue	342	Operating Expense 2,102
Capital Revenue	0	Capital Works 0

Measures	Target	Milestone	Responsible Department
85% compliance with 2 business day distribution time for planning applications to internal stakeholders	85%		Planning & Development
100% of private certifications lodged and available within 5 business days of lodgement with council	100%		Planning & Development
100% of decision notices for Development Assessment made available on council's website within 4 business days of approval	100%		Planning & Development
85% of publicly available planning and building documents are available for viewing within 5 business days of request	85%		Planning & Development
85% of publicly available planning and building documents are available for purchase within 10 business days of request	85%		Planning & Development
85% customer satisfaction with the Planning Front Counter throughout the year	85%		Planning & Development



Programme >> Development Assessment

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

>> Engineering assessment of new developments to ensure quality, cost effective infrastructure

>> Facilitate the creation of remarkable places through the development assessment process

Programme Expenditure Budget \$000>>		\$8,289	
	\$000		\$000
Operating Revenue	4,232	Operating Expense	8,289
Capital Revenue	0	Capital Works	0

Measures	Target	Milestone	Responsible Department
90% of code assessable applications are approved / processed within 45 business days	90%		Development Assessment
80% of operational works processed within 30 business days	80%		Development Assessment
85% customer satisfaction rating with Development Assessment achieved throughout the year	85%		Development Assessment
90% of Survey Plans issued within 9 days of receipt completed application	90%		Development Assessment
New Planning Scheme transferred into ICON in preparation for implementation of planning scheme		30/08/2014	Development Assessment
Complete expansion of Plan Right platform to incorporate Plan Sealing		30/07/2014	Development Assessment
Complete expansion of Plan Right processes to include pilot for third party assessment of operational works		30/04/2015	Development Assessment



Programme >> Economic Development

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

- >> Develop and implement strategies to increase Townsville's national profile and enhance the local economy
- >> Maintain strong collaboration with local, state and federal governments and industry stakeholders to achieve improved community results and funding opportunities
- >> Manage council's commercial premises
- >> Raise awareness amongst the Townsville community, potential investors, government agencies, business and industry about the current and future benefits of investing, developing, visiting and employing in Townsville

Programme Expenditure Budget \$000>>				\$3,213	
		\$000			\$000
Operating Revenue		1,338	Operating Expense		3,213
Capital Revenue		0	Capital Works		0

Measures	Target	Milestone	Responsible Department
Complete four reports on the progress of the Economic Development Plan throughout the year	4		Strategic Planning
Convene four meetings of the Economic Development Plan Secretariat & Strategic Management Group	4		Strategic Planning
Complete 80% of Economic Development and Strategic Planning scheduled actions identified in the Economic Development Plan	80%		Strategic Planning
Complete two reports on the progress of the Digital Economy Strategy throughout the year	2		Strategic Planning
Facilitate five CBD Taskforce meetings throughout the year	5		Strategic Planning
Implement 100% of planned activities for Flinders Street activation strategy	100%		Strategic Planning
Convene Bi-monthly meetings with TEL, Councillors & TCC Executive	5		Strategic Planning
Implement 100% of planned Invest Townsville Program initiatives	100%		Strategic Planning
Convene quarterly meetings with Port of Townsville Limited and Townsville Airport	8		Strategic Planning
Represent Townsville City Council 100% attendance V8 Supercar Festival Committee	100%		Strategic Planning
Represent Council at 100% of Regional Economic Development Regional Organisation of Councils (RED ROC) meetings throughout the year	100%		Strategic Planning
Represent Council at 100% of North Queensland Economic Development Practitioners meetings throughout the year	100%		Strategic Planning
Represent Council at 100% of Mount Isa to Townsville Economic Development Zone (MITEZ) meetings throughout the year	100%		Strategic Planning
100% of submissions for grant and election funding developed within State and Federal Timeframes	100%		Strategic Planning
Develop and submit 100% of agreed State and Federal strategic policy submissions	100%		Strategic Planning
Deliver 80% agreed Sister City Economic Development outcomes during the year	80%		Strategic Planning
100% compliance with council's commercial premises lease agreements	100%		Strategic Planning
100% compliance with Council's Outdoor Dining Policy	100%		Strategic Planning
Secretariat for Strategic Land Management Group	5		Strategic Planning
Adopt and Implement Townsville ED Plan Performance Monitoring and Reporting software, process and procedure		30/11/2014	Strategic Planning
Conduct 1 North Queensland Tourism & Lifestyle Expo		31/10/2014	Strategic Planning
Conduct 1 North Queensland Tourism & Lifestyle Expo		31/03/2015	Strategic Planning
Develop Magnetic Island tourism way-finding and interpretative signage plan		28/02/2015	Strategic Planning
Conduct Business Connect event		30/09/2014	Strategic Planning
Sporting Events Placement Program – capacity and capability audit		30/12/2014	Strategic Planning
Complete Enterprise House Review		31/03/2015	Strategic Planning
Complete Riverway C Bar Commercial Analysis		30/04/2015	Strategic Planning
Complete Jezzine Barracks Commercial Opportunity Expression of Interest		1/11/2014	Strategic Planning
Monitor & review TEL performance against agreed service levels for Quarter 1		31/07/2014	Strategic Planning
Monitor & review TEL performance against agreed service levels for Quarter 3		31/01/2015	Strategic Planning



Measures	Target	Milestone	Responsible Department
Monitor & review TEL performance against agreed service levels for Quarter 4		30/06/2015	Strategic Planning
Maintain Economic Development Scorecard throughout the year with performance information		30/06/2015	Strategic Planning
Complete non-commercial camping study			Strategic Planning
Complete supply chain survey and audit of creative industry sector		30/06/2015	Strategic Planning
Secure State Government support for the development of the Integrated Sports and Entertainment Centre within Townsville's CBD		30/06/2015	Strategic Planning

Programme >> Hydraulics & Building Certification
This Programme delivers on our Corporate Plan Strategy >>

>> 3.3 Enhance wellbeing and safety in the community

What we want to achieve in 2014/15 >>
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>> 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

Programme Expenditure Budget \$000>>		\$2,975	
	\$000		\$000
Operating Revenue	2,135	Operating Expense	2,975
Capital Revenue	0	Capital Works	0

Measures	Target	Milestone	Responsible Department
90% of residential plumbing and draining applications are processed within 10 business days	90%		Planning & Development
80% of commercial plumbing and draining applications are processed within 15 business days	80%		Planning & Development
85% of customers report a satisfaction rating of good or excellent with plumbing and drainage compliance assessment services	85%		Planning & Development
Transfer of Building Certification files from Approvals (Visuals) system to Property and Rating system		30/09/2014	Development Assessment



Programme >> Strategic Planning

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

- >> 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

Programme Expenditure Budget \$000>>		\$20,945	
	\$000		\$000
Operating Revenue	0	Operating Expense	3,445
Capital Revenue	17,500	Capital Works	17,500

Measures	Target	Milestone	Responsible Department
Respond to 90% of proposed changes to relevant state and regional policies by due dates	90%		Strategic Planning
Provide advice for development assessment within agreed timeframes	90%		Strategic Planning
Carry out quarterly Industry Reference Group Meetings as part of the new City Plan implementation phase	4		Strategic Planning
100% of future identified trunk networks for water supply, sewerage, roads and stormwater are maintained on GIS and communicated across the organisation throughout the year	100%		Strategic Planning
Provide architectural advice to heritage listed owners within 10 business days	100%		Strategic Planning
Developer contribution calculators are maintained and modified quarterly to reflect infrastructure charging policy and reforms	100%		Strategic Planning
50% of Woodstock future industrial area investigation study complete		30/06/2015	Strategic Planning
Complete Racecourse land use options study		30/06/2015	Strategic Planning
Complete North Ward / The Strand activation study		30/06/2015	Strategic Planning
Complete CBD car parking strategy		30/06/2015	Strategic Planning
Gazettal of the New City Plan		30/08/2014	Strategic Planning
Complete Cemetery location study		28/02/2015	Strategic Planning
Complete the Residential Lots Supply / Demand Monitoring analysis for the New City Plan		30/06/2015	Strategic Planning
Complete annual review of the Development Manual and planning scheme		31/10/2014	Strategic Planning
Initiate a collaborative approach to infrastructure with external service providers		30/06/2015	Strategic Planning
Planning report produced that prioritises the capital works supporting the 30,000 by 2030 CBD vision		30/06/2015	Strategic Planning
Deliver the Townsville Heritage Day		30/05/2015	Strategic Planning
Identify the short term use of Flinders St East Car Park, or other underutilised spaces, as a "pop-up" urban space		30/06/2015	Strategic Planning
Complete the Ross Creek Promenade Urban Design and Activation Strategy		30/11/2014	Strategic Planning
Integrate the Urban Design Manual (Philosophy) for Townsville into the city plan		30/11/2014	Strategic Planning
Develop an urban design and streetscape strategy for Aitkenvale		30/06/2015	Strategic Planning
Make recommendations on "Pop-Up" activation opportunities.		30/06/2015	Strategic Planning
Develop the Illich Park Masterplan		30/06/2015	Strategic Planning
Complete Heritage Property and character precincts public promotion, information and education		31/08/2014	Strategic Planning
Provide recommendations on CBD Place Enablement Initiatives		30/06/2015	Strategic Planning
Develop a plan for the Urban renewal of Ogden street		30/08/2014	Strategic Planning
Update the Townsville Growth Model to reflect Gazetted scheme and latest statistical information and to improve user interfaces.		30/06/2015	Strategic Planning
Develop a trunk infrastructure funding and expenditure report including a forecast model.		31/12/2014	Strategic Planning



Core Service >> Public Infrastructure

Core Service Budget Summary >>

	Total \$000
Operating Revenue	16,366
Operating Expense	132,327
Capital Revenue	57,426
Capital Works	54,036
Contributed Assets	34,921

Services >>

- >> Coastal Facilities
- >> Drain & Stormwater Management
- >> Open Space Management
- >> Roads & Transport Management



Service >> Coastal Facilities

Service Budget Summary >>	
	Total \$000
Operating Revenue	3,220
Operating Expense	4,192
Capital Revenue	0
Capital Works	3,604
Contributed Assets	0

Programme >> Coastal Maintenance

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

>> Provision of safe functional coastal infrastructure, including boat ramps and stinger nets

Programme Expenditure Budget \$000>>		\$972	
	\$000		\$000
Operating Revenue	0	Operating Expense	814
Capital Revenue	0	Capital Works	158

Measures	Target	Milestone	Responsible Department
80% compliance with Boat Ramp Inspection Schedule throughout the year	80%		Maintenance Services - Interim
Annual provision of Stinger Nets for swimming enclosures		15/05/2015	Maintenance Services - Interim
Tide Gate Inspection Program Completed		1/11/2014	Maintenance Services - Interim

Programme >> Emergent Coastal Facilities

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

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

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

Measures	Target	Milestone	Responsible Department
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Programme >> Restoration Coastal Facilities

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

>> The Restoration Coastal Facilities Programme will be triggered following the activation of a Natural Disaster Relief Recovery Arrangement to conduct restoration works

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

Measures	Target	Milestone	Responsible Department
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Programme >> Townsville Recreational Boat Park

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

>> Provision of the Townsville Recreational Boat Park to meet the needs of the community

Programme Expenditure Budget \$000>>				\$6,824	
		\$000			\$000
Operating Revenue		3,220	Operating Expense		3,378
Capital Revenue		0	Capital Works		3,446

Measures	Target	Milestone	Responsible Department
Stage 1 of the Townsville Recreational Boat Park to be in operation by the 31 December 2014		31/12/2014	Engineering Services
The Bio-retention basin at Townsville Recreational Boat Park is operational by April 2015		30/04/2015	Engineering Services



Service >> Drain & Stormwater Management

Service Budget Summary >>

	Total \$000
Operating Revenue	1,777
Operating Expense	12,181
Capital Revenue	(13,646)
Capital Works	7,521
Contributed Assets	13,095

Programme >> Asset Planning - Stormwater Drainage

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

>> Monitor the performance of council's stormwater drainage assets to ensure the adopted service standards are met

Programme Expenditure Budget \$000>>				\$1,385
		\$000		\$000
Operating Revenue	1,777	Operating Expense		1,385
Capital Revenue	0	Capital Works		0

Measures	Target	Milestone	Responsible Department
Develop 33.33% of the Floodplain Management Strategy	33.33%		Strategic Planning
Develop 75% Regional Stormwater Treatment Strategy for Townsville	75%		Strategic Planning
Identify and scope the 2016/17 Stormwater Drainage Capital renewal program		28/02/2015	Engineering Services
10 Year Stormwater Drainage Capital Plan updated		31/12/2015	Engineering Services
Develop an ongoing Flood Model Management Framework		31/12/2014	Engineering Services
Revised stormwater renewals program budgets determined from condition assessment		15/12/2015	Engineering Services
Stormwater Asset Management Plan updated and implemented		30/06/2015	Engineering Services
Three year capital plan stormwater drainage projects mapped in GIS		30/06/2015	Engineering Services
Development of strategic asset management processes and procedures for stormwater assets		30/06/2015	Engineering Services
Management of the City Wide Flood Constraint flood models		30/06/2015	Engineering Services

Programme >> Emergent Drains

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

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

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

Measures	Target	Milestone	Responsible Department
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Programme >> Investigations-Drains & Stormwater

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

>> Provision of high level technical advice to council and its stakeholders on issues pertaining to stormwater infrastructure and inundation mitigation

Programme Expenditure Budget \$000>>				\$653	
		\$000			\$000
Operating Revenue		0	Operating Expense		598
Capital Revenue		36	Capital Works		55

Measures	Target	Milestone	Responsible Department
85% of all Drains and Stormwater investigation tasks received completed within allocated timeframes	85%		Engineering Services

Programme >> Restoration Drains

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

>> The Restoration Drains Programme will be triggered following the activation of a Natural Disaster Relief Recovery Arrangement to conduct restoration works

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

Measures	Target	Milestone	Responsible Department
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Programme >> Stormwater Drainage Maintenance

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

>> Maintain council's stormwater drainage network to protect infrastructure and minimise the effects of wet weather events on the community

Programme Expenditure Budget \$000>>				\$10,308	
		\$000			\$000
Operating Revenue		0	Operating Expense		10,308
Capital Revenue		0	Capital Works		0

Measures	Target	Milestone	Responsible Department
80% of Reactive Stormwater Drainage Maintenance Service requests responded to within timeframes	80%		Maintenance Services - Interim
Flood Pump Inspection Program Implemented		1/11/2014	Maintenance Services - Interim



Programme >> Stormwater Drainage-Capital

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

>> 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

Programme Expenditure Budget \$000>>		\$7,356	
\$000		\$000	
Operating Revenue	0	Operating Expense	-110
Capital Revenue	13,610	Capital Works	7,466

Measures	Target	Milestone	Responsible Department
90% of the approved 2014/15 capital drainage construction programs complete		30/06/2015	Engineering Services
90% of the 2015/16 capital works program for Stormwater Drainage designed		30/06/2015	Engineering Services
Commencement of all programs within the approved stormwater capital works program.		30/06/2015	Engineering Services



Service >> Open Space Management

Service Budget Summary >>

	Total \$000
Operating Revenue	80
Operating Expense	43,418
Capital Revenue	(400)
Capital Works	9,428
Contributed Assets	0

Programme >> Asset Planning Open Space Management

This Programme delivers on our Corporate Plan Strategy >>

>> 2.4 Adopt urban design principles that create a distinct sense of place, enables and informs place creation, maximises efficiency, and enhances the built and natural environment

What we want to achieve in 2014/15 >>

>> Monitor the performance of council's open space assets to ensure the adopted service standards are met

Programme Expenditure Budget \$000>>		\$551
	\$000	\$000
Operating Revenue	0	Operating Expense 551
Capital Revenue	0	Capital Works 0

Measures	Target	Milestone	Responsible Department
Identify and scope the 2016/17 Open Space Capital renewal program		28/02/2015	Engineering Services
Update the 10 Year Open Space Capital Plan		31/12/2015	Engineering Services
Align Open Space Asset Management Plan with the Transport and Stormwater Asset Management Plans		30/06/2015	Engineering Services
Condition assessments of playgrounds complete		31/08/2015	Engineering Services

Programme >> Emergent Open Spaces

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

>> The Emergent Open Spaces Programme will be triggered following the activation of a Natural Disaster Relief Recovery Arrangement to conduct emergent works

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

Measures	Target	Milestone	Responsible Department
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Programme >> Landscape Design

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

- >> 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

Programme Expenditure Budget \$000>>				\$183	
		\$000			\$000
Operating Revenue		0	Operating Expense		183
Capital Revenue		0	Capital Works		0

Measures	Target	Milestone	Responsible Department
100% of the 2014/15 landscape capital program designed by 31 March 2015.		31/03/2015	Engineering Services
20% of the 2015/16 landscape capital program designed by 30 June 2015.		30/06/2015	Engineering Services
100% of the 2014/15 irrigation capital program designed by 31/03/2015.		31/03/2015	Engineering Services

Programme >> Nursery

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

- >> Finalisation and closure of council's plant nursery operations

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

Measures	Target	Milestone	Responsible Department
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Programme >> Parks Open Space Management

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

>> Maintain parks and open spaces to ensure functionality within the community

Programme Expenditure Budget \$000>>		\$42,521	
	\$000		\$000
Operating Revenue	80	Operating Expense	42,281
Capital Revenue	0	Capital Works	240

Measures	Target	Milestone	Responsible Department
95% compliance on water quality testing at the Strand Water Park	95%		Maintenance Services - Interim
75% of playground shade sails in service throughout the year	75%		Maintenance Services - Interim
No more than 4GL water used for council irrigation throughout the year	4		Maintenance Services - Interim
Conduct coconut tree denutting on the Strand three times throughout the year		30/06/2015	Maintenance Services - Interim
Develop catalogue of plant species at council's Botanical Gardens		30/06/2015	Maintenance Services - Interim

Programme >> Restoration Open Spaces

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

>> The Restoration Open Spaces Programme will be triggered following the activation of a Natural Disaster Relief Recovery Arrangement to conduct restoration works

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

Measures	Target	Milestone	Responsible Department
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Programme >> Open Space Management - Capital

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

>> 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

Programme Expenditure Budget \$000>>		\$9,509	
	\$000		\$000
Operating Revenue	0	Operating Expense	321
Capital Revenue	400	Capital Works	9,188

Measures	Target	Milestone	Responsible Department
90% of the approved 2014/15 Open Space capital works construction program complete.		30/06/2015	Engineering Services



Service >> Roads & Transport Management

Service Budget Summary >>

	Total \$000
Operating Revenue	11,288
Operating Expense	72,536
Capital Revenue	(43,380)
Capital Works	33,483
Contributed Assets	21,826

Programme >> Amenity Maintenance

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

>> Provision of maintenance to ensure clean, safe and functional amenities

Programme Expenditure Budget \$000>>				\$7,218
	\$000			\$000
Operating Revenue	0	Operating Expense		7,218
Capital Revenue	0	Capital Works		0

Measures	Target	Milestone	Responsible Department
Deliver 75% of amenity maintenance within defined service target timeframes and schedules	75%		Maintenance Services - Interim
City wide bus shelter cleaning conducted three times throughout the year		30/10/2014	Maintenance Services - Interim



Programme >> Asset Planning - Roads & Transport

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

>> Monitor the performance of council's road and transport assets to ensure the adopted service standards are met

Programme Expenditure Budget \$000>>		\$1,474	
	\$000		\$000
Operating Revenue	268	Operating Expense	1,474
Capital Revenue	0	Capital Works	0

Measures	Target	Milestone	Responsible Department
Develop 50% of pathways database and ensure that digital systems align with strategic planning and asset databases	50%		Strategic Planning
Identify and scope the 2016/17 Roads and Transport Capital renewal program		28/02/2015	Engineering Services
10 Year Roads and Transport Capital Plan updated		31/12/2015	Engineering Services
Complete the CBD Car Parking Strategy		31/12/2014	Engineering Services
Participate in Super Tuesday Bike Count to assist with demand and planning of bike networks		31/12/2014	Engineering Services
Revised roads renewal program budgets determined from condition assessment survey		15/12/2015	Engineering Services
Revised pathway renewals program budgets determined from condition assessment survey		15/02/2015	Engineering Services
Roads and Transport Asset Management Plan updated and implemented		30/06/2015	Engineering Services
Three year capital plan - roads and transport projects mapped in GIS		30/06/2015	Engineering Services
Develop a strategy to undertake detailed traffic modelling (micro-simulation) across the city to determine traffic management solutions		30/06/2015	Engineering Services
Undertake an internal investigation and report on the Ingham Road connection upgrade options between the Bohle River and Blakey's Crossing		30/06/2015	Engineering Services

Programme >> Commercial Sales

This Programme delivers on our Corporate Plan Strategy >>

>> 4.2 Deliver best value customer service to our community

What we want to achieve in 2014/15 >>

>> The provision and recovery of costs for private works conducted by council

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

Measures	Target	Milestone	Responsible Department
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Programme >> Department Transport Main Roads (DTMR)

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

>> Deliver maintenance works on behalf of the Department of Transport Main Roads to ensure a safe and functioning road network

Programme Expenditure Budget \$000>>				\$2,633	
		\$000			\$000
Operating Revenue		2,940	Operating Expense		2,633
Capital Revenue		0	Capital Works		0

Measures	Target	Milestone	Responsible Department
Achieve 80% compliance on Road Maintenance Performance Contract (RMPC) Audit Report throughout the year	80%		Maintenance Services - Interim

Programme >> Emergent Roads

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

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

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

Measures	Target	Milestone	Responsible Department
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Programme >> Engineering Operational Support

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

>> Provision of support and assistance to Engineering Services to enable effective and efficient delivery of services

Programme Expenditure Budget \$000>>				\$5,404	
		\$000			\$000
Operating Revenue		0	Operating Expense		5,253
Capital Revenue		0	Capital Works		151

Measures	Target	Milestone	Responsible Department
Implementation of a Project Management Capability Plan in consultation with the Project Management Framework Steering Committee.		31/03/2015	Engineering Services



Programme >> Investigations-Roads & Transport

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

>> Provision of high level technical advice to council and its stakeholders on issues pertaining to road and transport infrastructure and traffic management issues

Programme Expenditure Budget \$000>>		\$820	
\$000		\$000	
Operating Revenue	0	Operating Expense	776
Capital Revenue	0	Capital Works	44

Measures	Target	Milestone	Responsible Department
85% of all Roads and Transport investigation tasks received completed within allocated timeframes	85%		Engineering Services

Programme >> Maintenance Services

This Programme delivers on our Corporate Plan Strategy >>

>> 4.2 Deliver best value customer service to our community

What we want to achieve in 2014/15 >>

>> Provision of governance and direction to enable maintenance services to deliver its programme objectives

Programme Expenditure Budget \$000>>		\$6,225	
\$000		\$000	
Operating Revenue	0	Operating Expense	6,225
Capital Revenue	0	Capital Works	0

Measures	Target	Milestone	Responsible Department
85% satisfaction with Maintenance Services through Satisfaction Survey	85%		Maintenance Services - Interim
Council endorsement of Maintenance Services Catalogue		30/09/2014	Maintenance Services - Interim

Programme >> Off Street Parking

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

>> Operational maintenance of off street parking meters within the CBD including line marking and pavement repairs for parking spaces

Programme Expenditure Budget \$000>>		\$271	
\$000		\$000	
Operating Revenue	318	Operating Expense	271
Capital Revenue	0	Capital Works	0

Measures	Target	Milestone	Responsible Department
Parking meter downtime for off street parking less than 10%	10%		Maintenance Services - Interim
Completion of parking meter Visa card upgrade for off street parking meters		30/06/2015	Maintenance Services - Interim



Programme >> On Street Parking

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

>> Operational maintenance of on street parking meters within the CBD including line marking and pavement repairs for parking spaces

Programme Expenditure Budget \$000>>				\$491
		\$000	\$000	
Operating Revenue		1,783	Operating Expense	491
Capital Revenue		0	Capital Works	0

Measures	Target	Milestone	Responsible Department
Parking meter downtime for on street parking less than 10%	10%		Maintenance Services - Interim
Completion of Parking Meter Visa Card Upgrade		30/06/2015	Maintenance Services - Interim

Programme >> Restoration Roads

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

>> The Restoration Roads Programme will be triggered following the activation of a Natural Disaster Relief Recovery Arrangement to conduct restoration works

Programme Expenditure Budget \$000>>				\$279	
		\$000			\$000
Operating Revenue		3,028	Operating Expense		170
Capital Revenue		2.152	Capital Works		109

Measures	Target	Milestone	Responsible Department
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Programme >> Roads - Capital

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

>> 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

Programme Expenditure Budget \$000>>				\$18,101	
		\$000			\$000
Operating Revenue		92	Operating Expense		483
Capital Revenue		26,673	Capital Works		17,617

Measures	Target	Milestone	Responsible Department
Commencement of all programs within the 2014/15 approved roads capital works program		30/06/2015	Engineering Services
90% of the 2015/16 capital works program for Roads designed		30/06/2015	Engineering Services
90% of the approved 2014/15 capital roads construction programs complete		30/06/2015	Engineering Services
80% of the roads preventive maintenance program (overlays and re-seals) delivered		31/12/2015	Engineering Services



Programme >> Roads Maintenance

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

>> Provision of road maintenance that contributes towards safe and functioning road transport network

Programme Expenditure Budget \$000>>		\$45,930	
	\$000		\$000
Operating Revenue	2,858	Operating Expense	45,930
Capital Revenue	0	Capital Works	0

Measures	Target	Milestone	Responsible Department
Less than 10 maintenance service requests per 100 km of rural road per quarter	10		Maintenance Services - Interim
80% Attendance within response time for reactive pothole repairs	80%		Maintenance Services - Interim
Less than 2% total downtime for council controlled traffic signals	2%		Maintenance Services - Interim
Rural Road Grading Completed Schedule 1		30/11/2014	Maintenance Services - Interim
Rural Road Grading Completed Schedule 2		30/05/2015	Maintenance Services - Interim
QR Crossing Inspections Completed (Signals & Linemarking)		30/06/2015	Maintenance Services - Interim

Programme >> Street Sweeping

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

>> Provide street sweeping services to contribute to the safety and amenity of the road network

Programme Expenditure Budget \$000>>		\$1,564	
	\$000		\$000
Operating Revenue	0	Operating Expense	1,564
Capital Revenue	0	Capital Works	0

Measures	Target	Milestone	Responsible Department
100% of street sweeping schedule undertaken throughout the year (defined areas swept three times throughout the year)	100%		Engineering Services



Programme >> Blakey's Crossing

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

>> Upgrading of Ingham Road (Blakey's Crossing) to improve flooding during significant wet periods

Programme Expenditure Budget \$000>>		\$11,554	
\$000		\$000	
Operating Revenue	0	Operating Expense	0
Capital Revenue	11,554	Capital Works	11,554

Measures	Target	Milestone	Responsible Department
Zero environmental incidents at Blakey's Crossing construction site			Engineering Services
Construction on Blakey's Crossing completed before wet season		31/01/2015	Engineering Services
Piling operations for Blakey's Crossing completed by end of September		30/09/2014	Engineering Services

Programme >> Dalrymple Road Bridge

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

>> Construct an optimum solution to enable Dalrymple Road to be accessible during the wet seasons.

Programme Expenditure Budget \$000>>		\$4,046	
\$000		\$000	
Operating Revenue	0	Operating Expense	46
Capital Revenue	3,000	Capital Works	4,000

Measures	Target	Milestone	Responsible Department
Advertise construction request for tender documentation within two months from funding approval		31/03/2015	Engineering Services
Commence Construction of Dalrymple Road Bridge within three months of tender closing		30/06/2015	Engineering Services

Programme >> CBD Utilities - Roads

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

>> Upgrade of water supply to the CBD to ensure adequate fire fighting pressure and cater for projected population growth in line with Council's objectives for the CBD.

Programme Expenditure Budget \$000>>		\$8	
\$000		\$000	
Operating Revenue	0	Operating Expense	0
Capital Revenue	0	Capital Works	8

Measures	Target	Milestone	Responsible Department
Engagement of roads contractor for CBD Utilities Upgrade Project		31/03/2015	Engineering Services
Deliver preliminary roads design of CBD Utilities Upgrade Project		30/06/2015	Engineering Services



Core Service >> Solid Waste Management

Core Service Budget Summary >>

	Total \$000
Operating Revenue	32,740
Operating Expense	26,388
Capital Revenue	0
Capital Works	18,639
Contributed Assets	0

Services >>

- >> Solid Waste Business Management and Strategy
- >> Solid Waste Collection and Recycling
- >> Solid Waste Treatment and Disposal



Service >> Solid Waste Business Management and Strategy

Service Budget Summary >>

	Total \$000
Operating Revenue	280
Operating Expense	4,770
Capital Revenue	0
Capital Works	36
Contributed Assets	0

Programme >> TWW Waste Management & Support

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

- >> Reduce the impact of waste on human health and the environment through improved practices
- >> Strategic management of waste management activities of Townsville Waste Services
- >> To maximise returns to our shareholder (Townsville City Council)

Programme Expenditure Budget \$000>>				\$4,806
		\$000	\$000	
Operating Revenue	280	Operating Expense	4,770	
Capital Revenue	0	Capital Works	36	

Measures	Target	Milestone	Responsible Department
Number of overdue process improvements less than 40	40		Utility Services
24 safety inspections completed at their scheduled time each quarter	96		Utility Services
5% decrease in staff unplanned leave	5%		Utility Services
Review and analyse waste collection runs to accommodate new services/growth		30/06/2015	Utility Services



Service >> Solid Waste Collection and Recycling

Service Budget Summary >>

	Total \$000
Operating Revenue	20,319
Operating Expense	10,099
Capital Revenue	0
Capital Works	221
Contributed Assets	0

Programme >> TWW – Waste & Recycling Collection

This Programme delivers on our Corporate Plan Strategy >>

>> 4.2 Deliver best value customer service to our community

What we want to achieve in 2014/15 >>

>> Efficient collection and removal of waste and recyclables in accordance with Annual Performance Plan

Programme Expenditure Budget \$000>>				\$10,320
	\$000		\$000	
Operating Revenue	20,319	Operating Expense	10,099	
Capital Revenue	0	Capital Works	221	

Measures	Target	Milestone	Responsible Department
90% customer satisfaction with kerbside waste and recycling collection	90%		Utility Services
99.95% of waste bins collected on their scheduled day of collection	99.95%		Utility Services
Increase tonnages of recyclables sent to Materials Recovery Facility by 2%	2%		Utility Services
Conduct an audit on waste stream to quantify waste characteristics		30/06/2015	Utility Services



Service >> Solid Waste Treatment and Disposal

Service Budget Summary >>

	Total \$000
Operating Revenue	12,141
Operating Expense	11,520
Capital Revenue	0
Capital Works	18,382
Contributed Assets	0

Programme >> TWW – Resource Recovery & Waste Disposal

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

>> Treatment of the community's waste in an environmentally responsible and sustainable manner

Programme Expenditure Budget \$000>>				\$29,902
	\$000			\$000
Operating Revenue	12,141	Operating Expense		11,520
Capital Revenue	0	Capital Works		18,382

Measures	Target	Milestone	Responsible Department
Maintain waste diversion rate at all disposal sites of greater than 40%	40%		Utility Services
Number of penalty infringement notices issued or instances of legal action initiated by the Regulator for non-compliance			Utility Services
90% customer satisfaction with disposal facilities	90%		Utility Services
Complete Landfill Capping Stage B at Hervey Range Landfill		30/06/2015	Utility Services
Complete construction of Interface Liner Stage 1 at Stuart Landfill		30/06/2015	Utility Services
Obtain all State Planning Approvals for the Magnetic Island Waste Transfer Station		30/09/2014	Utility Services



Core Service >> Wastewater Services

Core Service Budget Summary >>

	Total \$000
Operating Revenue	81,120
Operating Expense	57,451
Capital Revenue	21,219
Capital Works	47,794
Contributed Assets	4,666

Services >>

>> Wastewater Supply



Service >> Wastewater Supply

Service Budget Summary >>

	Total \$000
Operating Revenue	81,120
Operating Expense	57,451
Capital Revenue	(21,219)
Capital Works	47,794
Contributed Assets	4,666

Programme >> Wastewater Preventative Maintenance

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

>> Plan and optimise preventative maintenance of wastewater assets to ensure their reliability and longevity

Programme Expenditure Budget \$000>>		\$6
	\$000	\$000
Operating Revenue	0	6
Capital Revenue	0	0
Operating Expense		
Capital Works		

Measures	Target	Milestone	Responsible Department
Implement corrective maintenance aspect of Maintenance Management Strategy Plan for Wastewater assets		30/06/2015	Townsville Water & Waste
Complete Stage 1 of developing risk scores and criticality ratings of Wastewater assets		30/06/2015	Townsville Water & Waste



Programme >> TWW – Wastewater Treatment

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

>> Treatment of wastewater to a standard that meets environmental and recycling requirements

Programme Expenditure Budget \$000>>				\$36,525	
		\$000			\$000
Operating Revenue		106	Operating Expense		11,545
Capital Revenue		0	Capital Works		24,980

Measures	Target	Milestone	Responsible Department
No penalty infringement notices issued or instances of legal action initiated by the Regulator for non-compliance			Townsville Water & Waste
Delivery of odour extraction and treatment facility at the Cleveland Bay Purification Plant		30/11/2014	Townsville Water & Waste
Renegotiate environmental licences for Horseshoe Bay Treatment Plant and Magnetic Island Water Recycling Facility		31/12/2014	Townsville Water & Waste
Finalise the design of the Magnetic Island Water Recycling sewage effluent injection system		30/06/2015	Townsville Water & Waste

Programme >> TWW – Wastewater Management & Support

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

>> Provision of management and administrative support to Wastewater Operations

Programme Expenditure Budget \$000>>				\$42,744	
		\$000			\$000
Operating Revenue		560	Operating Expense		39,939
Capital Revenue		21,219	Capital Works		2,805

Measures	Target	Milestone	Responsible Department
100% compliance with Wastewater Operations' Work Health and Safety Plan	100%		Townsville Water & Waste
Participate in the development of a Wastewater Reticulation and Distribution Code of Practice in conjunction with the Queensland Wastewater Industry		30/06/2015	Townsville Water & Waste
Determine the location of the next wastewater purification treatment plant to support the growth of the city.		31/12/2014	Townsville Water & Waste
Investigate interconnectivity opportunities for sewer catchments to assist with wet weather flows.		30/06/2015	Townsville Water & Waste
Deliver the Planning report for Picnic Bay Wastewater Purification Treatment Plant incoming flows		30/06/2015	Townsville Water & Waste
Existing Sewer Strategy reports to be reviewed for currency to support the growth of the city.		30/06/2015	Townsville Water & Waste



Programme >> TWW – Wastewater Collection

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

>> Collection and transportation of sewage to treatment plants for treatment

Programme Expenditure Budget \$000>>				\$25,292	
		\$000			\$000
Operating Revenue	76,424	Operating Expense		5,572	
Capital Revenue	0	Capital Works		19,720	

Measures	Target	Milestone	Responsible Department
No penalty infringement notices issued or instances of legal action initiated by the Regulator for non-compliance			Townsville Water & Waste
Conduct smoke testing in accordance with approved program throughout the year		30/06/2015	Townsville Water & Waste
Deliver sewerage infrastructure renewals in line with the approved capital program		30/06/2015	Townsville Water & Waste
Conduct 100% of sewage pump station renewals in line with the approved program		30/06/2015	Townsville Water & Waste
Complete Horseshoe Bay Wet Weather Outfall construction project		31/12/2014	Townsville Water & Waste
Completion of Lotus Glen pump station construction		30/09/2014	Townsville Water & Waste
Replacement of the western outfall pressure main creek crossings		30/06/2015	Townsville Water & Waste
Complete construction of the Southern Suburbs pump station and pressure main (pump station 21)		31/03/2015	Townsville Water & Waste

Programme >> TWW – Wastewater Source Management

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

>> Manage sewage quality to protect assets, processes, the environment, the health and safety of sewerage workers, and the community

Programme Expenditure Budget \$000>>				\$388	
		\$000			\$000
Operating Revenue	4,029	Operating Expense		388	
Capital Revenue	0	Capital Works		0	

Measures	Target	Milestone	Responsible Department
Review trade waste charging methodology		31/12/2014	Townsville Water & Waste
Develop a wastewater source management education program for residential customers		30/06/2015	Townsville Water & Waste
Implement Trade Waste Management Plan for category 2 customers		31/12/2014	Townsville Water & Waste



Programme >> CBD Utilities - Wastewater

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

>> Upgrade of wastewater infrastructure in the CBD to cater for projected population growth in line with Council's objectives for the CBD and to minimise impacts on residents and businesses

Programme Expenditure Budget \$000>>				\$289	
		\$000			\$000
Operating Revenue		0	Operating Expense		0
Capital Revenue		0	Capital Works		289

Measures	Target	Milestone	Responsible Department
Engage contractor for CBD Utilities Upgrade Project (wastewater)		31/03/2015	Townsville Water & Waste
Deliver preliminary design of CBD Utilities Upgrade Project (wastewater)		30/06/2015	Townsville Water & Waste



Core Service >> Water Services

Core Service Budget Summary >>

	Total \$000
Operating Revenue	106,581
Operating Expense	77,161
Capital Revenue	19,692
Capital Works	34,076
Contributed Assets	3,938

Services >>

>> Water Supply



Service >> Water Supply

Service Budget Summary >>

	Total \$000
Operating Revenue	106,581
Operating Expense	77,161
Capital Revenue	(19,692)
Capital Works	34,076
Contributed Assets	3,938

Programme >> Bulk Water Distribution

This Programme delivers on our Corporate Plan Strategy >>

>> 2.2 Implement an effective integrated demand management approach to infrastructure planning and delivery

What we want to achieve in 2014/15 >>

>> Storage and delivery of potable water to ensure consistent supply to the Townsville community

Programme Expenditure Budget \$000>>		\$19,977
	\$000	\$000
Operating Revenue	156	Operating Expense 6,551
Capital Revenue	0	Capital Works 13,426

Measures	Target	Milestone	Responsible Department
100% compliance with drinking water quality requirements in accordance with Townsville Water's Drinking Water Quality Management Plan	100%		Townsville Water & Waste
Investigate water supply options for Cungulla, Alligator Creek and Giru Water Treatment Plant Replacement		30/06/2015	Townsville Water & Waste
Review the Integrated Water Supply Strategy to check for currency		31/12/2014	Townsville Water & Waste
Annual review of bulk water model to reflect current dam levels.		31/12/2014	Townsville Water & Waste
Determine the location of the next water treatment plant to treat bulk water to support the growth of the city.		30/06/2015	Townsville Water & Waste
Begin construction of Mt Louisa Reservoir No. 3		30/09/2014	Townsville Water & Waste
Commence implementation of the Kulburn Booster Pump Station		30/09/2014	Townsville Water & Waste



Programme >> Water Reticulation

This Programme delivers on our Corporate Plan Strategy >>

>> 2.2 Implement an effective integrated demand management approach to infrastructure planning and delivery

What we want to achieve in 2014/15 >>

>> Deliver potable water to the Townsville community

Programme Expenditure Budget \$000>>		\$22,511	
	\$000		\$000
Operating Revenue	105,109	Operating Expense	9,161
Capital Revenue	0	Capital Works	13,350

Measures	Target	Milestone	Responsible Department
100% compliance with the Townsville Water Customer Service Standard for water supply	100%		Townsville Water & Waste
Install 100% of new water meters within 4 weeks of water meter application being received by Water Operations department	100%		Townsville Water & Waste
Review Planning reports for the Water Reticulation Network to reflect new planning scheme		30/06/2015	Townsville Water & Waste
Conduct investigations to look for efficiencies in the water distribution, storage and reticulation networks.		30/06/2015	Townsville Water & Waste
Commence design of Charters Towers Road Water Pipes Replacement		31/12/2014	Townsville Water & Waste
Commence construction of Charters Towers Road Water Pipes Replacement		30/06/2015	Townsville Water & Waste

Programme >> Water Preventative Maintenance

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

>> Plan and optimise preventative maintenance of water assets to ensure their reliability and longevity

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

Measures	Target	Milestone	Responsible Department
Implement corrective maintenance aspect of Maintenance Management Strategy Plan for Water assets		30/06/2015	Townsville Water & Waste
Complete Stage 1 of developing risk scores and criticality ratings of Water assets		30/06/2015	Townsville Water & Waste



Programme >> TWW – Dams

This Programme delivers on our Corporate Plan Strategy >>

>> 2.2 Implement an effective integrated demand management approach to infrastructure planning and delivery

What we want to achieve in 2014/15 >>

- >> Reliable supply of water to water treatment plants
- >> Safe and responsible management of Ross and Paluma dams

Programme Expenditure Budget \$000>>				\$3,494	
		\$000			\$000
Operating Revenue		60	Operating Expense		3,094
Capital Revenue		0	Capital Works		400

Measures	Target	Milestone	Responsible Department
100% conformance with Dam Safety Conditions Schedules for Ross and Paluma Dams	100%		Townsville Water & Waste
100% compliance with Interim Resource Operations Licences for taking water from Paluma-Crystal Water Supply Scheme and Ross River Water Supply Scheme	100%		Townsville Water & Waste

Programme >> TWW – Water Treatment

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

- >> Deliver potable water to the community
- >> Ensure that water treatment plants comply with Townsville Water's Drinking Water Quality Management Plan

Programme Expenditure Budget \$000>>				\$13,189	
		\$000			\$000
Operating Revenue		0	Operating Expense		12,289
Capital Revenue		0	Capital Works		900

Measures	Target	Milestone	Responsible Department
Achieve a water quality index of 1 for Trilley operations of Douglas and Northern Water Treatment Plants	1		Townsville Water & Waste
100% compliance with drinking water quality requirements in accordance with Townsville Water's Drinking Water Quality Management Plan	100%		Townsville Water & Waste
Undertake further investigation into the options for treatment of the water supply servicing the Paluma Township		30/06/2015	Townsville Water & Waste



Programme >> TWW – Water Management & Support

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

>> Provision of management, administrative and project services to Townsville Water Operations

Programme Expenditure Budget \$000>>		\$46,068	
	\$000		\$000
Operating Revenue	1,256	Operating Expense	46,068
Capital Revenue	19,692	Capital Works	0

Measures	Target	Milestone	Responsible Department
Deliver 20 water conservation education activities by 30th June 2015	20		Integrated Sustainability
Achieve 100% compliance with routine, incident and management reporting requirements throughout the year regarding water quality	100%		Townsville Water & Waste
Achieve 90% customer satisfaction for water services fault management	90%		Townsville Water & Waste

Programme >> CBD Utilities - Water

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2014/15 >>

>> Upgrade of water infrastructure in the CBD to cater for projected population growth in line with Council's objectives for the CBD and to minimise impacts on residents and businesses

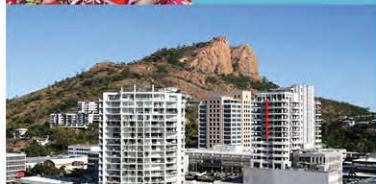
Programme Expenditure Budget \$000>>		\$5,999	
	\$000		\$000
Operating Revenue	0	Operating Expense	-1
Capital Revenue	0	Capital Works	6,000

Measures	Target	Milestone	Responsible Department
Engage water contractor for CBD Utilities Upgrade Project		31/03/2015	Townsville Water & Waste
Deliver preliminary water design of CBD Utilities Upgrade Project		30/06/2015	Townsville Water & Waste
Deliver design of Echlin Street 31ML Reservoir		30/06/2015	Townsville Water & Waste



Townsville

Townsville Water Performance Management Plan





1. Overview of the Business

1.1 Introduction

This document is intended to meet the requirements of an Annual Performance Plan as specified in the *Local Government Regulation 2012*, in addition to providing a framework for the operation of the significant business activity of Townsville Water.

This document sets out the manner in which the business of Townsville Water will be carried out in the 2014/15 financial year, in a commercially and environmentally sustainable manner, to ensure that the business can continue to deliver council's required outcomes in the long term. This Townsville Water Annual Performance Plan must be considered in conjunction with the unit's operational plan, which is embedded in the Townsville City Council Operational Plan.

1.2 Townsville City Council

Townsville City Council is referred to as the "Capital" of Northern Australia and is the largest tropical city and second largest regional city in Australia. Townsville continues to be one of the fastest growing regions in Australia, due to a combination of a buoyant, diversified local economy and an enviable tropical lifestyle. The Townsville Local Government Area extends over an area of 3,738 square kilometres, from the Paluma Rainforest in the north to the rural areas of Majors Creek and Woodstock in the south, and the grazing area of Hervey Range in the west.

The current population of Townsville is approximately 190,000 and is projected to grow at an average growth rate of 2.3% each year over the next 25 years, resulting in an expected population of approximately 229,000 by 2021.* The mainstays of the local economy include health care, public administration and safety, retail trade, construction, education and training, and manufacturing.

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 significant business under the provisions of the *Local Government Regulation 2012*. Its business is articulated in its mission and vision statements:

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

Mission: To provide safe, reliable, value for money water and wastewater services for the Townsville community.

*This information was obtained from the Queensland Government Statistician's Office, Queensland Treasury and Trade for the Townsville City Local Government Area.



1.4 Key Business Metrics

Water Operations

- Expected provision of in excess of 50,000 megalitres of potable water to Townsville residents via approximately 70,000 water meters
- Management of 3 treatment plants, 24 pump stations, 18 chlorinators, 41 reservoirs/tanks and in excess of 1,500km of water mains
- Over \$40 million of capital projects to be planned and delivered

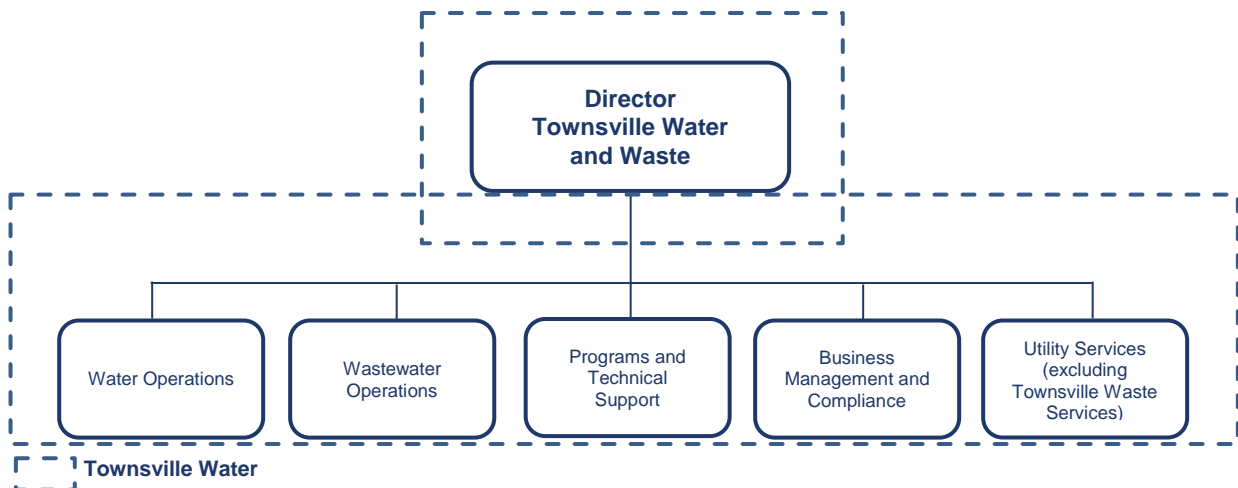
Wastewater Operations

- Expected provision of wastewater services to in excess of 67,000 residential properties and approximately 1,000 trade waste customers
- Services delivered using close to \$1 billion worth of assets, including 6 sewerage treatment plants, 180 sewerage pump stations and more than 1,200km of sewers and pressure mains
- On average 20,000 megalitres of sewage is collected and treated per annum with up to 15% of this volume reused (depending on weather conditions)
- Almost \$42 million of capital works to be delivered

1.5 Organisational Structure

Figure 1 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 2014/15 financial year.

1.6.1 Regional Growth

Although the Townsville region has been projected by Queensland Treasury and Trade to continue to grow at an average annual rate of 2.3% per year over the next 25 years, the actual population growth rates for recent financial years have been lower than projected. The lower than projected population growth rates have been taken into consideration when budgeting for the 2014/2015 financial year, with the 2014/2015 budget being based on a population forecast of 1.7%. Regional growth has a direct impact on the business of Townsville Water, impacting on demand for water services, and resulting in a need for Townsville Water to adjust supply and infrastructure requirements, and to manage demand.

1.6.2 Infrastructure

Reservoir Storage Capacity Upgrade

In order to ensure continuity of supply of potable water, works to construct a new water storage reservoir at Mount Louisa will take place in the 2014/2015 financial year. Once constructed, Mount Louisa Reservoir 3 will increase storage capacity by 22.5 megalitres, ensuring a secure water supply to the Central Area of Townsville, as well as the growing Western/Northern Expansion Areas.

CBD Upgrade Project

Works will be undertaken in the 2014/2015 financial year to plan and design the works required for the CBD Utilities Upgrade Project. The purpose of the Project is to upgrade the water and sewer networks in the CBD; this will include the construction of a new water storage reservoir at Echlin Street, replacement of aged cast iron water mains in the CBD area, and the upgrade of the Strand sewer and various other sewer upgrades. The works will address water quality and pressure issues due to the age and reduced capacity of water mains servicing the CBD and will ensure that council is able to meet the likely future demands on the water network in the City. Due to the imminent impact on traffic, residents and businesses in the CBD, an assessment has been undertaken to determine other planned infrastructure works that should be included in this project to minimise the potential need to disturb the CBD area in the foreseeable future.

Northern Area (Kulburn) Booster Pump Station

Townsville Water will begin construction of a permanent booster pump station at Mt Kulburn to provide a reliable supply of water to the northern areas of Townsville. The construction of the permanent boosting system will negate the need for manual operation of valves to transition from forward to reverse flow at required times, and cater for more frequent operations of the boosting system as demand increases in the northern areas.

Cleveland Bay Purification Plant Odour Extraction and Control System Works

Works will be completed 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 completion is expected by November 2014.

Cleveland Bay Purification Plant Capacity Upgrade

Council considered the options to upgrade the hydraulic capacity of the Cleveland Bay Purification Plant to meet its current environmental licence conditions in late 2013, at an estimated cost of \$47 million. At that meeting council resolved to put the upgrade on hold subject to the Mayor seeking a relief from the licence conditions from the Queensland Government. During 2014/15, Council will continue to explore and analyse more cost effective alternatives to meet environmental obligations, in consultation with the Queensland Government.

Southern Suburbs Pump Station and Pressure Main

Townsville Water will begin the Southern Suburbs Pump Station and Pressure Main project in the 2014/2015 financial year, in order to alleviate pressure on the existing sewerage infrastructure in the southern suburbs of Townsville including Annandale, Douglas, Idalia, Oonoonba, Wulguru, Stuart and Cluden. The project will cater for future development and alleviates the current impact of sewage overflows during wet weather events. As part of the project, a new sewage pump station and rising main to transfer sewage directly from a large component of the Southern Suburbs catchment to the Cleveland Bay Purification Plant will be constructed. The works will be



constructed over two stages and a number of financial years. Works expected to be undertaken in the 2014/2015 financial year include the construction of a new sewage pump station, gravity sewer and the first section of pressure main.

Integrated Water Supply Strategy

Townsville Water is committed to managing its water supply infrastructure on a long term basis, to ensure a secure water supply for the community into the future. In September 2012, Townsville Water finalised the development of its Integrated Water Supply Strategy, assessing the future water supply and infrastructure requirements to best meet the needs of the city. In the 2014/2015 year, Townsville Water will continue to implement its strategy, focusing on design of the Haughton pipeline duplication, design of the Douglas Water Treatment Plant clarifier, and demand management planning.

Duplication of the Haughton Water Supply Pipeline

To plan for the anticipated water supply requirements in the next 8 to 10 years, design will begin for the construction of a second Haughton Pipeline and pump station upgrade to enable a capacity of 190 megalitres per day to be pumped to the Ross River Dam catchment. This will improve water supply security and will alleviate the need for significant restrictions in the future.

Douglas Water Treatment Plant Clarifier

Design works will begin for the installation of a clarifier at Douglas Water Treatment Plant in the 2014/2015 financial year. The installation of the clarifier will increase the capacity of the treatment plant to treat water at times when high turbidity occurs within the Ross River Dam. This is essential to ensure that the demand for water can be met during the wet season when fast changes in dam levels occur, causing high turbidity in the dam and a reduced capacity for treatment at the treatment plant.

Demand Management Planning

In the 2014/2015 financial year, Townsville Water will focus on developing a suite of techniques to manage the demand on its water supply system during the 2014/2015 financial year. Townsville Water will investigate options such as advertising and education about water conservation, automated meter reading systems, and water restrictions.

By reducing water consumption, reducing water leakage, and increasing water efficiency in the Townsville area, it is possible to defer the replacement of assets and new capital works, leading to potential cost savings for the community.

Regional Sewerage Strategy

Townsville Water will progress the development of a Regional Sewerage Strategy in the 2014/2015 financial year. The Strategy will take a regional approach to sewerage planning, taking into account the interaction between the existing catchments within the Townsville local government area and considering the most effective and efficient sewerage options for the future growth of the Townsville region, including the determination of locations of future sewerage treatment plants and treatment plant upgrades.

1.6.3 Environmental Management

Addressing environmental impacts is a key driver for Townsville Water. There are environmental implications of sourcing, storing and supplying water, as well as from the collection, treatment and disposal of wastewater, and the supply of recycled water. To ensure sound environmental management, Townsville Water maintains an Environmental Management System in accordance with the International Standard *ISO14001 – Environmental management systems*, and is accredited in this respect.

Licensing of Water and Sewage Treatment Activities

The water and wastewater treatment and sewage reticulation operations carried out by Townsville Water have the potential to impact on the environment and accordingly, Townsville Water must be licensed under the *Environmental Protection Act 1994* to conduct its water treatment and wastewater operations.

Licence negotiations will take place during the 2014/2015 financial year for the environmental licences for Magnetic Island Water Recycling Facility and the Horseshoe Bay Sewage Treatment Plant. Model treatment plant licence conditions are being developed by the Department of Environment and Heritage Protection and renegotiations of the licences for these plants will be entered into shortly after the finalisation of the model conditions.

Change to the Environmental Regulation of Sewage Pumping Stations

It is expected that changes will be implemented during the 2014/2015 financial year which will dramatically change the way that sewage overflows are regulated across Queensland. Following advocacy by the wastewater services industry, the Department of Environment and Heritage Protection have proposed that sewage pumping stations be removed from the regulation of Environmentally Relevant Activity 63 under the *Environmental*



Protection Act 1994, and be regulated instead by an Industry Code of Practice. Townsville Water would benefit from the move to a Code of Practice, which is a guideline created by the industry itself, describing 'best practice' operations, maintenance and planning. The Code is expected to be more flexible than a rigid list of regulatory requirements, allowing for risk-based management relevant to the particular conditions of Townsville Water's scheme, whilst still maintaining best practice standards to ensure environmental sustainability. Townsville Water will work with the Queensland Wastewater Industry during the financial year to contribute to the development of the Code.

1.6.4 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.

Water Reform

The Queensland government has recently introduced reforms intended to simplify the regulatory framework relating to water and sewerage service providers. This includes removal of the requirement to prepare some regulatory plans, which are costly to prepare and do not always contribute to effective asset management or water security planning. This requirement will be replaced with annual reporting on key performance indicators, to enable the Department of Environment and Heritage Protection to monitor environmental performance of water and sewerage service providers, and to promote transparency and accountability for customers of water and sewerage services through the publication of the performance results. Townsville Water has voluntarily participated in annual performance reporting and publication of a similar nature for a number of years and will continue to monitor and report its performance as part of good business practice.

The reforms will also simplify the regulatory requirements of Townsville Water as a recycled water provider. The reforms will differentiate between recycled water schemes on the basis of risk, reducing the regulatory requirements for low risk schemes. The changes will benefit Townsville Water who operates only low risk schemes delivering recycling water to open space areas. Townsville Water will no longer be required to keep and maintain Recycled Water Management Plans or exemptions, but will be required to be registered with the Department of Energy and Water Supply in relation to its recycled water scheme. Monitoring and sampling practices will continue to ensure that all recycled water delivered is fit for its use and complies with the requirements of the *Public Health Act 2005*.

Drinking Water Quality Management Plan

Townsville Water will maintain and comply with its Drinking Water Quality Management Plan during the 2014/2015 financial year to ensure the effective management of its drinking water supply. Irrespective of the proposed reforms to the *Water Supply (Safety and Reliability) Act 2008*, the requirement for drinking water service providers to keep Drinking Water Quality Management Plans remain.

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 i.e. council.

Quality Assurance

To ensure quality services are provided, Townsville Water will continue to develop and maintain systems and processes that support quality assurance in relation to its services. In this respect, Townsville Water will carry out the necessary steps in order to maintain its quality management system and its certification with International Standard *ISO9001 – Quality management systems*.



Townsville Water's Asset Management 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 an asset management improvement strategy over the course of the financial year.

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 engage with the Townsville community during the 2014/2015 financial year in relation to setting service levels for its customer service standards.

A community attitude survey conducted in the 2013/2014 financial year provided a picture of the community's attitudes and opinions about the services provided by Townsville City Council, including services provided by Townsville Water. The results will be utilised by Townsville Water to evaluate and analyse the provision of services and facilities that it provides to local residents.

Townsville Water will continue to participate in reporting and publishing its performance against annual performance targets to ensure transparency and accountability, and will take part in comparative reporting to be delivered by the Queensland Government as part of proposed reforms to the regulation of the water industry in 2014/2015.

Townsville City Council's Integrated Sustainability Services Department will continue to provide community and school education programs on behalf of Townsville Water in 2014/2015.

2.0 Performance Targets

GOAL 1 ECONOMIC SUSTAINABILITY			
Performance Measure	Description	Target	Timing
Revenue – Budget to Actual	Comparison of actual revenue received with the budgeted revenue	Within 5% of revised budget	Monthly
Operating Cost – Budget to Actual	Comparison of the actual operating cost with the budgeted operating cost	Within 5% of revised budget	Monthly
Capex – Budget to Actual	Comparison of the actual capital expenditure with the budgeted capital expenditure	Within 5% of revised budget	Monthly
Net Operating Result – Budget to Actual	Comparison of the actual Net Operating Result with the budgeted Net Operating Result	Within 5% of revised budget	Monthly
5 Year Price Path	Approved price path derived from QTC model	Information only	Yearly
Return on assets	Net income / NBV of non-current assets	Within 5% of revised budget	Yearly
Asset Renewal	Rehabilitation capital works / Depreciation charges	Minimum 90%	Yearly
Interest coverage ratio	Total operating revenue / Net interest expense	Information only	Yearly
Average consumption of assets	Weighted average measure of consumption of non-current assets	Information only	Yearly
GOAL 2 SOCIAL RESPONSIBILITY			
Performance Measure	Description	Target	Timing
Customer Satisfaction	Percentage of results of “good” and “excellent” recorded by the Customer Service Department monthly survey	90%	Monthly
Drinking Water Quality Compliance	Percentage of compliance with all drinking water quality requirements in accordance with Townsville Water’s Drinking Water Quality Management Plan	100%	Monthly
GOAL 3 ENVIRONMENTAL SUSTAINABILITY			
Performance Measure	Description	Target	Timing
Penalty Infringement Notices or Legal Action for Non-Compliance	Number of penalty infringement notices issued or instances of legal action initiated by the Regulator for non-compliance with respect to sewerage treatment or reticulation activities	Zero	Monthly



GOAL 4 RESPONSIBLE GOVERNANCE

Performance Measure	Description	Target	Timing
Number of Lost Time Injuries	Total number of lost time injuries	0	Monthly
No. of Process Improvements outstanding – Water Operations	Total number of outstanding Process Improvements at the end of the month for Water Operations	50	Monthly
No. of Process Improvements outstanding – Wastewater Operations	Total number of outstanding Process Improvements at the end of the month for Wastewater Operations	80	Monthly
Number of scheduled Safety Inspections undertaken	Total number of Safety Inspections undertaken as required in the month	In accordance with the Safety Inspection Schedule to be developed prior to 1 July 2014	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.

2.1 Nature and Extent of Community Service Obligations for 2014/15

The following price concessions will be available to particular customers on water and wastewater charges in recognition of the activity's contribution to the social and cultural welfare of the community during the 2014/2015 financial year.

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
Churches, church halls, clubhouses and halls - Charitable and non-profit organisations	73%	15%
Sporting field irrigation - restricted public access (not including schools, tertiary institutions and other educational facilities)	73%	Nil
Sporting field - no public access restrictions (not including schools, tertiary institutions and other educational facilities)	95%	Nil
War Graves	5%	Nil
Approved transitional sewerage price plans	n/a	62%

The following works are to be completed by Townsville Water as community service obligations in 2014/2015.

Category	Value \$
Pumping of sewerage – Magnetic Island Surf Lifesaving Club	\$11,600

2.2 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 2014/15 will be approximately \$3,711,000.

Additional community service obligations may be identified during the financial year.

All community service obligations must be described and costed in council's Annual Report.



4.0 Capital Structure, Investment and Borrowing

4.1 Notional Capital Structure

The notional capital structure for Townsville Water is 50% debt / 50% equity for pricing purposes. The capital structure and the anticipated rate of return to Townsville City Council as dividends are determined by council.

The capital structure will be reviewed annually, taking into consideration the financial performance, financial risk and sustainability of the business over the short and long term and may result in changes to forecast debt levels and future capital structures.

4.2 Pricing

Pricing for water and wastewater utilities is determined with the use of a full cost water and wastewater pricing model. Cost reflective pricing is a critical component in the efficient management of water and wastewater services.

Townsville Water will review its trade waste pricing scheme during the financial year in line with a review of its Trade Waste Management Plan to ensure that pricing is fair and equitable for trade waste customers and is in line with modern practices.

4.3 Dividend Policy

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



4.4 Major Investments 2014/15

Initiative/Project	Capital/ Operating	Completion Date	Net Cost
Mt Louisa Reservoir No. 3 – Year 2	Capital	30 June 2015	\$5.5m
Magnetic Island Distribution Mains (Horseshoe Bay Reservoir Main – DN150)	Capital	30 June 2015	\$1.1m
Kulburn Booster Pump Station	Capital	30 June 2015	\$3.0m
Sewer Pipe Rehabilitation	Capital	30 June 2015	\$5.0m
Western Outfall Pressure Main Works	Capital	30 June 2015	\$1.5m
Sewer – Manholes	Capital	30 June 2015	\$1.0m
Cleveland Bay STP Renewal/Upgrade	Capital	30 June 2015	\$1.3m
Other reservoir renewals (including cathodic protection)	Capital	30 June 2015	\$1.0m
Water Pipes Replacement (including cathodic protection)	Capital	30 June 2015	\$4.0m
Charters Towers Rd (via Minden Drain)	Capital	30 June 2015	\$3.0m
Mt Louisa South DN500 duplicate water main to Dalrymple Rd & PRV	Capital	30 June 2015	\$1.7m
Echlin St 31 ML Reservoir – Year 2 (Bulk Earth Works)	Capital	30 June 2015	\$5.0m
Cleveland Bay STP Process Upgrade – Design/Implementation	Capital	30 June 2015	\$3.0m
Southern Suburbs Bypass Pump Station & 800m Rising Main	Capital	30 June 2015	\$4.0m
Southern Suburbs completion of Rising Main to Cleveland Bay STP detailed design	Capital	30 June 2015	\$1.3m

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 will review its Customer Service Standard during the financial year to meet its obligations under the *Water Supply (Safety and Reliability) Act 2008*. The standard contains the service standards that Townsville Water aims to achieve and will report on annually to the Office of the Water Supply Regulator, including quality and service reliability targets for water and wastewater services. Townsville Water will consult with the public in respect of the targets for performance measures in the first half of the 2014/2015 financial year.



6.0 Delegations

Townsville City Council's delegated authorities relevant to Townsville Water are made in accordance with the requirements of the *Local Government Act 2009*. Delegated authorities are recorded in Townsville City Council's Register of Delegations.

7.0 Reporting to Townsville City Council

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

Townsville Water will prepare an annual report for the Townsville City Council on its performance against this plan. This report will be complete within four calendar months of the end of the financial year.

Townsville Water will prepare all management plans as required by Townsville City Council, which shall include, but is not limited to, an Operational Plan, Asset Management Plan, Emergency Response Plan and Business Continuity Plan.

8.0 Review and Amendment of the Annual Performance Plan

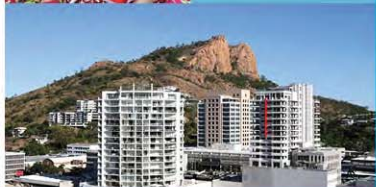
The *Local Government Regulation 2012* allows for an Annual Performance Plan to be amended at any time before the end of the financial year for which it is prepared.

For the purpose of this Performance Plan, the Director Townsville Water and Waste is responsible for reviewing the Annual Performance Plan on at least a quarterly basis in conjunction with the Operational Plan. Where amendments are necessary these will be made by Townsville City Council as required.



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Townsville Waste Performance Management Plan





1. Overview of the Business

1.1 Introduction

This document is intended to meet the requirements of an Annual Performance Plan as specified in the *Local Government Regulation 2012*, in addition to providing a framework for the operation of the significant business activity of Townsville Waste Services.

This document sets out the manner in which the business of Townsville Waste Services will be carried out in the 2014/2015 financial year, in a commercially and environmentally sustainable manner, to ensure that the business can continue to deliver council's required outcomes in the long term. This Annual Performance Plan must be considered in conjunction with the unit's operational plan, which is embedded in the Townsville City Council Operational Plan.

1.2 Townsville City Council

Townsville City Council is referred to as the "Capital" of Northern Australia and is the largest tropical city and second largest regional city in Australia. Townsville continues to be one of the fastest growing regions in Australia, due to a combination of a buoyant, diversified local economy and an enviable tropical lifestyle. The Townsville Local Government Area extends over an area of 3,738 square kilometres, from the Paluma Rainforest in the north to the rural areas of Woodstock and Reid River in the south, and the grazing area of Hervey Range in the west.

The current population of Townsville is approximately 190,000 and is projected to grow at an average annual growth rate of 2.3% each year over the next 25 years, resulting in an expected population of approximately 229,000 by 2021.* The mainstays of the local economy include health care, public administration and safety, retail trade, construction, education and training, and manufacturing.

*This information was obtained from the Queensland Government Statistician's Office, Queensland Treasury and Trade for the Townsville City Local Government Area.



1.3 Townsville Waste Services

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

Townsville Waste Services is a significant business under the provisions of the *Local Government Regulation 2012*. Its business is articulated in its vision and mission statements:

Vision: To be Australia's best waste managers.

Mission: To deliver excellent customer service, environmental management and efficient operations while maximising the return to council.

Townsville Waste Services actively competes in the commercial waste collection sector, providing services to a range of business types and sizes, and pursuing long term contractual arrangements with large-scale customers.

1.4 Key Business Metrics

Domestic Waste and Recycling

- 73,000 domestic waste services provided per week
- 36,000 domestic recycling services provided per week

Commercial Waste and Recycling

- 684 bulk bins in service
- 257 bulk bins emptied per day
- 253 public bins emptied per day

Waste Disposal

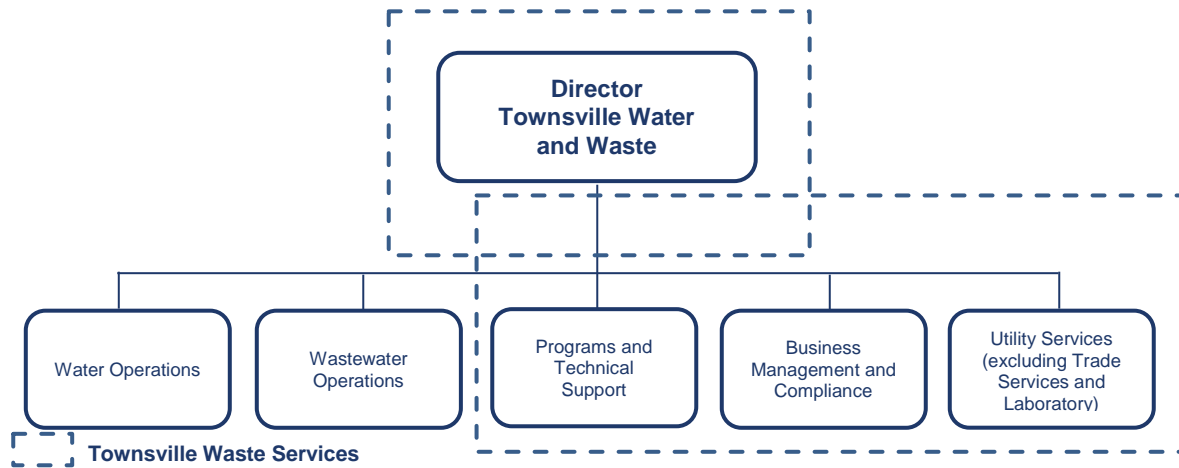
- Four landfill sites
- Four waste transfer stations
- Over 275,000 total customer visits per annum
- Over 200,000 domestic customer visits per annum
- Over 300,000 tonnes per annum received at landfills
- Over 125,000 tonnes per annum diverted from disposal
- Over 175,000 tonnes per annum landfilled



1.5 Organisational Structure

Figure 1 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 Townsville Waste Services over the 2014/15 financial year.

1.6.1 Regional Growth

Although the Townsville region has been projected by Queensland Treasury and Trade to continue to grow at an average annual rate of 2.3% per year over the next 25 years, the actual population growth rates for recent financial years have been lower than projected. The lower than projected population growth rates have been taken into consideration when budgeting for the 2014/2015 financial year, with the 2014/2015 budget being based on a population forecast of 1.7%.

1.6.1 Regulation of the Waste Industry

Queensland Waste Strategy

In the 2013/2014 financial year, the Queensland Government undertook a review of Queensland's Waste Strategy, and determined to develop a new industry-led waste strategy. During the 2013/2014 financial year, Townsville Waste Services participated in the development of the new strategy, through the Local Government Association of Queensland and the Local Authority Waste Management Advisory Group.

Townsville Waste Services will continue to work with the industry and the Queensland Government in the 2014/2015 financial year to provide further input into the development of the Strategy. It is expected that the Strategy will take effect during the financial year.

The new Queensland Waste Strategy, once finalised, will significantly impact on the operations of Townsville Waste Services. The draft Strategy provides strategic direction for waste and resource management in Queensland over the next 10 years. The Strategy is underpinned by the waste and resource management hierarchy, an internationally recognised framework for managing waste generation and disposal describing the preferred order for managing waste and resources. The hierarchy places waste avoidance as the preferred option, followed by reducing, reusing, recovering and disposing of waste. Other important focuses of the draft Strategy include better management of high priority waste, resource recovery, new technologies and alternative waste treatments, and tailoring policy and actions to each region.

The Strategy sets a target of reducing the generation of waste by 5% per capita by 2024. Targets for improving recycling rates by 2024 include:

- a target for improving recycling rates by 45% for domestic solid waste in regional centres;



- a target of between 42 to 55% for improving recycling rates for commercial and industrial waste, dependent upon regional differences; and
- a target of between 61 to 80% for improving recycling rates for construction and demolition waste, dependent upon regional differences.

The Strategy will be implemented through a set of sectoral or organisational action plans including specific or sectoral targets, which align with and contribute to achieving the state-wide targets. The action plans are proposed to be guided by priority areas and high priority waste identified in the Strategy.

Regional Waste Reduction and Recycling Plan

Townsville Waste Services will begin to implement its Regional Waste Reduction and Recycling Plan under the *Waste Reduction and Recycling Act 2011* during the 2014/2015 financial year. The development of the Regional Waste Reduction and Recycling Plan will be finalised during the 2013/2014 financial year, ready for implementation. It has been developed on a regional basis in conjunction with the Burdekin Shire Council, the Hinchinbrook Shire Council and the Charters Towers Regional Council, to provide a co-ordinated approach to waste management across the respective local government areas.

Participation in Local Authority Waste Management Advisory Committee

Townsville Waste Services will continue to actively participate in the Local Authority Waste Management Advisory Committee in 2014/2015, working with the organisation to advocate for more sustainable waste management solutions, and to consider current and future Waste Management Practices and Technologies. The organisation is made up of nineteen North Queensland Local Government Councils who are dedicated to best practice waste management.

1.6.3 Environmental Management

Addressing environmental impacts will be a key driver for Townsville Waste Services during the financial year. In recent years, community pressure has been on the increase regarding waste services functions. As a result, regulations covering environmental aspects of business operation have increased significantly, which in turn will impact on the cost of delivering these services.

Carbon Pricing Mechanism

The Carbon Pricing Mechanism (CPM) took effect from 1 July 2012 in Australia, with Townsville City Council being cast as a liable entity from this date under the Scheme, largely as a result of the landfill operations of Townsville Waste Services. Under the CPM, Townsville Waste Services is liable to relinquish an eligible emissions unit for each tonne of greenhouse gas emitted within a financial year. In the 2014/2015 financial year, Townsville Waste Services will be required to undertake its first significant acquittal under the scheme, to take account of its emissions during the 2013/2014 year.

However, there is uncertainty at present around the future of the CPM scheme. In late 2013, the Abbott government introduced legislation designed to repeal the CPM, however, this legislation was rejected by the Senate in March 2014. As a result, the CPM and the obligations that it places on Townsville Waste Services remain in force. It is uncertain whether the carbon tax will in fact be repealed or will remain. Until such time as the CPM is repealed, Townsville Waste Services must continue to comply with its obligations under the *Clean Energy Act 2011* (Cth) and the *National Greenhouse and Energy Reporting Act 2007* (Cth).

Even if the carbon tax is repealed, the issue of carbon emissions will continue to have a significant impact on the operations of TWS in the future. The Australian government have announced their intention to implement a Direct Action Plan and Emissions Reduction Fund in place of the CPM, aimed at encouraging businesses to reduce their emissions. There may be additional costs incurred by Townsville Waste Services if it must implement new schemes in relation to the Direct Action Plan and/or Emissions Reductions Fund.

Initiatives to Reduce Greenhouse Gas Emissions from Landfills

Townsville Waste Services is working towards the installation of gas flaring equipment at its Hervey Range and Jensen Landfills, which will capture and burn landfill gas generated by organic matter breaking down in the landfill. A similar gas flaring system has already been successfully installed at Stuart Landfill to reduce the potent greenhouse gas methane to a less potent form of gas and reduce overall the emissions from landfill, and potentially council's carbon tax liability.

Capping works will continue during the 2014/2015 financial year at Hervey Range and Stuart Landfills, which is a prerequisite to the installation of gas flaring systems in the future.

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 to operate under an environmental management system and embrace the principles of International Standard *ISO14001 – Environmental management systems*.

Salvage Operations

Townsville Waste Services is working towards improving its salvage operations at waste disposal sites to increase the diversion of reusable and resaleable items. Investigations are underway to consider the viability of introducing collection areas at entry points to waste disposal sites to encourage residents to recycle reusable items in good condition.

E-Waste Recycling

Townsville Waste Services will continue its E-Waste Recycling Program in the 2014/2015 financial year, working with the administrators of the National Television and Computer Recycling Scheme. It will continue to maintain drop-off points at its waste disposal sites for collection of waste televisions, computers, printers and computer products, and will undertake transportation of the e-waste to processing sites.

Recycling Education Program

Recycling education programs will be delivered at Townsville schools and community events during the year to educate residents, local industries and businesses about recycling participation. A suite of materials will be developed to support the roll out of the education program in partnership with Visy Recycling. Carrying forward from the successful launch of council's Rub Out Rubbish campaign, further media materials will be developed to expand the campaign's reach across the city, with a heightened level of activity in both media campaigns and community events during National Recycling Week.

Townsville Waste Services aim to educate the community and local industry, with a focus on increasing comingled recycling and reducing contamination levels. Recycling bin audits will be undertaken to assist households in identifying how they may better contribute to the recycling program. Optional upgrades for domestic customers to a 360 litre recycling wheelie bin will be promoted.

Free Dumping Weekend at Disposal Sites

To encourage property owners to clean up their property prior to the cyclone season, Townsville Waste Services will provide to the community a free dumping weekend at all waste disposal sites, at a date to be determined in the lead up to the cyclone season.

1.6.4 Infrastructure

Magnetic Island Transfer Station

In order to continue to provide high quality, environmentally sound, waste disposal services to the Magnetic Island community, Townsville Waste Services will begin construction of the Magnetic Island Waste Transfer Facility during the 2014/2015 financial year.

Upgrading of Waste Disposal Sites

Significant works will be undertaken during the financial year to further develop the Stuart, Hervey Range and Jensen landfills, including undertaking leachate management works, stormwater management works and gas monitoring works, to ensure that Townsville Waste Services can treat the community's waste in an environmentally responsible and sustainable manner.

1.6.5 Governance

As a local government entity with a partial monopoly in the delivery of waste services, Townsville Waste Services is subject to governance regulations applicable to a local government.

Financial Sustainability

Prudent financial sustainability practices require limits on the level of debt funding that can be raised while community considerations places a limit on the operating margins that can be generated. These dual requirements essentially place a cap on the rate at which infrastructure can be expanded, placing councils such as Townsville City Council in high growth areas in a challenging situation.

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



Quality Assurance

To ensure quality services are provided, Townsville Waste Services will continue to embrace the principles of quality assurance and will develop their methods and practices further, in accordance with the best practice principles embodied in International Standard *ISO9001 – Quality management systems*.

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

GOAL 1 ECONOMIC SUSTAINABILITY			
Performance Measure	Description	Target	Timing
Revenue – Budget to Actual	Comparing the actual revenue received each month with the budget revenue	Within 5% of revised budget	Monthly
Operating Cost – Budget to Actual	Comparing the actual operating cost each month with the budget operating cost	Within 5% of revised budget	Monthly
Capex – Budget to Actual	Comparing the actual capital expenditure with the budget capital expenditure	Within 5% of revised budget	Monthly
Net Operating Result – Budget to Actual	Comparing the actual net operating result with the budget net operating result	Within 5% of revised budget	Monthly
GOAL 2 ENVIRONMENTAL SUSTAINABILITY			
Performance Measure	Description	Target	Timing
Penalty Infringement Notices or Legal Action for Non-Compliance	Number of penalty infringement notices issued or instances of legal action initiated by the Regulator for non-compliance	Zero	Monthly
Rate of Diversion of Waste at Disposal Sites	Maintain waste diversion rate at all disposal sites of greater than 40%	>40%	Monthly
GOAL 3 SOCIAL RESPONSIBILITY			
Performance Measure	Description	Target	Timing
Total Collections	Percentage of services rendered on the scheduled collection day in a month	99.95%	Monthly
Customer Satisfaction Waste	Percentage of results of “good” and “excellent” recorded by the Customer Service Department monthly survey	90%	Monthly
GOAL 4 RESPONSIBLE GOVERNANCE			
Performance Measure	Description	Target	Timing
Number of Lost Time Injuries	Total number of lost time injuries	0	Monthly
No. of Process Improvements Outstanding – Waste Services	Total number of outstanding process improvements at the end of the month	40	Monthly
Number of Scheduled Safety Inspections Undertaken	Total number of safety inspections undertaken within the month as required	8 inspections each month	Monthly



1.1. 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 2014/15

The following works will be completed by Townsville Waste Services as community service obligations in 2014/2015.

Category	Value \$
Charity Dumping Fees	\$65,000
Infirm Services	\$26,000
Removal of Dead Animals	\$24,056
Clean Up Australia Day	\$6,500
Great Northern Clean Up	\$3,000
Free Dumping Weekend at Waste Disposal Sites	\$151,000

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 2014/15 will be approximately \$276,000.

Additional community service obligations may be identified during the financial year, particularly in the instance of natural disasters.

All community service obligations must be described and costed in council's Annual Report.

4.0 Capital Structure, Investments and Borrowing

4.1 Notional Capital Structure

The notional capital structure for Townsville Waste Services is 50% debt / 50% equity for pricing purposes. The capital structure and the anticipated rates of return to Townsville City Council as dividends are determined by council.

The capital structure will be reviewed annually, taking into consideration the financial performance, financial risk and sustainability of the business over the short and long term and may result in changes to forecast debt levels and future capital structures.



4.2 Pricing Policy

Pricing for waste utilities is determined with the use of a full cost pricing model. Cost reflective pricing is a critical component in the efficient management of waste services.

4.3 Dividend Policy

All dividends arising out of Townsville Waste Services' operations during the 2014/15 financial year will be returned to Townsville City Council.

4.4 Major Investments 2014/15

Initiative/Project	Capital/ Operating	Completion Date	Net Cost
Stuart Landfill – Cell Construction – Interface Liner Stage 1	Capital	30 June 2015	\$1.0m
Hervey Range Landfill – Progressive capping & rehabilitation management – Landfill Conventional Capping Stage B	Capital	30 June 2015	\$1.7m
Magnetic Island Waste Transfer Station – Construction Year 1	Capital	30 June 2015	\$6.0m

4.5 Outstanding and Proposed Borrowings

Townsville City Council will operate a Control Treasury function. It will provide working capital as required, as well as providing loans through Queensland Treasury Corporation.

5.0 Customer Service

Townsville Waste Services uses a variety of methods to evaluate customer needs and analyse customer satisfaction, including but not limited to:

- monthly customer satisfaction surveys;
- councillor requests;
- customer feedback; and
- benchmarking against other waste service providers in regional Queensland.

Townsville Waste Services recognises that customers are entitled to be guaranteed of a certain level of service and has developed a Customer Service Standard. The service standards are based on an assessment of the levels of service that can be realistically achieved and consistently maintained, taking into account data collection and reporting systems, infrastructure standards, and operating systems. The standards are reviewed on an annual basis.

6.0 Delegations

Townsville City Council's delegated authorities relevant to Townsville Waste Services are made in accordance with the requirements of the *Local Government Act 2009*. Delegated authorities are recorded in the council's Register of Delegations.



7.0 Reporting to Townsville City Council

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

Performance against this plan will be reported in an Annual Operations Report to be developed in accordance with the *Local Government Act 2009*. This report will be completed within four calendar months of the end of the financial year.

Townsville Waste Services will prepare all management plans as required by Townsville City Council, which shall include, but is not limited to, an Operational Plan, Asset Management Plan, Emergency Response Plan, and Business Continuity Plan.

8.0 Review and Amendment of the Annual Performance Plan

The *Local Government Regulation 2012* allows for an Annual Performance Plan to be amended at any time before the end of the financial year for which it is prepared.

For the purpose of this Performance Plan, the Director Townsville Water and Waste is responsible for reviewing the Annual Performance Plan on at least a quarterly basis. Where amendments are necessary these will be made by Townsville City Council as required.



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Strategic Financial Framework





It has been recognised by the local government sector that the financial sustainability of council's requires a strategic financial approach. Legislation was changed to require councils to focus on asset management planning and long-term financial management to support planning and decision making.

This long-term planning for infrastructure assets allows council to understand the future financial commitments, and to develop strategies that address key strategic issues. These long term plans inform council's approach to service provision and service levels, how we manage our debt and where we source our revenue from—including how we will apply rates. All of these factors assist council to understand what its future commitments are in order to prepare the budget.

The following sets out a brief description of the financial reports required under section (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

	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Revenue										
General Rates	165,166	173,853	183,713	194,415	205,739	217,887	228,630	240,093	252,131	264,773
Utility Charges	189,045	195,603	202,401	209,481	216,885	224,866	234,128	243,958	255,194	266,955
Water	90,956	93,908	97,213	100,675	104,331	108,340	112,542	116,989	121,623	126,441
Wastewater	79,593	82,365	84,927	87,570	90,295	93,178	97,087	101,241	106,553	112,142
Refuse & Recycling	18,496	19,330	20,261	21,236	22,259	23,348	24,499	25,728	27,018	28,372
Less Discounts and Concessions	(31,768)	(33,880)	(35,784)	(37,835)	(39,941)	(42,182)	(44,263)	(46,484)	(48,818)	(51,272)
Fees and Charges	27,576	28,638	29,742	30,889	32,082	33,322	34,611	35,951	37,345	38,793
Income from Investments and Financing	5,478	4,768	3,975	4,029	4,205	4,436	4,581	4,693	5,064	5,657
Contributions Recurrent	2,043	1,901	1,775	1,664	1,567	1,483	1,410	1,347	1,294	1,249
Grants & Subsidies Recurrent	16,459	17,117	17,802	18,514	19,255	20,025	20,826	21,659	22,525	23,426
Other Revenue	14,077	14,466	14,865	15,276	15,697	16,130	16,576	17,033	17,503	17,986
Total Revenue	388,076	402,466	418,489	436,433	455,489	475,967	496,499	518,250	542,238	567,567
Less Expenses										
Employee Costs	131,251	135,643	141,094	146,058	151,196	157,406	163,928	170,856	178,078	185,606
Materials and Services	118,842	129,337	132,943	138,634	143,753	151,029	158,013	164,254	172,110	180,469
Depreciation & Amortisation	108,251	112,915	118,641	124,709	133,201	139,422	143,246	147,828	154,509	160,645
Finance Costs	22,952	20,990	20,684	22,018	24,753	25,338	23,747	22,597	20,970	18,508
Taxes Other Than Income Tax	1,086	1,119	1,152	1,187	1,222	1,259	1,297	1,336	1,376	1,417
Other Expenses	1,506	1,523	1,589	1,660	1,737	1,819	1,907	2,002	2,104	2,214
Total Expenses	383,888	401,527	416,103	434,266	455,862	476,273	492,138	508,873	529,147	548,859
Surplus/(Deficit) Before Capital Income	4,188	939	2,386	2,167	(373)	(306)	4,361	9,377	13,091	18,708
Operating Surplus Ratio	1.08%	0.23%	0.57%	0.50%	-0.08%	-0.06%	0.88%	1.81%	2.41%	3.30%
Capital Income										
Grants, Subsidies, Contributions and Donations	121,178	131,053	149,793	228,325	209,865	172,610	139,786	174,259	136,465	113,956
Gain/(loss) on Sale of Property Plant & Equipment	401	490	490	490	490	490	520	490	490	500
Total Capital Income	121,579	131,543	150,283	228,815	210,355	173,100	140,306	174,749	136,955	114,456
Increase/(Decrease) in Operating Capability	125,767	132,482	152,669	230,982	209,982	172,794	144,667	184,126	150,046	133,164



Balance Sheet

	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Current Assets										
Cash Assets	93,973	66,259	65,229	65,260	69,415	74,052	74,277	76,882	87,854	98,017
Receivables	29,517	31,403	32,760	34,950	36,611	38,832	41,197	44,393	44,842	46,016
Inventories	1,606	1,606	1,606	1,606	1,606	1,606	1,606	1,606	1,606	1,606
Prepayments	3,539	3,637	3,737	3,840	3,946	4,055	4,167	4,282	4,400	4,522
Total Current Assets	128,635	102,905	103,332	105,656	111,578	118,545	121,247	127,163	138,702	150,161
Non-Current Assets										
Investments	25,625	25,625	25,625	25,625	25,625	25,625	25,625	25,625	25,625	25,625
Other	83,267	83,267	83,267	83,267	83,267	83,267	83,267	83,267	83,267	83,267
Property Plant and Equipment	5,039,229	5,339,827	5,640,231	6,089,808	6,520,522	6,845,973	7,147,119	7,516,361	7,817,310	8,109,033
Total Non-Current Assets	5,148,121	5,448,719	5,749,123	6,198,700	6,629,414	6,954,865	7,256,011	7,625,253	7,926,202	8,217,925
Total Assets	5,276,756	5,551,624	5,852,455	6,304,356	6,740,992	7,073,410	7,377,258	7,752,416	8,064,904	8,368,086
Current Liabilities										
Payables	22,490	23,078	23,856	24,605	25,385	26,257	27,291	28,335	29,430	30,512
Interest Bearing Liabilities	20,004	21,413	26,745	32,127	34,423	37,022	40,899	43,321	45,512	47,727
Provisions	38,587	40,174	41,888	43,675	45,538	47,499	49,553	51,716	53,973	56,330
Total Current Liabilities	81,081	84,665	92,489	100,407	105,346	110,778	117,743	123,372	128,915	133,569
Non-Current Liabilities										
Interest Bearing Liabilities	308,797	307,384	300,639	355,512	407,089	383,067	352,168	343,847	300,335	263,608
Provisions	30,783	32,042	33,401	34,818	36,295	37,948	39,476	41,189	42,977	44,843
Total Non-Current Liabilities	339,580	339,426	334,040	390,330	443,384	420,915	391,644	385,036	343,312	308,451
Total Liabilities	420,661	424,091	426,529	490,737	548,730	531,693	509,387	508,408	470,227	432,020
Net Community Assets	4,856,095	5,127,533	5,425,926	5,813,619	6,192,262	6,541,717	6,867,871	7,244,008	7,594,677	7,936,066
Community Equity										
Asset revaluation reserve	1,235,698	1,374,654	1,520,378	1,677,089	1,845,750	2,022,411	2,203,898	2,395,909	2,596,532	2,804,757
Retained surplus	3,620,397	3,752,879	3,905,548	4,136,530	4,346,512	4,519,306	4,663,973	4,848,099	4,998,145	5,131,309
Total Community Equity	4,856,095	5,127,533	5,425,926	5,813,619	6,192,262	6,541,717	6,867,871	7,244,008	7,594,677	7,936,066



Cash Flow Statement

	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash Flows from Operating Activities										
Receipts										
Net Rates, Utility, Fees & Charges & Other Receipts	385,003	395,809	413,157	430,214	449,623	469,310	489,554	510,361	536,725	560,737
Interest Received	4,006	4,768	3,975	4,029	4,205	4,436	4,581	4,693	5,064	5,657
Other	(28)	(6,057)	(4,255)	(4,409)	(3,754)	(4,165)	(3,912)	(2,413)	(2,177)	(2,039)
Payments										
Materials and Services and Employee Costs	(248,049)	(258,130)	(268,672)	(279,177)	(290,034)	(302,962)	(316,517)	(331,115)	(346,351)	(362,363)
Finance Costs	(22,953)	(20,990)	(20,684)	(22,018)	(24,753)	(25,338)	(23,747)	(22,597)	(20,970)	(18,508)
Other	(95)	(98)	(100)	(103)	(106)	(109)	(112)	(115)	(118)	(121)
Net Cash Provided by Operating Activities	117,884	115,302	123,421	128,536	135,181	141,172	149,847	158,814	172,173	183,363
Cash Flow from Investing Activities										
Payment for Property, Plant & Equipment (Capex)	(191,847)	(229,316)	(230,920)	(373,050)	(348,012)	(238,587)	(210,711)	(272,485)	(201,073)	(187,197)
Subsidies, Donations and Contributions for New Capex	77,654	85,073	106,652	182,880	161,993	122,175	86,651	120,825	81,303	57,009
Proceeds from Sale of Property, Plant & Equipment	920	1,230	1,230	1,410	1,120	1,300	1,460	1,350	1,890	500
Net Cash Used in Investing Activities	(113,273)	(143,013)	(123,038)	(188,760)	(184,899)	(115,112)	(122,600)	(150,310)	(117,880)	(129,688)
Cash Flows from Financing Activities										
Proceeds from Borrowings	15,000	20,000	20,000	87,000	86,000	13,000	10,000	35,000	0	0
Repayment of Borrowings	(19,938)	(20,004)	(21,413)	(26,745)	(32,127)	(34,423)	(37,022)	(40,899)	(43,321)	(43,512)
Net Cash Provided by Financing Activities	(4,938)	(4)	(1,413)	60,255	53,873	(21,423)	(27,022)	(5,899)	(43,321)	(43,512)
Net Increase/(Decrease) in Cash Held	(327)	(27,715)	(1,030)	31	4,155	4,637	225	2,605	10,972	10,163
Cash at Beginning of Reporting Period	94,300	93,973	66,259	65,229	65,260	69,415	74,052	74,277	76,882	87,854
Cash at End of Reporting Period	93,973	66,258	65,229	65,260	69,415	74,052	74,277	76,882	87,854	98,017



Statement of Changes in Equity

	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Retained Surplus										
Opening Balance	3,494,630	3,620,397	3,752,879	3,905,548	4,136,530	4,346,512	4,519,306	4,663,973	4,848,099	4,998,145
Net result for the period	125,767	132,482	152,669	230,982	209,982	172,794	144,667	184,126	150,046	133,164
Closing Balance	3,620,397	3,752,879	3,905,548	4,136,530	4,346,512	4,519,306	4,663,973	4,848,099	4,998,145	5,131,309
Asset Revaluation Reserve										
Opening Balance	1,106,507	1,235,698	1,374,654	1,520,378	1,677,089	1,845,750	2,022,411	2,203,898	2,395,909	2,596,532
Asset Revaluation	129,191	138,956	145,724	156,711	168,661	176,661	181,487	192,011	200,623	208,225
Closing Balance	1,235,698	1,374,654	1,520,378	1,677,089	1,845,750	2,022,411	2,203,898	2,395,909	2,596,532	2,804,757
Total Community Equity	4,856,095	5,127,533	5,425,926	5,813,619	6,192,262	6,541,717	6,867,871	7,244,008	7,594,677	7,936,066



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.

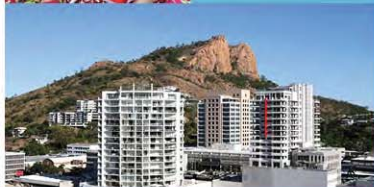
This ratio indicates whether council is renewing or replacing existing non-financial assets at the same rate that is overall stock of assets is wearing out.



Table 4

	Target Ratio	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Operating Surplus Ratio (Net Operating Surplus / Total Operating Revenue) (%)	0.0% - 10%	1.08%	0.23%	0.57%	0.50%	-0.08%	-0.06%	0.88%	1.81%	2.41%	3.30%
Net Financial Asset / Liability Ratio (Total Liabilities - Current Assets) / Total Operating Revenue)	<60%	75.3%	79.8%	77.2%	88.3%	96.0%	86.8%	78.2%	73.6%	61.2%	49.7%
Asset Sustainability Ratio (Capital Expenditure on the Replacement of Assets (Renewals) / Depreciation Expense)	>90%	82.0%	82.9%	81.1%	75.7%	70.9%	71.8%	72.8%	73.3%	73.9%	66.2%

Budget 2014/15





Budget 2014/15

The 2014/15 Budget has been prepared and presented by the Mayor in accordance with the *Local Government Act 2009*. Over a series of meetings from 10 June council determined its budget on 8 July 2014.

The budget gives council authority to raise \$388m of recurrent revenue to funds its operations and planned capital spend of \$192m.

The Budget is consistent with Corporate Plan 2014-2019. The budget for each programme is identified in the Services section of this joint Operational Plan and Budget document. The Budgeted Financial Statements are shown at tables 5, 6, 7, 8, 9 and 10.

Council has a range of financial policies that complement the budget, these include:

- Revenue Statement – Appendix 2
- Revenue Policy – Appendix 3
- Debt Policy – Appendix 4
- Investment Policy – Appendix 5
- Pensioner Rates Concession Policy – Appendix 6
- Charitable & Community Organisations General Rates & Utilities Charges Concession Policy – Appendix 7

Revenue

Council's revenue statement can be viewed at Appendix 2. Council is required to revise its revenue policy and revenue statement each financial year.

The income statement at table 5 includes the expected revenue for 2014/15, 2015/16 and 2016/17. It provides an overview of the total expected revenue for rates and utility charges, less discounts and concessions and council's fees and charges. The investment income relates to interest on bank balances and investments.

Contributions relate to developer contributions.

Government grants and contributions include all monies received from State and Federal sources for the purposes of funding the delivery of Council's services to ratepayers. This includes a grant received for the Natural Disaster Recovery Relief Assistance program, the Financial Assistance grant and other miscellaneous grants.

Other Revenue consists of revenue not separately categorised above. It includes, but is not limited to revenues such as legal recoveries, bad debt recoveries, private works, and sponsorships.



Expenditure

Expenditure includes employee costs, materials and services, depreciation and finance costs.

Employee costs includes all labour related expenditure such as wages and salaries and on-costs such as allowances, leave entitlements and employer superannuation. It also includes payments for external labour hire where the position or skill cannot be filled by internal staff. The increase in employee costs is attributable to the Enterprise Bargaining increase of 3.6% (applicable in April 2014 and estimated for April 2015) 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 increased by 2.79% with the exception of electricity which has increased 12%.

Depreciation is an accounting measure which reflects the consumption of the Council's infrastructure, property plant and equipment. Finance costs relate to interest and fees on borrowings as well in the valuations of landfill restoration provisions due to discounted cash flow movements (referred to as unwinding of discounts). Taxes other than income tax relates to the budget for anticipated Carbon Tax payments. Other expenses relates mostly to the write off of bad and doubtful debts.

Income Statement

Table 5



Townsville City Council Budget

Income Statement

	2014/15 \$'000	2015/16 \$'000	2016/17 \$'000
Revenue			
General Rates	165,166	173,853	183,713
Utility Charges	189,045	195,603	202,401
Water	90,956	93,908	97,213
Wastewater	79,593	82,365	84,927
Refuse & Recycling	18,496	19,330	20,261
Less Discounts and Concessions	(31,768)	(33,880)	(35,784)
Fees and Charges	27,576	28,638	29,742
Income from Investments and Financing	5,478	4,768	3,975
Contributions Recurrent	2,043	1,901	1,775
Grants & Subsidies Recurrent	16,459	17,117	17,802
Other Revenue	14,077	14,466	14,865
Total Revenue	388,076	402,466	418,489
Less Expenses			
Employee Costs	131,251	135,643	141,094
Materials and Services	118,842	129,337	132,943
Depreciation & Amortisation	108,251	112,915	118,641
Finance Costs	22,952	20,990	20,684
Taxes Other Than Income Tax	1,086	1,119	1,152
Other Expenses	1,506	1,523	1,589
Total Expenses	383,888	401,527	416,103
Surplus/(Deficit) Before Capital Income ¹	4,188	939	2,386
Operating Surplus Ratio	1.08%	0.23%	0.57%
Capital Income			
Grants, Subsidies, Contributions and Donations ²	121,178	131,053	149,793
Gain/(loss) on Sale of Property Plant & Equipment	401	490	490
Total Capital Income	121,579	131,543	150,283
Increase/(Decrease) in Operating Capability	125,767	132,482	152,669

Pursuant to Section 169 (6) and (7) of the *Local Government Regulation 2012*

	13/14 - 14/15	14/15 - 15/16	15/16 - 16/17
Increase in rates and utility charges revenue before discounts and concessions (increases include forecast growth of 1.7%)	2.84%	4.30%	4.51%
Increase in rates and utility charges revenue after discounts and concessions (increases include forecast growth of 1.7%)	2.94%	4.07%	4.40%

¹ Included in the 2014/15 surplus (before capital income) is \$3.5 million refuse and recycling utility charges and landfill fees to fund the payment of current and future liabilities for the generation of greenhouse gas emissions over the next 30 years. Carbon Tax also has an indirect impact on other budget items such as electricity. Until the legislation relating to the repeal of the Carbon Tax is finalised, Council will be unable to reliably quantify the impact of the removal of Carbon Tax on its budget including rates and charges.

¹ Included in the 2014/15 surplus (before capital income) is \$2.86 million for NDRRA activities. No operational revenue or expenditure is included for NDRRA in 2015/16 or subsequent financial years.

² NDRRA capital revenue in 2014/15 is \$2.15 million. No capital revenue or expenditure is included for NDRRA in 2015/16 or subsequent financial years.



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

	2014/15 \$'000	2015/16 \$'000	2016/17 \$'000
Current Assets			
Cash Assets	93,973	66,259	65,229
Receivables	29,517	31,403	32,760
Inventories	1,606	1,606	1,606
Prepayments	3,539	3,637	3,737
Total Current Assets	128,635	102,905	103,332
Non-Current Assets			
Investments	25,625	25,625	25,625
Other	83,267	83,267	83,267
Property Plant and Equipment	5,039,229	5,339,827	5,640,231
Total Non-Current Assets	5,148,121	5,448,719	5,749,123
Total Assets	5,276,756	5,551,624	5,852,455
Current Liabilities			
Payables	22,490	23,078	23,856
Interest Bearing Liabilities	20,004	21,413	26,745
Provisions	38,587	40,174	41,888
Total Current Liabilities	81,081	84,665	92,489
Non-Current Liabilities			
Interest Bearing Liabilities	308,797	307,384	300,639
Provisions	30,783	32,042	33,401
Total Non-Current Liabilities	339,580	339,426	334,040
Total Liabilities	420,661	424,091	426,529
Net Community Assets	4,856,095	5,127,533	5,425,926
Community Equity			
Asset revaluation reserve	1,235,698	1,374,654	1,520,378
Retained surplus	3,620,397	3,752,879	3,905,548
Total Community Equity	4,856,095	5,127,533	5,425,926



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

	2014/15 \$'000	2015/16 \$'000	2016/17 \$'000
<i>Cash Flows from Operating Activities</i>			
Receipts			
Net Rates, Utility, Fees & Charges & Other Receipts	385,003	395,809	413,157
Interest Received	4,006	4,768	3,975
Other	(28)	(6,057)	(4,255)
Payments			
Materials and Services and Employee Costs	(248,049)	(258,130)	(268,672)
Finance Costs	(22,953)	(20,990)	(20,684)
Other	(95)	(98)	(100)
Net Cash Provided by Operating Activities	117,884	115,302	123,421
<i>Cash Flow from Investing Activities</i>			
Payment for Property, Plant & Equipment (Capex)	(191,847)	(229,316)	(230,920)
Subsidies, Donations and Contributions for New Capex	77,654	85,073	106,652
Proceeds from Sale of Property, Plant & Equipment	920	1,230	1,230
Net Cash Used in Investing Activities	(113,273)	(143,013)	(123,038)
<i>Cash Flows from Financing Activities</i>			
Proceeds from Borrowings	15,000	20,000	20,000
Repayment of Borrowings	(19,938)	(20,004)	(21,413)
Net Cash Provided by Financing Activities	(4,938)	(4)	(1,413)
Net Increase/(Decrease) in Cash Held	(327)	(27,715)	(1,030)
Cash at Beginning of Reporting Period	94,300	93,973	66,259
Cash at End of Reporting Period	93,973	66,258	65,229



Statement of Changes in Equity

Table 8

	2014/15 \$'000	2015/16 \$'000	2016/17 \$'000
Retained Surplus			
Opening Balance	3,494,630	3,620,397	3,752,879
Net result for the period	125,767	132,482	152,669
Closing Balance	3,620,397	3,752,879	3,905,548
Asset Revaluation Reserve			
Opening Balance	1,106,507	1,235,698	1,374,654
Asset Revaluation	129,191	138,956	145,724
Closing Balance	1,235,698	1,374,654	1,520,378
Total Community Equity	4,856,095	5,127,533	5,425,926



Council Business Activities

Table 9

Account Classification	Townsville Water FY \$000	Townsville Waste FY \$000	Performing Arts FY \$000
Operating Revenue			
Rate Charges	0	0	0
Utility Charges	183,382	18,658	0
Less Less Discount & Concessions	(2,661)	0	0
Fees & Charges	3,022	12,933	649
Income From Investments & Financing	683	94	0
Contributions Recurrent	442	0	0
N.C.P. Revenue / Recovery	3,723	276	0
Grants & Subsidies Recurrent	0	0	55
Other Revenue	2,953	779	782
Total Operating Revenue	191,542	32,740	1,486
Operating Expenses			
Employee Costs	22,277	6,619	2,647
Materials & Services	44,661	13,000	6,825
Finance Costs	17,026	791	0
Depreciation & Amortisation	40,168	2,217	74
N.C.P. Expense / Charges	0	0	0
Taxes Other Than Income Tax	597	1,117	0
Other Expenses	10	12	8
Total Operating Expenses	124,739	23,756	9,554
Operating Surplus / (Deficit) Before Income Tax & Capital items	66,803	8,984	(8,067)
Income Tax	17,787	2,632	0
Operating Surplus / (Deficit) Before Capital items	49,016	6,351	(8,067)
Capital Income			
Contributions Capital	32,307	0	0
Contributions Non-Cash Capital	8,603	0	0
Grants & Subsidies Capital	0	0	0
Profit/Loss On Sale Of Assets	0	0	0
Revaluation Reserve Retired	0	0	0
Total Capital Income	40,910	0	0
Capital Expense			
Impairment Losses	0	0	0
Revaluation Decrement	0	0	0
Other Capital Expenses	0	0	0
Total Capital Expense	0	0	0
Increase / (Decrease) In Operating Capability	89,927	6,351	(8,067)
Capital Works			
Capital Works	81,970	7,435	25
Restoration & Rehabilitation Works	0	11,204	0
Donated Assets	8,603	0	0
Total Capital Works	90,573	18,639	25



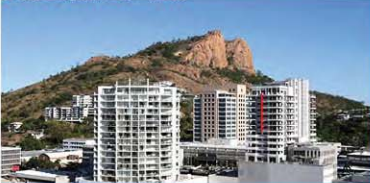
Business Activity Statement

Table 10

Account Classification	Townsville Water FY \$000	Townsville Waste FY \$000	Performing Arts FY \$000
Operating Revenue			
Services provided to Local Government	15,061	2,063	0
Services provided to clients other than Local Government	172,759	30,401	1,486
Community Service Obligation	3,723	276	0
Total Operating Revenue	191,542	32,740	1,486
Operating Expenses	124,739	23,756	9,554
Other Capital Amounts	40,910	0	0
Increase / (Decrease) In Operating Capability Before Tax	107,714	8,984	(8,067)
Income Tax	17,787	2,632	0
Increase / (Decrease) in Operating Capability after Tax	89,927	6,351	(8,067)

Community Service Obligations	Townsville Water FY \$000	Townsville Waste FY \$000
Concessions on Wastewater Utility Charges	520	
Concessions on Water Utility Charges	3,203	
Concessions on landfill fees for charity organisations		65
Costs of provision of dead animal collection services		24
Costs of provision of infirmed services		26
Cleanup Australia Day		7
Great Northern Cleanup		3
Landfill Free Access Weekend		151
Total Community Service Obligations	3,723	276

Appendices





Appendix 1 – Programmes by Core Service

Core Service	Service	Programme
Community and Culture	Cemeteries	Cemeteries
	Community & Cultural Services	Business Support-Community Services
		Community Support - Business Support
	Community Support Program	Business Support-Community Development
		Children & Youth Programs
		Community Grants
		Community Programs
		Community Sport Programs
		Early Years Information Service
		Health Programs
		Home & Community Care (HACC) Minor Mods-Youth Care
		Home & Community Care Major Mods
		Indigenous Library Programs and Services
		Integration Program
		Lawn Mowing
		Lifelong Learning & Programs
		Local History & Heritage Programs
		Project Hetura
		Spinal Cord Injury Response
		Therapy Program
		Worinda Occasional Care Centre
	Emergency Management	Disaster Management
	Enforcement/Compliance	Animal Management
		Business Support-Environmental Health
		Development Compliance
		Health Compliance
		Health Management
		Parking Compliance
		Vector Control
	Events	Business Support-Performing Arts, Events & Protocol
		Civic Reception Events
		Performing Arts Hirers
		Performing Arts Public Programs
		Special Events
		V8 Supercar In Kind
	Facilities	Community Facilities
		Jezzine Barracks
		Old Magistrates Court
		School of Arts
		Townsville Entertainment & Convention Centre
	Galleries	Business Support-Galleries
		Gallery Collections Management
		Gallery Creative Classrooms
		Gallery Creative Communities
		Gallery Creative Spaces
		Gallery Exhibitions
		Gallery Public Art
	Libraries	Aitkenvale Library
		Business Support-Library Services
		Flinders St Library
		Library Collection Development
		Library Digital Services
		Library Information Services



		Mobile Library
		Thuringowa Library
	Sport & Recreation	Business Support-Sport Facilities
		Kalynda Chase Tennis Court
		Riverway Grounds Operations
		RSL Stadium Operations
		Swimming Pools
		Tony Ireland Stadium
Enabling Services	Asset Management-Enabling	Asset Management-Corporate
	Buildings & Facilities Management	Business Support - Property Management
		Cemeteries Buildings
		Emergent Buildings & Facilities
		Galleries, Libraries & Theatres
		Graffiti Management
		Hire-General Community
		Precincts & Areas
		Property & Facility Emergency
		Public Amenities
		Residency-Operational Buildings & Depots
		Restoration Buildings & Facilities
		SES Facilities
		Sport & Recreational Facilities
		Tenancy-Childcare Services
		Tenancy-Commercial Enterprises
		Tenancy-Community Group
		Vacant Land & Miscellaneous
	Business Management	Business Support-Enabling
		TWW Technical & Engineering Services
	Communication and Customer Relations	Customer Service
		Marketing & Communication
		Together Townsville
	Corporate Research	Corporate Research
	Financial Management	Accounts Payable
		Accounts Receivable
		Billing
		Budgets & Strategic Financial Planning
		Cash Management
		Collections
		Financial Reporting
		Meter Reading
		Purchasing & Contracts
		Revenue Management
		Stores & Materials Management
		Systems Administration
		Tax Services
		Treasury Management
		TWW – Business Management & Compliance
	Fleet Management	Fleet Operations Overheads
		Heavy Fleet
		Light Fleet
		Minor Fleet
	Governance	Councillors
		Governance
		Internal Audit
		Legal
		Media
	Information Communication Technology	KM Enterprise Resource Planning
		KM Infrastructure



		KM Service Operations
		KM Service Strategy and Design
		KM Service Transition
		Knowledge Management Office
	Laboratory Services	TWW Laboratory Services
	People	Building Employee Capabilities
		Corporate Safety
		Culture
		Diversity
		Health & Wellbeing
		Information Systems
		People Services
		Recognition & Reward
		Workers Compensation
		Workforce Planning
	Trade Services	TWW – Trade Services
Environment and Sustainability	Environmental & Natural Resource Mgmt	Bushfire Management
		Coastal Management
		Environmental Education Awareness
		Environmental Management Operations
		Land Protection
		Natural Resources Management
	Environmental & Sustainability Services	Business Support-Integrated Sustainability Services
		Integrated Environmental & Sustainability Systems
	Sustainability Services	Carbon Cycle
		Catchment Management
		Sustainability Education Awareness
Planning and Development	Urban Planning/Built Environment	Business Support-Urban Planning/Built Environment
		Development Assessment
		Economic Development
		Hydraulics & Building Certification
		Strategic Planning
Public Infrastructure	Coastal Facilities	Coastal Maintenance
		Emergent Coastal Facilities
		Restoration Coastal Facilities
		Townsville Recreational Boat Park
	Drain & Stormwater Management	Asset Planning - Stormwater Drainage
		Emergent Drains
		Investigations-Drains & Stormwater
		Restoration Drains
		Stormwater Drainage Maintenance
		Stormwater Drainage-Capital
	Open Space Management	Asset Planning Open Space Management
		Emergent Open Spaces
		Landscape Design
		Nursery
		Open Space Management - Capital
		Parks Open Space Management
		Restoration Open Spaces
	Roads & Transport Management	Amenity Maintenance
		Asset Planning - Roads & Transport
		Blakey's Crossing
		CBD Utilities - Roads
		Commercial Sales
		Dalrymple Road Bridge
		Department Transport Main Roads (DTMR)



		Emergent Roads
		Engineering Operational Support
		Investigations-Roads & Transport
		Maintenance Services
		Off Street Parking
		On Street Parking
		Restoration Roads
		Roads - Capital
		Roads Maintenance
		Street Sweeping
Solid Waste Management	Solid Waste Collection and Recycling	TWW – Waste & Recycling Collection
	Solid Waste Treatment and Disposal	TWW – Resource Recovery & Waste Disposal TWW Waste Management & Support
Wastewater Services	Wastewater Supply	CBD Utilities - Wastewater
		TWW – Wastewater Collection
		TWW – Wastewater Management & Support
		TWW – Wastewater Source Management
		TWW – Wastewater Treatment
Water Services	Water Supply	Wastewater Preventative Maintenance
		Bulk Water Distribution
		CBD Utilities - Water
		TWW – Dams
		TWW – Water Management & Support
		TWW – Water Treatment
		Water Preventative Maintenance
		Water Reticulation



Appendix 2 - Revenue Statement

OVERVIEW >>

This revenue statement explains the revenue raising measures adopted in the 2014/15 budget.

APPLICABILITY >>

This Revenue Statement, adopted as part of the Budget at the Special Meeting of council held on the 8th of July 2014, applies to the financial year ending 30th June 2015.

It is not intended that this Revenue Statement reproduce all related policies. Related policies will be referred to where appropriate and will take precedence should clarification be required.

MAKING AND LEVYING OF GENERAL RATES RATIONALE >>

Council's revenue raising approach has been to apply user charges when that is practicable and in other cases levy a rate calculated by reference to the unimproved or site value of the land.

Under State legislation, the basis for levying general rates in Queensland is land valuation. The general rate could be determined by dividing the income needed from general rates by the rateable valuation of lands, however that would be inequitable because of the considerable diversity in the Townsville region in terms of land use and location, land values, access to, and actual and potential demands for, services and facilities.

To provide a more equitable and reasonable basis for its revenue raising, council has adopted a general rating system that takes into account a combination of specific user charges, separate charges, special rates and charges and differential general rates .

In summary, rates and charges are determined after due consideration of the following factors:

Council's legislative obligations

The needs and expectations of the community;

The expected cost of providing services; and

Equity – namely ensuring the fair and consistent approach of lawful rating and charging principles, taking account of all relevant considerations, and disregarding irrelevancies such as the perceived personal wealth of individual ratepayers or ratepayer classes.

DIFFERENTIAL GENERAL RATING >>

The differential rating categories have been determined having regard to:

Land use Codes as determined by the Department of Natural Resources and Mines;

Ownership,

Location

Availability of services;

Consumption of and demand for services; and



Whether any attribute of the land (including the status of the land under the Planning Scheme) gives rise to, or is likely to give rise to, increased costs for the council, whether at that land or elsewhere.

Council will use the following categories of differential rates for 2014/15:

Category	
1	Residential
2	Residential Mixed Use
3	Commercial
4	Warehouses, Bulk Stores
5	General Light Industry
6	Drive-in Shopping Centres (small)
7	Agriculture and Grazing
8	Multi-unit Dwellings
9	Land not otherwise defined
10	Shopping Centres > 40,000 sqm
11	Shopping Centres >20,000 sqm and less than 40,001 sqm
12	Shopping Centres <20,000 sqm
13	Retail Warehouses >40,000 sqm
14	Retail Warehouses <40,001 sqm
15	Outdoor Sales Areas
16	CBD Residential
17	CBD Residential Mixed Use
18	CBD Commercial
19	CBD Warehouses, Bulk Stores
20	CBD Light Industry
21	CBD Multi-unit Dwelling
22	Special Development
23	CBD Other

The differential general rates for 2014/15 are detailed in the attachment – *Differential Rating Categories 2014/15*. The rates and charges to be levied for each of the differential general rating categories are detailed in Appendix 9 – *Differential Rates, Limitation on Increases, Minimum General Rate 2014/15*.

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 2014/15 financial year and will be used to calculate rates for land, from the 1 July 2014.

NELLY BAY HARBOUR DEVELOPMENT SPECIAL RATE >>

The special rate is levied on identified properties in the Nelly Bay Harbour Development area and is applied to maintaining water quality in the canals, dredging the canals, maintaining the rock walls around the canal area, and maintaining the sediment basin in Gustav Creek.

The Operational Plan for the Nelly Bay Harbour Development Special Rate for 2014/2015 is detailed in Appendix 13 – *Nelly Bay Harbour Operational Plan 2014/15*.



RURAL FIRE BRIGADES SPECIAL CHARGE >>

The special charge is levied on rateable lands serviced by the Black River and Districts, Bluewater, Bluewater Estate, Clevedon, Crystal Creek, Cungulla, Horseshoe Bay, Lime Hills Elliott, Majors Creek, Oak Valley, Paluma, Purono, Rangewood, Reid River, Rollingstone, Rupertswood, Saunders Beach and West Point Rural Fire Brigades for the purposes of providing these voluntary service brigades with the financial resources to acquire and maintain fire-fighting equipment.

The Rural Fire Brigade special charges for 2014/2015 are detailed on page 10.

BLACK RIVER RURAL WATER SUPPLY SCHEME SPECIAL CHARGE >>

Owners of properties in the Black River Rural Water Supply area were given an option of making an up-front capital contribution of \$6000. Property owners who elected not to make the upfront capital contribution are required to pay a special charge of \$920.00 per lot per annum over a ten year period commencing 1 July 2006 for connection to the Black River Rural Water Supply Benefited Area as defined by council.

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 year, interest free period for a connection to the Bruce Highway main and will be levied in half yearly instalments. The first instalment period started on 1 July 2008.

COMMERCIAL BUSINESS ACTIVITY - WATER UTILITY CHARGES >>

Council conducts water services as a business activity on a commercial basis. The utility charges and other fees and charges for this business activity are set in accordance with full cost recovery principles outlined in the *Local Government Regulation 2012*.

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 consumers, including commercial, industrial and government agencies will be levied a fixed charged together with a consumption based charge applied to all consumption.

Residential water consumers will have a choice between two water pricing plans. Under the first method – the Standard Plan - consumers will be charged for a fixed allocation of water, plus a charge for any consumption in excess of this allocation. Under the second method - the Water Watchers Plan - residential consumers will be charged a two-part tariff which includes a fixed service charge and a consumption based charge applied to all consumption. The Standard Plan method will be applied unless a ratepayer indicates otherwise, using the council's prescribed forms by the specified date.

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 detailed in council's *Fees and Charges 2014/2015*, the utility charges for this activity are detailed in Appendix 10 – *Utility Charges – Water 2014/15*.

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 that are rateable lands) in declared sewer areas are levied the annual residential charge. This charge is considered equitable having regard to the cost of infrastructure that makes the service available, and acts as an incentive for property owners to connect their premises to the sewerage system.

The fees received for the wastewater activity are detailed in council's *Fees and Charges 2014/2015*, the utility charges for this activity are detailed in Appendix 11 – *Utility Charges – Sewerage 2014/15*.

COMMERCIAL BUSINESS ACTIVITY - REFUSE & RECYCLING UTILITY CHARGES >>

Council conducts the refuse and recycling (waste management) services as a business activity on a commercial basis. The utility charges and other fees and charges for this business activity are set in accordance with Full Cost 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 detailed in council's *Fees and Charges 2014/2015*, the utility charges for this activity are detailed in Appendix 12 – *Utility Charges – Refuse and Recycling 2014/15*.

PENSIONER RATE CONCESSIONS >>

Council has adopted a Pensioner Rate Concession Policy in accordance with section 120(1)(a) of the *Local Government Regulation 2012* that grants certain pensioners who own and occupy their property as their principal place of residence, a concession of 85% of the general rate, with a maximum limit as resolved as part of council's annual budget. A pro-rata concession applies when they receive a part pension. Council's Pensioner Rate Concession Policy outlines the details of eligibility and application of this concession. Any pensioner concession allowed in the financial year will be reversed if rates and charges due for the financial year are not paid in full by 31st May 2015.

GENERAL RATES AND UTILITY CHARGES CONCESSIONS >>

In accordance with Part 10 of the *Local Government Regulation 2012*, concessions may be granted for general rates, water and sewerage charges to certain organisations where the land is owned and occupied by an entity who's objects do not include making a profit. Council will consider applications in accordance with the *Local Government Regulation 2012* and the relevant Policy and where the land's use is considered to contribute to the social, cultural, economic or sporting welfare of the community. Concessions will not be considered for vacant lands.

LIMITATION OF RATES >>

Council applies capping to all owner occupied residential lands which ensures that lands categorised as Category 1 and Category 16 as at 1 July 2014 will not exceed the amount of general rates levied for the property for the previous year (year ending 30 Jun 2014) 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:

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.

Capping will cease to apply, on and from the 1 July 2015, where ownership of any land to which capping previously applied, is transferred on or after the 1 July 2014. Land which is sold during 2014/15 is not eligible for capping in 2015/16. The new owner would be eligible for capping from 1 July 2016.

The purchaser of any uncapped land during 2014/15 will not be eligible for capping until 1 July 2016.

Where a dwelling is completed during 2014/15, on vacant land purchased prior to 1 July 2014, the owner will be eligible for capping from 1 July 2015 only. Where a dwelling is completed during 2014/15, on vacant land purchased during 2014/15, the owner will be eligible for capping from 1 July 2016 only.

PROMPT PAYMENT DISCOUNT >>

Council acknowledges that the failure to pay rates when due can increase the level of future rate increases and accordingly as an inducement to pay rates on time, a prompt payment discount of 15% is offered on certain rates and charges.



INTEREST CHARGES ON OVERDUE RATES >>

Unpaid rates are considered overdue on expiry of the designated due date on the notice, and therefore recoverable by council.

Interest will be charged on overdue rates from thirty (30) days after the designated due date of each charge until the date of payment, at the rate of 11% per year in accordance with section 133 of the *Local Government Regulation 2012*.

Interest, at the above interest rate, will also be charged from the first day of the new financial year, on Approved Pensioner rates, charges and fire levies, which are in arrears as at 30 June of the previous financial year.

COST- RECOVERY AND OTHER FEES AND CHARGES >>

It is the intention of Council that, where possible, services provided by Council are fully cost recovered; however, consideration may be given where appropriate to the broad community impact certain fees and charges may have.

In setting cost-recovery and other fees and charges, council will apply the following criteria to be used in deciding the amount of any fee:

Fees associated with cost-recovery (regulatory) services will be set at no more than the full cost of providing the service or taking the action for which the fee is charged. Council may choose to subsidise the fee from other sources (e.g.: general rate revenue) where Council considers that it would not be reasonable to charge the full cost.

Charges for commercial services will be set to recover the full cost of providing the service and, if provided by a Business of Council, may include a component for return on capital.

Council's adopted fees and charges include a mixture of cost recovery and commercial user-pays fees. The cost-recovery (regulatory) charges are identified as such in Council's Fees and Charges Schedule and have been determined with reference to the relevant legislation and where appropriate recover the cost of performing the function or service.

Council's Fees and Charges Register contains full details of fees and charges adopted by Council for the 2014/15 financial year, and is available on council's website.



Appendix 3 - Revenue Policy

1. POLICY STATEMENT >>

In 2014/15 the council will levy rates and charges in compliance with this policy.

2. PRINCIPLES >>

The council makes decisions about levying rates and charges consistently with the *local government principles* namely:

- (a) Transparent and effective processes, and decision-making in the public interest; and
- (b) Sustainable development and management of assets and infrastructure, and delivery of effective services; and
- (c) Democratic representation, social inclusion and meaningful community engagement; and
- (d) Good governance of, and by, local government; and
- (e) Ethical and legal behaviour of councillors and local government employees.

3. SCOPE >>

The Revenue Policy demonstrates the principles that Council intends to apply in the preparation and adoption of the 2014/15 budget for the Townsville City Council. This policy will identify the principles council intends to apply for:-

- The making and levying of rates and charges
- Granting concessions for rates and charges
- Recovering overdue rates and charges
- Setting of cost-recovery fees and methods

This Policy also addresses:-

- The purpose for concessions
- Infrastructure charges for the council.

4. RESPONSIBILITY >>

Councillors, the Chief Executive Officer and the Financial Services Department are responsible for ensuring that this policy is understood and followed.



5. DEFINITIONS >>

All definitions are as per *Local Government Act 2009* and *Local Government Regulation 2012*.

6. POLICY >>

6.1 Principles used for the levying rates and charges

When levying rates and charges the council will seek to achieve financial sustainability while minimising the impact of council rates and charges upon the community, and distributing the burden of payments equitably across the community having regard to the consumers of each service, the benefit to the community, and to any factor that contributes to the council's costs.

Council accepts that land valuations are an appropriate basis to achieve the equitable imposition of general rates, with differential rating categories determined by land use, ownership, location, availability of services, consumption of and demand for services, and whether any attribute of the land (including the status of the land under the Planning Scheme) gives rise to, or is likely to give rise to, increased costs for the council, whether at that land or elsewhere.

When levying the rates and charges, the council will:

1. have regard to its long-term financial forecast when setting rates and charges;
2. seek to minimise the revenue required to be raised from rates and charges by:
 - Maximising income from available grants and subsidies; and
 - Impose cost-recovery fees in respect of services and activities for which it believes cost-recovery is appropriate.
3. having regard to the prevailing local economic conditions, when possible make increases incremental in an attempt to avoid significant price escalation in any one year; and
4. offer an early payment discount to provide an incentive for the timely payment of rates and charges.

The Council will levy special rates and charges to minimise the extent to which the general community subsidises the unique costs arising from the provision of local government benefits or services to particular land.

6.2 Principles used for recovering overdue rates and charges

Council will exercise its rate recovery powers in order to reduce the overall rate burden upon ratepayers by:

- making clear the obligations of ratepayers and the processes used by council in assisting them to meet their financial obligations;
- making the processes used to recover outstanding rates and utility charges clear, simple to administer and cost effective;
- considering the capacity to pay in determining appropriate payment plans for different sectors of the community;
- having regard to providing the same treatment for ratepayers with similar circumstances, and
- flexibly responding when necessary to changes in the local economy.



6.3 Principles used for granting concessions for rates and charges

The council will support desirable community objectives by considering applications for concessions and providing concessions for certain categories of land owners and in respect of properties used for certain purposes.

The purpose of these concessions is to:

- reduce the financial burden of rates and charges payable by pensioners;
- support not-for-profit organisations where the specific land's use is contributing 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. In accordance with Section 97 of the *Local Government Act 2009*, cost-recovery fees will also be set for other services and activities for which council believes it is appropriate. A return on capital will only be charged where permissible under the *Local Government Act 2009* or *Local Government Regulation 2012*. By imposing charges that accurately reflect the full cost of the provision of services; the council will promote efficiency in both provision and use of the services.

Council may choose to subsidise the charges from other sources (e.g. general rate revenue) when the council believes that is in the community interest.

6.5 Funding of new development

The council will fund the physical and social costs of any new development by levying charges upon that development, to the fullest extent permissible by law. The council considers that the current law strikes a reasonable balance between minimising costs for new developments and managing the burden of new developments upon existing ratepayers. In particular the council considers that this approach promotes efficiency by and competition between developers, and achieves development at the least overall cost to the community.

Council may choose to subsidise from other sources (e.g. general rate revenue) the charges payable for the development when the council believes that is in the community interest.



7. LEGAL PARAMETERS >>

Local Government Act 2009

Local Government Regulation 2012

8. ASSOCIATED DOCUMENTS >>

Charitable and Community Organisation General Rate & Utility Charges Concessions Policy

Pensioner Rate Concessions Policy

Rate Discount Policy

Revenue Statement



Appendix 4 - Debt Policy

1. POLICY STATEMENT >>

Townsville City Council will utilise a debt management strategy based on sound financial management guidelines.

2. PRINCIPLES >>

The purposes of establishing an annual debt policy are to:

- provide a comprehensive view of the city's long-term debt position;
- increase awareness of issues concerning debt;
- enhance understanding between councillors, community groups and council staff by documenting policies;
- demonstrate to lending institutions that council adopts a disciplined approach to borrowing.

3. SCOPE >>

This policy applies to all councillors and council staff.

4. RESPONSIBILITY >>

The Chief Executive Officer, Directors, Executive Managers, Managers and the Internal Audit Unit are responsible for ensuring that this policy is understood and adhered to by all personnel.

5. DEFINITIONS >>

All definitions are as per the *Local Government Act 2009* and the *Local Government Regulation 2012*.

6. POLICY >>

- Council will not use long-term debt to finance operating activities or recurrent expenditure.
- Council recognises and accepts that infrastructure demands placed upon the council can often only be met through borrowings, but will always be mindful of the additional cost incurred by the community when assets are acquired through borrowings, which increases the cost of providing capital infrastructure.
- Council will endeavour to fund all capital renewal projects from operating cash flows and borrow only for new and upgrade capital projects.
- Where borrowing is constrained, borrowings for infrastructure that provides a return on capital will take precedence over borrowings for other assets.
- When council finances capital projects through borrowings, it will repay the loans in a term not exceeding the life of those assets and in accordance with Queensland Treasury Corporation's borrowing guidelines.
- Council will maintain close scrutiny of its level of debt to ensure its relevant financial sustainability indicators will not exceed the minimum limits recommended by the Queensland Treasury Corporation.
- Council will use as its basis for determining funding options the detailed capital works and asset acquisition programs for the next five years, together with the 10 year financial model.
- The council will follow a policy of full debt disclosure in all relevant financial reports.
- Pursuant to s192 of the *Local Government Regulation 2012*, details of the planned borrowings for the budget year and the following nine (9) financial years will be presented at council's annual budget meeting. The details will include the planned borrowings for each year, the purpose of the borrowings and the term of repayment of existing and planned borrowings.



Planned borrowings are as follows:

Year and Purpose of Borrowing	Amount 000's	Term
Year ended 30/6/2015 • New Infrastructure Assets	\$15,000	20 Years
Year ended 30/6/2016 • New Infrastructure Assets	\$20,000	20 Years
Year ended 30/6/2017 • New Infrastructure Assets	\$20,000	20 Years
Year ended 30/6/2018 • New Infrastructure Assets	\$87,000	20 Years
Year ended 30/6/2019 • New Infrastructure Assets	\$86,000	20 Years
Year ended 30/6/2020 • New Infrastructure Assets	\$13,000	20 Years
Year ended 30/6/2021 • New Infrastructure Assets	\$10,000	20 Years
Year ended 30/6/2022 • New Infrastructure Assets	\$35,000	20 Years
Year ended 30/6/2023 • New Infrastructure Assets	Nil	20 Years
Year ended 30/6/2024 • New Infrastructure Assets	Nil	20 Years

The amount projected to be outstanding at 30 June 2015 is \$328,801k 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 2015 is \$19.94m.

7. LEGAL PARAMETERS >>

Local Government Act 2009
Local Government Regulation 2012

8. ASSOCIATED DOCUMENTS >>

Revenue Statement

Revenue Policy

Treasury Management Administrative Directive



Appendix 5 - Investment Policy

1. POLICY STATEMENT >>

Council will manage its investments on a corporate basis and in a centralised manner in accordance with council's Treasury Management Administrative Directive.

2. PRINCIPLES >>

This policy identifies council's overall financial risk philosophy and objectives.

3. SCOPE >>

This policy applies to all staff who are responsible for transactions which may affect council's investment accounts.

4. RESPONSIBILITY >>

The Chief Executive Officer and the Executive Manager Finance are responsible for ensuring this policy is understood and adhered to by staff.

5. DEFINITIONS >>

At call – an investment that can be redeemed and the moneys invested can be retrieved by the investor from the financial institution within 30 days without penalty.

Counterparty – a legal and financial term that refers to the other individual or institution to an agreement or contract.

Credit risk – the risk of loss due to the failure of the counterparty of an investment to meet its financial obligations in a timely manner.

Financial institution – an authorised deposit-taking institution within the meaning of the *Banking Act 1959 (Cwlth)*.

Interest rate risk – is the risk of a change in the market value of the investment portfolio, which arises due to a change in interest rates.

Investment Portfolio – a collection of short, medium and long term cash deposit investment accounts.

Liquidity risk – the risk that council will have insufficient cash available to meet its working capital needs.

Market Average Rate of Return – for performance purposes, the investment portfolio will be compared to the UBS Australia Bank Bill Index over a rolling one-year period.

Transaction risk – the risk of a direct or indirect loss resulting from inadequate or failed internal processes, people or systems.

Preservation of Capital – An investment strategy with the primary goal of preventing losses in an investment's total value. In modern portfolio theory terms, it refers to a guaranteed investment of principal, which would provide a return of at least inflation.

Responsible officer – council officers who are responsible for activity directly related to the transfers of cash between council's investment accounts e.g. Treasury officers.



6. POLICY >>

Council's investment portfolio will be managed centrally on a corporate basis and a conservative investment approach will be applied.

Council will:

Endeavour to preserve capital through the effective management of the investment portfolios exposure to credit risk, interest rate risk, liquidity risk and transaction risk.

Maintain sufficient liquidity of its investment portfolio to meet all reasonably anticipated cash flow requirements, as and when they fall due; and

Maintain an investment portfolio which is expected to achieve a market average rate of return.

6.1 Reporting and Performance Measurement

Reporting will be undertaken on a quarterly basis reviewing all investment related exposures, specifically detailing information on the investment portfolio in terms of interest rate, counterparty percentage exposure and year to date running yield.

Regular cash management reports (weekly) will be prepared by the Finance Department.

6.2 Documentation & Approval

Any transaction occurring between council's transactional bank account and at call cash deposit accounts will require approval from an authorised account signatory.

Any transactions occurring between council's at call cash deposit accounts and cash deposit accounts, with a term to maturity of one month or more, will require approval from the Manager Financial Accounting.

Each transaction will require written confirmation by the approved financial institution. Council will maintain the necessary documents related to all transactions with approved financial institutions.

7. LEGAL PARAMETERS >>

Statutory Bodies Financial Arrangement Act 1982

Statutory Bodies Arrangements Regulations 2007

Local Government Regulation 2012

Banking Act 1959 (Cwlth)

8. ASSOCIATED DOCUMENTS >>

List of Authorised Deposit-taking Institutions (<http://www.apra.gov.au/adi>)

Treasury Management Administrative Directive



Appendix 6 - Pensioner Rates Concession Policy

1. POLICY STATEMENT >>

Council will provide a rate concession to assist approved pensioner ratepayers.

2. PRINCIPLES >>

To provide a rate concession to approved pensioners.

3. SCOPE >>

This policy applies to the levying of rates upon approved pensioners.

4. RESPONSIBILITY >>

The Executive Manager Finance and the Revenue Co-ordinator are responsible for ensuring this policy is understood and followed by all staff involved in administering the pensioner rates concessions.

5. DEFINITIONS >>

Approved Pensioner:

- is and remains throughout the rating period the holder of a Queensland "Pensioner 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



Appendix 7 – Charitable & Community Organisations General Rates & Utility Charges Concession Policy

1. POLICY STATEMENT >>

Council recognises that certain groups and organisations in the city contribute to and are a benefit to the community. Council will assist these organisations by providing a concession of certain rates and charges, subject to the conditions of this policy.

2. PRINCIPLES >>

The underlying principles of the Policy are that a rate concession will only be granted to owners of land who make application for the concession using the Application for Concession of Rates & Utility Charges form and fulfil the eligibility criteria detailed under this policy.

3. SCOPE >>

The scope of this policy is limited to rate exemptions and concessions under section 93(3)(i) of the *Local Government Act 2009* being land that is exempted from rating, by resolution of a local government, for charitable purposes. Any rate concession granted under this policy will apply to charitable community organisations that satisfy the eligibility criteria outlined in this policy.

This policy applies to the Revenue Unit who is responsible for the levy and collection of rates and charges. Some lands are exempt from general rates under an Act or Regulation and those lands will be dealt with in accordance with the relevant Act or Regulation. Concessions granted to pensioners are included in a separate Pensioner Rates Concession Policy.

4. RESPONSIBILITY >>

The Executive Manager of Finance, Director of Townsville Water and Waste and delegated officers are responsible for this policy. This policy applies to the Revenue Unit who is responsible for the levy and collection of rates and charges.

5. DEFINITIONS >>

For the purpose of this policy and interpreting relevant legislation refer to Schedule 4 Dictionary of the *Local Government Act 2009* and The *Local Government Regulation 2012*.

In addition, the following definitions apply:

- a) Not-for-profit:
 - The organisation is incorporated under Queensland's Associations Incorporations Act 1981 and listed as a non-profit community organisation, as determined by the Australian Taxation Office (ATO);
 - There is no profit or gain by individual members of the group;
 - Its constitution or governing documents prevent it from distributing profits or assets for the benefit of particular persons, both while it is operating and on winding up;
 - Whilst a surplus or revenue can be made, all profits must be used to carry out the purpose and functions of the organisation.
- b) "charitable purposes" means land that is used on a not-for-profit basis for purposes relating to:-
 - i. Education; or
 - ii. Assistance to the ill or infirm; or
 - iii. Assistance to the poor; or
 - iv. Other purposes of benefit to the community generally.



6. POLICY >>

Townsville City Council will allow a concession of rates, and utility charges to eligible groups and organisations in recognition of their activities or contribution to the social welfare, encouragement of the arts or cultural or economic development of the community.

6.1 APPLICATION

Applications for concession must:

- be lodged in writing on the prescribed form, addressed to The Chief Executive Officer; and
- include a copy of the Constitution or Memorandum and Articles of Association of the organisation which must clearly detail that the organisation is not-for-profit; and
- if available, include any other supporting documentation such as Taxation Exemption certificate which confirms that the organisation is not-for-profit; and
- identify the principle use of the land for which the concession is being requested.

Decisions regarding the outcome of the application will be made within 45 days of receipt of the application. Additional evidence to support the application may be requested in some circumstances. Decisions regarding the outcome of the application will be advised to the owner in writing.

6.2 EFFECTIVE DATE

The concession will commence from the beginning of the current half year rating period in which the application was received and will apply to rates and charges included on the current half year rate notice issued or, on a pro-rata basis from the date from which the eligible activity commenced. The concession will not be applied retrospectively to rates and charges included in rate notices issued previously.

6.3 ELIGIBILITY

To be eligible for a concession the land against which the rates and charges have been levied must be owned by an entity whose objects do not include making a profit and must be solely used for a purpose detailed in the constitution or memorandum and articles of association of the entity, and which meets a definition in Council's Concessions Schedule.

6.4 TRANSPARENCY

The approved concession will be displayed on rate notices issued to the owner of the land. A listing of owners receiving a concession detailing the value of the concession will be presented to Council as part of the annual budget process.

Council will maintain a Concessions Schedule. The schedule will include description of purpose and the percentage of concession granted.

The schedule will be reviewed and updated periodically by Executive Manager Finance and will be adopted by Council each year at the budget meeting.

The Concessions Schedule may be amended at any time during a financial year by Council resolution.

6.6 DISPUTE

Any dispute regarding the granting of a concession must be lodged in writing addressed to Chief Executive Officer within 14 days of the date of notification of the decision not to grant the concession and must include all reasons to dispute the decision. All disputed decisions will be reviewed by Executive Manager Finance and will be signed off by Director of Corporate Services. The decision regarding the dispute will be advised to the applicant in writing within 45 days from the date of receipt of the objection.

7. LEGAL PARAMETERS >>

Local Government Act 2009.



Local Government Regulation 2012.

8. ASSOCIATED DOCUMENTS >>

Concessions Schedule.

Listing of Approved Concessions and Exemptions 2013/2014.

Application Form for Concession of Rates & Utility Charges for charitable and community organisations.

Appendix 7a – General Rates & Utility Charges Concession Policy Concession Schedule

CATEGORY	DESCRIPTION AND PURPOSE	CONSIDERATIONS	EXCLUSIONS	ELIGIBLE RATES AND CHARGES	% CONCESSION (non gaming licenced premises)	% CONCESSION (gaming licenced premises)	REQUIREMENT
Not-for-profit and charitable organisations.	Land is owned or leased (registered lease with DNRM) by a not-for-profit and charitable organisation and is being used to provide benefit to the community.	Concession is allowed in terms of Local Government Regulation 2012.	The land must not be used for any other purpose. The land must not be commercially leased to any other entity.	General Rates	100%	50%	Council decision
Clubhouses and halls for not-for-profit and charitable organisations.	Land is owned or leased (registered lease with DNRM) by an entity whose objects do not include making a profit and is being used for clubhouse purposes.	Concession is allowed in terms of Local Government Regulation 2012.	The land must not be used for any other purpose. The land must not be commercially leased to any other entity.	General Rates Volumetric Water Charge	100% 73%	50% 36%	Council decision Council decision
Not-for-profit and charitable aged care facilities.	Land is owned or leased (registered lease with DNRM) by an entity whose objects do not include making a profit and the land is being used for the care of the aged.	Concession is allowed in terms of Local Government Regulation 2012.	The land must not be used for any other purpose. The land must not be commercially leased to any other entity.	General Rates Volumetric Water Charge	100% 73%	n/a	Council decision Council decision
Sports field irrigation - restricted public access.	Land is owned or leased (registered lease with DNRM) by a not-for-profit and charitable organisation and is being used for sports purposes.	Concession is allowed in terms of Local Government Regulation 2012.	The land must not be used for any other purpose. Schools, tertiary institutions and other higher education facilities are excluded. The land must not be commercially leased to any other entity.	Volumetric Water Charge	73%	36%	Council decision



Sports field irrigation - no public access restriction.	Land is owned or leased (registered lease with DNRM) by a not-for-profit and charitable organisation and is being used for sports purposes.	Concession is allowed in terms of Local Government Regulation 2012.	An approved water efficiency management plan must be in place to be eligible for this benefit. If a plan is not in place the concession would be the same as for restricted public access grounds. Schools, tertiary institutions and other higher education facilities are excluded. The land must not be commercially leased to any other entity.	Volumetric Water Charge	100%	50%	Council decision
Churches and church halls.	Land used by a Church or Religious entity and is being used for one or more of the following purposes; a) religious purposes including public worship, b) the provision of education, health or community services, c) the administration of the religious entity, d) housing incidental to any of the above purposes.	Land is exempt from General rates under Local Government Act 2009 Section 93 (3) (i) (ii) and land is granted a concession for utility charges in terms of the Local Government Regulation 2012.	The land must not be used for any other purpose. The land must not be commercially leased to any other entity.	General Rates Volumetric Water Charges Sewerage Charges	Exempt 73% 15%	n/a	n/a - Exempt Council decision Council decision
Schools and educational institutions including non-profit day care facilities and kindergartens.	Land is being used for childcare and/or educational purpose	Land is exempt from General rates under Local Government Act 2009 Section 93 (3) (i) (ii).	The land must not be used for any other purpose. The land must not be commercially leased to any other entity.	General Rates	100%	n/a	n/a - Exempt
War Graves	Land is owned or leased (registered lease with DNRM) and is being used for an historic purposes.	Land is exempt from General rates under Local Government Act 2009 and land is given the concession due to it is of public benefit.	The land must not be used for any other purpose. The land must not be commercially leased to any other entity.	Volumetric Water Charge	5%	n/a	Council decision



Historic Society	Land is owned or leased (registered lease with DNRM) and is being used to preserve and maintain the historic and heritage significance to the Council area.	Land is being used to preserve and maintain the historic and heritage significance to the Council area and can be granted a concession under Local Government Regulations 2010.	The land must not be used for any other purpose. The land must not be commercially leased to any other entity.	General Rates	100%	n/a	Council decision
Caravan Parks	Land is used for the purpose of a Caravan Park.	Land is considered by Council to benefit the community in the promotion of tourism to the area.	The land must not be used for any other purpose. The land must not be commercially leased to any other entity.	Volumetric Water Charge Sewerage Charges	30% 30%	n/a	Council decision Council decision
Retirement / Lifestyle Villages	Land is being used as a retirement village catering for the aged.	Land is considered by Council as a benefit to the aged in the city in providing a comfortable lifestyle in retirement.	The land must not be used for any other purpose.	Volumetric Water Charge	55%	n/a	Council decision
Boarding and lodging houses.	Land is being used for the provision of reasonably priced accommodation.	Council considers that the land is being used to provide affordable accommodation for the benefit of less privileged in the community.	The land must not be used for any other purpose. The land must not be commercially leased to any other entity.	Volumetric Water Charge Sewerage Charges	20% 20%	n/a	Council decision Council decision
Special consideration for sale of council owned lands.	Lands included in Riverside Ridge subdivision while it is held in the name of Riverside Ridge (Qld) Pty Limited.	All lands in the subdivision in the name of Riverside Ridge (Qld) Pty Limited have been granted the concession as part of the sale contract negotiated at the time of the sale of Council owned land.	n/a	Fixed Water Service Charge Sewerage Charge	100% 100%	n/a	Council decision Council decision Note:- The concession does not apply to property after a change of ownership is received.



Special consideration for applications made under the CBD Development Incentives Program.	Applicable lands under development within the CBD Master Plan area.	Lands under approved development that are included in the defined area as determined by the CBD Development Incentives Program as adopted by council in April 2011. Part 10 Section 120 (1)(d) of the Local Government Regulation 2012 concessions can be granted to encourage economic development.	n/a	Greater CBD General Rates, Water & Sewerage Service charges Core CBD General Rates, Water & Sewerage Service charges	50% 100%	n/a	Applications for a concession are made through Planning and Economic Development.
Water supplied for irrigation purposes.	Land is being used for Commercial and Industrial purposes.	Subject to the application and installation of a separate irrigation water meter and reticulation system. The number of irrigation meters allowed must not exceed the number of commercial meters.	The land must be used for commercial and industrial purposes only.	Volumetric Water Charge	30%	n/a	Council decision



Appendix 8 - Differential Rating Categories

The criteria are based on the Land Use Codes used by the Department of Natural Resources and Mines to classify land within Townsville City Council boundaries, and precincts identified in the Town Plan.

Categories 1 to 15 include all lands not described in the Town Plan as Central Business District, categories 16 to 21 and 23 include all lands described in the Town Plan as Central Business District. Properties in the CBD are identified in the attached map, **FIGURE 1**. In the event a property or land parcel is only partially contained in the CBD precinct identified, it will be rated as if it is wholly within the CBD precinct.

Category 22 includes land 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 residential: 1, vacant urban land; 2, single unit dwelling; 4, large home site - vacant; 5, large home site - dwelling; 6, outbuildings; 8, building units (*); 9, group titles (*); 94, vacant rural land.

(*) Other than a lot on a building units plan or group titles plan registered under the Body Corporate and Community Management Act where that lot is used for a non-residential purpose.

CATEGORY 2 land is defined by the following Land Use Codes being residential and used by the owner for mixed use or secondary residential purposes: 1, vacant urban land; 2, single unit dwelling; 4, large home site - vacant; 5, large home site - dwelling; 6, outbuildings; 8, building units (*); 9, group titles (*); 72, approved subdivider under section 50 of The Valuation Land Act 2010; 94, vacant rural land.

(*) Other than a lot on a building units plan or group titles plan registered under the Body Corporate and Community Management Act where that lot is used for a non-residential purpose.

CATEGORY 3 land is defined by the following Land Use Codes: 1, vacant urban land; 4, large home site - vacant; 6, outbuildings; 8, building units(*); 9, group titles(*); 10, combination multi-dwelling & shops; 11, shop single; 12, shops - shopping group (more than 6 shops); 13, shopping group (2 to 6 shops); 14, shops - main retail (CBD); 15, shops - secondary retail (fringe CBD-presence of service industry); 17, restaurant; 18, special tourist attraction; 19, walkway; 20, marina; 22, car parks; 25, professional offices; 26, funeral parlours; 27, hospitals, convalescent homes (medical care private); 41, child care excluding kindergarten; 42, hotel, tavern; 43, motels; 44, nurseries (plants); 45, theatres and cinemas; 46, drive-in theatre; 47, licensed clubs; 48, sports clubs, facilities; 49, caravan parks; 50, other clubs (non-business); 51, religious; 52, cemeteries including crematoria; 55, library; 56, showgrounds, racecourses, airfields; 57, parks and gardens; 58, education including kindergarten; 72, approved subdivider under section 50 of The Valuation Land Act 2010; 91, transformers; 92, defence force establishment; 94, vacant rural land; 95, reservoirs, dams, bores; 96, public hospital; 97, welfare homes, institutions; 99, community protection centre.



(*) Other than a lot on a building units plan or group titles plan registered under the Body Corporate and Community Management Act where that lot is used for a residential purpose.

CATEGORY 4 land is defined by the following Land Use Codes: 28, warehouse and bulk stores; 29, transport terminal; 30, service station; 31, oil depot and refinery; 32, wharves; 33, builders yards; 34, cold stores, ice works.

CATEGORY 5 land is defined by the following Land Use Codes: 35, general industry; 36, light industry; 37, noxious, offensive industry; 39, harbour industries; 40 extractive industry.

CATEGORY 6 land is defined by the following Land Use Codes: 16 drive in shopping centre not described in Categories 10, 11 and 12.

CATEGORY 7 land is defined by the following Land Use Codes: 60, sheep grazing – dry; 61, sheep breeding; 64, cattle grazing – breeding; 65, cattle breeding and fattening; 66, cattle fattening; 67, goats; 68, dairy cattle – quota milk; 69, dairy cattle – non-quota milk; 70, cream; 71, oil seeds; 73, grain; 74, turf farm; 75, sugar cane; 76, tobacco; 77, cotton; 78, rice; 79, orchard; 80, tropical fruit; 81, pineapple; 82, vineyard; 83, small crops and fodder irrigated; 84, small crops and fodder, non-irrigated; 85, pigs; 86, horses; 87, poultry; 88, forestry and logs; 89, animals (special); 93, peanuts and 94.

CATEGORY 8 land is defined by the following Land Use Codes: 3 and 3/98, multi-unit dwelling (flats); 7 guest house/private hotel; 21 residential institutions (non-medical care).

CATEGORY 9 land is defined by the following Land Use Codes: all lands not included in Categories 1, 2, 3, 4, 5, 6, 7, 8, 10, 11, 12, 13, 14, 15 and 22.

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.

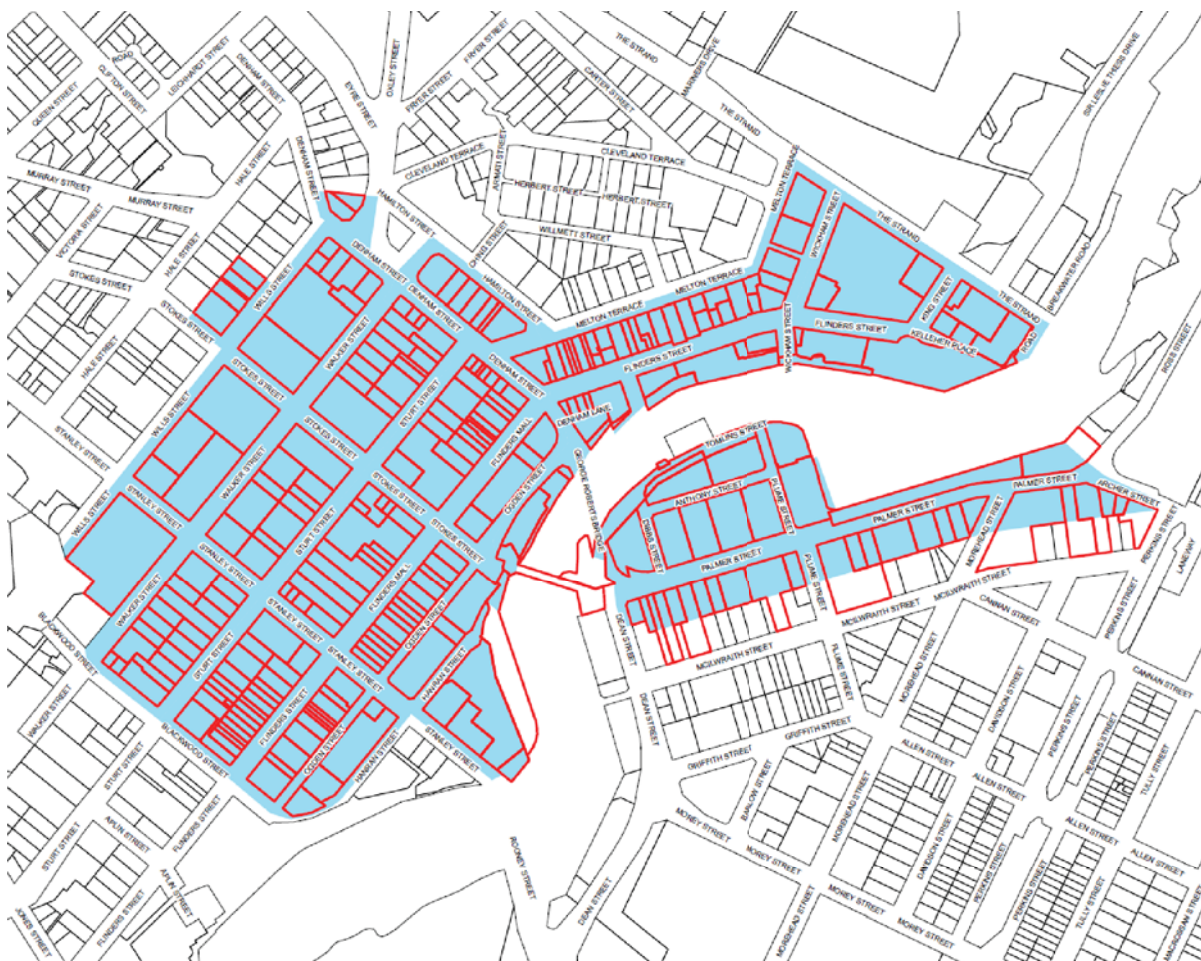
CATEGORY 13 land is defined by the following Land Use Codes: 23, retail warehouse that matches the following description: The centre should have a developed floor space in greater than 40,000m²

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 23 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 residential: 1, vacant urban land; 2, single unit dwelling; 4, large home site – vacant; 5, large home site – dwelling; 6, outbuildings; 8, building units (*); 9, group titles (*);

(*) Other than a lot on a building units plan or group titles plan registered under the Body Corporate and Community Management Act where that lot is used for a non-residential purpose.

CATEGORY 17 land is defined by the following Land Use Codes being residential and used by the owner for mixed use or secondary residential purposes: 1, vacant urban land; 2, single unit dwelling; 3/98, multi-unit dwelling (2 flats); 4, large home site – vacant; 5, large home site - dwelling; 6, outbuildings; 8, building units (*); 9, group titles (*); 72, approved subdivider under section 50 of The Valuation Land Act; 94, vacant rural land.

(*) Other than a lot on a building units plan or group titles plan registered under the Body Corporate and Community Management Act where that lot is used for a non-residential purpose.

CATEGORY 18 land is defined by the following Land Use Codes: 1, vacant urban land; 4, large home site – vacant; 6, outbuildings; 8, building units(*); 9, group titles(*); 10, combination multi-dwelling & shops; 11, shop single; 12, shops – shopping group (more than 6 shops); 13, shopping group (2 to 6 shops); 14, shops – main retail (CBD); 15, shops – secondary retail (fringe CBD – presence of service industry); 17, restaurant; 18, special tourist attraction; 19, walkway; 20, marina; 22, car parks; 25, professional offices; 26, funeral parlours; 27,



hospitals, convalescent homes (medical care private); 38, advertising hoarding; 41, child care excluding kindergarten; 42, hotel, tavern; 43, motels; 44, nurseries (plants); 45, theatres and cinemas; 46, drive-in theatre; 47, licensed clubs; 48, sports clubs, facilities; 49, caravan parks; 50, other clubs (non-business); 51, religious; 52, cemeteries including crematoria; 55, library; 56, showgrounds, racecourses, airfields; 57, parks and gardens; 58, education including kindergarten; 72, approved subdivider under section 50 of The Valuation Land Act 2010; 91, transformers; 92, defence force establishment; 94, vacant rural land; 95, reservoirs, dams, bores; 96, public hospital; 97, welfare homes, institutions; 99, community protection centre.

(*) Other than a lot on a building units plan or group titles plan registered under the Body Corporate and Community Management Act where that lot is used for a residential purpose.

CATEGORY 19 land is defined by the following Land Use Codes: 28, warehouses and bulk stores; 29, transport terminal; 30, service station; 31, oil depots and refinery; 32, wharves; 33, builders yards, contractors yards; 34, cold stores, ice works

CATEGORY 20 land is defined by the following Land Use Codes: 35, general industry; 36, light industry; 37, noxious, offensive industry; 39, harbour industries; 40, extractive

CATEGORY 21 land is defined by the following Land Use Codes: 3, multi-unit dwelling (flats); 7, guest house/private hotel; 21, residential institutions (non-medical care).

CATEGORY 22 land is defined by the following Land Use Codes: 1, vacant urban land; 4, large home site – vacant; 5, large home site - dwelling; 18, special tourist attraction; 35, general industry; 37, noxious, offensive industry, 65, cattle breeding and fattening; 66, cattle fattening and are lands wholly within areas identified as the Townsville State Development Area (TSDA) 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: all land not included in Categories 16, 17, 18, 19, 20 and 21.



Appendix 9 - Differential Rates, Limitations on Increases, Minimum General Rate

Category	Description	Rate-in-\$ (cents)	Minimum	Limitation (cap)
1	Residential	0.986	\$1,075	30%
2	Residential Mixed Use	1.144	\$1,100	No limit
3	Commercial	1.835	\$1,335	No limit
4	Warehouse, Bulk Stores	1.805	\$1,335	No limit
5	General Light Industry	1.813	\$1,335	No limit
6	Drive-in Shopping Centres (small)	1.800	\$1,335	No limit
7	Agriculture and Grazing	1.062	\$1,335	No limit
8	Multi-unit Dwellings	1.266	\$1,335	No limit
9	Land not otherwise defined	1.840	\$1,335	No limit
10	Shopping Centre >40,000 sqm	3.338	\$745,000	No limit
11	Shopping Centres >20,000 sqm and <40,001 sqm	2.046	\$631,000	No limit
12	Shopping Centres <20,001 sqm	3.184	\$347,000	No limit
13	Retail Warehouse >40,000 sqm	2.557	\$153,000	No limit
14	Retail Warehouse <40,001 sqm	2.332	\$1,390	No limit
15	Outdoor Sales Areas	1.981	\$1,275	No limit
16	CBD Residential	1.190	\$1,152	30%
17	CBD Residential Mixed Use	1.546	\$1,235	No limit
18	CBD Commercial	3.610	\$1,355	No limit
19	CBD Warehouse, Bulk Stores	3.619	\$1,355	No limit
20	CBD Light Industry	3.024	\$1,355	No limit
21	CBD Multi-unit Dwelling	1.924	\$1,355	No limit
22	Special Development	3.463	\$18,650	No limit
23	CBD Other	3.610	\$1,355	No limit



Appendix 10 - Utility Charges - Water

Commencement Date for Full Charges

Service Charges – charges will apply from the date of registration of plan where the land is within the 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 2014:

The fixed annual access residential water service charge will be \$332.00 per annum; and

The residential consumption charge will be \$1.33 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 2014:

The fixed annual charge of \$728.00 per annum for an allocation of 772 kL

An excess water charge of \$2.79 per kL will apply for all consumption over 772 kL during the consumption year.

Non residential

For each non-residential property:

A fixed annual access water service charge of \$346.00 per annum; and

A consumption charge of \$2.72 per kL of water used during the consumption year.

Metered Standpipes

A charge of \$2.72 per kL will apply to water meter recorded consumption during 2014/15 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 \$2.16 per kL used during the 2014/15 consumption year.



Non-potable Supply

For properties with a water meter connection that supplies non-potable water:

Consumption will be charged at \$2.16 per kL used during the 2014/15 consumption year.

Non-contributing Consumers

Where the applicable contribution to council's Water Supply, under council's Planning Policies, has not been received, a surcharge of \$0.50 per kL on the actual consumption from council's Water Supply Scheme will apply. The surcharge is in addition to any other water charges, and shall be adjusted upwards to the Water Watchers Plan charge or the Standard Plan charge, whichever is adopted by the consumer.



Appendix 11 - Utility Charges – Sewerage

Commencement Date for Full Charges

Sewerage charges – sewerage charges will be effective from the date of inspection by council's Hydraulic Services for the installation of sewerage pedestals or the date of the final inspection certificate and/or certification of classification issued, whichever is 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 2014:

- 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 sewerage area is non-sewered that property shall be levied wastewater utility charges as if it were sewerage. This excludes any instances where another sewerage pedestal charge is also being applied to the land parcel(s) under any relevant rating assessment number.

Sewerage Infrastructure Alternative Access Fee

A surcharge of \$562.00 per lot applies to connected properties outside a zoned sewerage area.

Commencement Date for Full Charges

Trade Waste – trade waste charges will be effective from the date of issue of a trade waste discharge approval.

Liquid trade waste charges calculated and applied as defined below:

- a) An annual access fee will apply for each liquid trade waste approval holder each year. The amount of the annual access fee will be dependent on the risk rating of the approval holder.
- b) A volume charge will apply to any trade waste discharge.
- c) Pollutant charges may apply to liquid trade waste approval holders in discharge category 2.0.

Charges will apply for liquid trade waste discharge in accordance with council's Trade Waste Policy and Liquid Trade Waste Management Plan and will be effective from the date trade waste approval is issued.



The annual access fee will apply based on the risk rating of the approval holder as set out in the table below:

Risk Rating	Annual Access Fee
1	\$1,280
2	\$682
3	\$496
4	\$268
5	\$176
6	\$83

Trade waste volume discharged to sewer will be levied in accordance with the table below:

Discharge Category	Volume Charge (\$/kL)
Category 1.1	\$1.95
Category 1.2	\$1.72
Category 1.3	\$1.60
Category 1.4	\$1.38
Category 1.5	\$1.95

Discharge Category	Volume Charge (\$/kL)	Pollutant Charges			
		Chemical Oxygen Demand (COD) (kg)	Suspended (Kg)	Solids	SO ₄
Category 2.0	\$2.11	\$1.13	\$1.06		\$0.61

Note: Trade Waste discharge volume = (Water consumption – Allowances) x discharge factor.

Allowance Type	Allowance Volume	
Pedestal	60kL	Per pedestal



Appendix 12 - Utility Charges – Refuse and Recycling

Commencement Date for Full Charges

Refuse collection charges apply from the date refuse services 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 \$234.00 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 disposal of the equivalent of one 240 litre wheelie bin per week, one 240 litre recycling bin per fortnight and eight vouchers for bulk waste disposal.
- b) Residential Dwelling, Home Unit or Flat/Tenement – A charge of \$256.00 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 disposal of the equivalent of one 240 litre wheelie bin per week, one 360 litre recycling bin per fortnight and eight vouchers for bulk waste disposal.
- c) Permanent additional refuse services can be arranged at a charge of \$151.00 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 \$50.00 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 \$151.00 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 disposal of the equivalent of one 240 litre wheelie bin per week for bulk waste disposal and eight 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 \$188.00 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 \$78.00 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*.

Refuse and Recycling Service Outside the Defined Waste Collection Service

- a) A charge of \$151.00 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 eight vouchers for bulk waste disposal.
- b) A charge of \$50.00 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.

Carbon Tax

At the time of council adopting its budget, there remained significant uncertainty surrounding the future of the carbon pricing mechanism, and whether or not the mechanism would be repealed from July 2014.

Until repealed, Townsville Waste Services must continue to comply with the carbon pricing mechanism as required by the *Clean Energy Act 2011 (Cth)*. The Refuse and Recycling Utility Charges above take account of council's liability under the carbon pricing mechanism.

In the event that the carbon tax is repealed, council has adopted to apply the below Refuse and Recycling Utility Charges from the date of the repeal, to reflect the removal of council's carbon liability.

Utility Charge Type	Charge Amount
<u>Residential – Defined Waste Collection Area</u>	
(a) 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, including one 240 litre wheelie bin per week, one 240 litre recycling bin per fortnight and eight vouchers for bulk waste disposal.	\$ 214.00
(b) 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, including one	\$ 236.00



240 litre wheelie bin per week, one 360 litre recycling bin per fortnight and eight vouchers for bulk waste disposal.

(c) Permanent additional refuse services equivalent to one 240 litre wheelie bin per week (or one 120 litre wheelie bin at the owner's request). \$ 131.00

(d) Permanent additional recycling services equivalent to one (1) 240 litre wheelie bin per fortnight. \$ 50.00

(e) Refuse service for each single occupancy premises such as a residential dwelling, home unit or flat/tenement in the defined Paluma collection area, including one 240 litre wheelie bin per week and eight vouchers for bulk waste disposal. \$ 131.00

Non-Residential

(a) Refuse collection service equivalent to one 240 litre wheelie bin per week. \$ 168.00

(b) Recycling service equivalent to one 240 litre wheelie bin per fortnight. \$ 78.00

Refuse and Recycling Service Outside Defined Waste Collection Area

(a) Refuse service collection at nominated locations outside council's defined waste collection area, equivalent to one 240 litre wheelie bin per week and eight vouchers for bulk waste disposal. \$ 131.00

(b) Recycling service collection at nominated locations outside council's defined waste collection area, equivalent to one 240 litre wheelie bin per fortnight. \$ 50.00



Appendix 13 - Nelly Bay Harbour Operational Plan

Council plans to levy a special rate on identified properties in the Nelly Bay Harbour Development in 2014/15, pursuant to Section 94 of the *Local Government Regulation 2012*.

The Annual Operational Plan detailed in this report sets out the actions and processes to be carried out, in 2014/15, for the Nelly Bay Harbour.

2014/15 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 Ck 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