Operational Plan and Budget | 2016/17





TOWNSVILLE CITY COUNCIL

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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 within this plan delivers on the commitment my team and I made with the people of Townsville at the last election. I am extremely proud of the work put in by my council team and the dedicated staff to deliver the ratepayers in Townsville with a rates freeze. No increase in general rates. No increase in water, sewage or waste charges. No increases for businesses, investors and homeowners.

Our community has had its fair share of knocks this past financial year and many people have had to tighten their budgets. This freeze on every rates bill is as much as Townsville City Council can do to assist with the increasing cost of living in households and businesses across the city.

To achieve this rates freeze, Townsville City Council has had to make some tough choices about which services are essential and which are not. But this budget is not just about reducing non-priority areas over the next twelve months; Townsville City Council will be spending more than \$200 million in capital works to ensure our city continues to develop by providing jobs and opportunities during these tough economic times.

Council's costs continue to climb this year with electricity a major contributor increasing by 10%, materials and services increasing, and reduced revenue from developments. On top of this, with three failed wet seasons Townsville is facing its worst drought in more than 20 years and we must budget for pumping water from the Burdekin Dam for some months. With the financial planning that delivered four successive surpluses and significantly reduced debt, Council is in a position to assist the community with their cost of living pressures. To achieve this, Townsville City Council has forecast a one-off deficit of \$6.7 million which is entirely due to the cost of pumping water from the Burdekin. This forecast is a worst-case scenario, and this financial position will improve with decent rainfall into the Ross Dam.

The major projects list highlights include: \$7 million to continue the Cleveland Bay Sewage Treatment Plant upgrade that the state government has also supported; \$20 million for the CBD Utilities Upgrade to enable the CBD to double in size without affecting services; \$5 million for the completion of Townsville Recreational Boating Park; \$3.3 million for the Peggy Banfield Park upgrade, providing top-class outdoor facilities for those in the northern beaches; and \$3.6 million for land purchases for the Haughton Pipeline duplication to increase the city's capacity to pump from the Burdekin; \$1.9 million for the Strand water park for local and visiting families to enjoy; \$88 million is being spent on infrastructure that includes roads and road safety, drainage works, parks and open spaces, and public safety improvements which will provide benefits throughout the city.

Townsville is in the middle of its 150th anniversary and there are many events remaining for the second half of 2016 to continue these celebrations. On top of this, Townsville City Council will continue to provide remarkable events across the region that will cater for audiences of all ages and backgrounds. Our support to community groups has remained strong and \$2.1 million will be provided to assist these groups.

I said last year that the Townsville lifestyle is something that must be kept safe from the rising costs of living and the pressures these costs create. A freeze to everyone's rates for the next year is Townsville City Council's contribution to protect our lifestyle and assist our residents and businesses.

Cr Jenny Hill Mayor of Townsville

Message from the Acting Chief Executive Officer

Our new council has produced the 2016/17 Operational Plan and Budget to balance the needs and wants of our community for today and into the future, minimising the financial impact on ratepayers by balancing reduced revenue with efficiency gains. I take this opportunity to thank council for their dedication to this process and our staff who have supported the Mayor's Budget Review Committee and elected members to produce the final 2016/17 Operational Plan and Budget presented herein.



Into the 2016/17 financial year we will face many challenges with an operating deficit of \$6.71 million (linked to the cost of pumping water) and new borrowings

of \$60 million. Level 3 water restrictions are likely to be activated in July 2016, with pumping of water from the Burdekin to commence later in the year. Council has secured a new twelve month contract to allow us to utilise Medium Priority water to satisfy our immediate needs. As a result of this agreement, the purchase price and pumping costs for the entire water allocations would be \$7.13 million, but significantly less if we experience a wet season. Council will continue its community education campaign to appeal to the community to do their part in minimising water usage.

Council has achieved a zero rate and utility increase to mitigate the impact on our community which is experiencing high unemployment and difficult economic times. The challenge therefore is for council to balance the reduced revenue with efficiency savings while continuing to deliver quality services to the community. It is important that as a council we do what we can to help ease the financial strain on our residents during these tough economic conditions. That has certainly been the focus of our newly elected council. The 2016/17 operating deficit is testament to this focus, coming after two years of operating surpluses in 2014/15 (\$7.857 million) and 2015/16 (forecast \$9.238 million).

Our elected members and executive management team have worked together to protect council's long term financial sustainability - delivering on a capital works program that focusses on sustaining community assets and council services, developing infrastructure to support continued growth and helping stimulate growth in the local economy through engagement of local businesses.

Highlights during the year will see Townsville celebrating its 150 years as a local government with a number of key events including the T150 Defence Force Air Show and Townsville Bulletin Sky Show which will be the most highly-anticipated community event of the T150 Celebrations! We will also see the V8s back in July to kick of the financial year with an economic boost for the City. Council and staff will achieve the outcomes in this document and will report monthly on the financial status and quarterly on its overall performance.

Regards,

Neil Allen Acting Chief Executive Officer



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2016-17 Operational Plan and Budget for adoption 06 July 2016

Strategic Context

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GOVERNANCE FRAMEWORK

Council adopted its Corporate Governance Framework which is based on the principles identified in the *Local Government Act 2009*. An effective Governance Framework provides the following benefits:

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



Why have an Operational Plan >>

Our Operational Plan and Budget sets the direction for the 2016/17 financial year and identifies how we will measure our performance. The development of council's Operational Plan is a legislative requirement of the *Local Government Act 2009* and *Local Government Regulation 2012*. Legislation requires that the annual Operational Plan and Budget be consistent.

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

Diagram 1



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

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

Significant Influences >>

A number of significant internal and external factors have influenced the preparation of council's 2016/17 Operational Plan and Budget.

Internal Influences >>

- The need to improve the efficiency and effectiveness of council's operations to minimise the impact of rate increases on the Townsville community.
- Significant projected increases in electricity and operational costs.
- Townsville celebrates its 150-year anniversary in 2016.
- A new council was elected and sworn into office on 8 April 2016.
- > A new Standing Committee and Advisory Committee structure was adopted by council.

External Influences >>

- There are widespread state and federal government job, funding and expenditure cuts.
- Continued decline in CBD retailing figures and increasing vacancy rates for CBD commercial and residential property.
- Changing employment sectors moving away from traditional mining and manufacturing, towards health care, aged living, higher education and emerging and new industries.
- Record high unemployment rate in Townsville, continuing drought, substantial industry closures and mining downturn has an impact on the community's capacity to pay.
- Below average rainfall resulting in low levels in the Ross River Dam. Water security remains a significant issue for the council to determine an affordable solution to secure Townsville's future water supply.
- Community safety continues to be high on the agenda for our residents.
- The risk of natural disasters.

Responding to significant influences >>

Council will work hard to minimise the impact of these influences on ratepayers, and has incorporated the following strategies into the development of the Operational Plan and Budget 2016/17:

- An organisational review will be completed of council's management to ensure effective and efficient service to our community. Top and middle management structure will be reviewed.
- All non-essential projects and expenditure will be deferred.
- Increasing operating costs will be addressed through the identification of internal efficiencies.
- Council will promote openness and transparency across the organisation.
- Community engagement will be enhanced, taking council back into the community, with councillors more accessible and regular public meetings held on topics of interest. A new electronic community engagement tool will be trialled to ensure that the community consulted on a regular basis.
- Establishment of a range of Advisory Committees to engage with business, industry and community stakeholders to help guide and deliver business development, innovation initiatives and community services.
- Re-establish the City Image Advisory Committee to provide strategic advice on city branding, place making and city marketing.
- Celebrating Townsville's 150-years with community events and historical displays in 2016.
- Focussing on renewal and upgrade of our existing assets in council's 10 year capital works program.
 Increasing opportunities for local businesses with a revised procurement policy placing greater
- emphasis on local content.
- Working with the North Queensland Regional Organisation of Councils and North Queensland Regional Economic Development Group to deliver a new regional plan and economic development strategy.
- Strengthening sister city relationships to foster international trade and investment.

- Continuing to work with all levels of Government and industry to address economic challenges, create jobs and encourage investment in the region.
- Council has reached agreement with Sunwater to access additional water from the Burdekin Dam to safeguard the city's water supply during this period of drought. Water restrictions will remain in place as the Ross River Dam level continues to fall. Community education will continue to encourage water saving measures.
- A zero rate increase for 2016/17 has been achieved in recognition of the current unemployment rate and difficult economic times for our rate payers.

Key Budget Risks and Assumptions >>

The 2016/17 budget has been developed based on council's best understanding of conditions that will prevail in 2016/17. As such the budget development requires the application of educated assumptions, identification of potential risks and scenario analysis to understand potential impacts on council's financial performance over the course of the budget period.

In addition to climatic variations, economic and political imperatives influence the development of the budget and Councils ability to deliver it. The section below outlines key assumptions and risks underlying the development of the 2016/17 budget.

- Budgets have been developed based on an average weather year. Extended wet weather events, or major weather events like cyclones may impact on the delivery and/or costs of services. In the event of a natural disaster there is uncertainty around the level of funding that will be provided from State and Federal Governments, though it is likely to be less than for prior events.
- Water utility charges assume 15% lower consumption than previous years. Where consumption reduces by more than 15%, less volumetric revenue would be expected to be received.
- In the event of dry weather conditions continuing into the middle of 2017 additional costs are likely to be incurred for water allocation purchases and pumping costs to maintain Townsville's water supply. The proposed 2016/17 budget allows for six months pumping.
- A weakening Townsville economy may lead to an increase in overdue rates and utility charges and increased bad debts associated with fees and charges revenue.
- Property growth for general rates and utility charges is estimated to be 0.9% for 2016/17. Where property growth is less, these revenue streams will also reduce, albeit marginally in the 2016/17 year. It will however have compounding effects in future financial years.
- Movement of interest rates on cash will have a material effect on the interest received in the 2016/17 financial year. The timing of issued rates notices and large payments for major projects will also affect cash balances and interest earned.
- A working capital facility has been arranged to support the cash position until 31 December 2016. Interest and charges will be payable on this facility once drawn down. The longer the facility remains in use the longer council will be exposed to these costs.
- The 2016/17 draft budget includes an efficiency target as well as inherent efficiencies for no allowance of materials and services price increases. Achievement of these efficiencies will require a considered and planned approach.
- The 2016/17 budget reflects a reduction in security measures, in particular affecting Riverway security patrols and community response vehicles. The budget is a balance between cost and risk.
- Changes have been made to the Traffic Management The Manual of Uniform Traffic Control Devices (MUTCD) Legislative requirements that direct council's traffic management activities. The full impact of these changes is being investigated. Once understood there may be further cost impact the 2016/17 budget.
- Rates increases over the term of the council are limited to cost index increases. This allows minimal capacity for council to implement innovation activities that do not provide a positive return in the short term. There is risk that this will impact on delivery of community services and delay of projects that provide long term economic benefits.

Impact on ratepayers >>

In 2016/17, council will continue to focus on long term planning and ongoing renewal and maintenance of existing infrastructure, while freezing rates at 2015/16 levels.

General Rates - Residential ratepayers

The financial impact on all ratepayers will be a rates increase of 0.00%. Townsville City Council uses the site value of the land as advised by the Department of Natural Resources and Mines, and the property's Land Use Code, to determine the differential rating category and calculates the rates and charges accordingly. The most recent annual valuation of the city was 1 October 2014 with the valuation being applied from 1 July 2016. An average site value for a residential property in Townsville is \$160,000.

Rates and Charges - Residential ratepayers

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

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

All rates and charges must be paid by the due date stated on the notice. Overdue rates and charges will bear interest from 30 days after the due date. The interest will be calculated at a rate of 11% per annum compounding on a daily basis, except for properties owned by an approved pensioner as detailed in the Pensioner Rates Concession Policy, in which case overdue rates and charges for the 2016/17 year will bear interest from 1 July 2017.

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. Concessions also apply for water and sewerage utility charges to certain organisations as set out in the Charitable and Community Organisations Rates & Charges Concession Policy – Appendix 7.

Council has resolved to continue to consider granting a concession to not for profit entities who make the appropriate application for a concession, and who meet the criteria as defined in section 120 of the Regulation and as detailed in the Charitable and Community Organisations Rates & 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 2016. The capping ensures the 2016/17 general rate will not exceed the amount of general rates levied for the property for the previous year plus 30%. This is subject to a minimum rate and certain provisions.

The differential general rates, minimum general rates and limitation for increase in rates for 2016/17 are set out in Appendix 9. The differential rating categories and criteria for each category are set out in Appendix 8.

Special Rates and Charges

Council has a number of special rates as follows:

Nelly Bay Harbour Development

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

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

Rural Fire Levy

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

- The Rural Fire Levy Special Charge will apply to all rateable land identified in the gazetted Rural Fire Board area maps for the following areas and on the following basis;
- The overall plan for the Rural Fire Brigades Special Charge is to provide financial assistance to the brigades to enable provision of a rural fire service in each area on an ongoing basis. The amount of the charge is based upon the 3-year budget for each brigade that has been provided to council by the Queensland Fire and Emergency Services;
- 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
Bluewater	\$55
Clevedon	\$40
Crystal Creek	\$30
Cungulla	\$40
Horseshoe Bay	\$25
Lime Hills Elliott	\$30
Paluma	\$35
Purono	\$20
Rangewood	\$60
Rollingstone	\$50
Rupertswood	\$40
Saunders Beach	\$30
Toolakea	\$12
West Point	\$30

Julago and Alligator Creek Water Supply Scheme

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

The overall plan for the Julago and Alligator Creek Water Supply Scheme was adopted by council at its meeting held on 19 August 2008.

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

Utility Charges

Utility charges for water and sewerage will remain static in 2016/17. The standard water plan of 772kL remains at \$739 and the excess water charge continues to be \$2.83 per kilolitre. The fixed service charge for the Water Watchers scheme remains at \$337 with the price per kilolitre continuing to be \$1.35.

Sewerage charges will continue to be levied at \$759.

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

Linking the Operational Plan to the Budget >>

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

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

	Operating			Capital		
Core Service	Revenue	Expense	Surplus/ (Deficit)	Capital Works	Funding	Net Cost
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Community & Cultural						
Services	10,892	63,201	(52,309)	3,131	2,650	481
Enabling Services	285,057	139,557	145,500	30,287	13,484	16,803
Environment & Sustainability Services	40	5,786	(5,746)	0	0	0
Planning & Development	9,566	20,484	(10,918)	0	0	0
Public Infrastructure	15,101	139,701	(124,600)	75,834	20,501	55,333
Solid Waste Management	33,459	30,010	3,449	4,311	1,500	2,811
Wastewater Services	87,465	61,768	25,697	31,221	5,520	25,701
Water Services	102,832	90,622	12,210	37,012	6,205	30,807
Total	544,412	551,129	(6,717)	181,796	49,860	131,936

Table 1

Internal allocations are included in Table 1 to enable a more complete understanding of the operating results attributable to each Core Service.

Capital works and capital funding exclude assets donated to council.

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

Planning for the future>>

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

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

Planning for the community >>

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

Council will continue to work together with the community to realise our Community Plan vision being: Townsville is the northern gateway to Queensland. Our well-built city connects people to their community, via an active lifestyle that is enjoyed by all who live and visit. We are leaders of positive environmental action. We are acclaimed for our business entrepreneurship, government enterprise, innovation, technology and cultural stewardship.

. The Community Plan themes are:

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

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

Planning for the next five years >>

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

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

Council's Corporate Plan vision is: Townsville, Capital of Northern Australia; the City with Opportunity and Great Lifestyle.

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

Corporate Plan 2014 - 2019

GOAL 1: Econom	nic 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.
1.5	Provide and maintain water and sewage infrastructure to ensure a functioning network.
1.6	Provide and maintain a leading practice integrated transport network to facilitate the sustainable growth and efficient movement of Townsville.
GOAL 2: Environ	mental 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 S	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: Respon	sible 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 2016/17 Operational Plan details the programmes and Budget that will deliver a range of corresponding objectives, milestones and targets over the next twelve months. Quarterly performance reports are provided to management, council and the community detailing the progress of all operational programmes and their financial status.

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

Terms used in the Operational Plan

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

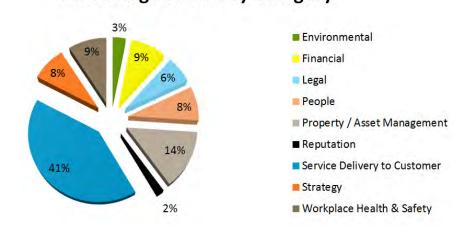
Managing our Operational Risks >>

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 state that council will manage risk by integrating risk management practices into corporate and operational planning.

Risk reviews were completed in the 2015/16 financial year against all of council's financial programmes. This has allowed the development of risk profiles at strategic, operational and departmental levels. It also aligns risk with the goals and outcomes of the Corporate and Operational Plans.

The most recent annual review of council's strategic and operational risk plans was completed between November 2015 and March 2016. The risk management plans arising from the assessments are monitored by the responsible department, reported to council's Audit Committee, inform the Internal Audit Plan and are formally reviewed annually.

The operational risks are categorised into nine risk categories.



Percentage of Risk by Category

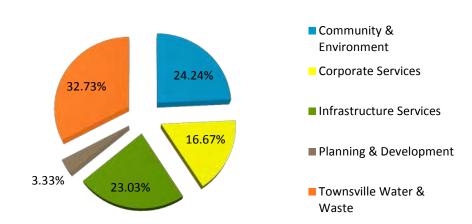
41% of council's risks have been categorised as risks to service delivery to our customers. This reflects council's role to service the community. A summary of the service delivery risks are as follows:

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

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

The following pie chart represents a view of the percentage of risks for each of the five Divisions of Council. The major asset owners Townsville Water and Waste and Infrastructure Services have identified the following possible risks:

- Facility management service not meeting needs of council and the community
- Failure of critical elements making buildings not fit for purpose water power air structural
- Inability to achieve and maintain appropriate levels of asset service standards in relation to current open space network and irrigation
- Failure to deliver efficient and effective service delivery in accordance with agreed service levels and legislative requirements
- Assets failing to meet demand and service levels.

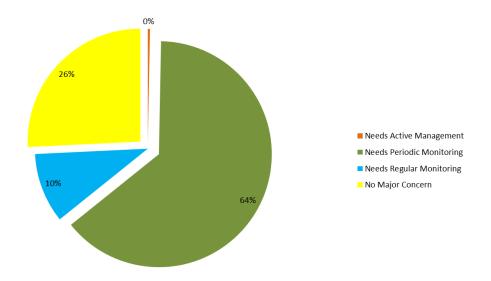


Percentage of Risk by Division

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

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

Management Response to Risk



Council has a range of internal controls in place to address the identified risks and a majority of risks (64%) require management to undertake periodic monitoring.

Throughout the operational plan risk mitigation strategies, where applicable, have been included as milestones (actions) at the programme level to mitigate council's risk. This helps reduce the level of council's residual risk on behalf of the community.

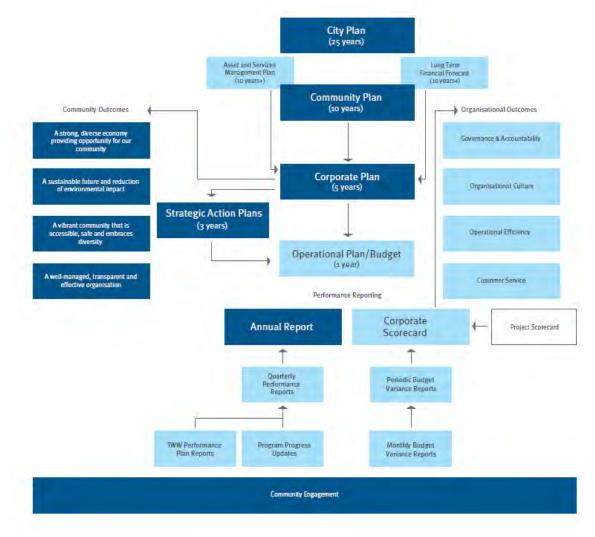
Measuring our Performance>>

Council will assess the achievement of its Operational and Corporate Plans on a quarterly basis. To emphasise the importance of this requirement, Council has incorporated performance management and reporting as an essential part of our overall Strategic Planning Framework. Regular reporting provides council with the opportunity to ensure programmes are delivered in a timely manner and 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 incorporate all programmes. An overall objective has been defined for each programme and to measure each programme's performance a suite of key performance indicators and milestones have been developed. These performance measures, together with Budget variance reports, are reported quarterly providing an assessment of council's achievement of the strategies and goals outlined in the Corporate Plan.

Council's Planning, Performance and Reporting Processes >>



Funding the Operational Plan



TOWNSVILLE CITY COUNCIL

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 2016/17 can be viewed on council's website. Cost-recovery and commercial fees and charges may be amended by resolution at any time during the financial year. Fees and Charges also include statutory charges for regulatory services and those associated with the granting of a permit/licence or the regulation of an activity. Changes in fees and charges can result from changes in State Government legislative direction, volume, CPI, and service delivery costs for council's services.

Rates

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

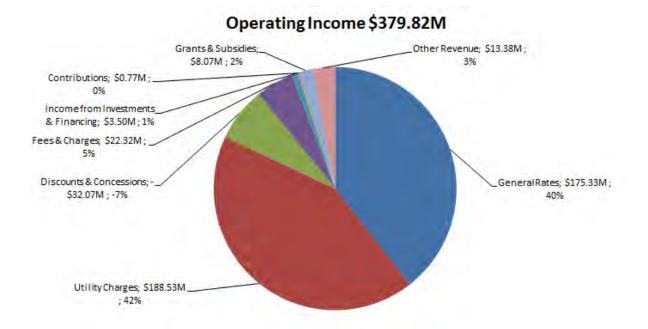
Rate Type	Description	Overall Increase
General Rates	Residential	0.00%
	Non-Residential	0.00%
	Large Shopping, Bulky Goods	0.00%

Rate Type	Description	Increase	Amount \$
Water	Standard Plan	0.00%	739.00
	Standard Plan Excess Consumption	0.00%	2.83
	Water Watcher	0.00%	337.00
	Water Watcher Consumption	0.00%	1.35
	Non-Residential	0.00%	351.00
	Non-Residential Consumption	0.00%	2.76

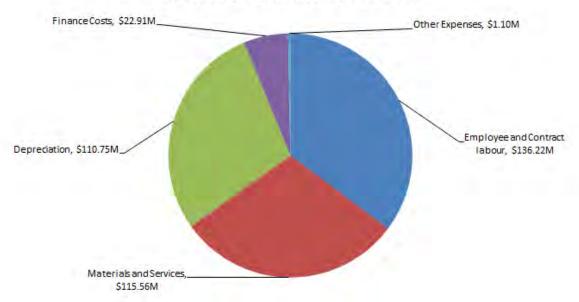
Rate Type	Description	Increase	Amount \$
Sewerage	Residential	0.00%	759.00
	Non-Residential	0.00%	890.00

Rate Type	Description	Increase/Decrease	Amount \$
Waste	Domestic Bundled	0.00%	223.00
	Commercial Service Waste	0.00%	175.00
	Commercial Service Recycling	0.00%	85.00

The graphs below outline the key components of the 2016/17 Operating Revenue and the Expenditure that will fund the Operational Plan outcomes.



Operating Expenditure \$386.54M



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. In 2016/17 council will fund its capital program with \$60m in new borrowings. Debt repayments of \$20m will be made during the year. Council will maintain close scrutiny of its level of debt to ensure its relevant financial sustainability indicators will not exceed the 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 2016.

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

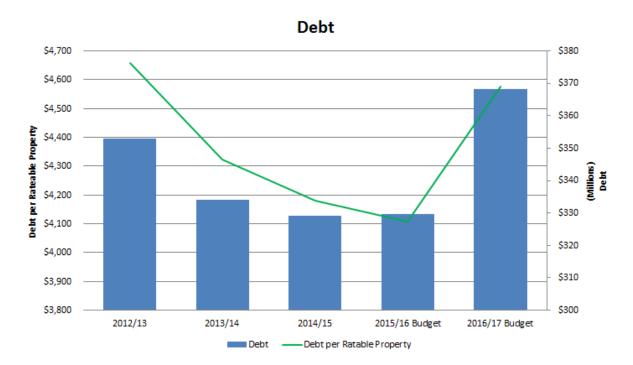


Table 2 - Debt per rateable property

Capital Works

Council's Capital Works program for 2016/17 is \$205.2m 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 from the council's ten year capital program. The detailed project listing on the next page is consistent with the ten-year capital program. The net 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	Net Cost \$000
Community & Cultural Services	3,131	2,650	481
Enabling Services	30,287	1,919	28,368
Urban Planning	-		-
Environment & Sustainability Services	-		-
Public Infrastructure	75,834	20,500	55,334
Solid Waste Management ¹	5,193	1,500	3,693
Wastewater Services	31,221	5,521	25,700
Water Services	37,012	6,205	30,807
Total Capital Program	182,678	38,295	144,383

Core Service	Donated Assets \$000	Funding \$000	Net Cost \$000
Community & Cultural Services	-	-	-
Enabling Services	-	-	-
Environment & Sustainability Services	-	-	-
Public Infrastructure	12,093	12,093	-
Solid Waste Management	-	-	-
Wastewater Services	7,287	7,287	-
Water Services	3,149	3,149	-
Total Donated Assets	22,529	22,529	

¹This figure includes \$881,800 of landfill rehabilitation works.

The capital works program is detailed in the next section detailing the major projects proposed for the 2016/17 financial year.

This capital works listing contains \$812k of carry over and \$881k of provision works.

2016-17 GROSS CAPITAL WORKS BY CORE SERVICE	Sum of TOTAL \$ (GROSS) 30/06/2017
Community And Cultural Services	3,130,886
Belgian Gardens Cemetery - Ash Interment Facility	200,000
Cemetery - New - Year 2017	57,886
Flinders Street, Aitkenvale and Thuringowa Library RFID equipment year 1	50,000
Perc Tucker Gallery Artwork Acquisition	25,000
Replacement of digital hub equipment in all branches including teleconferencing internet TVs etc	103,000
TECC Renewal - Stage 2-Stage 2 Renewal Plan	2,650,000
Tobruk Long Tan Riverway Kokoda NBLC Pool Vacuum Replacement	45,000
Enabling Services	30,286,655
(DCaaS) Data Centre (Compute, Storage and Environmental)-Server Backups and Storage Devices	1,571,473
(ERP) Enterprise Resource Planning-BMS Web and Small Systems	693,297
103 Walker Street-Fire proof of the Corporate Governance strong room	200,000
143 Walker Street-Hydraulics and sound proofing	120,000
Aitkenvale Library-Kitchen renewal to upstairs meeting room	10,000
Aitkenvale Library-Required hardware to pickup additional data streams to enhance data analysis.	15,000
Annandale Community Centre-Replace alarm system and install card readers	5,000
Belgian Gardens Cemetery-HVAC Renewal	3,000
Buildings-Detailed and Design & Investigation 2017-18 projects	50,000
Business Management Systems-HRIS Replacement	900,000
CCTV Networks	100,000
Civic Theatre-Refurbishment - Design	475,491
Civic Theatre-Required hardware to pickup additional data streams to enhance data analysis.	12,000
Dalrymple Rd Depot-Asphalt - Overlay & Reconstruction	332,782
Dalrymple Rd Depot-Bld 03 - Roof Renewal - Design	5,000
Dalrymple Rd Depot-Bld 06 - HVAC Renewal	3,000
Dalrymple Rd Depot-Renewal of Automatic front roller gates	12,000
Dan Gleeson Storage Shed (Timber)-Paint external timber	5,546
Enerprise Applications	122,000
Facilities Planning & Delivery Project-143 Walker St Building - Generator replacement	400,000
Facilities Planning & Delivery Project-143 Walker St Building - Refurbishment	2,518,000
Facilities Planning & Delivery Project-First Ave Depot relocation of blds to DRS	75,000
Facilities Planning & Delivery Project-GOC Fleet Office Refurb & Hardstand	100,000
Facilities Planning & Delivery Project-Local Disaster Coordination Centre - Construction 16/17	3,679,150
First Ave Depot-Bld 01 - HVAC Renewal	3,000
Flinders Pavilion-install further metering to existing solar and stream data from site. Develop a workspace for all solar systems.	10,000
Galbiri Childcare Centre-Bld 01 - External Repaint	37,000
Galbiri Childcare Centre-Bld 01 - HVAC Renewal	10,000
Galbiri Childcare Centre-Bld 01 - Kitchen Renewal in staff room	9,000
Galbiri Childcare Centre-Bld 01 - Replace carpet in office & lunch room	7,000
Garbutt Operations Centre-Bld 02 - Renewal to Mez floor for computer access and lockers	15,000
Garbutt Operations Centre-Bld 02 - Roof Renewal	18,000
Garbutt Operations Centre-Bld 07 - External Repaint	10,000
Garbutt Operations Centre-Bld 3, 4, 6, 7, 10, 15, 23, 32 - HVAC Renewal	104,000
Heavy Fleet Renewal Program	3,622,239
Jezzine Forts-Restoration and preservation to Jezzine Cannons	20,000
Kokoda Pool-50M Pool - Cut out and replace failing key joints in the concourse	15,000

Kokoda Pool-Bld 01 - Internal Repaint	9,000
Kokoda Pool-Bld 02 - External repaint	8,000
Kokoda Pool-Bld 02 - Install roof to plant room for Plant & Equipment protection	90,000
Kokoda Pool-Bld 02 - Install stands to support pipework	7,000
Kokoda Pool-Repaint water play features	8,883
Laboratory Equipment Renewal	227,486
Light Fleet Renewal Program	2,462,436
Long Tan Pool-25M Pool Concourse levelling for safety Long Tan Pool-Chlorine Shed - repairs to block work and chemical barrier protection.	25,000 18,000
Long Tan Pool-Entrance Bld - Remove pavers and concrete	15,000
Long Tan Pool-Paint & Renew Shade Cloth former wading pool	35,000
Long Tan Pool-Renewal of Pool Filtration Equipment	20,000
Long Tan Pool-Renewal of Pool Heating systems	138,595
Magnetic Island Depot-Bld 01 - Urinal replacement	4,622
Minor Fleet Renewal Program	279,937
Mount Louisa Childcare-Entrance Shade structure replacement	14,440
Mount Louisa Childcare-External paving replacement	15,000
Northern Beaches Leisure Centre-50m Pool - Resealing of underwater liner & replace/re-weld black lane markers	40,000
Northern Beaches Leisure Centre-Change rooms - Renewal of lighting	8,000
Northern Beaches Leisure Centre-Change rooms - replace corroding gutter brackets & rust	
prevention to gutters	5,000
Northtown-HVAC Renewal	5,000
Oonoonba Community Centre-Replace the alarm system and replace with a two door controller	5,000
for access control. Perc Tucker Gallery-Required hardware to pickup additional data streams to enhance data	
analysis.	15,000
Photogrammetry (New and/or Historical capture)	277,319
Picnic Bay Baggage Shed-External Repaint	23,952
Picnic Bay Baggage Shed-Roof Renewal	50,000
Print Infrastructure (MFD and Desktop Print Infrastructure)	50,000
Printers (MFD and Desktop Printers)	440,000
Property Workshop-Property Workshop - Radial Arm Saw Bench	10,000
Property Workshop-Property Workshop - Sign shop Laminator	9,558
Public Amenities-Alma Bay Toilet Sewerage upgrade works, installation of small pump station to connect to current sewer infrastructure	285,000
Public Amenities-Castle Hill Toilets Renewal of Sewerage System	60,000
Public Amenities-Charles Maroney Park (Hammond Way) Roof Renewal	25,000
Public Amenities-Jabiru Park Toilet Purlin renewal	9,935
Purchase of Bamford Lane Depot land	3,000,000
Railway Estate Community Centre-HVAC Renewal	14,000
Railway Estate Community Centre-Replace security alarm system and install two door controller	5,000
for access control. Railway Estate Community Centre-Shade cloth renewal to BBO Area	4,622
Railway Estate Community Centre-Shade cloth renewal to BBQ Area Reid Park Pit Complex-Security Alarm Renewal	4,622
Riverside Gardens Community Centre-Replace alarm system and install two door controller for	-
access control	5,000
Riverway Arts Centre-Bld 02 - HVAC Renewal	47,316
Riverway Arts Centre-Entrance Sign renewal lighting failing.	7,500
Riverway Arts Centre-Required hardware to pickup additional data streams to enhance data	12,000
analysis.	-
Riverway Arts Centre-Resheet and recoat art gallery including ceiling	100,000
Riverway Lagoons-Chemical sealing of Lagoons main balance tank to stop/prevent leaking. Riverway Lagoons-Install Deck & Shade Structure to former water cascade area	40,000 65,000
Riverway Lagoons-Install beck & Shade Structure to former water cascade area	10,000
Riverway Lagoons-Installation of Controls for management of filtration system via the Building	-
Management System	20,000
Riverway Lagoons-Raising of Infinity Wall and re-levelling of scum gutter tiles to prevent	20,000

11/11

overflow and to balance water supply.	
Riverway Lagoons-Renewal P&E. Dosing Pump & Co2 Alarm	17,000
Riverway Lagoons-Replacement of deck on upper lagoon near parkland and replacement of other minor damaged areas	25,000
other minor damaged areas Rowes Bay Depot-Bld 01 - Roof Renewal	23,110
School of Arts-HVAC Renewal Offices & Function Room	20,000
School of Arts-HVAC Renewal to be completed when roof removed	155,000
School of Arts-Preventative works for rising damp	47,468
School of Arts-Roof renewal including structural upgrade for compliance.	600,000
SES Green Street-HVAC Renewal	23,000
Stores Warehouse Racking	10,340
Strand Bld 3 Snack Bar-Refurbishment inc. Roof, external painting, wall sheeting & replace rusted steel beams.	94,000
Strand Bld 6 Long Boards-Refurbishment inc deck, HVAC, Roof, Wall Sheeting, Shade Sails & Painting	341,941
Strategic Purchase of land	4,500,000
Tobruk Pool-Plant Room - Install Support Brackets for filtration pipework	20,000
Tobruk Pool-Plant Room - Renewal P&E. Dosing Pump.	18,000
Tobruk Pool-Replacement of circular table and chairs, becoming unsafe	30,000
Tony Ireland Stadium-Bird prevention measures for grandstand Tony Ireland Stadium-Renewal of upstairs and downstairs commercial kitchen floors	30,000 30,000
Tony Ireland Stadium-Renewal of upstairs and downstairs commercial kitchen floors Tony Ireland Stadium-Replace 4 sight screens	30,000 38,000
Tumbetin Lodge-Repaint kitchen, deck, stairs, balustrades & under deck storage, remove bottom of toilet doors, replace kitchen floor, polish timber floors.	21,261
Unified Communication Infrastructure-Infrastructures (Cables/ Switches/ Power Management/	647,077
Rack/ Radio Systems)	184,879
DUNED CONTINUES NOT THE SECOND CONTRACT OF THE SECOND COND COND CONTRACT OF THE SECOND COND COND COND COND COND COND COND	104 X/4
Wulguru Community Centre-Garden & Pavement Renewal	20,000
Unified Communication Infrastructure-Infrastructures (CCTV) Wulguru Community Centre-Garden & Pavement Renewal Wulguru Community Centre-Replace alarm system and install two door controller for access control	20,000 5,000
Wulguru Community Centre-Garden & Pavement Renewal Wulguru Community Centre-Replace alarm system and install two door controller for access control Public Infrastructure	20,000 5,000 87,926,926
Wulguru Community Centre-Garden & Pavement Renewal Wulguru Community Centre-Replace alarm system and install two door controller for access control Public Infrastructure Resheeting Gravel Roads Renewals Program - Year 2017	20,000 5,000 87,926,926 687,240
Wulguru Community Centre-Garden & Pavement Renewal Wulguru Community Centre-Replace alarm system and install two door controller for access control Public Infrastructure Resheeting Gravel Roads Renewals Program - Year 2017 Bridge Renewals Program Year 2017	20,000 5,000 87,926,926 687,240 207,175
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Wulguru Community Centre-Garden & Pavement Renewal Wulguru Community Centre-Replace alarm system and install two door controller for access control Public Infrastructure Resheeting Gravel Roads Renewals Program - Year 2017 Bridge Renewals Program Year 2017 Bus Stop Modifications - DDA Requirements - Year 2017 CBD Utilities - Footpath Upgrades CBD Utilities project - drainage upgrades	20,000 5,000 87,926,926 687,240 207,175 1,380,000 1,779,363 671,000
Wulguru Community Centre-Garden & Pavement Renewal Wulguru Community Centre-Replace alarm system and install two door controller for access control Public Infrastructure Resheeting Gravel Roads Renewals Program - Year 2017 Bridge Renewals Program Year 2017 Bus Stop Modifications - DDA Requirements - Year 2017 CBD Utilities - Footpath Upgrades CBD Utilities project - drainage upgrades CBD Waterfront Promenade	20,000 5,000 87,926,926 687,240 207,175 1,380,000 1,779,363 671,000 3,276,000
Wulguru Community Centre-Garden & Pavement Renewal Wulguru Community Centre-Replace alarm system and install two door controller for access control Public Infrastructure	20,000 5,000 87,926,926 687,240 207,175 1,380,000 1,779,363 671,000
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Wulguru Community Centre-Garden & Pavement Renewal Wulguru Community Centre-Replace alarm system and install two door controller for access control Public Infrastructure Resheeting Gravel Roads Renewals Program - Year 2017 Bridge Renewals Program Year 2017 Bus Stop Modifications - DDA Requirements - Year 2017 CBD Utilities - Footpath Upgrades CBD Utilities - Footpath Upgrades CBD Waterfront Promenade Dalrymple Road Bridge 2 lanes 250m complete Construction Drainage pit grate / grid replacement with SIP - Year 2017 Engineering Services - Field & Lab Equipment Renewals Program - Year 2017 Fencing - Renewal - Year 2017 Flood mitigation pump stations refurbishment program - Year 2017 Furniture & Shelters - Renewal - Year 2017 Guide posts and Delineators Renewals Program - Year 2017 HIGB Central Infrastructure Agreement (Piccadilly) Installation of Low Flow channels (improve drainage paths) - Year 2017 IRRINET Backbone Network - Year 2017 Kerb & Channel Renewals Program Year 2017 Lighting - Renewal - Year 2017 Minor Capital Open Space Management - Year 2017 Minor Capital Open Space Management Year 2017 Minor Capital Open Space Management Year 2017 Minor Radworks & Traffic Management Ye	20,000 5,000 87,926,926 687,240 207,175 1,380,000 1,779,363 671,000 3,276,000 200,000 64,787 87,890 261,500 158,267 250,000 52,734 110,000 4,149,423 20,155 100,000 4,986,965 65,476
Wulguru Community Centre-Garden & Pavement Renewal Wulguru Community Centre-Replace alarm system and install two door controller for access control Public Infrastructure Resheeting Gravel Roads Renewals Program - Year 2017 Bridge Renewals Program Year 2017 Bus Stop Modifications - DDA Requirements - Year 2017 CBD Utilities - Footpath Upgrades CBD Utilities project - drainage upgrades CBD Waterfront Promenade Dalrymple Road Bridge 2 lanes 250m complete Construction Drainage pit grate / grid replacement with SIP - Year 2017 Encing - Renewal - Year 2017 Fencing - Renewal - Year 2017 Ford mitigation pump stations refurbishment program - Year 2017 Furniture & Shelters - Renewal - Year 2017 Guide posts and Delineators Renewals Program - Year 2017 HIGB Central Infrastructure Agreement (Piccadilly) Ingham Road / Everett Street / Weston Street intersections - Stage 1 - construct roundabout Installation of Low Flow channels (improve drainage paths) - Year 2017 Kerb & Channel Renewals Program Year 2017 Kerb & Channel Renewals Program Year 2017 Minor Capital Open Space Management - Year 2017 Minor Capital Open Space Management - Year 2017 Minor Roadworks & Traffic Management Year 2017 Minor R	20,000 5,000 87,926,926 687,240 207,175 1,380,000 1,779,363 671,000 3,276,000 200,000 64,787 87,890 261,500 158,267 250,000 52,734 110,000 4,149,423 20,155 100,000 4,986,965 65,476 48,000 4,628,759 1,800,000
Wulguru Community Centre-Garden & Pavement Renewal Wulguru Community Centre-Replace alarm system and install two door controller for access control Public Infrastructure Resheeting Gravel Roads Renewals Program - Year 2017 Bridge Renewals Program Year 2017 Bus Stop Modifications - DDA Requirements - Year 2017 CBD Utilities - Footpath Upgrades CBD Utilities - Footpath Upgrades CBD Waterfront Promenade Dalrymple Road Bridge 2 lanes 250m complete Construction Drainage pit grate / grid replacement with SIP - Year 2017 Engineering Services - Field & Lab Equipment Renewals Program - Year 2017 Fencing - Renewal - Year 2017 Flood mitigation pump stations refurbishment program - Year 2017 Furniture & Shelters - Renewal - Year 2017 Guide posts and Delineators Renewals Program - Year 2017 HIGB Central Infrastructure Agreement (Piccadilly) Installation of Low Flow channels (improve drainage paths) - Year 2017 IRRINET Backbone Network - Year 2017 Kerb & Channel Renewals Program Year 2017 Lighting - Renewal - Year 2017 Minor Capital Open Space Management - Year 2017 Minor Capital Open Space Management Year 2017 Minor Capital Open Space Management Year 2017 Minor Radworks & Traffic Management Ye	20,000 5,000 87,926,926 687,240 207,175 1,380,000 1,779,363 671,000 3,276,000 200,000 64,787 87,890 261,500 158,267 250,000 52,734 110,000 4,149,423 20,155 100,000 4,986,965 65,476 48,000 4,628,759

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Pedestrian Facilities and Safety Program Year 2017	77,500
Playground & Sporting Equipment - Renewal - Year 2017	630,000
Re-gravelling Sealed Rural Road Shoulders Renewals Program - Year 2017	249,462
Renewal - Castle Hill Summit Improvements - Construct	350,000
Renewal - Strand Water Park - Stage 2	1,882,800
Reticulation Network - Renewal - Year 2017	476,286
Road Network Augmentation Program Year 2017 - Forward Planning & Design	1,209,051
Road Preventative Maintenance Renewals Program - Year 2017	8,492,000
Road Reconstruction Renewals Program - Year 2017	11,455,333
Roads From Subdivisions (630 lots @ \$12805/lot)	8,067,150
Shared Pathway - Preventative Maintenance Renewals Program - Year 2017	3,200,000
Shared Pathway Network Program Year 2017	1,455,963
Signage - Renewal - Year 2017	106,900
Signs Replacement Renewals Program - Year 2017	202,267
Stormwater Drainage Renewals Program - Year 2017	5,166,561
Stormwater Drains From Subdivisions (630 lots @ \$6390/lot)	4,025,700
Strand Renewal and Rectification Works - Year 2017	78,342
Street Parking Renewals Program - Ticketing Machines - Year 2017	1,194,431
Streetscape - Renewal - Year 2017	319,511
Tide Gate Refurbishment Program - Year 2017	72,631
Townsville Recreational Boat Park - Stage 2	5,002,634
Traffic Signals Renewals Program - Year 2017	181,800
Upgrade - Illich Park - Stage 1 - Construct	1,335,000
Water Feature - Renewals	130,750
William Angliss Drive / Merv Crossman Drive Stage 3 - roundabout upgrade (dual lane)	4,000,000
Solid Waste Management	5,192,721
Bulk services bins	141,840
Closed Landfill Rehabilitation (Majors/Toomulla)-Capping (Planning / Initiation)	20,000
Hervey Range Landfill - Leachate Collection and Extraction (Construction/Implementation)	100,000
Hervey Range Landfill - Leachate Treatment and Disposal (Design/Development)	30,000
Hervey Range Landfill - Rehabilitation - Capping Cell A and Stage C (Planning/Initiation)	F0 000
	50,000
Hervey Range Landfill - Rehabilitation - Establishment of Vegetative Buffers (Finalisation/Defect	340,000
Hervey Range Landfill - Rehabilitation - Establishment of Vegetative Buffers (Finalisation/Defect Correction)	340,000
Hervey Range Landfill - Rehabilitation - Establishment of Vegetative Buffers (Finalisation/Defect Correction) Hervey Range Landfill -Rehabilitation - Capping Stage B (Finalisation/Defect Correction)	340,000 211,500
Hervey Range Landfill - Rehabilitation - Establishment of Vegetative Buffers (Finalisation/Defect Correction) Hervey Range Landfill -Rehabilitation - Capping Stage B (Finalisation/Defect Correction) Jensen Landfill - Leachate Interceptin Trench (Finalisation/Defects Correction)	340,000 211,500 25,000
Hervey Range Landfill - Rehabilitation - Establishment of Vegetative Buffers (Finalisation/Defect Correction) Hervey Range Landfill - Rehabilitation - Capping Stage B (Finalisation/Defect Correction) Jensen Landfill - Leachate Interceptin Trench (Finalisation/Defects Correction) Jensen Landfill - Leachate Treatment and Disposal (Design/Development)	340,000 211,500
Hervey Range Landfill - Rehabilitation - Establishment of Vegetative Buffers (Finalisation/Defect Correction) Hervey Range Landfill - Rehabilitation - Capping Stage B (Finalisation/Defect Correction) Jensen Landfill - Leachate Interceptin Trench (Finalisation/Defects Correction) Jensen Landfill - Leachate Treatment and Disposal (Design/Development) Jensen Landfill - Stormwater - Construction of stormwater conveyance structures	340,000 211,500 25,000
Hervey Range Landfill - Rehabilitation - Establishment of Vegetative Buffers (Finalisation/Defect Correction) Hervey Range Landfill - Rehabilitation - Capping Stage B (Finalisation/Defect Correction) Jensen Landfill - Leachate Interceptin Trench (Finalisation/Defects Correction) Jensen Landfill - Leachate Treatment and Disposal (Design/Development) Jensen Landfill - Stormwater - Construction of stormwater conveyance structures (Finalisation/Defect Correction)	340,000 211,500 25,000 30,000 24,000
Hervey Range Landfill - Rehabilitation - Establishment of Vegetative Buffers (Finalisation/Defect Correction) Hervey Range Landfill - Rehabilitation - Capping Stage B (Finalisation/Defect Correction) Jensen Landfill - Leachate Interceptin Trench (Finalisation/Defects Correction) Jensen Landfill - Leachate Treatment and Disposal (Design/Development) Jensen Landfill - Stormwater - Construction of stormwater conveyance structures (Finalisation/Defect Correction) Jensen-upgrade greenwaste pad (Finalisation/Defect Correction)	340,000 211,500 25,000 30,000 24,000 5,000
Hervey Range Landfill - Rehabilitation - Establishment of Vegetative Buffers (Finalisation/Defect Correction) Hervey Range Landfill - Rehabilitation - Capping Stage B (Finalisation/Defect Correction) Jensen Landfill - Leachate Interceptin Trench (Finalisation/Defects Correction) Jensen Landfill - Leachate Treatment and Disposal (Design/Development) Jensen Landfill - Stormwater - Construction of stormwater conveyance structures (Finalisation/Defect Correction) Jensen-upgrade greenwaste pad (Finalisation/Defect Correction) Magnetic Island Waste Transfer Station (Finalisation/Defects Correction)	340,000 211,500 25,000 30,000 24,000 5,000 100,000
Hervey Range Landfill - Rehabilitation - Establishment of Vegetative Buffers (Finalisation/Defect Correction) Hervey Range Landfill - Rehabilitation - Capping Stage B (Finalisation/Defect Correction) Jensen Landfill - Leachate Interceptin Trench (Finalisation/Defects Correction) Jensen Landfill - Leachate Interceptin Trench (Finalisation/Defects Correction) Jensen Landfill - Leachate Treatment and Disposal (Design/Development) Jensen Landfill - Stormwater - Construction of stormwater conveyance structures (Finalisation/Defect Correction) Jensen-upgrade greenwaste pad (Finalisation/Defect Correction) Magnetic Island Waste Transfer Station (Finalisation/Defects Correction) Picnic Bay Landfill Capping (Design/Development)	340,000 211,500 25,000 30,000 24,000 5,000 100,000 575,300
Hervey Range Landfill - Rehabilitation - Establishment of Vegetative Buffers (Finalisation/Defect Correction) Hervey Range Landfill - Rehabilitation - Capping Stage B (Finalisation/Defect Correction) Jensen Landfill - Leachate Interceptin Trench (Finalisation/Defects Correction) Jensen Landfill - Leachate Treatment and Disposal (Design/Development) Jensen Landfill - Stormwater - Construction of stormwater conveyance structures (Finalisation/Defect Correction) Jensen-upgrade greenwaste pad (Finalisation/Defect Correction) Magnetic Island Waste Transfer Station (Finalisation/Defects Correction) Picnic Bay Landfill Capping (Design/Development) Strategic Planning (Site Identification / Site Selection) - New landfill - year 2 Community	340,000 211,500 25,000 30,000 24,000 5,000 100,000
Hervey Range Landfill - Rehabilitation - Establishment of Vegetative Buffers (Finalisation/Defect Correction) Hervey Range Landfill - Rehabilitation - Capping Stage B (Finalisation/Defect Correction) Jensen Landfill - Leachate Interceptin Trench (Finalisation/Defects Correction) Jensen Landfill - Leachate Interceptin Trench (Finalisation/Defects Correction) Jensen Landfill - Leachate Treatment and Disposal (Design/Development) Jensen Landfill - Stormwater - Construction of stormwater conveyance structures (Finalisation/Defect Correction) Jensen-upgrade greenwaste pad (Finalisation/Defect Correction) Magnetic Island Waste Transfer Station (Finalisation/Defects Correction) Picnic Bay Landfill Capping (Design/Development)	340,000 211,500 25,000 30,000 24,000 5,000 100,000 575,300
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Hervey Range Landfill - Rehabilitation - Establishment of Vegetative Buffers (Finalisation/Defect Correction) Hervey Range Landfill - Rehabilitation - Capping Stage B (Finalisation/Defect Correction) Jensen Landfill - Leachate Interceptin Trench (Finalisation/Defects Correction) Jensen Landfill - Leachate Treatment and Disposal (Design/Development) Jensen Landfill - Stormwater - Construction of stormwater conveyance structures (Finalisation/Defect Correction) Jensen-upgrade greenwaste pad (Finalisation/Defect Correction) Magnetic Island Waste Transfer Station (Finalisation/Defects Correction) Picnic Bay Landfill Capping (Design/Development) Strategic Planning (Site Identification / Site Selection) - New landfill - year 2 Community Engagement Stuart Landfill - Transfer Station -Stuart Transfer Station (Construction/Implementation)	340,000 211,500 25,000 30,000 24,000 5,000 100,000 575,300 170,000 3,000,000 163,920
Hervey Range Landfill - Rehabilitation - Establishment of Vegetative Buffers (Finalisation/Defect Correction) Hervey Range Landfill - Rehabilitation - Capping Stage B (Finalisation/Defect Correction) Jensen Landfill - Leachate Interceptin Trench (Finalisation/Defects Correction) Jensen Landfill - Leachate Treatment and Disposal (Design/Development) Jensen Landfill - Stormwater - Construction of stormwater conveyance structures (Finalisation/Defect Correction) Jensen-upgrade greenwaste pad (Finalisation/Defect Correction) Magnetic Island Waste Transfer Station (Finalisation/Defects Correction) Picnic Bay Landfill Capping (Design/Development) Strategic Planning (Site Identification / Site Selection) - New landfill - year 2 Community Engagement Stuart Landfill - Transfer Station -Stuart Transfer Station (Construction/Implementation) Stuart Landfill - Cell Construction - Resource Recovery Area Relocation	340,000 211,500 25,000 30,000 24,000 5,000 100,000 575,300 170,000 3,000,000
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Wastewater Services	38,508,495
CBD Gravity Sewers (Stage 1) 16/17	1,446,039
Cleveland Bay STP Performance Rectification - Design/Development	7,175,740
Cosgrove PS LA17 & Gravity Sewer (Construction/Implementation)	1,027,000
Cosgrove PS LA17 & Gravity Sewer (Design/Development)	60,000
DN450 SV on PS 36A Rising Main	154,050
Jensen Development Main extension DN375 & DN250 (Construction/Implementation)	2,200,000
Major PS ML21 Upgrade (Sanctum) (Design/Development)	100,000
New Sewer Pump Station 34A (Dunlop St Kelso) (Finalisation/Defects Correction)	3,000
Other pressure mains Other sewerage pump station renewals/upgrades	500,000 1,372,118
Other treatment plant renewals/upgrades	2,135,210
PS 11B (Meenan St) Pump & Electrical Upgrade (Finalisation/Defect Correction)	40,000
PS 5A6F (ULDA Development - "The Village") & DN225 discharge sewer	,
(Construction/Implementation)	740,000
PS 5A6F (ULDA Development - "The Village") & DN225 discharge sewer (Design/Development)	65,000
PS 7A Replacement PS (+ gravity sewer upgrades) (Construction/Implementation) Year 1	2,100,000
PS 9P (Stockland) & DN160 PE Rising Main (Construction/Implementation) Year 2	1,900,000
PS BP11 (Harris Crossing) & DN100 Rising Main (Construction/Implementation)	750,000
PS C6B Upgrade & DN450 rising main redirection (Design/Development)	300,000
PS K13A - Upgrade existing inter-area overflow from DN150 to DN225 to enable larger flows to be passed. (Planning/Initiation)	2,000
PS K13B - Extend existing inter-area overflow to the zero maintenance hole (Planning/Initiation)	2,000
PS K21 - Stage 2 rising main redirection (Planning/Initiation)	3,000
PS L1C (Cranbrook) & DN200 Rising Main (Design/Development)	80,000
PS LF21A (Webb Industrial) & DN100 rising main to PSL21A (Construction/Implementation)	650,000
PS LF21A (Webb Industrial) & DN100 rising main to PSL21A (Design/Development)	60,000
PS SDA 1 & DN110 rising main to SSTS (Construction/Implementation) PS SDA 1 & DN110 rising main to SSTS (Design/Documentation)	650,000
PS W4A. Construct new sewer pressure main from PS W4A to the downstream DN375 gravity	50,000
ewer (Finalisation/Defects Correction)	2,054
PS WB10 (Lynwood Ave East) (Design/Development)	60,000
Pump Station emergency power program	258,500
Sanctum DN300 Trunk Main Extension to Mt Low Parkway via NSB Extension Finalisation/Defect Correction)	3,081
Sewer - Combines	125,000
Sewer - House Drains	10,000
Sewer - Jump Ups	200,000
Sewer - Manholes	1,000,000
Sewer - to Boundaries	50,000
Sewer Pipe Rehabilitation	3,000,000
Sewerage Pipes Etc From Subdivisions (630@\$5040/lot)	3,175,200
Shaw Rd pressure collection system	61,620
Southern Suburbs completion of RM to Cleveland Bay STP construction Year 1	4,135,000
The Strand Rising Main (Stage 1) 16/17	2,708,833
Vastewater minor capital	154,050
Nater Services	40,160,288
Armstrong St & Queens Rd DN250 Replacement Water Main (Construction/Implementation)	850,000
Beck Drive & Gouldian Ave DN500 (DHA Rasmussen) Main (Planning/Initiation)	10,270
Bohle Plains Trunk Mains (Greater Ascot) - DN375 southern area (Design/Documentation)	100,000
CBD Reticulation Mains (Stage 1) 16/17	6,573,862
CBD Trunk Mains (Stage 1) 16/17 Charters Towers Rd (via Mindham Drain) Water Pipes Replacement (Finalisation/Defects	4,600,000 51,350
Correction)	
DHA Rasmussen DN300 Main extension to Beck Drv (Planning/Initiation)	2,054
HA Rasmussen DN450 Beck Drv Extension (Planning/Initiation)	5,135

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DN250 Water Main (Bushland Beach - Lionel Turner Drv Final Extension) (Planning/Initiation)	2,054
Dommett St (Wulguru) DN250 Replacement Water Main (Construction/Implementation)	550,000
Echlin St Reservoir Year 1 17/18	4,000,000
Haughton Pipeline Duplication to RRD (Approvals & Purchases Year 1)	3,686,125
Leigh St DN450 Trunk Main (West End Reservoir Duplication) (Finalisation/Defects Correction)	5,000
Metered Standpipe Replacement	25,000
Morey St South Townsville DN300 Replacement Water Main (Construction/Implementation)	1,550,000
New Meters and Services	616,200
North Shore DN300 - Waterway Drv Extension to DN375 (Finalisation/Defect Correction)	2,054
Operational Meter Replacement	20,000
Other dams and weirs renewals	1,200,000
Other reservoir renewals (including cathodic protection)	1,500,000
Other water pump station renewals	105,468
Other water treatment renewals	200,000
Shaw Industrial Area DN375 & DN250 Water Main on Shaw Rd (Bruce Hwy to Tompkins Rd) (Finalisation/Defect Correction)	3,081
Stuart State Industrial Area DN375 Trunk Water Main - Stage 1 Burdell St to Bruce Hwy (Construction/Implementation)	1,232,400
Stuart State Industrial Area DN375 Trunk Water Main - Stage 1 Burdell St to Bruce Hwy (Design/Development)	90,000
System Monitoring	28,435
Trility renewals (all sites except Toonpan)	930,600
Valves Replacement	210,000
Water Meter Replacement	530,000
Water Pipes Replacement - Burdell St Stuart (Finalisation/Defects Correction)	5,000
Water Pipes Replacement - DN200 & Smaller for Water Operations Minor Works	4,000,000
Water Pipes Replacement - Major Pipeline Works (Design/Development)	400,000
Water Pipes Replacement - Major Pipeline Works (TBC) (Construction/Implementation)	1,850,000
WATER SERVICES Replacement	3,500,000
Water Supply Pipes Etc From Subdivisions (630@ \$2740/lot)	1,726,200
Grand Total	205,205,971

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Major Projects

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



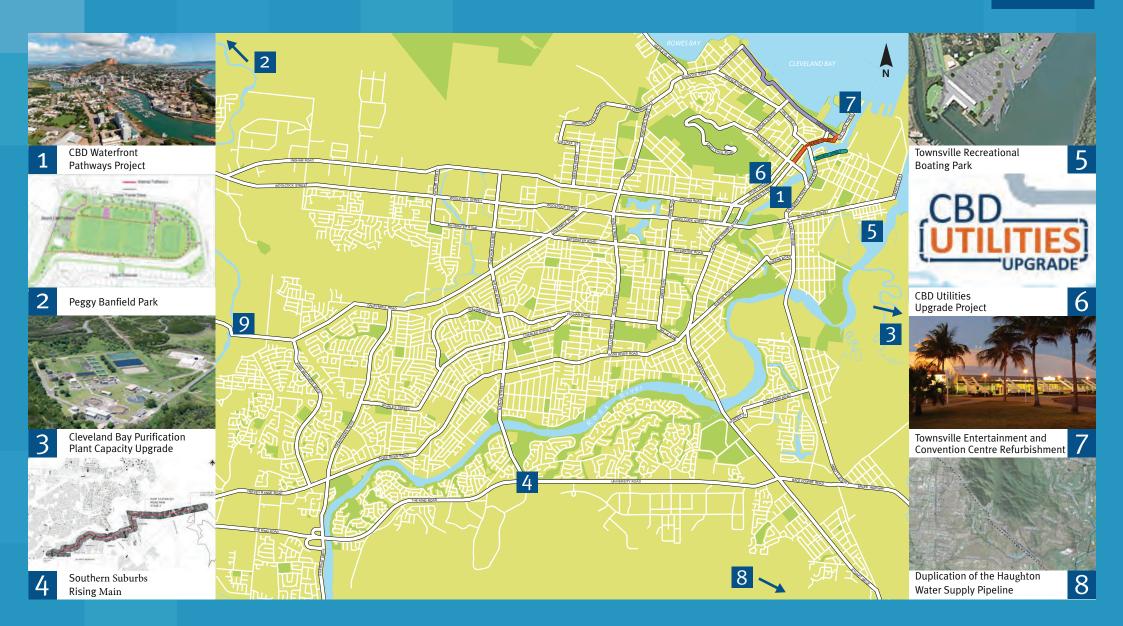
Key to Major Projects Map

- 1. CBD Waterfront Pathways Project
- 2. Peggy Banfield Park
- 3. Cleveland Bay Purification Plant Capacity Upgrade
- 4. Southern Suburbs Rising Main

- 5. Townsville Recreational Boating Park
- 6. CBD Utilities Upgrade
- 7. Townsville Entertainment and Convention Centre Refurbishment
- 8. Haughton Pipeline Duplication Project

Major Projects Map 2016/17





1. CBD Waterfront Pathways Project Expected completion date – 2018

2016/17 Budget: \$3.27m

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

Council will build on works already completed by the private sector and partner with the State Government to explore use of existing infrastructure and public land holdings to achieve a continuous shared pathway along the foreshore of Ross Creek. Opportunities to use the waterway for recreational



uses such floating stages for special events and performances, introduction of kayaks, paddle boats and remote controlled boats are also being considered. Importantly the Waterfront Promenade will also provide access to future facilities within the Waterfront Priority Development Area (PDA), linking the proposed Integrated Stadium and Entertainment Centre and other cultural facilities. The development of The Waterfront is expected to be a city-making project that will require significant investment from the private and public sectors over many years.

Design consultants were appointed in March 2016 to undertake design work for Stage 1A of the Waterfront Promenade in City Reach (PDA Precinct 4) which joins the Museum of Tropical Queensland to the CBD via Ogden Street. Stage 1A will also include concepts for place-making in the existing council car parks that could create commercial opportunities to further activate the Waterfront in City Reach. The design will address connectivity along the Creek and consider key links to Flinders Street to enhance permeability and access to the Waterfront. Once design is completed Council will seek funding through State and Federal programs. Successful funding applications could result in construction works commencing in 2018 or 2019.

2. Peggy Banfield Park (Stage 1) Expected completion date – December 2016



2016/17 Budget - \$2m (including \$1.5m funding)

The Peggy Banfield Park Stage 1 project is the commencement of transforming an underutilised space into a functional usable open space that enhances the sport and recreation opportunities for residents in the Northern Beaches. Following consultation with the community, construction of Stage 1 commenced in May 2016. Stage 1 includes construction of new entrance to the park for safety, dog off leash areas for small and all dogs, BBQ shelters, all ages play spaces, two new football playing fields, four grass netball training and

connecting paths. The total Stage 1 budget across 2015/16 and 2016/17 is \$3.275m.

Peggy Banfield Park (Stage 2) Expected completion date – December 2018

2016/17 Budget – \$1.3m (\$1.5m funded)

The Peggy Banfield Park Stage 2 project is the next stage in transforming the parkland into a functional usable open space that enhances the sport and recreation opportunities for residents in the Northern Beaches. Construction of Stage 2 will commence in May 2017. Stage 2 includes construction of an all access playground, one new football playing fields, one new multisport oval, one half basketball court, two hard courts (tennis and netball), amenities block and connecting paths (no road infrastructure). The total Stage 2 budget across 2016/17 and 2017/18 is \$3.2m.

3. Cleveland Bay Purification Plant Capacity Upgrade Expected completion date – September 2019

2016/17 Budget - \$7.1m (including \$3m funding)

Townsville Water will continue to progress the capacity upgrade of the Cleveland Bay Purification Plant to ensure continued compliance with its environmental authority. In August 2015, the Queensland Department of State Development advised council of a funding approval of \$20 million under the Royalties for Regions Strategic Projects Fund to assist with the capacity upgrade, and council approved the detailed design and construction of a full external membrane bioreactor upgrade and outfall upgrade. Design works have commenced and contracts for membrane systems supply and early tenderer involvement are expected to be



awarded in mid-2016. Detailed design is expected by the end of December 2016, with the construction work expected to begin in June 2017 and be completed by September 2019.

4. Southern Suburbs Rising Main *Expected completion date – June 2018*



2016/17 Budget - \$4.14m

The project will construct an 11.15km rising main pipeline through the suburbs of Annandale and Idalia before crossing the Townsville State Development Area to the Cleveland Bay Purification Plant. The construction of the Southern Suburbs Sewerage Main will alleviate increasing pressure on the capacity of Townsville's southern sewerage network. It will ensure the system's operation for the next 30 years. In particular, it will provide new capacity for the key defence and economic precincts of Lavarack Barracks, the Townsville Hospital and James Cook University. It will also support future population growth in the southern and western suburbs of Townsville, catering for 20,000 new residents.

5. Townsville Recreational Boating Park Expected completion date – June 2017

2016/17 Budget - \$5m

Townsville's continuing population growth has highlighted a shortfall in recreational boating facilities in the region. With an estimated one in six Townsville households owning a boat, the region's existing boating infrastructure has been put under pressure with the large increase in local activity and demand. Both Townsville City Council and the Department of Transport and Main Roads (TMR) are aware of this deficit in current facilities.

Townsville City Council and TMR have been working collaboratively to deliver the Townsville Recreational Boating Park (TRBP) which will provide the recreational boating community with a major sheltered all-tide facility to



meet increasing demand for boat launching facilities. The boating park will aim to meet current and future recreational boating needs of the Townsville community. The TRBP is located on the river bank between Fifth and Seventh Avenues, South Townsville, near the site of the former trawler jetty.

Stage One of the boating park was completed at the end of 2015 delivering approximately 220 car-with-trailer (CWT) parks, a pedestrian jetty to fish from or sightsee, an amenities building and landscaped park area with pathways, shelters, bbq, public amenities and playground facilities along with 8 boat launching lanes.

At the completion of Stage 2 the boating park will total 16 lanes (four 4-lane boat ramps), each ramp with a floating walkway, two gang-way access pontoons and approximately 360 dedicated CWT parking spaces for vehicles with trailers, as well as overflow car parking for individual cars. The TRBP is the largest facility of its kind in Australia. Council is also investigating the potential for boating-related commercial activity within the boating park in a proposed Stage 3 as well as an agreement with TMR to make provision for a boat stacker to future-proof demand. The construction of TRBP Stage 2 is planned to commence in July 2016 with completion programmed for June 2017. Amalgamation of all land parcels including a recent land acquisition from Curtain Bros has been finalised

6. CBD Upgrade Project Expected completion date – June 2020

2016/17 Budget - \$21.1m



Works will continue on the CBD Utilities Upgrade Project in the 2016/17 financial year. The purpose of the project is to upgrade the water and sewer networks in the CBD. The project will include the construction of a new water storage reservoir at Echlin Street, replacement of aged cast iron water mains in the CBD area, and the upgrade of the Strand sewer pressure main and various other sewer upgrades. The works will address water quality and pressure issues due to 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. In 2016/17 council will progress many aspects of this significant project, with a focus on delivering the Flinders Street Trunk Water Main and completing the construction of the Ross Creek sewer rising main crossing.

7. Townsville Entertainment and Convention Centre Refurbishment *Expected completion date – June 2017* 2016/17 Budget - \$2.6m

(fully funded)

The Townsville Breakwater Entertainment Centre Joint Venture Trust and Townsville City Council will deliver stage two project works on the Federally funded Community Development Grants Program to perform prioritised infrastructure redevelopment at the Townsville Entertainment and Convention Centre to sustain the operation and marketability of the facility. This work will follow on from the 15/16 project which included a major upgrade to the air-conditioning system.



2016/17 stage two works include major upgrades to the electrical and fire systems components to ensure compliance with relevant legislation along with upgrades to the kitchen, stage curtains, anchor points and carpet to the main arena, entrance and various function rooms. The project will also provide upgrades to existing lighting, administration servers and public address systems. The construction works are anticipated to be completed by the end of March 2017.

8. Duplication of the Haughton Water Supply Pipeline *Expected completion date – June 2018*

2016/17 Budget: \$3.68m

To meet water supply security and service needs for our growing population into the future, design was undertaken during 2015/16, ready for construction at the point in time that the second bulk water supply system becomes essential. The second bulk water system will comprise a pump station and intake structure adjacent to council's existing Black Road pump station site in the Upper Haughton. Where practical, the 36 kilometre pipeline will follow the alignment of council's existing pipeline to release water into the head of the Ross River Dam. During 2016/17, council will obtain the necessary approvals and purchases to prepare for construction, including pump station, power supply land acquisitions and access



agreements and easements, and will engage Ergon Energy to provide power supply upgrade design documentation, and will complete cultural heritage and native title investigations for the project.

Roads Prevention Maintenance and Reconstruction Programme

Expected completion date – June 2017

2016/17 Budget: \$21.1m

Council will conduct over \$21m of road preventative maintenance and reconstruction throughout the year, to prolong the life of the road network and maintain it at an optimal level. Roads Preventative Maintenance works include asphalt overlays, bitumen reseals or rejuvenations, while reconstruction works include Insitu Stabilisation or Pavement Reconstruction.

In total approximately 80 streets are scheduled for preventative maintenance; and 21 streets are scheduled for reconstruction, with some of the most significant outlined below.



Road Overlays (preventative maintenance)				
Street Name	Project Extents	Suburb		
Love Lane	Mabin Street to Mango Avenue	Mundingburra		
Peel Street	Chandler Street to Sunderland Street	Garbutt		
Rivergum Court	Full length	Condon		
Santal Drive	Full length	Rasmussen		
Sturges Street	Charters Towers Road to Whyte Street	Hermit Park		
Road Reconstructio	Road Reconstruction			
Street Name	Project Extents	Suburb		
Cyprus Drive	Yolanda Drive to Cycad Court	Annandale		
Hartley Street	Dalrymple Road to Bolam Street	Garbutt		
Ingham Road	Sturt Street to Morris Street	West End		
Lonerganne Street	Hugh Street to Ramsay Street	Garbutt		
	Peel Street to Crowder Street			
Oonoonba Road	Property No.12 (Fernbank Parade) to	Idalia		

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TOWNSVILLE CITY COUNCIL

Delivering Services to the Community >>

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

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

This year council's Operational Plan and Budget is grouped by Core Service and Service. Each Service is supported and funded by a range of programmes that will deliver or support services to the community. All programmes have an objective and a range of key performance indicators and/or milestones to be achieved in the 2016/17 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 >> Core Service Budget Summary >> Operating Revenue Operating Expense Capital Revenue Capital Works Contributed Assets

Services >>

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

2016-17 Operational Plan and Budget for adoption 06 July 2016

Total \$000

10,892

63,201

2,650

3,131



Service >>	Cemeteries	
Service Budget Sum	mary >>	
		Total \$000
Operating Revenue		546
Operating Expense		682
Capital Revenue		0
Capital Works		258
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 2016/17 >>

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

Programme Expenditure budget \$000 >> \$		\$940	
	\$000		\$000
Operating Revenue	546	Operating Expense	682
Capital Revenue	0	Capital Works	258

Measure	Target	Milestone	Responsible Section
95% of all interment documentation lodged with Births, Deaths and Marriages within 7 business days of interment date	95%		Community Development
95% of all interments processed within 5 business days of date of interment	95%		Community Development
95% of all monument permits received to be processed within 3 business days	95%		Community Development
Zero defects on internments throughout the year.	0		Maintenance Services
Commence the development of metrics for cemetery operations to measure performance		31/12/2016	Maintenance Delivery



Service >>	Community & Cultural Services
Service Budget Sum	mary >>
	Total \$000
Operating Revenue	10
Operating Expense	746
Capital Revenue	0
Capital Works	0
Contributed Assets	0

Business Support-Community Services Programme >>

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 2016/17 >>

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

Programme Expenditu	re budget \$000 >>		\$746
\$000		\$000	
Operating Revenue	10	Operating Expense	746
Capital Revenue	0	Capital Works	0

Measure	Target	Milestone	Responsible Section
100% of draft lease documents are developed within 30 business days from receiving full council resolution	100%		Community Services

Service >>	Community Support Program
Service Budget Sum	mary >>
	Total \$000
Operating Revenue	51
Operating Expense	6,456
Capital Revenue	0
Capital Works	0
Contributed Assets	0

Programme >> Business and Community Support – Community Development

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 2016/17 >>

Business and Community program support to the Community Development Section

Programme Expenditure budget \$000 >>		\$2,063	
	\$000		\$000
Operating Revenue	1	Operating Expense	2,063
Capital Revenue	0	Capital Works	0

Measure	Target	Milestone	Responsible Section
Implement the recommendations from the 2015/16 Business Process Mapping Project to support the development of section procedures		30/06/2017	Community Development
Implementation of the approved recommendations arising out of the Pensioner Transport Subsidy Scheme Review		30/06/2017	Community Development

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 2016/17 >>

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

Programme Expenditure budget \$000 >>		\$2,107	
	\$000		\$000
Operating Revenue	50	Operating Expense	2,107
Capital Revenue	0	Capital Works	0

Measure	Target	Milestone	Responsible Section
Community Grants information sessions held twice yearly (prior to the major closing of a funding round), to ensure applicants are aware of information regarding applying for Council Community Grants	2		Community Development
Community Grants Operational Model created and presented to management for consideration by 31 October 2016		31/10/2016	Community Development

Community Planning and Development 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 2016/17 >>

Programme >>

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

Programme Expenditure budget \$000 >>		\$1,434	
	\$000		\$000
Operating Revenue	0	Operating Expense	1,434
Capital Revenue	0	Capital Works	0

Measure	Target	Milestone	Responsible Section
5 Community Groups - Built to Last workshops delivered	5		Community Development
Councils Reconciliation Action Plan 2015-2017 quarterly reporting on progress and deliverables completed	4		Community Development



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

What we want to achieve in 2016/17 >>

Engagement with all Sporting and Recreational Clubs and Associations Recognise excellence and achievement in sport and recreation

Programme Expenditure budget \$000 >>		\$854	
	\$000		\$000
Operating Revenue	0	Operating Expense	854
Capital Revenue	0	Capital Works	0

Measure	Target	Milestone	Responsible Section
Complete 12 Active Update e-newsletters per year	12		Community Development
Deliver 4 Active & Healthy workshops per year	4		Community Development
Complete 10yr Community Sport & Recreation Plan		30/06/2017	Community Development



Service >>	Enforcement/Compliance	
Service Budget Sum	mary >>	
		Total \$000
Operating Revenue		6,651
Operating Expense		14,560
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 2016/17 >>

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

Programme Expenditure budget \$000 >>		\$2,171	
	\$000		\$000
Operating Revenue	2,471	Operating Expense	2,171
Capital Revenue	0	Capital Works	0

Measure	Target	Milestone	Responsible Section
85% of customer requests/complaints relating to Animal Management are resolved within determined timeframes	85%		Regulatory Services
85% of customer requests/complaints relating to Animal Management are responded to within determined timeframes	85%		Regulatory Services
Average time taken to process enquiries and appeals relating to Animal Management is maintained at less than 21 days	21 Days		Regulatory Services
Average time taken to process permit applications is maintained at less than 28 days	28 Days		Regulatory Services
Deliver a "Pet Expo" 2017 event		30/06/2017	Regulatory Services
Undertake an unregistered dog survey		30/06/2017	Regulatory Services

2016-17 Operational Plan and Budget for adoption 06 July 2016

Programme >>	Bucinoce Suni	port-Environmental Healt	lb.
	DUSINESS JUDI	JOIT-EI VI OIIIIEIItai Healt	411

3.3 Enhance wellbeing and safety in the community

What we want to achieve in 2016/17 >>

Support and develop administrative operations of Environmental Health Services functions.

Programme Expenditure budget \$000 >>			\$5,464
	\$000		\$000
Operating Revenue	28	Operating Expense	5,464
Capital Revenue	0	Capital Works	0

Measure	Target	Milestone	Responsible Section
Annual Environmental Health licences renewals distributed to customers		15/04/2017	Environmental Health Services
Annual animal registration renewals and approvals distributed to customers		14/06/2017	Environmental Health Services

Programme >> Counter Disaster Operations

This Programme delivers on our Corporate Plan Strategy >>

3.3 Enhance wellbeing and safety in the community

What we want to achieve in 2016/17 >>

This programme will only be utilised in the event of a disaster.

Programme Expenditure budget \$000 >>			\$	
\$000				
Operating Revenue		Operating Expense		
Capital Revenue		Capital Works		

This programme has no reportable measures.



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

What we want to achieve in 2016/17 >>

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

Programme Expenditure budget \$000 >>			\$499
	\$000		\$000
Operating Revenue	57	Operating Expense	499
Capital Revenue	0	Capital Works	0

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

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 2016/17 >>

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

Programme Expenditure budget \$000 >>			\$1,235
	\$000		\$000
Operating Revenue	35	Operating Expense	1,235
Capital Revenue	0	Capital Works	0

Measure	Target	Milestone	Responsible Section
Conduct annual consultation program with Caravan Parks and Marinas		30/11/2016	Emergency Management
Townsville Local Disaster Management Plans reviewed annually to meet external (State Government) audit requirements		30/11/2016	Emergency Management
Undertake exercise to test the Townsville Local Disaster Coordination Centre standard operating procedures		19/12/2016	Emergency Management
Conduct annual Townsville Local Disaster Coordination Centre training program		30/06/2017	Emergency Management
Undertake exercise to test the Townsville Local Disaster Management Plans		30/06/2017	Emergency Management

3.3 Enhance wellbeing and safety in the community

What we want to achieve in 2016/17 >>

Ensure community safety through effective health compliance activities

Programme Expenditu	re budget \$000 >>		\$454
	\$000		\$000
Operating Revenue	46	Operating Expense	454
Capital Revenue	0	Capital Works	0

Measure	Target	Milestone	Responsible Section
85% of complaints relating to overgrown property resolved within target	85%		Regulatory Services
85% of customer enquiries and request relating to Health Compliance are resolved within determined timeframes	85%		Regulatory Services
85% of customer enquiries and request relating to Health Compliance are responded to within determined timeframes	85%		Regulatory Services
90% of complaints relating to overgrown property responded to within target	90%		Regulatory Services
Average time taken to process enquiries and appeals relating to Health Compliance is maintained at less than 21 days	21 Days		Regulatory 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 2016/17 >>

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 >>			\$1,672
	\$000		\$000
Operating Revenue	563	Operating Expense	1,672
Capital Revenue	0	Capital Works	0

Measure	Target	Milestone	Responsible Section
100% of food, public health and environmental business license applications completed within legislative timeframes	100%		Environmental Health Services
85% of monthly allocated food, public health and environmental inspections completed each month	85%		Environmental Health Services
Develop and deliver monthly food safety newsletters	12		Environmental Health Services
Resolve 90% of customer enquiries regarding food safety, public health and environmental protection within resolution timeframes	90%		Environmental Health Services
Respond to 85% of customer enquiries regarding food safety, public health and environmental protection within response timeframes	85%		Environmental Health Services

Measure	Target	Milestone	Responsible Section
Conduct Food Inspections at major event (Town Show)		07/07/2016	Environmental Health Services
Conduct Food Inspections at Major Event (V8's)		12/07/2016	Environmental Health Services
Environmental Health Disaster Plans reviewed and updated		01/11/2016	Environmental Health Services
Chair Environmental Health Working Group (Disaster) Meetings		01/12/2016	Environmental Health Services
Environmental Health Pandemic Plan reviewed and updated		01/03/2017	Environmental Health Services
Chair Two Shelter & Evacuation Centres Group Meetings		06/05/2017	Environmental Health Services

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 2016/17 >>

Programme >>

Effective and efficient regulation of parking laws

Programme Expenditure budget \$000 >> \$2,10			\$2,107
	\$000		\$000
Operating Revenue	3,437	Operating Expense	2,107
Capital Revenue	0	Capital Works	0

Measure	Target	Milestone	Responsible Section
90% of abandoned vehicles reported to council are removed from the public place within 14 days	90%		Environmental Health Services
Average time taken to resolve parking related enquiries and appeals maintained at less than 10 days	10 Days		Environmental Health Services
Less than 5% of parking infringements waived due to incorrect issuing of ticket	5%		Environmental Health Services
Undertake visits to Northern Beaches Camping Grounds at least twice weekly between May and October to provide guidance and advice to users and residents.		30/06/2016	Environmental Health Services

Programme >> Vector Control

3.3 Enhance wellbeing and safety in the community

What we want to achieve in 2016/17 >>

Implementation of an effective mosquito control program to protect the community's health from mosquito-borne diseases and nuisances

Programme Expenditure budget \$000 >>			\$958
	\$000		\$000
Operating Revenue	16	Operating Expense	958
Capital Revenue	0	Capital Works	0

Measure	Target	Milestone	Responsible Section
3 adult mosquito surveillance trapping activities per month throughout the year	36		Environmental Health Services
85% mortality rate of larval mosquitoes due to broad acre mosquito treatments	85%		Environmental Health Services
Resolve 85% of customer enquiries/complaints regarding vector control within determined timeframes	85%		Environmental Health Services
Respond to 85% of customer enquiries/complaints regarding vector control within determined timeframes	85%		Environmental Health Services
Annual dengue mosquito surveillance program completed		16/12/2016	Environmental Health Services



Service >>	Events	
Service Budget Sum	mary >>	
		Total \$000
Operating Revenue		1,468
Operating Expense		10,958
Capital Revenue		0
Capital Works		0
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 2016/17 >>

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

Programme Expenditure budget \$000 >> \$			\$6,814
	\$000		
Operating Revenue	0	Operating Expense	6,814
Capital Revenue	0	Capital Works	0

Measure	Target	Milestone	Responsible Section
Provide post show information to finance within 2 business days of an event	90%		Performing Arts, Events & Protocol
Raise purchase orders prior to event or purchase 100% of time	100%		Performing Arts, Events & Protocol

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 2016/17 >>

Programme >>

Implement the program of civic ceremonies scheduled in the adopted 2015 - 20189 Performing Arts and Events Strategy respecting appropriate protocols and recognising the city's status, partnerships, and history

Programme Expenditu	re budget \$000 >>		\$117
	\$000		
Operating Revenue	0	Operating Expense	117
Capital Revenue	0	Capital Works	0

Measure	Target	Milestone	Responsible Section
Conduct 12 citizenship ceremonies for the financial year	12		Performing Arts, Events & Protocol
Deliver 12 civic receptions throughout the year	12		Performing Arts, Events & Protocol



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 2016/17 >>

Promote greater usage of council performance spaces

Programme Expenditu	re budget \$000 >>		\$393
	\$000		\$000
Operating Revenue	1,007	Operating Expense	393
Capital Revenue	0	Capital Works	0

Measure	Target	Milestone	Responsible Section
Hire agreements to be issued within 72 hrs of request 90% of time	90%		Performing Arts, Events & Protocol
Provide settlement information to the hirer within 10 business days 90% time	90%		Performing Arts, Events & Protocol

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 2016/17 >>

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

Programme Expenditure budget \$000 >>			\$392
	\$000		\$000
Operating Revenue	264	Operating Expense	392
Capital Revenue	0	Capital Works	0

Measure	Target	Milestone	Responsible Section
Complete acquittal reports within 14 days	90%		Performing Arts, Events & Protocol
Conduct at least 4 Riverway sessions at Riverway Arts Centre	4		Performing Arts, Events & Protocol

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

What we want to achieve in 2016/17 >>

Delivery of the special events detailed in the 2015-18 Performing Arts and Events Strategy adopted by council

Programme Expenditure budget \$000 >>			\$2,281
	\$000		\$000
Operating Revenue	196	Operating Expense	2,281
Capital Revenue	0	Capital Works	0

Measure	Target	Milestone	Responsible Section
Conduct a minimum 21 significant events in accordance with council's Performing Arts and Events Strategy	21		Performing Arts, Events & Protocol
Plan for the conduct of 6 x T150 event each month for the calendar year of 2016 to celebrate Townsville's 150th anniversary	6		Performing Arts, Events & Protocol

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 2016/17 >>

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

Programme Expenditure budget \$000 >>			\$961
	\$000		\$000
Operating Revenue	0	Operating Expense	961
Capital Revenue	0	Capital Works	0

Measure	Target	Milestone	Responsible Section
Maintenance and repair of permanent and temporary infrastructure in place according to pre-race schedule and installation programme.		02/07/2016	Business & Finance Support



Service >>	Facilities		
Service Budget Summary >>			
		Total \$000	
Operating Revenue		172	
Operating Expense		2,803	
Capital Revenue		2,650	
Capital Works		2,650	
Contributed Assets		0	

Programme >> Community Leased 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 2016/17 >>

Administer the occupancy of community leased facilities by community groups

Programme Expenditure budget \$000 >> \$			\$1,994
	\$000		\$000
Operating Revenue	128	Operating Expense	1,994
Capital Revenue	0	Capital Works	0

Measure	Target	Milestone	Responsible Section
100% of external maintenance requests raised by community child care lessees are actioned within one business day and lessees are responded to within two business days	100%		Community Development
The Community Lease procedures and toolkit utilised by Community Development staff is continually reviewed and implemented for use by 30 June 2017		30/06/2017	Community Development

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 2016/17 >>

Manage the lease occupancy of the Old Magistrates Court

Programme Expenditure budget \$000 >>			\$185
	\$000		
Operating Revenue	0	Operating Expense	185
Capital Revenue	0	Capital Works	0

Measure	Target	Milestone	Responsible Section
Conduct quarterly safety inspection of the Old Magistrates Court building	4		Performing Arts, Events & Protocol
Conduct quarterly tenancy management meetings with the tenants of the Old Magistrates Court building	4		Performing Arts, Events & Protocol



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 2016/17 >>

Provide and monitor areas where citizens can conduct business, functions or ceremonies in compliance with TCC rules and regulations

Programme Expenditure budget \$000 >>			\$516
	\$000		\$000
Operating Revenue	44	Operating Expense	516
Capital Revenue	0	Capital Works	0
		· · · · · · · · · · · · · · · · · · ·	· · · · · · · · · · · · · · · · · · ·

Measure	Target	Milestone	Responsible Section
Ceremony payments to be received 14 days prior to event	90%		Performing Arts, Events & Protocol

Programme >> School of Arts

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 2016/17 >>

Manage the lease occupancy of the School of Arts building

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

Measure	Target	Milestone	Responsible Section
Conduct quarterly safety inspection of the School of Arts building	4		Performing Arts, Events & Protocol
Conduct quarterly tenancy management meetings with the tenants of the School of Arts	4		Performing Arts, Events & Protocol



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

What we want to achieve in 2016/17 >>

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

Programme Expenditure budget \$000 >>			\$2,650
	\$000		\$000
Operating Revenue	0	Operating Expense	0
Capital Revenue	2,650	Capital Works	2,650

Measure	Target	Milestone	Responsible Section
100% Delivery of TECC renewal works in accordance with the federally funded program	100%		Property Management
Completion of Package 6 Plumbing Works by Nov 2016		30/11/2016	Property Management
Completion of Package 4 Fire Protection Services by Dec 2016		30/12/2016	Property Management
Certification by contractor on all Electrical & Fire system works		28/02/2017	Property Management
Completion of Package 7 Electrical Works (Emergency and Exit Lighting)		28/02/2017	Property Management
Completion of Package 8 (TECC Generator) by February 2017		28/02/2017	Property Management
Completion of Package 9 (TECC General Works) by February 2017		28/02/2017	Property Management



Service >>	Galleries
Service Budget Sum	mary >>
	Tota \$00
Operating Revenue	27
Operating Expense	4,10
Capital Revenue	
Capital Works	2
Contributed Assets	

Programme >> Business Support-Galleries

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 2016/17 >>

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

Programme Expenditure budget \$000 >> \$			\$2,151
	\$000		\$000
Operating Revenue	27	Operating Expense	2,151
Capital Revenue	0	Capital Works	0

Measure	Target	Milestone	Responsible Section
Maintain an holistic Friends of the Galleries membership program with 700 members	700		Gallery Services
Maintain an holistic Friends of the Galleries volunteer program with 30 Volunteers	30		Gallery Services

Programme >> Gallery Collections Management

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 2016/17 >>

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

Programme Expenditure budget \$000 >>			\$166
	\$000		\$000
Operating Revenue	0	Operating Expense	141
Capital Revenue	0	Capital Works	25

Measure	Target	Milestone	Responsible Section
Development and implementation of a digital database for the City of Townsville Art Collection		31/12/2016	Gallery Services
Development and implementation of a remedial Conservation Management Plan for the galleries art collections		30/06/2017	Gallery 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 2016/17 >>

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

Programme Expenditure budget \$000 >>			\$356
\$000			
Operating Revenue	2	Operating Expense	356
Capital Revenue	0	Capital Works	0

Measure	Target	Milestone	Responsible Section
Deliver 50 'Art-In-A-Suitcase' programs to primary schools in the Townsville region	50		Gallery Services
Deliver 50 'Artist-In-Schools' programs to secondary schools in the Townsville region	50		Gallery 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 2016/17 >>

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

Programme Expenditure budget \$000 >> \$2			\$200	
\$000				
Operating Revenue	36	Operating Expense	200	
Capital Revenue	0	Capital Works	0	

Measure	Target	Milestone	Responsible Section
Develop 100 arts and cultural activities with individuals, groups, organisations and sub-cultures	100		Gallery Services
Develop and deliver 6 evening programs as part of the 'Art After Dark' initiative	6		Gallery Services



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 2016/17 >>

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

Programme Expenditure budget \$000 >>			\$167
	\$000		
Operating Revenue	10	Operating Expense	167
Capital Revenue	0	Capital Works	0

Measure	Target	Milestone	Responsible Section
Develop and deliver 4 participative art programs for children and families to be held in Townsville shopping centres and other public centres	4		Gallery Services
Develop and deliver 8 instances of SHIFT: elevator art project	8		Gallery 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 2016/17 >>

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

Programme Expenditure budget \$000 >>				
	\$000			
Operating Revenue	197	Operating Expense		
Capital Revenue	0	Capital Works		

Measure	Target	Milestone	Responsible Section
Develop and deliver 6 in-house curated exhibitions in Perc Tucker and Pinnacles galleries during the year	6		Gallery Services
Develop and deliver visual arts exhibitions and associated public programs and activities that achieve participation figures for Gallery Services of 100,000 visitors	100,000		Gallery Services

\$828 \$000 828 0



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 2016/17 >>

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

Programme Expenditure budget \$000 >>			\$257
	\$000		\$000
Operating Revenue	0	Operating Expense	257
Capital Revenue	0	Capital Works	0

Measure	Target	Milestone	Responsible Section
100% of Public Art artworks catalogued into the developed Art In Public Spaces Database system	100%		Gallery Services
Development and implementation of a Maintenance Management Plan for the Public Art Collection		31/12/2016	Gallery Services



Service >>	Libraries			
Service Budget Summary >>				
		Total \$000		
Operating Revenue		1,090		
Operating Expense		12,014		
Capital Revenue		0		
Capital Works		153		
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 2016/17 >>

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 >>			\$278
	\$000		\$000
Operating Revenue	0	Operating Expense	278
Capital Revenue	0	Capital Works	0

Measure	Target	Milestone	Responsible Section
95% of internal customers are satisfied with Corporate Research services	95%		Library Services
Increase use of key corporate online information resources by council staff by 10%	19,476		Library Services
Investigate the potential for Corporate Research to support the business community through programs and services		30/06/2017	Library Services

Programme >>

Learning & 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 2016/17 >>

Provide a broad range of learning and information services, across all age groups

Programme Expenditure budget \$000 >> \$2			\$2,471
	\$000		\$000
Operating Revenue	229	Operating Expense	2,471
Capital Revenue	0	Capital Works	0

Measure	Target	Milestone	Responsible Section
4 presentations on family history resources and services presented to Indigenous community organisations	4		Library Services

Measure	Target	Milestone	Responsible Section
500 hours of adult lifelong learning programs delivered throughout the year	500 Hours		Library Services
Provide 1200 hours of Children and Youth Programmes to the community throughout the year	1,200 Hours		Library Services
Implement annual digitisation plan		30/06/2017	Library Services

Programme >> Library Administration

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 2016/17 >>

Ensure efficient and effective administration of Library Services

Programme Expenditu	re budget \$000 >>		\$9,264
	\$000		\$000
Operating Revenue	44	Operating Expense	9,111
Capital Revenue	0	Capital Works	153

Measure	Target	Milestone	Responsible Section
Deliver a Digital Futures plan for library services		30/06/2017	Library Services
Develop a Management Plan for each library branch		30/06/2017	Library Services
Review and renew the Library Strategic Plan		30/06/2017	Library Services
Upgrade of Library Management System		30/06/2017	Library Services

Programme >>

Library Customer Experience

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 2016/17 >>

Provide excellent experiences to library customers through all branches, and online presence in alignment with Library Services strategic plan

Programme Expenditure budget \$000 >> \$1			\$155
	\$000		
Operating Revenue	817	Operating Expense	155
Capital Revenue	0	Capital Works	0

Measure	Target	Milestone	Responsible Section
Customer satisfaction with all library services and programs is 95%	95%		Library Services
Increase the usage of the Library's online collections by 5%	5%		Library Services
Develop Library Membership Strategy		30/09/2016	Library Services



Service >>	Sport & Recreation	
Service Budget Su	immary >>	
		Total \$000
Operating Revenu	e	634
Operating Expense		10,883
Capital Revenue		0
Capital Works		45
Contributed Asset	S	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 2016/17 >>

Management of Townsville City Council Sports Facilities

Programme Expenditure budget \$000 >> \$			\$1,418
	\$000		\$000
Operating Revenue	0	Operating Expense	1,418
Capital Revenue	0	Capital Works	0

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

Prog	ramm	A >>
TIUM	amm	6

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 2016/17 >>

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 >> 5			\$116
	\$000		\$000
Operating Revenue	0	Operating Expense	116
Capital Revenue	0	Capital Works	0

Measure	Target	Milestone	Responsible Section
24,000 visitors to the Kalynda Chase Tennis Court throughout the year	24,000		Sports Facilities
Complete Facilities Management Agreement (MOU) documentation for the Kalynda Chase Tennis Court		31/12/2016	Sports Facilities

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 2016/17 >>

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

Programme Expenditure budget \$000 >>		\$515	
	\$000		\$000
Operating Revenue	0	Operating Expense	515
Capital Revenue	0	Capital Works	0

Measure	Target	Milestone	Responsible Section
90% customer satisfaction with council's management of the Riverway Grounds	90%		Sports Facilities
Host 5 significant events at the Riverway Grounds during the year	5		Sports Facilities

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 2016/17 >>

Manage the operation and usage of the Riverway Swimming lagoons Manage the operation and usage of Townsville City Council leased aquatic facilities

Programme Expenditure budget \$000 >>			\$4,041
\$000			
Operating Revenue	244	Operating Expense	3,996
Capital Revenue	0	Capital Works	45

Measure	Target	Milestone	Responsible Section
24-hour response to urgent aquatic works requests	100%		Sports Facilities



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

What we want to achieve in 2016/17 >>

Management of Tony Ireland Stadium

Programme Expenditure budget \$000 >>			\$2,510
	\$000		\$000
Operating Revenue	220	Operating Expense	2,510
Capital Revenue	0	Capital Works	0

Measure	Target	Milestone	Responsible Section
200,000 visitors to the Tony Ireland Stadium and Riverway Parklands during the year	200,000		Sports Facilities
Facilitate the use of the Tony Ireland Stadium for 8 significant events during the year	8		Sports Facilities

Programme >>

Townsville 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 2016/17 >>

Manage the use of Townsville RSL Stadium

Programme Expenditure budget \$000 >>		\$2,327	
	\$000		\$000
Operating Revenue	170	Operating Expense	2,327
Capital Revenue	0	Capital Works	0

Measure	Target	Milestone	Responsible Section
150,000 visitors to the Townsville RSL Stadium during the year	150,000		Sports Facilities
Facilitate the use of the Townsville RSL Stadium for 20 significant events during the year	20		Sports Facilities



Enabling Services

Core Service Budget Summary >>		
		Total \$000
Operating Revenue		285,057
Operating Expense		139,557
Capital Revenue		1,919
Capital Works		30,287
Contributed Assets		0

Services >>

Core Service >>

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

Service >>	Asset Management-Enabling		
Service Budget Sum	Service Budget Summary >>		
		Total \$000	
Operating Revenue		1,722	
Operating Expense		2,425	
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 2016/17 >>

Develop TCC Long Term Strategic Service Management Plan

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

Enables council to realise values from assets in the achievement of council's objectives.

Manage General Portable and Attractive Items System and report

Process TCC Long Term CapEx Integration Prioritisation Optimisation and Scheduling

Provision of asset management policies, systems, tools and framework for consistent best practice asset management across council

Programme Expenditure budget \$000 >>			\$839
	\$000		
Operating Revenue	799	Operating Expense	839
Capital Revenue	0	Capital Works	0

Measure	Target	Milestone	Responsible Section
Complete 50% - ISO55000 Internal Control Assessment	50%		Corporate Asset Management & Systems
Establish 25% - General Portable and Attractive Items (PAI) Barcoding Strategy	25%		Corporate Asset Management & Systems
Establish 50% of TCC My Predictor Modelling	50%		Corporate Asset Management & Systems
Implement 50% - Strategic Asset Management Plan	50%		Corporate Asset Management & Systems
Implement 50% of the ISO 55000 readiness plan by June 2017	50%		Corporate Asset Management & Systems
Implementation and training - 50% of the Service Strategy Management Plan (SSMP)	50%		Corporate Asset Management & Systems
Implementation and training - 50% of the whole of Council Lifecycle Asset Management Plan (LCCAMP)	50%		Corporate Asset Management & Systems
Plan and Implement - 50% of General Portable and Attractive Items (PAI) Internal Control Assessment	50%		Corporate Asset Management & Systems
Prioritise and implement - 25% of the General Portable and Attractive Items (PAI) Strategies	25%		Corporate Asset Management & Systems
Review and update Long Term Strategic Asset Management Strategy Plan for council reviewed and approved by EMT		30/06/2016	Corporate Asset Management & Systems
Assess and deliver TCC Asset Management Performance Report 2015/16		31/12/2016	Corporate Asset Management & Systems

Measure	Target	Milestone	Responsible Section
Deliver Corporate Asset Management Training and Councillors Workshops		30/06/2017	Corporate Asset Management & Systems
Establish Asset Management System Specification and Capability		30/06/2017	Corporate Asset Management & Systems
Improve, test and implement IPO Prioritisation and Optimisation System		30/06/2017	Corporate Asset Management & Systems
Integrating Strategy of SSMP , LCCAMP, SWP, and LTFP		30/06/2017	Corporate Asset Management & Systems
Prioritise & Optimise Whole of Council 10 Year CapEx Plan for council/EMT acceptance and delivering CapEx Improvement Plan		30/06/2017	Corporate Asset Management & Systems
Review Asset Management Group terms and reference based on ISO55000 Asset Management System		30/06/2017	Corporate Asset Management & Systems

Programme >> TWW Asset Management

This Programme delivers on our Corporate Plan Strategy >>

1.5 Provide and maintain water and sewage infrastructure to ensure a functioning network

What we want to achieve in 2016/17 >>

Provide effective control and governance to Townsville Water and Waste assets to realise value through managing risk and opportunity, in order to achieve the desired balance of cost, risk and performance.

Programme Expenditure budget \$000 >>			\$1,586
	\$000		\$000
Operating Revenue	923	Operating Expense	1,586
Capital Revenue	0	Capital Works	0

Measure	Target	Milestone	Responsible Section
Complete evidence based renewal and upgrade of capital works plan by facilitating with water, wastewater and waste businesses.		28/02/2017	Utility Services
Complete 90% capitalisation of all the completed projects and perform revaluation without any non conformances.		30/04/2017	Utility Services
Continue the condition assessment of critical assets and proactively maintain to improve reliability and the remaining lives.		30/06/2017	Utility Services
Continue the development of risk scores and criticality ratings of assets to inform the maintenance strategy and critical spares requirements.		30/06/2017	Utility Services
Implement second year of readiness plan for ISO55000 in accordance with Townsville Water and Waste asset management plans.		30/06/2017	Utility Services



Service >>	Buildings & Facilities Management	
Service Budget Summary >>		
	Total \$000	
Operating Revenue	25,171	
Operating Expense	34,372	
Capital Revenue	1,919	
Capital Works	18,698	
Contributed Assets	0	

Programme >>	Business Support - Property Management
This Programme deliv	vers 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 2016/17 >>

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

Programme Expenditu	re budget \$000 >>		\$12,854
	\$000		\$000
Operating Revenue	25,087	Operating Expense	12,835
Capital Revenue	0	Capital Works	20

Measure	Target	Milestone	Responsible Section
100% Completion of required tender documentation for all service contracts	100%		Property Management
60% of Facility Work Orders (Priority 1-4) completed within the defined timeframes	60%		Property Management
80% completion of audit recommendations for security services within approved budget allocations	80%		Property Management
80% internal customer satisfaction with Property Management services	80%		Property Management
80% of all service level agreements finalised for Property Management owned facilities/buildings	80%		Property Management
90% of relevant Property Management owned sites integrated with the BMS System	90%		Property Management
Annual review and update of the whole of Property Risk Assessment		30/11/2016	Property Management
Completion of a project brief/plan for development of Advanced Asset Management Plans		31/12/2016	Property Management
Annual review of Property Management Business Continuity Plan		30/06/2017	Property Management
Completion of four (4) high priority building Advanced Asset Management Plans		30/06/2017	Property Management
Development of a whole of council key access system		30/06/2017	Property Management
Implementation of the approved Service Delivery Review as endorsed by the Executive Management Team		30/06/2017	Property Management
Reduction in reactive maintenance through improved maintenance planning		30/06/2017	Property Management
Complete and install all approved signage for the Townsville Boating Recreational Precinct		30/12/2017	Property Management

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 2016/17 >>

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

re budget \$000 >>		\$30
\$000		\$000
0	Operating Expense	27
0	Capital Works	3
r	•	\$000 0 Operating Expense

Measure	Target	Milestone	Responsible Section
100% compliance of fire service audits on all Property Management serviced buildings	100%		Property Management

Programme >>	Emergent Bui	Idings & 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 2016/17 >>

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

Programme Expenditu	re budget \$000 >>		\$
	\$000		\$000
Operating Revenue		Operating Expense	
Capital Revenue		Capital Works	

This programme has no reportable measures.

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 2016/17 >>

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 Expenditu	re budget \$000 >>		\$4,103
	\$000		\$000
Operating Revenue	0	Operating Expense	3,403
Capital Revenue	0	Capital Works	699

Measure	Target	Milestone	Responsible Section
100% compliance of fire service audits on Property Management serviced buildings	100%		Property Management
Less than 10% variance of revised Civic Theatre Refurbishment budget	10%		Property Management
Completion of preliminary design and documentation phase for Civic Theatre upgrades.		30/09/2016	Property Management
Completion of Civic Theatre Upgrade tender documentation by October 2016		30/11/2016	Property Management
Contract Award to successful tenderer for Civic Theatre Upgrade by March 2017		30/03/2017	Property Management

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 2016/17 >>

Manage Graffiti in accordance with Policy and Graffiti Management Plan

Programme Expenditu	re budget \$000 >>		\$149
	\$000		\$000
Operating Revenue	0	Operating Expense	149
Capital Revenue	0	Capital Works	0

Measure	Target	Milestone	Responsible Section
90% removal of Priority 1 - 4 graffiti within the defined timeframe.	90%		Property Management
Develop and implement record keeping processes and procedures for the accurate collection of reportable data.		31/01/2017	Property 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 2016/17 >>

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 >>		\$1,077	
	\$000		\$000
Operating Revenue	0	Operating Expense	964
Capital Revenue	0	Capital Works	114

Measure	Target	Milestone	Responsible Section
100% compliance of fire service audits on Property Management serviced buildings	100%		Property Management

Programme >>	Precincts & Areas
	1 100111010 017110000

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 2016/17 >>

Maintenance of council owned precincts and areas

Programme Expenditure budget \$000 >> \$2		\$2,014	
	\$000		\$000
Operating Revenue	0	Operating Expense	1,994
Capital Revenue	0	Capital Works	20

Measure	Target	Milestone	Responsible Section
70% implementation of agreed recommendations from the Realist Evaluation Program	70%		Property Management

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 2016/17 >>

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

Measure	Target	Milestone	Responsible Section
90% attendance of Annual Property Management Emergency Response Training	90%		Property Management
Annual review of Property Management Emergency Response Plan		01/01/2017	Property Management

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 2016/17 >>

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		\$1,718	
	\$000		\$000
Operating Revenue	0	Operating Expense	1,338
Capital Revenue	0	Capital Works	380

Measure	Target	Milestone	Responsible Section
100% of public amenities are cleaned to council standards throughout the year	100%		Property Management
85% of public amenities are inspected per year to ensure fit for purpose	85%		Property Management
Completion of procurement documentation and appoint successful contractor for Alma Bay sewerage upgrades		31/12/2016	Property Management
Renewal of Castle Hill Public Amenities sewerage system		30/04/2017	Property Management
Upgrade sewer drainage to the Alma Bay Toilet Block		30/04/2017	Property Management

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 2016/17 >>

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 >> \$1		\$14,084	
	\$000		\$000
Operating Revenue	0	Operating Expense	6,455
Capital Revenue	1,919	Capital Works	7,628

Measure	Target	Milestone	Responsible Section
100% Completion of Design for the Local Disaster Coordination Centre	100%		Property Management
100% completion of HVAC upgrade at 143 Walker Street within defined timeframe	100%		Property Management
100% compliance of fire service audits on Property Management serviced buildings	100%		Property Management
85% internal customer satisfaction with all refurbishments and upgrades	85%		Property Management
Less than 10% realisation of potential risks in the construction of the Local Disaster Coordination Centre	10%		Property Management
Completion of tender documents and appointment of contractor by November 2016		30/11/2016	Property Management
Commencement of Construction for Local Disaster Coordination Centre		30/06/2017	Property Management
Completion and certification of all Fire System upgrades for 143 Walker Street		30/06/2017	Property Management
Installation of a new Chiller system for 143 Walker Street		30/06/2017	Property Management
Purchase, installation and operational testing on a new generator for 143 Walker Street		30/06/2017	Property Management

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 2016/17 >>

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

Programme Expenditu	re budget \$000 >>		\$
	\$000		\$000
Operating Revenue		Operating Expense	
Capital Revenue		Capital Works	

This programme has no reportable measures.



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 2016/17 >>

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 >>			\$169
	\$000		\$000
Operating Revenue	0	Operating Expense	146
Capital Revenue	0	Capital Works	23

Measure	Target	Milestone	Responsible Section
100% compliance of fire service audits on Property Management serviced buildings	100%		Property Management

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 2016/17 >>

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

Programme Expenditure budget \$000 >>			\$5,697
	\$000		\$000
Operating Revenue	84	Operating Expense	4,841
Capital Revenue	0	Capital Works	855

Measure	Target	Milestone	Responsible Section
100% compliance of fire service audits on Property Management serviced buildings	100%		Property Management
Undertake chemical sealing of Riverway lagoons main balance tank		30/09/2016	Property Management
Complete RFQ and appoint contractor for installation of a Bird Prevention program for Tony Ireland Stadium grandstand		30/11/2016	Property Management
Installation of support brackets for Tobruk Pool Filtration pipework		30/11/2016	Property Management
Upgrade of four (4) sight screens for Tony Ireland Stadium grounds		31/12/2016	Property Management
Install additional lighting on Tony Ireland Stadium grandstand looking out to grounds		28/02/2017	Property Management
Renew heat pumps at Long Tan Pool		28/02/2017	Property Management
Installation of Liquid Chlorine Dosing Pump for three (3) community pools		30/03/2017	Property Management
Complete new deck and shade structure to former water cascade area		30/06/2017	Property Management
Replacement of Riverway deck on upper lagoon near parkland		30/06/2017	Property Management

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 2016/17 >>

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 >> \$			\$550
	\$000		\$000
Operating Revenue	0	Operating Expense	458
Capital Revenue	0	Capital Works	92

Measure	Target	Milestone	Responsible Section
100% compliance of fire service audits on Property Management serviced buildings	100%		Property Management
Completion of external repaint of Galbiri Childcare Centre		31/03/2017	Property Management

Programme >>

Tenancy-Commercial Enterprises

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2016/17 >>

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

Programme Expenditure budget \$000 >>			\$1,154
	\$000		
Operating Revenue	0	Operating Expense	687
Capital Revenue	0	Capital Works	467

Measure	Target	Milestone	Responsible Section
100% compliance of fire service audits on Property Management serviced buildings	100%		Property Management
Downtime for Strand Longboard's is not greater than 3 months during refurbishment upgrade	90 Days		Property Management
Rehabilitation of Longboard's deck and substructure		30/04/2017	Property Management
Upgrade of Longboard's internal Air-conditioning, Roof and Shade Sails		30/04/2017	Property Management

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 2016/17 >>

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

Programme Expenditure budget \$000 >>			\$1,726
	\$000		\$000
Operating Revenue	0	Operating Expense	904
Capital Revenue	0	Capital Works	822

Measure	Target	Milestone	Responsible Section
100% compliance of fire service audits on Property Management serviced buildings	100%		Property Management
Development and approval of heritage application for School of Arts upgrades		31/12/2016	Property Management
Completion of roof upgrade including compliance for School of Arts		30/06/2017	Property Management
Installation of upgraded/new HVAC system for School of Arts offices and function rooms		30/06/2017	Property Management

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 2016/17 >>

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 >> \$7			\$7,746
\$000			\$000
Operating Revenue	0	Operating Expense	172
Capital Revenue	0	Capital Works	7,574

This programme has no reportable measures.



Service >>	Business management	
Service Budget Sum	mary >>	
		Total \$000
Operating Revenue		1,044
Operating Expense		3,283
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 2016/17 >>

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

Programme Expenditure budget \$000 >>			\$1,188
	\$000		
Operating Revenue	0	Operating Expense	1,188
Capital Revenue	0	Capital Works	0

Measure	Target	Milestone	Responsible Section
85% internal customer satisfaction (Good + Excellent) with Finance	85%		Financial Services
Zero high risk management report issues raised by external audit of financial statements	0		Financial Services

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 2016/17 >>

Deliver capital projects for Water, Wastewater and Waste. Provide support and advice regarding planning and development.

Provide technical engineering expertise to support operational areas of Water, Wastewater and Waste.

Programme Expenditure budget \$000 >> \$			\$2,095
	\$000		\$000
Operating Revenue	1,044	Operating Expense	2,095
Capital Revenue	0	Capital Works	0

Measure	Target	Milestone	Responsible Section
Conduct a safety audit during the year for each Technical and Engineering project in the implementation or construction phase.		30/06/2017	Programs & Technical Support

Measure	Target	Milestone	Responsible Section
Develop project briefs for 100% projects managed by Program and Technical Support department (excluding developer delivered projects), in accordance with council's Project Management Framework.		30/06/2017	Programs & Technical Support
Meet all milestones for Water, Wastewater and Waste category 2 projects, in accordance with approved project briefs.		30/06/2017	Programs & Technical Support
Produce close-out lessons-learned reports for 100% projects in the finalisation stage, within 2 months of practical completion.		30/06/2017	Programs & Technical Support

Service Budget Summary >>		
	Total \$000	
Operating Revenue	9,276	
Operating Expense	9,874	
Capital Revenue	0	
Capital Works	0	
Contributed Assets	0	

Communication and Customer Relations

Programme >> Customer Service

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 2016/17 >>

Deliver best value customer service to our community.

Programme Expenditure budget \$000 >>			\$5,837
	\$000		\$000
Operating Revenue	5,210	Operating Expense	5,837
Capital Revenue	0	Capital Works	0

Measure	Target	Milestone	Responsible Section
Customer satisfaction with initial contact with council's Customer Service Centre	92%		Comm & Cust Relations
Calls directed to the Customer Service Centre answered within 20 seconds	80%		Comm & Cust Relations
Customer Requests completed on time	80%		Comms & Cust Relations
External customer satisfaction with recent service interaction	80%		Comm & Cust Relations
Outbound calls to customers who have defaulted or broken a rates payment arrangement made within agreed timeframe	90%		Comm & Cust Relations
Response to e-requests and service request raised, within one business days	80%		Comm & Cust Relations
Implement automated phone survey to monitor customer satisfaction with initial contact with Customer Service Centre in 'real time'		30/12/2016	Comm & Cust Relations
Complete a review of the manual receipt book listing		30/03/2017	Comm & Cust Relations
Conduct investigation into inclusion of service point in mobile library		30/06/2017	Comm & Cust Relations

This Programme delivers on our Corporate Plan Strategy >>

4.2 Deliver best value customer service to our community

What we want to achieve in 2016/17 >>

Foster an informed and participating community though the delivery of informed strategic marketing and digital communications.

Programme Expenditure budget \$000 >>			\$3,479
	\$000		\$000
Operating Revenue	3,465	Operating Expense	3,479
Capital Revenue	0	Capital Works	0

Measure	Target	Milestone	Responsible Section
Achieve and maintain 5% average click through rate on Council EDMs	5%		Comms & Cust Relations
Achieve total of 110 Facebook interactions each month for Corp & Events	1,320		Comms & Cust Relations
Click to Chat take up increase by 5% across the entire year	6,205		Comms & Cust Relations
E-newsletter customer distribution master list growth	2,000		Comms & Cust Relations
Increase in total visits to all council external websites by 5% when compared to the previous year.	1,402,446		Comm & Cust Relations
Conduct a review of the marketing communication theme structure and present recommendations to EMT.		31/12/2016	Comm & Cust Relations
Estimate and manage marketing and communication budgets in accordance with agreed and approved activity forecasts for all marketing themes		01/03/2017	Comm & Cust 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 2016/17 >>

Develop strategic partnerships with the corporate and community sectors Identify strategies to address the changing needs of the city in terms of sponsorship and fundraising opportunities Manage stakeholder relationships to achieve a high level of satisfaction and retention Strategic management and direction of Together Townsville and Mayor's Christmas Tree Appeal

Programme Expenditure budget \$000 >>			\$558	
\$000				
Operating Revenue	600	Operating Expense	558	
Capital Revenue	0	Capital Works	0	

Measure	Target	Milestone	Responsible Section
Achieve 90% external customer satisfaction with the Together Townsville program	90%		Comm & Cust Relations
Achieve 90% internal customer satisfaction with the Together Townsville program	90%		Comm & Cust Relations
Completion of written agreements for 100% of the incoming Together Townsville sponsorships	100%		Comm & Cust Relations

Measure	Target	Milestone	Responsible Section
Establish and maintain 48 Together Townsville initiatives throughout the year	48		Comm & Cust Relations
Update the Mayor's Christmas Tree Appeal Manual by 30/09/2016		30/09/2016	Comm & Cust Relations
Distribute proceeds of the Mayor's Christmas Tree Appeal to recipient charities		15/12/2016	Comm & Cust Relations
Develop a Together Townsville Guide to replace the Together Townsville Principles and Procedures document		30/06/2017	Comm & Cust Relations



Service >>	Financial Management			
Service Budget Summary >>				
		Total \$000		
Operating Revenue		186,540		
Operating Expense		25,951		
Capital Revenue		0		
Capital Works		10		
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 2016/17 >>

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 >> \$8			\$810
	\$000		\$000
Operating Revenue	816	Operating Expense	810
Capital Revenue	0	Capital Works	0

Measure	Target	Milestone	Responsible Section
65% success rate in processing a suppliers invoice the 1st time.	65%		Procurement
85% of supplier invoices are paid within payment terms.	85%		Procurement
Develop a Business Case for Scanning Solution		28/02/2017	Procurement

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 2016/17 >>

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

Programme Expenditure budget \$000 >>			\$312
	\$000		\$000
Operating Revenue	346	Operating Expense	312
Capital Revenue	0	Capital Works	0
L			

Measure	Target	Milestone	Responsible Section
90% of invoices paid within 60 days.	90%		Financial Services

Measure	Target	Milestone	Responsible Section
Move management of commercial water consumption charges from Property & Rating Rates Module to Property & Rating Debtors Module		30/09/2016	Financial Services
Introduce off-site issue of invoices and statements to commercial customers		30/06/2017	Financial Services

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 2016/17 >>

Timely and accurate billing of rates and utilities charges

Programme Expenditure budget \$000 >> \$4			\$4,868
	\$000		\$000
Operating Revenue	150,609	Operating Expense	4,868
Capital Revenue	0	Capital Works	0

Measure	Target	Milestone	Responsible Section
Issue rates notices for 1st half of 2016/17		05/08/2016	Financial Services
Issue rates notices for 2nd half of 2016/17		03/02/2017	Financial Services
Continue to expand electronic notice delivery services and promote electronic delivery through various medium to encourage greater take up.		30/06/2017	Financial Services
Improve electronic communication methods with customers		30/06/2017	Financial Services

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 2016/17 >>

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 Expenditu	re budget \$000 >>		\$888
	\$000		\$000
Operating Revenue	872	Operating Expense	888
Capital Revenue	0	Capital Works	0

Measure	Target	Milestone	Responsible Section
Investigate and make recommendations with respect to finance performance reporting		31/12/2016	Financial Services
Develop a sustainable long term financial plan		30/06/2017	Financial 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 2016/17 >>

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

Programme Expenditure budget \$000 >>			\$234
	\$000		
Operating Revenue	225	Operating Expense	234
Capital Revenue	0	Capital Works	0

Measure	Target	Milestone	Responsible Section
100% of bank deposits reconciled within 30 days	100%		Financial Accounting
90% of bank reconciliations completed within 3 days	90%		Financial Accounting

Programme >>	Collections
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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 2016/17 >>

Monitor rate arrears and provide assistance to ratepayers in collection services

Programme Expenditu	re budget \$000 >>		\$1,350
	\$000		\$000
Operating Revenue	1,827	Operating Expense	1,350
Capital Revenue	0	Capital Works	0

Measure	Target	Milestone	Responsible Section
Implement "one touch" strategies for management of rates arrears.	100%		Financial Services
Pensioner reminder notices to be issued within 21 days of the due date shown on the half yearly rate notice	100%		Financial Services
Reminder notices issued for unpaid rates within 14 business days of due date	100%		Financial Services
Review Debt Recovery Policy and investigate and incorporate strategies to respond to current arrears trends.		30/06/2017	Financial Services

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 2016/17 >>

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

Programme Expenditure budget \$000 >> \$			\$1,205
	\$000		\$000
Operating Revenue	1,193	Operating Expense	1,205
Capital Revenue	0	Capital Works	0

Measure	Target	Milestone	Responsible Section
Complete 2 internal control reviews every 6 months	4		Financial Accounting
Certification of audited financial statements		14/10/2016	Financial Services
Complete end of month soft close for council's financial statements for October		30/10/2016	Financial Services
Implement paperless recording of asset change details		31/12/2016	Financial Services
Complete end of month soft close for council's financial statements for February		28/02/2017	Financial Services
Generation of council's financial statements from Word through CES Smart Publisher		30/04/2017	Financial Services
Complete end of month soft close for council's financial statements for May		31/05/2017	Financial Services

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 2016/17 >>

Programme >>

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

Programme Expenditure budget \$000 >>			\$1,978
	\$000		
Operating Revenue	0	Operating Expense	1,978
Capital Revenue	0	Capital Works	0

Measure	Target	Milestone	Responsible Section
100% monthly recognition of share of Joint Venture profit/loss	100%		Financial Accounting

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 2016/17 >>

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

Programme Expenditure budget \$000 >>			\$496
	\$000		\$000
Operating Revenue	495	Operating Expense	496
Capital Revenue	0	Capital Works	0

Measure	Target	Milestone	Responsible Section
Move management of commercial water consumption charges via standpipe from Property & Rating Rates Module to Property & Rating Debtors Module.		30/09/2016	Financial Services

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 2016/17 >>

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 >>			\$738
	\$000		\$000
Operating Revenue	659	Operating Expense	738
Capital Revenue	0	Capital Works	0

Measure	Target	Milestone	Responsible Section
100% of contracts over \$200,000 to be published on council's website	100%		Procurement
95% of Requisition to purchase orders process completed within 1 working day	95%		Procurement
Credit Card Project		25/11/2016	Procurement
Develop and deliver contextual training for staff around procurement		30/11/2016	Procurement
Develop Business Case for Electronic Tendering		28/02/2017	Procurement
Develop Procurement Risk Management Tool		28/02/2017	Procurement

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 2016/17 >>

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 >>			\$189
	\$000		\$000
Operating Revenue	180	Operating Expense	189
Capital Revenue	0	Capital Works	0

Measure	Target	Milestone	Responsible Section
Completion of recommendations for 2017/18 rates and charges		30/06/2017	Financial Services
Continue to identify and implement process improvement strategies to reduce processing times whilst maintaining service standards.		30/06/2017	Financial Services
Develop strategy for management of community lease parcel rating		30/06/2017	Financial Services
Facilitate move towards provision of online customer service		30/06/2017	Financial Services

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 2016/17 >>

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

Programme Expenditure budget \$000 >>			\$1,172
	\$000		\$000
Operating Revenue	1,025	Operating Expense	1,162
Capital Revenue	0	Capital Works	10

Measure	Target	Milestone	Responsible Section
95% of stock requisitions processed within 1 working day	95%		Procurement
Identify and put into place alternate supply chain arrangements for those inventory items that lend themselves to being Vendor Managed.		30/06/2017	Procurement
Identify remote inventory/store locations		30/06/2017	Procurement

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 2016/17 >>

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

Programme Expenditu	re budget \$000 >>		\$278
	\$000		\$000
Operating Revenue	268	Operating Expense	278
Capital Revenue	0	Capital Works	0

Measure	Target	Milestone	Responsible Section
Investigate and make recommendation to the CEF Advisory group with respect to creating a committals ledge for Core Financial and Enterprise Asset Management committals.		31/03/2017	Financial Services
Investigate and develop a business case with respect to developing a project ledger.		30/06/2017	Financial Services

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 2016/17 >>

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

Programme Expenditure budget \$000 >> \$8			\$84
\$000			\$000
Operating Revenue	0	Operating Expense	84
Capital Revenue	0	Capital Works	0

Measure	Target	Milestone	Responsible Section
90% tax lodgement compliance rate for indirect taxes (e.g. Payroll tax, GST, FBT, fuel tax)	90%		Financial Services

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 2016/17 >>

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

Programme Expenditure budget \$000 >>			\$8,700
	\$000		\$000
Operating Revenue	26,556	Operating Expense	8,700
Capital Revenue	0	Capital Works	0

Measure	Target	Milestone	Responsible Section
No more than 1 day overnight overdraft funds used within a quarter	1		Financial Services
Zero breaches of surplus cash investment parameters throughout the year	0		Financial Services

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 2016/17 >>

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

Programme Expenditure budget \$000 >>			\$2,660
	\$000		\$000
Operating Revenue	1,470	Operating Expense	2,660
Capital Revenue	0	Capital Works	0

Measure	Target	Milestone	Responsible Section
Achieve 90% internal customer satisfaction for Business Management and Compliance services.	90%		TWW Business Management & Compliance
Achieve result of 100% compliance at annual surveillance audit for ISO 9001 Quality Assurance System accreditation and ISO 14001 Environmental Management System accreditation.	100%		TWW Business Management & Compliance
Submission and publication of Townsville Water's annual performance data via the Statewide Information Management (SWIM) System.		31/12/2016	TWW Business Management & Compliance
Complete a base price model for Townsville Waste.		31/01/2017	TWW Business Management & Compliance
Complete a base price model for Townsville Water.		31/01/2017	TWW Business Management & Compliance
Complete all scheduled internal audits for the year.		30/06/2017	TWW Business Management & Compliance

Measure	Target	Milestone	Responsible Section
Complete all soft and hard financial close processes as required throughout the financial year.		30/06/2017	TWW Business Management & Compliance
Develop Annual Performance Plans for Townsville Water and Townsville Waste Services for 2017/18.		30/06/2017	TWW Business Management & Compliance
Development and publication of the Customer Service Standard Report Cards for Townsville Water and Townsville Waste Services on a quarterly basis.		30/06/2017	TWW Business Management & Compliance
Update the Long Term Financial Plan for Townsville Waste in coordination with Strategic Financial Planning, by the end of the financial year.		30/06/2017	TWW Business Management & Compliance
Update the Long Term Financial Plan for Townsville Water in coordination with Strategic Financial Planning, by the end of the financial year.		30/06/2017	TWW Business Management & Compliance



Service >>	Fleet Management	
Service Budget Sum	mary >>	
		Total \$000
Operating Revenue		20,647
Operating Expense		19,581
Capital Revenue		0
Capital Works		6,365
Contributed Assets		0

Programme >> Dry Plant Management Account

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 2016/17 >>

The costs associated with internal & external short term dry plant hire (plant without operator), with costs recovered from other programmes.

Programme Expenditu	re budget \$000 >>		\$823
	\$000		\$000
Operating Revenue	793	Operating Expense	823
Capital Revenue	0	Capital Works	0

Measure	Target	Milestone	Responsible Section
Cost recovery for dry plant is +/- \$50k as at 30 June 2017	\$50,000.00		Operational Support

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 2016/17 >>

Provision of administrative support for Fleet.

Programme Expenditu	re budget \$000 >>		\$4,084
	\$000		\$000
Operating Revenue	10	Operating Expense	4,084
Capital Revenue	0	Capital Works	0

Measure	Target	Milestone	Responsible Section
100% fleet planned projects completed within agreed timelines each quarter.	100%		Operational Support
90% internal customer satisfaction with Fleet Services.	90%		Operational Support
Annualised resale value of disposed fleet is equal to or greater than listed net book (residual) value.	0		Operational Support

Measure	Target	Milestone	Responsible Section
100% of all assets listed for renewal as at 01/07/2016 to have their Asset Renewal Memos issued to end-user departments by 31 December 2016		31/12/2016	Operational Support

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 2016/17 >>

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

Programme Expenditu	re budget \$000 >>		\$10,501
	\$000		\$000
Operating Revenue	9,050	Operating Expense	6,879
Capital Revenue	0	Capital Works	3,622

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

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 2016/17 >>

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

Programme Expenditu	re budget \$000 >>		\$6,185
	\$000		\$000
Operating Revenue	6,182	Operating Expense	3,722
Capital Revenue	0	Capital Works	2,462

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



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 2016/17 >>

Provision of minor fleet resources to council to enable them to deliver services to the community.

Programme Expenditure budget \$000 >>			\$975
	\$000		\$000
Operating Revenue	1,066	Operating Expense	695
Capital Revenue	0	Capital Works	280

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

Programme >>

Wet Plant Management Account

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 2016/17 >>

The costs associated with internal & external short term wet plant hire (plant with operator), with costs recovered from other programmes.

Programme Expenditure budget \$000 >>			\$3,379
	\$000		\$000
Operating Revenue	3,546	Operating Expense	3,379
Capital Revenue	0	Capital Works	0

Measure	Target	Milestone	Responsible Section
Cost recovery for wet plant is +/- \$200k as at 30 June 2017	\$200,000.00		Operational Support



Service >>	Governance		
Service Budget Sum	Service Budget Summary >>		
	Total \$000		
Operating Revenue	1,287		
Operating Expense	3,165		
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 2016/17 >>

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

Programme Expenditure budget \$000 >>			\$1,928
\$000			\$000
Operating Revenue	14	Operating Expense	1,928
Capital Revenue	0	Capital Works	0

Measure	Target	Milestone	Responsible Section
Deliver 2 councillor information/training sessions per annum.	2		Governance
Annual reporting requirements for councillor expenditure and complaints are completed and provided for inclusion in the Annual Report		31/10/2016	Corporate Governance
Implement changes to minute manager across the organisation.		30/06/2017	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 2016/17 >>

The Governance Programme supports the organisation to deliver corporate planning and performance management, enterprise risk management and legislative compliance.

The programme maintains Council's Governance Framework, policies, delegations and registers and provides assurance to community, council and management that decisions are open, transparent and made in the public interest.

Programme Expenditure budget \$000 >>			\$(908)
	\$000		\$000
Operating Revenue	4	Operating Expense	(908)
Capital Revenue	0	Capital Works	0

Measure	Target	Milestone	Responsible Section
100% of complaints for internal review are responded to within 30 business days.	100%		Governance
100% of RTI applications are processed within statutory timeframes	100%		Governance
80% of staff have completed the Fraud Awareness training by 30 June 2017	80%		Governance
Complete quarterly Fraud Prevention Plan updates for EMT and Audit Committee per annum	8		Governance
Complete quarterly Risk Management Performance reports for EMT and Audit Committee per annum	8		Governance
Council departments to have completed their Business Continuity Plans and have signed off by the EMT	10		Governance
Modify risk management module in CPM to enable quarterly performance reporting by Executive Managers and consolidated reports to EMT and the Audit Committee		29/07/2016	Governance
Quarterly Performance Report for Q4 2015/16 completed		30/08/2016	Governance
Community Report Card published to the community		30/10/2016	Governance
Annual Report adopted by council 30 November 2016		30/11/2016	Governance
Quarterly Performance Report for Q1 2016/17 completed		30/11/2016	Governance
Develop a Quarterly Progress Report for Projects to supplement the Operational Plan 2017/18 utilising the Corporate Performance Management system.		30/12/2016	Governance
Review and update TCC Enterprise Wide Risk Management Framework		30/12/2016	Governance
Develop a Legislative Compliance Framework		31/12/2016	Governance
Quarterly Performance Report for Q2 2016/17 completed		28/02/2017	Governance
Complete annual review of Corporate Plan by March 2017.		30/03/2017	Governance
Quarterly Performance Report for Q3 2016/17 completed		31/05/2017	Governance
2017/18 Operational Plan developed and adopted by council		30/06/2017	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 2016/17 >>

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 >>			\$333
	\$000		\$000
Operating Revenue	0	Operating Expense	333
Capital Revenue	0	Capital Works	0

Measure	Target	Milestone	Responsible Section
100% Completion of Councils Annual Internal Audit Plan	100%		Internal Audit
Present the Internal Audit Plan to Audit Committee Quarter 1		30/09/2016	Internal Audit
Present the Internal Audit Plan to Audit Committee Quarter 2		31/12/2016	Internal Audit
Present the Internal Audit Plan to Audit Committee Quarter 3		31/03/2017	Internal Audit
Present the Internal Audit Plan to Audit Committee Quarter 4		30/06/2017	Internal Audit

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 2016/17 >>

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 >>			\$1,397
	\$000		\$000
Operating Revenue	1,269	Operating Expense	1,397
Capital Revenue	0	Capital Works	0

Measure	Target	Milestone	Responsible Section
80% external customer satisfaction with Legal services	80%		Corporate Governance
85% internal customer satisfaction with Legal Services	85%		Corporate Governance
Develop a legal service catalogue document		30/09/2016	Corporate Governance
Develop process maps and fact sheets in relation to the Acquisition of Land Act		30/09/2016	Corporate Governance
Annual review of organisation wide legal requirements		31/10/2016	Corporate Governance
Develop and implement an advice management process, standards and reporting		31/03/2017	Corporate Governance



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 2016/17 >>

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 >>			\$416
	\$000		\$000
Operating Revenue	0	Operating Expense	416
Capital Revenue	0	Capital Works	0

Measure	Target	Milestone	Responsible Section
90% successful pickup of media releases issued	90%		Corporate Governance

Service >>	Information Communication Technology	
Service Budget Summary >>		
	Total \$000	
Operating Revenue	23,040	
Operating Expense	23,522	
Capital Revenue	0	
Capital Works	4,986	
Contributed Assets	0	

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 2016/17 >>

Design develop and implementation of Enterprise Resource Planning solutions aligned with Infrastructure Architecture Strategy and other KM strategies (e.g. ERP strategy)

Programme Expenditu	re budget \$000 >>		\$1,993
	\$000		\$000
Operating Revenue	0	Operating Expense	0
Capital Revenue	0	Capital Works	1,993

Measure	Target	Milestone	Responsible Section
PRIMA Project Completion		30/12/2016	Knowledge Management
ECM Legacy System upgrade to 4.3		30/06/2017	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 2016/17 >>

Design and implementation of ICT infrastructure aligned with the Infrastructure Architecture Strategy. This includes other strategies that have an Infrastructure Layer requirement.

Programme Expenditu	re budget \$000 >>		\$2,994
	\$000		\$000
Operating Revenue	1	Operating Expense	1
Capital Revenue	0	Capital Works	2,993

Measure	Target	Milestone	Responsible Section
Office 365 Organisational Deployment as per the CLoud19 Strategy		30/06/2017	Knowledge Management
Active Directory remediation phase 2c and 2d implementation		30/06/2017	Knowledge Management
Managed Network Management Implementation as part of Cloud19 Strategy		30/06/2017	Knowledge Management

Measure	Target	Milestone	Responsible Section
Managed Security Service Implementation as part of Cloud19 Strategy		30/06/2017	Knowledge Management
Network Security Vulnerability and Penetration Testing remediation		30/06/2017	Knowledge Management
Provision of Cloud Firewall Services implementation as part of Cloud19 Strategy		30/06/2017	Knowledge Management
Smart CCTV Infrastructure Design and Implementation		30/06/2017	Knowledge Management
Telco Data and mobile exchange over implementation as part of Cloud19 Strategy		30/06/2017	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 2016/17 >>

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

Programme Expenditure budget \$000 >>			\$7,741
	\$000		\$000
Operating Revenue	7,499	Operating Expense	7,741
Capital Revenue	0	Capital Works	0

Measure	Target	Milestone	Responsible Section
100% of Priority Planning Correspondence turned around within 3 hours	100%		Knowledge Management
95% of Name and Address Register exception report elements processed within 5 business days	95%		Knowledge Management
99% availability of enterprise systems consistent with the Knowledge Management Department service framework	99%		Knowledge Management
Undertake Annual ICT Asset Stocktake		28/04/2017	Knowledge Management
ECM Classification Merge Project		31/05/2017	Knowledge Management
Mobile Device Management Implementation		30/12/2017	Knowledge Management
Outsource Outgoing Mail Processing to Australia Post		30/06/2018	Knowledge Management

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 2016/17 >>

Formulation of Knowledge Management Strategy and Organisational Design aligned with Corporate Strategic Objectives Foster innovation and technology capacity within Council to drive organisational efficiencies Lead the development of innovative strategies, through strategic analysis, planning, research and development Strategic customer and vendor relationship management

Programme Expenditure budget \$000 >>			\$1,275
	\$000		\$000
Operating Revenue	1,214	Operating Expense	1,275
Capital Revenue	0	Capital Works	0

Measure	Target	Milestone	Responsible Section
Cloud19 Strategy - Security Incident and Event Management (SIEM) Strategy		31/03/2017	Knowledge Management
Development of Strategic Recordkeeping Implementation Plan 2017-2020		31/03/2017	Knowledge Management
Review of Spatial 3D Modelling and Visualisation Strategy		31/03/2017	Knowledge Management
Cloud19 Strategy - Business Case and Design for Data Center as a Service (DCaaS)		30/06/2017	Knowledge Management
Cloud19 Strategy - Business Case and Design for Migrating ERP Environments to the Cloud		30/06/2017	Knowledge Management
Development of CCTV Strategy		30/06/2017	Knowledge Management
Digital Signatures Solution (SaaS or Cosign Upgrade)		30/06/2017	Knowledge Management

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 2016/17 >>

Programme >>

This is done through controlled change management process to minimise the business disruption at all stages of the change lifecycle from assessing the need for services change, to testing, to actual deployment. Transition and translation of knowledge management strategy into business outcomes, through building and deploying new and

modified services to the business community of TCC. These services are then transferred over to Service Operations for Maintenance

Programme Expenditure budget \$000 >> \$			\$6,403
	\$000		\$000
Operating Revenue	6,315	Operating Expense	6,403
Capital Revenue	0	Capital Works	0

Measure	Target	Milestone	Responsible Section
Aerial Photography and LIDAR Capture to deliver the approved strategy		23/12/2016	Knowledge Management
CES Annual upgrade to include the AiCE replacement with IPO		30/12/2016	Knowledge Management
Growth Model Development and migration to corporate tools		31/03/2017	Knowledge Management
GIS viewer (Dekho) Replacement with GeoCortex		30/06/2017	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 2016/17 >>

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

Programme Expenditure budget \$000 >>			\$8,102
	\$000		\$000
Operating Revenue	8,012	Operating Expense	8,102
Capital Revenue	0	Capital Works	0

Measure	Target	Milestone	Responsible Section
95% asset reconciliation between Financial and Operational Asset Register	95%		Knowledge Management
Development of Knowledge Management Governance Framework		30/06/2017	Knowledge Management
Implement Business Process Improvement Framework		30/06/2017	Knowledge Management
Implementation of the approved renewed AMP for all classes		30/06/2017	Knowledge Management
Review and approve a KM renewed AMP for all classes		30/11/2017	Knowledge Management



Service >>	Laboratory Services	
Service Budget Summary >>		
		Total \$000
Operating Revenue		3,366
Operating Expense		2,151
Capital Revenue		0
Capital Works		227
Contributed Assets		0

Programme >> TWW Laboratory Services

This Programme delivers on our Corporate Plan Strategy >>

1.5 Provide and maintain water and sewage infrastructure to ensure a functioning network

What we want to achieve in 2016/17 >>

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

Programme Expenditure budget \$000 >>			\$2,379
	\$000		
Operating Revenue	3,366	Operating Expense	2,151
Capital Revenue	0	Capital Works	227

Measure	Target	Milestone	Responsible Section
Achieve 95% compliance with defined timeframes for issuing analysis reports.	95%		Utility Services
Achieve budgeted annual operating revenue, within a 5% variance.	100%		Utility Services



Service >>	People	
Service Budget Summary >>		
		Total \$000
Operating Revenue		9,385
Operating Expense		9,723
Capital Revenue		0
Capital Works		0
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 2016/17 >>

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 >>			\$2,236
	\$000		\$000
Operating Revenue	2,191	Operating Expense	2,236
Capital Revenue	0	Capital Works	0

Measure	Target	Milestone	Responsible Section
80% of targeted staff within the organisation undertakes identified management leadership development programs.	80%		Leadership & Capability
Implementation of an Achievement Planning Action Plan		30/06/2017	Leadership & Capability
Transfer of learning framework methodologies developed and piloted.		30/06/2017	Leadership & Capability

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 2016/17 >>

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 >>			\$1,711
	\$000		\$000
Operating Revenue	1,674	Operating Expense	1,711
Capital Revenue	0	Capital Works	0

Measure	Target	Milestone	Responsible Section
Conduct 3 Health and Safety Champion Team meetings	3		HR - People Performance
Implement TCC Safety Risk Management Framework		30/06/2017	Health,Safety & Wellbeing

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 2016/17 >>

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

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

This programme has no reportable measures.



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 2016/17 >>

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 >> \$92			
	\$000		\$000
Operating Revenue	91	Operating Expense	92
Capital Revenue	0	Capital Works	0

Measure	Target	Milestone	Responsible Section
Conduct NAIDOC employee event		30/09/2016	People Performance Services
Conduct Employee Expo		31/12/2016	People Performance Services
Develop Gender Equity in Employment Strategy		31/12/2016	People Performance Services
Community Engagement - Careers in Council		30/06/2017	People Performance Services

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 2016/17 >>

Develop and implement a range of Health and Wellbeing initiatives aimed at improving employee physical and psychological functioning and capacity in the workplace

Ensure Health and Wellbeing strategies are aimed at addressing key health issues identified for the organisation in the short term (1 to 3 years) and assist in reducing injury related costs and absenteeism in the long term (3 to 5 years)

Programme Expenditure budget \$000 >>			\$690
	\$000		\$000
Operating Revenue	712	Operating Expense	690
Capital Revenue	0	Capital Works	0

Measure	Target	Milestone	Responsible Section
Implement new Employee Assistance Program contract		30/06/2017	Health,Safety & Wellbeing
Undertake Staff Health and Wellbeing Questionnaire		30/06/2017	Health,Safety & Wellbeing

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 2016/17 >>

Plan & implement project to migrate the Figtree application (TCC Workers' Compensation) to new software in a hosted (cloud) environment and interface to TCC's internal systems as per agreed schedule Provide a streamlined standard suite of HR management & analytic reports to meet customers' expectations, requirements and schedule, within the constraints of available resources & tool set.

Programme Expenditure budget \$000 >>			\$229
	\$000		\$000
Operating Revenue	244	Operating Expense	229
Capital Revenue	0	Capital Works	0

Measure	Target	Milestone	Responsible Section
Implement a new Workers' Compensation Information system in accordance with agreed schedule		30/06/2017	Health,Safety & Wellbeing

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 2016/17 >>

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 >> \$3,			\$3,402
	\$000		\$000
Operating Revenue	3,094	Operating Expense	3,402
Capital Revenue	0	Capital Works	0

Measure	Target	Milestone	Responsible Section
85% of Position Descriptions evaluated in 27 working days	85%		People Performance Services
90% recruitment campaigns completed within standard	90%		People Performance Services
Payroll accuracy maintained at > 99%	99%		People Performance Services
Annual remuneration increment audits conducted		30/06/2017	People Performance Services
Certify new Enterprise Bargaining Agreement		31/12/2017	People Performance Services
Develop Remuneration Strategy		31/12/2017	People Performance Services

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 2016/17 >>

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 >>			\$64
	\$000		\$000
Operating Revenue	65	Operating Expense	64
Capital Revenue	0	Capital Works	0

Measure	Target	Milestone	Responsible Section
Conduct Annual Long Service Ceremony to recognise staff contribution		31/12/2016	People Performance Services
Review Recognition and Reward program		31/12/2017	People Performance Services

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 2016/17 >>

Provision of an effective Workers' Compensation insurance model which meets legislative and organisational requirements

Programme Expenditure budget \$000 >>			\$1,298
	\$000		\$000
Operating Revenue	1,314	Operating Expense	1,298
Capital Revenue	0	Capital Works	0

Measure	Target	Milestone	Responsible Section
Achieve low-performance risk ratings each quarter	100%		Health,Safety & Wellbeing
Upgrade Workers' Compensation Claims System		30/06/2017	Health,Safety & Wellbeing



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 2016/17 >>

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 Expenditu	re budget \$000 >>		\$
	\$000		\$000
Operating Revenue		Operating Expense	
Capital Revenue		Capital Works	
		·	

Measure	Target	Milestone	Responsible Section
Complete Labour Demand Planning for the future workforce (1- 3 year)		14/11/2016	HR - People Performance
Complete Labour Supply Planning to identify critical workforce resourcing gaps (1-3 year)		14/11/2016	HR - People Performance
Complete Labour Sustainability Planning to address critical changes in the workforce composition (5-10 year)		14/11/2016	HR - People Performance
Approval of Strategic Workforce Plan by EMT		20/01/2017	HR - People Performance
Strategic Workforce Planning Modelling		30/06/2017	HR - People Performance



Service >>	Trade Services	
Service Budget Sum	mary >>	
		Total \$000
Operating Revenue		3,579
Operating Expense		5,508
Capital Revenue		0
Capital Works		0
Contributed Assets		0

Programme >> TWW – Trade Services

This Programme delivers on our Corporate Plan Strategy >>

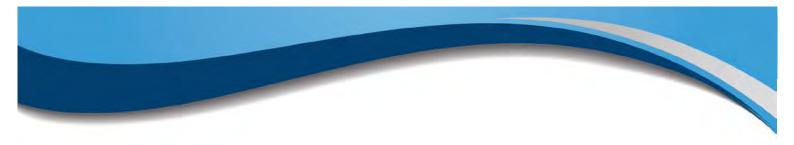
1.5 Provide and maintain water and sewage infrastructure to ensure a functioning network

What we want to achieve in 2016/17 >>

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

Programme Expenditure budget \$000 >>			\$5,508
	\$000		\$000
Operating Revenue	3,579	Operating Expense	5,508
Capital Revenue	0	Capital Works	0

Measure	Target	Milestone	Responsible Section
90% satisfaction rating in two monthly customer survey for work quality.	90%		Trade Services
Complete 90% of electrical preventative maintenance on time per quarter.	90%		Trade Services
Complete 90% of fitters preventative maintenance on time per quarter.	90%		Trade Services
Complete 90% of instrument preventative maintenance on time per quarter.	90%		Trade Services
Maintain 100% SCADA uptime.	100%		Trade Services
Maintain telemetry with uptime of 95% availability, averaged across all sites.	95%		Trade Services
Deliver 100% of electrical and mechanical pump station renewals in accordance with the approved program.		30/06/2017	Trade Services
Deliver 100% of electrical and mechanical sewage treatment plant renewals in accordance with the approved program.		30/06/2017	Trade Services



Core Service >>	Environment and Sustainability	
Core Service Budget	Summary >>	
		otal 000
Operating Revenue		40
Operating Expense	5,7	786
Capital Revenue		0
Capital Works		0
Contributed Assets		0
Services >>		

Environmental & Natural Resource Mgmt Environmental & Sustainability Services Sustainability Services

Environmental & Natural Resource Mgmt

Service Budget Sum	mary >>
	Total \$000
Operating Revenue	21
Operating Expense	3,057
Capital Revenue	0
Capital Works	0
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 2016/17 >>

Service >>

Engagement and coordination with other land managers, government agencies and the community for bushfire management Identifying actions and implementing programs to mitigate bushfire risk on council land

Programme Expenditure budget \$000 >> \$			\$156
\$000			
Operating Revenue	14	Operating Expense	156
Capital Revenue	0	Capital Works	0

Measure	Target	Milestone	Responsible Section
Bushfire Management Meetings (pre and post season) are reported to Local Disaster Management Group		30/06/2017	Integrated Sustainability
Implementation of the Annual Integrated Sustainability Services bushfire mitigation program		30/06/2017	Integrated Sustainability
Partner with other organisations on bushfire management		30/06/2017	Integrated Sustainability

Programme >> Coastal 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 2016/17 >>

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 >>			\$309
	\$000		\$000
Operating Revenue	0	Operating Expense	309
Capital Revenue	0	Capital Works	0

Measure	Target	Milestone	Responsible Section
Build and maintain 6 collaborative relationships with relevant external agencies in support of on-ground activities for coastal management	6		Integrated Sustainability
Complete the annual Rowes Bay sand renourishment program		30/06/2017	Integrated Sustainability
Implement planned annual coastal management on ground works		30/06/2017	Integrated Sustainability

Programme >>	Environmental Education Awareness
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This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2016/17 >>

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 >>			\$231
	\$000		\$000
Operating Revenue	7	Operating Expense	231
Capital Revenue	0	Capital Works	0

Measure	Target	Milestone	Responsible Section
Deliver 10 environmental education activities throughout the year	10		Integrated Sustainability
Host 8 community NRM activities throughout the year	8		Integrated Sustainability
Provide Council support for Clean Up Australia Day		30/06/2017	Integrated Sustainability
Provide Council support for the Townsville National Tree Day		30/06/2017	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 2016/17 >>

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 >>			\$424
	\$000		\$000
Operating Revenue	0	Operating Expense	424
Capital Revenue	0	Capital Works	0

Measure	Target	Milestone	Responsible Section
Coordinate council's Integrated Energy and Carbon Management Leadership Group through monthly meetings	12		Integrated Sustainability
Support 4 major internal sustainability initiatives	4		Integrated Sustainability
Implement planned annual sediment basins management Progress Councils Integrated Environmental Management System		30/06/2017	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 2016/17 >>

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 >>			\$408
	\$000		\$000
Operating Revenue	0	Operating Expense	408
Capital Revenue	0	Capital Works	0

Measure	Target	Milestone	Responsible Section
30 Property Pest Management Plans current	30		Integrated Sustainability
Conduct 12 inspections and control of Sagittaria in the Ross River	12		Integrated Sustainability
Participate in four pest management collaborations	4		Integrated Sustainability
Complete Thunbergia (pest weed) Program on Magnetic Island		30/06/2017	Integrated Sustainability
Develop Townsville Biosecurity Plan (previously Pest Management Plan)		30/06/2017	Integrated Sustainability
Establish a network of landholders and partner agencies to increase awareness and capacity for pest plant and animal management		30/06/2017	Integrated Sustainability

Measure	Target	Milestone	Responsible Section
Investigate and report on opportunities to improve pest mapping and NRM technology integration		30/06/2017	Integrated Sustainability
Plan and implement council's annual wild dog management program		30/06/2017	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 2016/17 >>

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 >>			\$1,529
	\$000		
Operating Revenue	0	Operating Expense	1,529
Capital Revenue	0	Capital Works	0

Measure	Target	Milestone	Responsible Section
Attend 8 weed blitzes per year	8		Integrated Sustainability
Attend and contribute to 4 council wide promotional activities (eg. FOGS, Career Expo)	4		Integrated Sustainability
Conduct 2 environmental educational training days with community groups and/or non-government organisations	2		Integrated Sustainability
Conduct 25 Litter Pickups from natural areas throughout the year	25		Integrated Sustainability
Implement Landcare and community natural resource management initiatives through support and collaboration with community NRM Groups for 12 sites	12		Integrated Sustainability
Investigate and respond to 100% of community service requests for on ground Natural Resource Management within designated timeframes	100%		Integrated Sustainability
Revegetate with 1,000 native plants across Townsville	1,000		Integrated Sustainability
Support two biosecurity operations throughout the year	2		Integrated Sustainability

Service Budget Summ	nary >>
	Total \$000
Operating Revenue	0
Operating Expense	1,193
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

Environmental & Sustainability Services

What we want to achieve in 2016/17 >>

Service >>

Cross departmental, council and community integration of sustainability initiatives Integration of the Smart City (sustainability hub) program Progress Councils Integrated Environmental Management System Provide business analysis and support of Integrated Sustainability Services departmental operations

Programme Expenditure budget \$000 >>			\$957
\$000			
Operating Revenue	0	Operating Expense	957
Capital Revenue	0	Capital Works	0

Measure	Target	Milestone	Responsible Section
100% of all ISS portable and attractive items to be reviewed and entered into the CES system	100%		Departmental Operations & Support
85% of customer enquiries received by the property and rating system are resolved within their allocated service standard time frame	85%		Integrated Sustainability
95% of all requisitions are raised before work is undertaken or goods received	95%		Integrated Sustainability
Operations and Support to develop 90% of quick add profiles and reference files for record keeping	90%		Departmental Operations & Support

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 2016/17 >>

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 >>			\$236
\$000			
Operating Revenue	0	Operating Expense	236
Capital Revenue	0	Capital Works	0

Measure	Target	Milestone	Responsible Section
Collate quarterly environmental data reporting for the IEMS Coordination Meeting	4		Integrated Sustainability
Progress Councils Integrated Environmental Management System through quarterly coordination meetings	4		Integrated Sustainability
Complete the Environmental Risk Survey and Gap Analysis Report		31/07/2016	Integrated Sustainability
Deliver the Annual Environmental Performance Report for TCC 2016		31/03/2017	Integrated Sustainability



Service >>	Sustainability Services	
Service Budget Summary >>		
		Total \$000
Operating Revenue		19
Operating Expense		1,535
Capital Revenue		0
Capital Works		0
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 2016/17 >>

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 >>			\$815
	\$000		
Operating Revenue	0	Operating Expense	815
Capital Revenue	0	Capital Works	0

Measure	Target	Milestone	Responsible Section
Build and foster four energy related sustainability innovation partnerships.	4		Integrated Sustainability
Deploy four collaborative internet of things networks for community/industry based capacity building for Smart City integration and involvement as part of TCC Energy and Resource Management Framework (ERMF) and Smart Buildings Trials	4		Integrated Sustainability
Develop / install two physical / digital learnscapes as part of Townsville CBD Smart Infrastructure and Sustainable Energy Framework linking with Waterfront Priority Development Area (PDA) and CBD Activation Strategy.	2		Integrated Sustainability
Facilitate ten community / industry capacity building workshops / activities for energy sustainability and resilience and climate change adaptation	10		Integrated Sustainability
Facilitate twenty community / industry based energy efficiency education activities.	20		Integrated Sustainability
Implement Rowes Bay Sensory Project Year 1.		30/06/2017	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 2016/17 >>

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.

Implementation 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 >>			\$520
	\$000		\$000
Operating Revenue	19	Operating Expense	520
Capital Revenue	0	Capital Works	0

Measure	Target	Milestone	Responsible Section
Deliver 4 stormwater quality management training packages to industry	4		Integrated Sustainability
Deploy 10 low cost water quality monitoring and visualisation buoys to aid in assessment management of urban water bodies.	10		Integrated Sustainability
Maintain the Creek to Coral partnership through attendance at four collaboration workshops and partnerships meetings	4		Integrated Sustainability
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
Annual update for the Reef Guardian Action Plan produced		31/10/2016	Integrated Sustainability
Develop a mobile reporting platform for reducing urban runoff through leak notifications and work flow management		30/06/2017	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 2016/17 >>

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 >>			\$199	
\$000				
Operating Revenue	0	Operating Expense	199	
Capital Revenue	0	Capital Works	0	

Measure	Target	Milestone	Responsible Section
Conduct four environmental sustainability key educational activities at the Rowes Bay Sustainability Centre by 30 June 2017	4		Integrated Sustainability

Measure	Target	Milestone	Responsible Section
Conduct Rowes Bay sustainability visits for 1,500 students, adults and professionals by 30 June 2017	1,500		Integrated Sustainability
Engage 25 schools and or community groups in environmental sustainability activities by 30 June 2017	25		Integrated Sustainability
Produce eight thematic communication materials and activities by 30 June 2017	8		Integrated Sustainability
Support five education activities or events that utilise the Sustainability Learnscape without direct officer involvement (passive education)	5		Integrated Sustainability



Core Service >>	Planning and Development
Core Service Budget	Summary >>
	Total \$000
Operating Revenue	9,566
Operating Expense	20,484
Capital Revenue	0
Capital Works	0
Contributed Assets	0
Services >>	

Urban Planning/Built Environment

2016-17 Operational Plan and Budget for adoption 06 July 2016

Service >>	Urban Planning/Built Environment	
Service Budget Summary >>		
	Total \$000	
Operating Revenue	9,566	
Operating Expense	20,484	
Capital Revenue	0	
Capital Works	0	
Contributed Assets	0	

Business Support-Urban Planning/Built Environment Programme >>

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 2016/17 >>

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 >>			\$2,286	
\$000				
Operating Revenue	321	Operating Expense	2,286	
Capital Revenue	0	Capital Works	0	

Measure	Target	Milestone	Responsible Section
100% of Right to Information requests referred to Planning & Development Division will be actioned within agreed timeframes	100%		Development Governance
100% of the privately certified building approvals lodged are processed and available in business systems within 3 business days of lodgement with council	100%		Development Governance
90% compliance with 2 business day distribution time for planning applications to internal stakeholders	90%		Development Governance
90% of publicly available planning and building documents are available for purchase within 10 business days of request	90%		Development Governance
90% of publicly available planning and building documents are available for viewing within 5 business days of request	90%		Development Governance
90% of trusts and bonds are released to the applicant within 10 business days of complying with release requirements.	90%		Development Governance
95% of decision notices for Development Approvals made available on council's website within 5 business days of approval	95%		Development Governance
95% of valid refund requests process within 2 working days through Business and Finance	95%		Development Governance
Successful release of a customer engagement framework.		09/03/2017	Development Governance

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 2016/17 >>

Programme Expenditure budget \$000 >>			\$7,748
	\$000		\$000
Operating Revenue	3,719	Operating Expense	7,748
Capital Revenue	0	Capital Works	0

Measure	Target	Milestone	Responsible Section
80% Customer Satisfaction Rating with Development Assessment achieved throughout the year	80%		Development Assessment
Bank Guarantees Released to Applicant within 10 Business Days of request to release	10 Days		Development Assessment
Code Assessable Applications are Approved / Processed within 40 business days	40 Days		Development Assessment
Operational Works Processed within 30 business days	30 Days		Development Assessment
Survey Plans issued within 10 days of receipt of completed application	10 Days		Development Assessment

Programme >> Economic Development

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2016/17 >>

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 >>			\$3,792
	\$000		\$000
Operating Revenue	3,297	Operating Expense	3,792
Capital Revenue	0	Capital Works	0

Measure	Target	Milestone	Responsible Section
100% compliance with Council's Outdoor Dining Policy	100%		Strategic Planning
100% compliance with council's commercial premises lease agreements	100%		Strategic Planning
100% of submissions for grant and election funding developed within State and Federal Timeframes each quarter	100%		Strategic Planning
Attract 6 new major sporting events to Townsville	6		Strategic Planning
Deliver 90% agreed Sister City Economic Development outcomes during the year	90%		Strategic Planning
Develop and submit 100% of agreed State and Federal strategic policy submissions	100%		Strategic Planning

Measure	Target	Milestone	Responsible Section
Implement 100% of planned Invest Townsville Program initiatives	100%		Strategic Planning
Complete a review of how markets should operate in Townsville and develop actions with a focus on improving the Cotters Markets.		31/12/2016	Strategic Planning
Complete a review of the Townsville City Council Economic Development Plan.		31/12/2016	Strategic Planning
Create a CBD Place Makers Grants Scheme to enable businesses to partner with council to activate the CBD.		31/03/2017	Strategic Planning
Complete a design and project brief for improvements to the Magnetic Island signage to be "shovel" ready to access funding if the opportunity arises.		30/06/2017	Strategic Planning
Complete a review of the North Queensland Region of Council's Economic Development Plan		30/06/2017	Strategic Planning
Development of a digital platform and design work for expanding Visitor Information services.		30/06/2017	Strategic Planning
Monitor & review Townsville Enterprise Limited's performance quarterly against agreed service levels		30/06/2017	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 2016/17 >>

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 >>		\$2,861	
	\$000		\$000
Operating Revenue	2,190	Operating Expense	2,861
Capital Revenue	0	Capital Works	0

Measure	Target	Milestone	Responsible Section
90% of commercial plumbing and draining applications are processed within 15 business days	90%		Development Assessment
90% of customers report a satisfaction rating of good or excellent with plumbing and drainage compliance assessment services	90%		Development Assessment
90% of residential plumbing and draining applications are processed within 10 business days	90%		Development Assessment
Complete Mobility Project for Hydraulics Unit to allow full electronic mobility for inspections		31/12/2016	Development Assessment

Programme >> Strategic Land Management - Acquisition and Disposal

This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2016/17 >>

Programme Expenditu	re budget \$000 >>		\$
	\$000		\$000
Operating Revenue		Operating Expense	
Capital Revenue		Capital Works	

Measure	Target	Milestone	Responsible Section
100% compliance with the Strategic Land Management Framework functions when disposing of council land	100%		Strategic Planning
Undertake a review of council's land holdings and make recommendations on opportunities to rationalise through acquisitions and/or sales.		31/03/2017	Strategic Planning

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 2016/17 >>

Programme >>

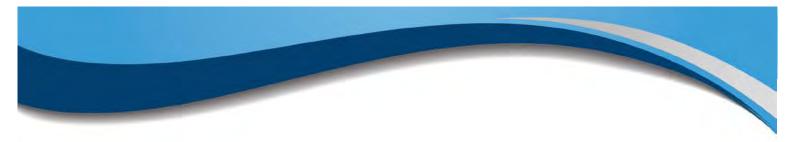
Implement and develop activation and investment attraction strategies that support the evolution of Townsville as a great place Maintain the planning scheme for the city to achieve balanced and sustainable growth and to enhance affordable living and lifestyles, environmental sustainability and economic 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 >>		\$3,798	
	\$000		\$000
Operating Revenue	39	Operating Expense	3,798
Capital Revenue	0	Capital Works	0

Measure	Target	Milestone	Responsible Section
90% Customer satisfaction rating good or excellent.	90%		Strategic Planning
Developer contribution calculators are maintained and modified quarterly to reflect infrastructure charging policy and reforms	100%		Strategic Planning
Provide advice for development applications within agreed assessment timeframes	100%		Strategic Planning
Provide architectural advice to heritage listed owners within 15 business days	100%		Strategic Planning
Respond to 90% of proposed changes to relevant state and regional policies by due dates	90%		Strategic Planning
Complete a public art strategy for consideration as a planning scheme policy.		28/02/2017	City Planning
Inclusion of heritage trail information into the Townsville Tours and Trail App.		30/03/2017	Strategic Planning
Complete 2 additional street art murals to continue to improve the amenity and vibrancy of Ogden Street		30/06/2017	Strategic Planning

Measure	Target	Milestone	Responsible Section
Complete a urban design guideline to provide guidance for developers within the Waterfront PDA to help achieve a world class destination.		30/06/2017	Strategic Planning
Complete an annual review of the Development Manual Planning Scheme Policy and Townsville City Plan to facilitate appropriate development outcomes.		30/06/2017	Strategic Planning
Develop an activation strategy for the Waterfront which may include temporary uses of under utilised spaces and low cost capital investment.		30/06/2017	Strategic Planning
Develop an implementation strategy to increase the amount of trees within the CBD.		30/06/2017	Strategic Planning
Identify and report to council on opportunities for commercial uses within public spaces to enhance lifestyle, business development and tourism.		30/06/2017	Strategic Planning
In partnership with Knowledge Management develop a Townsville Growth Model within corporate systems to complement the new Australian Statistical Geography Standard boundaries.		30/06/2017	Strategic Planning
Submit the Local Government Infrastructure Plan (LGIP) to the State Government for the final state interest check.		30/06/2017	Strategic Planning
Undertake market testing and develop a concept plan for the North Yards Rail site to address on-site safety risks and retention of high value heritage components to enable future redevelopment.		30/06/2017	Strategic Planning



Operating Revenue 15, 7 Operating Expense 139, 7 Capital Revenue 32, 5	Core Service >>	Public Infrastructure	
Operating Revenue 15, 7 Operating Expense 139, 7 Capital Revenue 32, 5	Core Service Budg	et Summary >>	
Operating Expense 139,7 Capital Revenue 32,5			Total \$000
Capital Revenue 32,6	Operating Revenue		15,102
	Operating Expense		139,701
Capital Works	Capital Revenue		32,594
Capital Works 75,8	Capital Works		75,834
Contributed Assets 12,0	Contributed Assets		12,093

Services >>

Core Service >>

Coastal Facilities Drain & Stormwater Management Open Space Management Public Infrastructure Management Roads & Transport Management

2016-17 Operational Plan and Budget for adoption 06 July 2016



Service >>	Coastal Facilities	
Service Budget Sum	mary >>	
		Total \$000
Operating Revenue		0
Operating Expense		1,350
Capital Revenue		0
Capital Works		5,003
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 2016/17 >>

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

Programme Expenditure budget \$000 >>			\$1,350
	\$000		\$000
Operating Revenue	0	Operating Expense	1,350
Capital Revenue	0	Capital Works	0

Measure	Target	Milestone	Responsible Section
80% compliance with Boat Ramp Inspection Schedule each quarter	80%		Maintenance Services
Deliver beach raking to The Strand, Pallarenda and Rowes Bay, within defined service levels. with 75 % compliance with the planned schedule	75%		Maintenance Services
Tide Gate Inspection Program Completed		01/02/2017	Maintenance Services
Annual provision of Stinger Nets for swimming enclosures		15/05/2017	Maintenance Services

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 2016/17 >>

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 >>			\$
\$000			\$000
Operating Revenue		Operating Expense	
Capital Revenue		Capital Works	

This programme has no reportable measures.



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 2016/17 >>

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

Programme Expenditu	re budget \$000 >>		\$
	\$000		\$000
Operating Revenue		Operating Expense	
Capital Revenue		Capital Works	

This programme has no reportable measures.

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 2016/17 >>

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

Programme Expenditure budget \$000 >>			\$5,003
\$000			\$000
Operating Revenue	0	Operating Expense	0
Capital Revenue	0	Capital Works	5,003

Measure	Target	Milestone	Responsible Section
Townsville Recreational Boat Park Stage 2 construction complete.		30/06/2017	Project & Asset Management

Service Budget Summary >>		
	Total \$000	
Operating Revenue	0	
Operating Expense	12,172	
Capital Revenue	4,026	
Capital Works	5,482	
Contributed Assets	4,026	

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

Drain & Stormwater Management

What we want to achieve in 2016/17 >>

Service >>

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

Programme Expenditu	re budget \$000 >>		\$962
	\$000		\$000
Operating Revenue	0	Operating Expense	962
Capital Revenue	0	Capital Works	0

Measure	Target	Milestone	Responsible Section
Floodplain Management Strategy (3rd year of 5 year project) - Continue the review of the options available for flood management scheme areas and analysis of these areas.	50%		Infrastructure Planning
Revise the Stormwater 10 year renewal program budgets		31/12/2016	Project & Asset Management
Update the Stormwater capital renewal program with identified projects for the upcoming three years		31/12/2016	Project & Asset Management
Complete scheduled underground network condition assessments		30/06/2017	Engineering Services
Flood Model Maintenance - Review and update the hydrological methods for flood modelling to align with the June 2016 updates of the Australian Rainfall and Runoff Guidelines.		30/06/2017	Engineering Services
Regional Stormwater Treatment Strategy - Progress implementation to update the development manual and create a monitoring program.		30/06/2017	Project & Asset Management
Stormwater Asset Management Plan updated and improvement strategies implemented.		30/06/2017	Project & Asset Management

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 2016/17 >>

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

Programme Expenditu	re budget \$000 >>		\$
\$000			\$000
Operating Revenue		Operating Expense	
Capital Revenue		Capital Works	

This programme has no reportable measures.

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 2016/17 >>

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

Programme Expenditure budget \$000 >> \$44			\$447
\$000			
Operating Revenue	0	Operating Expense	447
Capital Revenue	0	Capital Works	0

Measure	Target	Milestone	Responsible Section
90% of all Drains and Stormwater investigation tasks received completed within allocated timeframes	90%		Technical Services
Identify and prioritise future Drains and Stormwater new and upgrade projects for financial years 18/19, 19/20, 20/21, 21/22.		30/06/2017	Technical 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 2016/17 >>

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

Programme Expenditu	re budget \$000 >>		\$
	\$000		\$000
Operating Revenue		Operating Expense	
Capital Revenue		Capital Works	

This programme has no reportable measures.

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 2016/17 >>

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

Programme Expenditure budget \$000 >>			\$10,711
	\$000		\$000
Operating Revenue	0	Operating Expense	10,711
Capital Revenue	0	Capital Works	0

Measure	Target	Milestone	Responsible Section
Maintenance Services to achieve 80% capture of asset on operational work order	80%		Maintenance Services
Commence the development of metrics for stormwater drainage operations		01/02/2017	Maintenance Services
Flood pump inspection program completed		01/02/2017	Maintenance Services

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 2016/17 >>

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 >> \$			\$5,535
	\$000		\$000
Operating Revenue	0	Operating Expense	53
Capital Revenue	4,026	Capital Works	5,482

Measure	Target	Milestone	Responsible Section
80% of the 2016/17 Stormwater Drainage capital works program designs completed.		30/09/2016	Project & Asset Management
10 year Stormwater Drainage Capital Plan updated		31/12/2016	Project & Asset Management
90% of the 17/18 Stormwater Drainage capital program scopes documented and approved		27/01/2017	Project & Asset Management
75% of the 2017/18 Stormwater Drainage capital program designs complete		30/06/2017	Project & Asset Management
90% of the approved 2016/17 Stormwater capital construction programs complete		30/06/2017	Project & Asset Management



Service >>	Open Space management	
Service Budget Summary >>		
		Total \$000
Operating Revenue		75
Operating Expense		40,106
Capital Revenue		5,650
Capital Works		12,922
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 2016/17 >>

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

Programme Expenditure budget \$000 >> \$			\$645
\$000			\$000
Operating Revenue	0	Operating Expense	645
Capital Revenue	0	Capital Works	0

Measure	Target	Milestone	Responsible Section
Revise Open Space 10 year renewal program budgets		31/12/2016	Project & Asset Management
Update the Open Space capital renewal program with identified projects for the upcoming three years		31/12/2016	Project & Asset Management
Open Space Asset Management Plan updated and improvement strategies implemented.		30/06/2017	Project & Asset Management

Programme >>	Emergent Open Spaces
This Programme deli	vers 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 2016/17 >>

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 >>			
	\$000		\$000
Operating Revenue		Operating Expense	
Capital Revenue		Capital Works	

This programme has no reportable measures.



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 2016/17 >>

Provision of high level technical advice to council and its stakeholders on issues pertaining to open space issues.

Programme Expenditu	re budget \$000 >>		\$606
	\$000		\$000
Operating Revenue	0	Operating Expense	606
Capital Revenue	0	Capital Works	0

Measure	Target	Milestone	Responsible Section
90% of all Open Space investigation tasks received completed within allocated timeframes.	90%		Technical Services
Identify and prioritise future Open Space (including irrigation) new and upgrade projects for financial years 18/19, 19/20, 20/21, 21/22.		30/06/2017	Technical Services

Open Space Maintenance

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 2016/17 >>

Programme >>

Maintain parks and open spaces to ensure functionality within the community

Programme Expenditure budget \$000 >> \$38,80			\$38,806
	\$000		\$000
Operating Revenue	75	Operating Expense	38,806
Capital Revenue	0	Capital Works	0

Measure	Target	Milestone	Responsible Section
60% implementation of new scheduled works management system within open space	60%		Maintenance Services
95% compliance on water quality testing at the Strand Water Park	95%		Maintenance Services
Develop 60% of catalogue of plant species at council's Botanical Gardens	60%		Maintenance Services
Commence the development metrics for open space operations		31/12/2016	Maintenance Services
Playground inspection programme completed		01/02/2017	Maintenance Services
Conduct coconut tree denutting on the Strand three times throughout the year		30/06/2017	Maintenance Services
Develop new contract for open space and handover to replace existing		30/06/2017	Maintenance Services

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 2016/17 >>

Renewal of open space assets to maintain or improve the level of service Upgrade of open space network to improve the level of service and ensure a functioning stormwater network

Programme Expenditure budget \$000 >> \$9,6			\$9,695
	\$000		\$000
Operating Revenue	0	Operating Expense	49
Capital Revenue	4,012	Capital Works	9,646

Measure	Target	Milestone	Responsible Section
80% of the 2016/17 Open Space capital works program designs completed.		30/09/2016	Project & Asset Management
Update the 10 year Open Space Capital Plan		31/12/2016	Project & Asset Management
90% of the 17/18 Stormwater Drainage capital program scopes documented and approved		27/01/2017	Project & Asset Management
75% of the 2017/18 Open space capital program designs complete		30/06/2017	Project & Asset Management
90% of the approved 2016/17 Open Space capital construction programs complete		30/06/2017	Project & Asset Management

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 2016/17 >>

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

This programme has no reportable measures.



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 2016/17 >>

Programme Expenditure budget \$000 >>			\$3,276
	\$000		
Operating Revenue	0	Operating Expense	0
Capital Revenue	1,638	Capital Works	3,276

Measure	Target	Milestone	Responsible Section
Completion of the design for the Promenade Boardwalk by 30 November 2016.		31/12/2016	Engineering Services

Service >>	Public Infrastructure Management			
Service Budget Summary >>				
		Total \$000		
Operating Revenue		7,815		
Operating Expense		24,954		
Capital Revenue		0		
Capital Works		0		
Contributed Assets		0		

Programme >> **Engineering Services 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 2016/17 >>

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

Programme Expenditure budget \$000 >>			\$8,363
	\$000		\$000
Operating Revenue	1,578	Operating Expense	8,363
Capital Revenue	0	Capital Works	0

Measure	Target	Milestone	Responsible Section
Implementation of Project Management improvement strategies identified by the Project Management Steering Group.		30/06/2017	Project & Asset Management

Maintenance Services Programme >>

This Programme delivers on our Corporate Plan Strategy >>

4.2 Deliver best value customer service to our community

What we want to achieve in 2016/17 >>

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

Programme Expenditure budget \$000 >> \$16,591			
	\$000		
Operating Revenue	6,238	Operating Expense	16,591
Capital Revenue	0	Capital Works	0

Measure	Target	Milestone	Responsible Section
85% satisfaction with Maintenance Services through Satisfaction Survey	85%		Maintenance Services
Progression of Works Management roll out including implementation of functional areas being RMPC, Rural Roads and Tree Management		30/06/2017	Maintenance Services

Service >>	Roads & Transport Management
Service Budget Sum	nary >>
	Total \$000
Operating Revenue	7,212
Operating Expense	61,121
Capital Revenue	22,918
Capital Works	52,427
Contributed Assets	8,067

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 2016/17 >>

Provision of maintenance to ensure clean, safe and functional amenities

Programme Expenditure budget \$000 >>			\$7,057
	\$000		\$000
Operating Revenue	0	Operating Expense	7,057
Capital Revenue	0	Capital Works	0

Measure	Target	Milestone	Responsible Section
Deliver 75% of amenity maintenance within defined service target timeframes and schedules	75%		Maintenance Services
All bus shelter cleaning to be conducted once a year		30/06/2017	Maintenance Services

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 2016/17 >>

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

Programme Expenditu	re budget \$000 >>		\$784
	\$000		\$000
Operating Revenue	238	Operating Expense	784
Capital Revenue	0	Capital Works	0

Measure	Target	Milestone	Responsible Section
Strategic Traffic Model - Develop micro-simulation traffic models across Townsville to determine efficiencies in strategic road planning.	50%		Infrastructure Planning
Traffic Generation - Undertake intersection counts to align with census data and assist in traffic model calibration.	50%		Infrastructure Planning
Complete off street carpark network condition assessment.		31/12/2016	Engineering Services

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Measure	Target	Milestone	Responsible Section
National Super Tuesday Bike Count - Participation in count to assist with demand analysis and planning of bike networks.		31/12/2016	Project & Asset Management
Revise Transport 10 year renewal program budgets.		31/12/2016	Project & Asset Management
Update the Transport capital renewal program with identified projects for the upcoming three years		31/12/2016	Project & Asset Management
Complete Pathway full network condition assessment.		30/06/2017	Engineering Services
Traffic Generation - Undertake 50% traffic counts of major traffic generators to align with census data and assist in traffic model calibration.		30/06/2017	Project & Asset Management
Transport Asset Management Plan updated and improvement strategies implemented.		30/06/2017	Project & Asset Management

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 2016/17 >>

Programme >>

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 >> \$2			\$2,451
	\$000		\$000
Operating Revenue	0	Operating Expense	0
Capital Revenue	0	Capital Works	2,450

Measure	Target	Milestone	Responsible Section
CBD Utilities community update issued bi-monthly	6		Engineering Services
Zero environmental incidents at the CBD Utilities Upgrade Project construction sites.	0		Engineering Services
Zero Lost Time Injuries at the CBD Utilities Upgrade Project construction sites.	0		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 2016/17 >>

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

This programme has no reportable measures.



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 2016/17 >>

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

Programme Expenditure budget \$000 >>			\$200
	\$000		\$000
Operating Revenue	0	Operating Expense	0
Capital Revenue	181	Capital Works	200

Measure	Target	Milestone	Responsible Section
Finalise construction project and defects liability period by 31 March 2017.		31/03/2017	Engineering Services

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 2016/17 >>

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

Programme Expenditure budget \$000 >> \$1			\$1,841
	\$000		\$000
Operating Revenue	2,025	Operating Expense	1,841
Capital Revenue	0	Capital Works	0

Measure	Target	Milestone	Responsible Section
Achieve 80% compliance on Road Maintenance Performance Contract (RMPC) Audit Report throughout the year	80%		Maintenance Services

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 2016/17 >>

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

Programme Expenditu	re budget \$000 >>		\$
	\$000		\$000
Operating Revenue		Operating Expense	
Capital Revenue		Capital Works	

This programme has no reportable measures.



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 2016/17 >>

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 >>			\$1,539
	\$000		\$000
Operating Revenue	0	Operating Expense	1,539
Capital Revenue	0	Capital Works	0

Measure	Target	Milestone	Responsible Section
90% of all Roads and Transport investigation tasks received completed within allocated timeframes	90%		Technical Services
Identify and prioritise future Roads and Transport new and upgrade projects for financial years 18/19, 19/20, 20/21, 21/22.		30/06/2017	Technical Services

Programme >> North Shore Boulevard Duplication

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 2016/17 >>

As part of the North Shore development within the suburb of Burdell, council entered into an Infrastructure Agreement with developer Stockland Development Pty Ltd in 2007. The agreement obligates council to commence detailed design and construction planning of the duplication of the section of North Shore Boulevard once volumes reach a set level. In accordance with the infrastructure agreement, traffic counts have triggered further investigation into this project with intent to commence design.

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

Measure	Target	Milestone	Responsible Section
Detailed design for the duplication of North Shore Boulevard completed by the 30 September 2016.		30/09/2016	Engineering Services
Monitor traffic volumes / counts at least once per year on North Shore Boulevard.		30/06/2017	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 2016/17 >>

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

Programme Expenditure budget \$000 >>				\$276
	\$000			\$000
Operating Revenue	236	Operating	Expense	276
Capital Revenue	0	Capital Wo	rks	0
Measure		Target	Milestone	Responsible Section
Parking meter downtime	for off street parking less than 10%	10%		Maintenance Services

Programme >>	On Street Parking
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This Programme delivers on our Corporate Plan Strategy >>

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

What we want to achieve in 2016/17 >>

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

Programme Expenditure budget \$000 >>			\$355
	\$000		\$000
Operating Revenue	1,759	Operating Expense	355
Capital Revenue	0	Capital Works	0

Measure	Target	Milestone	Responsible Section
Parking meter downtime for on street parking less than 10%	10%		Maintenance Services

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 2016/17 >>

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 >> \$			
	\$000		\$000
Operating Revenue		Operating Expense	
Capital Revenue		Capital Works	

This programme has no reportable measures.

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 2016/17 >>

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 >>			\$50,132
	\$000		\$000
Operating Revenue	4	Operating Expense	356
Capital Revenue	22,737	Capital Works	49,776

Measure	Target	Milestone	Responsible Section
80% of the 2016/17 Roads capital works program designs completed.		30/09/2016	Project & Asset Management
10 year Roads and Transport Capital Plan updated		31/12/2016	Project & Asset Management
80% of the roads preventive maintenance program (Overlays and re-seals) budget spent		31/12/2016	Project & Asset Management
90% of the 17/18 Roads capital program scopes documented and approved		27/01/2017	Project & Asset Management
75% of the 2017/18 Roads capital program designs complete		30/06/2017	Project & Asset Management
90% of the approved 2016/17 Roads capital construction programs complete		30/06/2017	Project & Asset Management

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 2016/17 >>

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

Programme Expenditure budget \$000 >> \$47,474			
	\$000		\$000
Operating Revenue	2,949	Operating Expense	47,474
Capital Revenue	0	Capital Works	0

Measure	Target	Milestone	Responsible Section
80% Attendance within response time for reactive pothole repairs	80%		Maintenance Services
Less than 2% total downtime for council controlled traffic signals	2%		Maintenance Services
Rural Road Grading Completed Schedule 1		30/11/2016	Maintenance Services
QR Crossing Inspections Completed in accordance with the planned schedule (Signals & Linemarking)		30/06/2017	Maintenance Services
Rural Road Grading Completed Schedule 2		30/06/2017	Maintenance Services



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 2016/17 >>

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

Programme Expenditure budget \$000 >>		\$1,439	
	\$000		\$000
Operating Revenue	0	Operating Expense	1,439
Capital Revenue	0	Capital Works	0

Measure	Target	Milestone	Responsible Section
100% of street sweeping schedule undertaken throughout the year (defined areas swept three times throughout the year)	100%		Operational Support



Core Service >>	Solid Waste Management	
Core Service Budge	t Summary >>	
		Total \$000
Operating Revenue		33,459
Operating Expense		30,010
Capital Revenue		1,500
Capital Works		5,193
Contributed Assets		0

Services >>

Solid Waste Business Management and Strategy Solid Waste Collection and Recycling Solid Waste Treatment and Disposal

Service	S. S. 199
Service	22

Solid Waste Business Management and Strategy

Service Budget Summary >>	
	Total \$000
Operating Revenue	30
Operating Expense	3,512
Capital Revenue	0
Capital Works	170
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 2016/17 >>

Strategic management of waste management activities of Townsville Waste Services in accordance with North Queensland Regional Waste Reduction and Recycling Plan.

Programme Expenditu	re budget \$000 >>		\$3,682
	\$000		\$000
Operating Revenue	30	Operating Expense	3,512
Capital Revenue	0	Capital Works	170

Measure	Target	Milestone	Responsible Section
Develop greater choice of wheelie bin options for residential properties and make recommendations to council, by the end of the financial year.		30/06/2017	TSV Waste Services
Establish salvage and resale operations at the Magnetic Island Waste Facility through a suitably qualified contractor.		30/06/2017	TSV Waste Services
Investigate additional opportunities for regional contracts for waste processing or recycling.		30/06/2017	TSV Waste Services
Investigate opportunities for the greater diversion of organic waste from the Magnetic Island waste stream.		30/06/2017	TSV Waste Services
Measure and monitor performance against the North Queensland Regional Waste Reduction and Recycling Plan's objectives and targets.		30/06/2017	TSV Waste Services

Service Budget Sum	nary >>
	Total \$000
Operating Revenue	21,005
Operating Expense	14,666
Capital Revenue	0
Capital Works	142
Contributed Assets	0

Programme >> TWW – Waste & Recycling Collection

This Programme delivers on our Corporate Plan Strategy >>

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

Solid Waste Collection and Recycling

What we want to achieve in 2016/17 >>

Service >>

Efficient collection and removal of waste and recyclables in accordance with Annual Performance Plan.

Programme Expenditu	re budget \$000 >>		\$14,808
	\$000		\$000
Operating Revenue	21,005	Operating Expense	14,666
Capital Revenue	0	Capital Works	142

Measure	Target	Milestone	Responsible Section
Achieve 90% customer satisfaction with kerbside waste and recycling collection.	90%		TSV Waste Services
Increase total tonnes of recyclables sent to Materials Recovery Facility by 2%	2%		TSV Waste Services
Less than 1 per 1000 missed kerbside waste and recycling services.	1		TSV Waste Services
Implement approved changes to day of collection for kerbside bins.		31/10/2016	TSV Waste Services

Service Budget Sum	mary >>
	Total \$000
Operating Revenue	12,425
Operating Expense	11,832
Capital Revenue	1,500
Capital Works	4,881
Contributed Assets	0

Programme >> TWW – Resource Recovery & Waste Disposal

This Programme delivers on our Corporate Plan Strategy >>

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

Solid Waste Treatment and Disposal

What we want to achieve in 2016/17 >>

Service >>

Treatment of the community's waste in an environmentally responsible manner, with a high level of community acceptance.

Programme Expenditure budget \$000 >> \$			\$16,713
	\$000		\$000
Operating Revenue	12,425	Operating Expense	11,832
Capital Revenue	1,500	Capital Works	4,881

Measure	Target	Milestone	Responsible Section
Achieve 90% customer satisfaction with disposal facilities.	90%		TSV Waste Services
Divert 40% of waste from landfills for recycling or beneficial reuse on site.	40%		TSV Waste Services
Complete first year construction of the Stuart Transfer Station, in line with project schedule.		30/06/2017	TSV Waste Services
Deliver interim capping and rehabilitation activities for Magnetic Island Landfill in accordance with closure plan.		30/06/2017	TSV Waste Services



Core Service >>	Wastewater Services
Core Service Budget	Summary >>
	Total \$000
Operating Revenue	87,465
Operating Expense	61,768
Capital Revenue	12,808
Capital Works	31,221
Contributed Assets	7,287
Services >>	

Wastewater Supply

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Service >>	wastewater Supply	
Service Budget Summary >>		
		Total \$000
Operating Revenue		87,465
Operating Expense		61,768
Capital Revenue		12,808
Capital Works		31,221
Contributed Assets		7,287

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 2016/17 >>

Upgrade of wastewater infrastructure in the CBD to cater for current demand in line with council's objectives for the CBD and to minimise impacts on residents and businesses.

Programme Expenditure budget \$000 >> \$4,			\$4,157
	\$000		\$000
Operating Revenue	0	Operating Expense	2
Capital Revenue	0	Capital Works	4,155

Measure	Target	Milestone	Responsible Section
Zero environmental incidents at the construction sites of the CBD Utilities Upgrade Project.	0		Engineering Services
Zero 'lost time' injuries at the construction sites of the CBD Utilities Upgrade Project.	0		Engineering Services
Delivery of works packages in accordance with the program of works.		30/06/2017	Engineering Services
Proactive and regular communication with stakeholders.		30/06/2017	Engineering Services

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 2016/17 >>

Collection and transportation of sewage to treatment plants for treatment.

Programme Expenditure budget \$000 >>			\$23,311
	\$000		\$000
Operating Revenue	79,104	Operating Expense	7,912
Capital Revenue	4,166	Capital Works	15,398

Measure	Target	Milestone	Responsible Section
Zero penalty infringement notices issued or instances of legal action initiated by the Regulator for non-compliance.	0		Wastewater Operations
Complete 25% construction of the Southern Suburbs rising main to Cleveland Bay Purification Plant.		30/06/2017	Engineering Services
Complete 50% construction of pump station 7A.		30/06/2017	Wastewater Operations
Complete construction of 9P pump station and pressure main.		30/06/2017	Wastewater Operations
Conduct pump station renewals in line with the approved capital program.		30/06/2017	Wastewater Operations
Conduct smoke testing in line with the approved program throughout the year.		30/06/2017	Wastewater Operations
Deliver sewerage infrastructure renewals in line with the approved capital program.		30/06/2017	Wastewater Operations

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 2016/17 >>

Provision of management and administrative support to Wastewater Operations.

Programme Expenditure budget \$000 >> \$4			\$40,361
	\$000		\$000
Operating Revenue	4,292	Operating Expense	38,004
Capital Revenue	5,642	Capital Works	2,357

Measure	Target	Milestone	Responsible Section
Achieve 90% customer satisfaction for wastewater services fault management.	90%		Wastewater Operations
Investigate and develop report on interconnectivity opportunities for sewer catchments to assist with wet weather flows.		30/06/2017	Strategic Planning
Sewer Strategy catchment areas prepared for new census data.		30/06/2017	Strategic Planning

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 2016/17 >>

Manage sewage quality to protect assets, processes, the environment, the health and safety of sewerage workers, and the community.

Programme Expenditure budget \$000 >>			\$755
	\$000		\$000
Operating Revenue	3,993	Operating Expense	755
Capital Revenue	0	Capital Works	0

Measure	Target	Milestone	Responsible Section
Complete review of the commercial wastewater pricing strategy.		30/09/2016	Wastewater Operations
Implement the wastewater education program for residential customers.		30/06/2017	Wastewater Operations

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 2016/17 >>

Treatment of wastewater to a standard that meets environmental and recycling requirements.

Programme Expenditu	re budget \$000 >>		\$24,027
	\$000		\$000
Operating Revenue	76	Operating Expense	14,716
Capital Revenue	3,000	Capital Works	9,311

Measure	Target	Milestone	Responsible Section
Progress the Cleveland Bay Purification Plant Capacity Upgrade Project with zero environmental incidents.	0		Engineering Services
Progress the Cleveland Bay Purification Plant Capacity Upgrade Project with zero safety incidents.	0		Engineering Services
Zero penalty infringement notices issued or instances of legal action initiated by the Regulator for non-compliance.	0		Wastewater Operations
Award early tender involvement agreements for the Cleveland Bay Purification Plant Capacity Upgrade Project.		31/07/2016	Engineering Services
Award supply contract for membrane system for the Cleveland Bay Purification Plant Capacity Upgrade Project.		31/07/2016	Engineering Services
Complete annual returns report for Cleveland Bay Purification Plant and Mt St John Wastewater Treatment Plant by 30 October 2016.		30/10/2016	Wastewater Operations
Develop (80%) of design documents for the Cleveland Bay Purification Plant Capacity Upgrade Project.		31/10/2016	Engineering Services
Complete detailed design documents for the Cleveland Bay Purification Plant Capacity Upgrade Project.		31/12/2016	Engineering Services

Measure	Target	Milestone	Responsible Section
Complete Stage 1, weed management plan for the outfall channel at Mt St John Wastewater Treatment Plant.		31/12/2016	Wastewater Operations
Complete the environmental assessment of groundwater contamination for Mt St John Wastewater Treatment Plant.		31/12/2016	Wastewater Operations
Award construction contract for the Cleveland Bay Purification Plant Capacity Upgrade Project.		29/04/2017	Engineering Services
Commence construction work for the Cleveland Bay Purification Plant Capacity Upgrade Project.		01/06/2017	Engineering Services
Complete progress reporting in compliance with the State Government Funding Agreement for the Cleveland Bay Purification Plant Capacity Upgrade Project.		30/06/2017	Engineering Services
Complete regulatory progress reporting in compliance with the Transitional Environmental Programme for the Cleveland Bay Purification Plant Capacity Upgrade.		30/06/2017	Engineering Services
Complete Stage 2, clearing of outfall channel at Mt St John Wastewater Treatment Plant.		30/06/2017	Wastewater Operations
Deliver 100% of sewage treatment plant renewals in accordance with the approved program.		30/06/2017	Wastewater Operations
Finalise negotiations with the Department of Environment and Heritage Protection for environmental licences for wastewater treatment plants.		30/06/2017	Wastewater Operations
Investigate potential markets and deliver a strategy for effluent reuse.		30/06/2017	Strategic Planning

Programme >> Wastewater Preventative Maintenance

This Programme delivers on our Corporate Plan Strategy >>

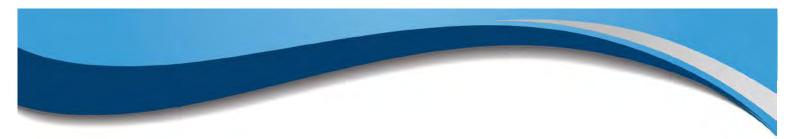
1.5 Provide and maintain water and sewage infrastructure to ensure a functioning network

What we want to achieve in 2016/17 >>

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Programme Expenditure budget \$000 >>			\$379
\$000			
Operating Revenue	0	Operating Expense	379
Capital Revenue	0	Capital Works	0

This programme has no reportable measures.



Core Service >>	Water Services			
Core Service Budget Summary >>				
		Total \$000		
Operating Revenue		102,832		
Operating Expense		90,622		
Capital Revenue		9,354		
Capital Works		37,012		
Contributed Assets		3,149		
Services >>				

Water Supply

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Service >>	Water Supply		
Service Budget Sum	Service Budget Summary >>		
		Total \$000	
Operating Revenue		102,832	
Operating Expense		90,622	
Capital Revenue		9,354	
Capital Works		37,012	
Contributed Assets		3,149	

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 2016/17 >>

Storage and delivery of potable water to ensure consistent supply to the Townsville community.

Programme Expenditu	re budget \$000 >>		\$13,883
	\$000		
Operating Revenue	108	Operating Expense	6,878
Capital Revenue	0	Capital Works	7,005

Measure	Target	Milestone	Responsible Section
Engage Ergon Energy to provide power supply upgrade design documentation for the Haughton Pipeline Duplication Project.		31/07/2016	Engineering Services
Determine the location and functionality of a new water treatment plant for the city.		30/09/2016	Strategic Planning
Determine the cost estimate of a new water treatment plant for the city.		31/12/2016	Strategic Planning
Amend the Bulk Water Model to incorporate council's water operations and water allocations regime.		31/03/2017	Strategic Planning
Complete cultural heritage and native title investigations for the Haughton Pipeline Duplication Project.		30/06/2017	Engineering Services
Complete pump station and power supply land acquisitions for the Haughton Pipeline Duplication Project.		30/06/2017	Engineering Services
Completion of planned major maintenance tasks on the Bulk Water system.		30/06/2017	Water Operations

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 2016/17 >>

Upgrade of water infrastructure in the CBD to cater for current demand in line with council's objectives for the CBD and to minimise impacts on residents and businesses.

Programme Expenditure budget \$000 >>			\$11,188
	\$000		
Operating Revenue	0	Operating Expense	14
Capital Revenue	0	Capital Works	11,174

Measure	Target	Milestone	Responsible Section
Zero environmental incidents at the construction sites of the CBD Utilities Upgrade Project.	0		Engineering Services
Zero 'lost time' injuries at the construction sites of the CBD Utilities Upgrade Project.	0		Engineering Services
Delivery of works packages in accordance with the program of works.		30/06/2017	Engineering Services
Proactive and regular communication with stakeholders.		30/06/2017	Engineering Services

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 2016/17 >>

Reliable supply of water to water treatment plants. Safe and responsible management of Ross and Paluma dams.

Programme Expenditure budget \$000 >>			\$1,962
	\$000		
Operating Revenue	80	Operating Expense	1,962
Capital Revenue	0	Capital Works	0

Measure	Target	Milestone	Responsible Section
100% compliance with Interim Resource Operations Licences for taking water from Paluma-Crystal Water Supply Scheme and Ross River Water Supply Scheme.	100%		Water Operations
100% conformance with Dam Safety Conditions Schedules for Ross and Paluma dams.	100%		Water Operations

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 2016/17 >>

Provision of management, administrative and project services to Townsville Water Operations.

Programme Expenditure budget \$000 >>			\$51,251
	\$000		\$000
Operating Revenue	3,805	Operating Expense	51,251
Capital Revenue	5,758	Capital Works	0

Measure	Target	Milestone	Responsible Section
Achieve 100% compliance with routine, incident and management reporting requirements regarding water quality, throughout the year.	100%		Water Operations
Achieve 1000 views for each Lawn Tamer episode launched on the Townsville City Council website, when averaged across all episodes.	1,000		Integrated Sustainability
Achieve 90% customer satisfaction for water services fault management.	90%		Water Operations
Deliver a total of 10 in-store or face to face Lawn Tamer training sessions by the end of the financial year.	10		Integrated Sustainability
Swap or sell a total of 2000 Lawn Tamer items through project partner champions by the end of the financial year.	2,000		Integrated Sustainability
Develop the Water Demand Management Action Plan in accordance with the Townsville City Council Water Demand Management Strategy 2015 – 2025.		30/06/2017	Strategic Planning

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 2016/17 >>

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 >>		\$19,398	
	\$000		\$000
Operating Revenue	0	Operating Expense	18,467
Capital Revenue	0	Capital Works	931

Measure	Target	Milestone	Responsible Section
100% compliance with drinking water quality requirements in accordance with Townsville Water's Drinking Water Quality Management Plan.	100%		Water Operations
Achieve a water quality index of 1 for Trility operations of the Douglas Water Treatment Plant.	1		Water Operations
Achieve a water quality index of 1 for Trility operations of the Northern Water Treatment Plant.	1		Water Operations

Programme >>

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Water Preventative Maintenance

This Programme delivers on our Corporate Plan Strategy >>

1.5 Provide and maintain water and sewage infrastructure to ensure a functioning network

What we want to achieve in 2016/17 >>

Programme Expenditure budget \$000 >>			\$300
	\$000		\$000
Operating Revenue	0	Operating Expense	300
Capital Revenue	0	Capital Works	0

This programme has no reportable measures.

Programme >> Water Reticulation

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 2016/17 >>

Deliver potable water to the Townsville community.

Programme Expenditure budget \$000 >> 5			\$29,652
	\$000		\$000
Operating Revenue	98,838	Operating Expense	11,750
Capital Revenue	3,595	Capital Works	17,902

Measure	Target	Milestone	Responsible Section
Install 100% of new water meters within 4 weeks of a compliant water meter application being received by Water Operations department.	100%		Water Operations
Update WaterGems network model to align with growth model zones for automation where possible.		30/09/2016	Strategic Planning
Complete construction of the Armstrong St and Queens Rd, Hermit Park water main replacement.		30/06/2017	Water Operations
Complete construction of the Morey St water main replacement.		30/06/2017	Water Operations
Complete construction of the water main extension for the Jensen development, by the end of the financial year.		30/06/2017	Water Operations
Completion of all small diameter mains water service renewals in allocated budget.		30/06/2017	Water Operations
Completion of all water service renewals in allocated budget.		30/06/2017	Water Operations

Performance Plan - Townsville Water

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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 2016/17 financial year, in a commercially and environmentally sustainable way, to ensure that the business can continue to deliver council's required outcomes in the long term. This Townsville Water Annual Performance Plan must be considered in conjunction with the unit's operational plan, which is embedded in the Townsville City Council Operational Plan.

1.2 Our Council

Townsville City Council is referred to as the "Capital" of Northern Australia and is the largest tropical city and second largest regional city in Australia. It is the region's main service centre and transport hub, located about halfway between the tip of Cape York and Brisbane.

As a major urban coastal city, Townsville's natural landscape is diverse, ranging from cool highland rainforests and the Great Barrier Reef, to the dry open outback, with the Townsville Local Government Area extending 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 estimated resident population of Townsville is approximately 194,000 and is projected by the Queensland Treasury to grow at an average rate of 1.9% each year over the next 25 years, resulting in an expected population of approximately 265,000 by 2031.¹ The mainstays of the local economy include health care, public administration and safety, retail trade, construction, education and training, and manufacturing.

1.3 Our Business

Townsville Water is part of the Townsville Water and Waste Division of Townsville City Council. Townsville Water is responsible for the supply of potable water, the collection and processing of wastewater, and the supply of recycled water.

Townsville Water is a significant business under the provisions of the *Local Government Regulation 2012*. Its business is articulated in its mission and vision statements:

- *Vision:* To be the best regional water service provider in Australia.
- Mission: To provide safe, reliable, value for money water and wastewater services for the Townsville community.

¹ This information was obtained from the Queensland Government Statistician's Office, Queensland Treasury for the Townsville City Local Government Area on 11 May 2016.

1.4 Our Key Business Metrics

Water Operations

- Expected provision of in excess of 54,000 megalitres of potable water to approximately 83,000 customer connections in the Townsville region
- Management of 3 treatment plants, 24 pump stations, 18 chlorinators, 41 reservoirs/tanks and in excess of 2,500km of water mains
- > Almost \$31 million of capital projects to be planned and delivered

Wastewater Operations

- Expected provision of wastewater services to approximately 71,900 customers, including approximately 1,000 trade waste customers
- Services delivered using close to \$1 billion worth of assets, including 6 sewerage treatment plants, 186 sewerage pump stations and more than 1,300km of sewer mains
- Between 16,000 to 20,000 megalitres of sewage is collected and treated per annum with up to 15% of this volume reused (depending on weather conditions)
- > Over \$29 million of capital works to be planned and delivered

1.5 Our Objectives

Townsville Water will focus on a number of key areas in the 2016/17 financial year.

1.5.1 Our Customers

Customer Service Standard

Townsville Water developed new Customer Service Standards during 2014/15, consulting with the Townsville community to set quality and service reliability targets acceptable to the business and its customers. By resolution at its meeting on 16 December 2014, council adopted the new Customer Service Standards for Townsville Water.

Quarterly reporting of its performance against its targeted service standards was implemented in 2015/16, and Townsville Water will continue to focus on reporting to the community against its key performance targets during 2016/17.

During 2016/17, Townsville Water will review its Customer Service Standards to ensure that the service standards remain appropriate.

Customer Feedback

Townsville Water will continue to routinely monitor feedback from residents and business to ensure that the services it provides meet the needs of its customers. In 2016/17 it will conduct Voice of the Customer surveys where a selection of customers, who have contacted Townsville Water requesting a service within a given month, are randomly selected and are contacted to participate in a short, over-the-phone survey.

Education Programs

Townsville Water, in conjunction with council's Integrated Sustainability Services team, will continue to provide community and school education programs in 2016/17, including offering for school groups to participate in Ecocatchment Education Tours to enable students to follow the water cycle from catchment to reef, and integrate essential infrastructure with the local natural environment. School groups will participate in guided tours of "Learnscapes" such as the Mount Saint John Wastewater Treatment Plant and the Ross River Dam Spillway, where connections are made between the built environment and surrounding natural habitats.

Community members can learn about how to keep their lawns and gardens healthy while using less water through our new Lawn Tamer campaign which can be found on council's website. This initiative is built on local research and industry experts.

Community members can also learn about the many items that, if flushed, can cause blockages and overflows, or are a danger to workers or impact the treatment process, with the implementation of a residential wastewater education program by Townsville Water during 2016/17. The aim of the program is to reduce the costs of managing sewerage and reduce environmental and health impacts from overflows.

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Water Restrictions

In July 2015, the volume of the Ross Dam dropped below 40%, triggering water restrictions in order to reduce water consumption and preserve the water supply to last until significant rainfalls occur. Level 2 restrictions were introduced in October 2015, following the falling of the volume of the Ross Dam to under 30%. Without significant rainfall in 2016/17, council may need to apply more significant levels of restrictions in accordance with its Water Restrictions Policy, and carry out the necessary enforcement activities to ensure that residents of Townville are complying with the restrictions.

Water Opt In Period for Residential Properties

Townsville City Council offers a choice between the Standard Plan and the Water Watchers Plan for residential properties. During the Opt-in Period, customers can decide which water plan works best for their household. Customers can notify Townsville Water of their intention to change water plans at any time throughout the year, and the change will take effect after 30 August.

1.5.2 Our Infrastructure

Townsville Water has extensive and valuable water assets including dams, weirs, treatment plants, pump stations, reservoirs, thousands of kilometres of water and sewer mains, and tens of thousands of water meters. In 2016/17, Townsville Water will continue to focus on its development of a risk-based asset management system, and will undertake a number of planned capital upgrades and renewals to its infrastructure.

Asset Management

Townsville Water will continue to apply effective control and governance of assets to realise value through managing risk and opportunity, in order to achieve the desired balance of cost, risk and performance. This will assist the business to appropriately prioritise how to allocate time, money and materials focusing on the most critical problems, providing the framework for continuous improvement and to meet organisational objectives, including regulatory compliance. The focus on continuous improvement will increase overall asset effectiveness while lowering life cycle costs.

Townsville Water has been continuing to fill the gaps identified at the maturity assessment against the International Standard 55000:2014 Asset Management, conducted in 2014/15. Townsville Water has developed several models in determining the condition of assets and then conducted sophisticated condition assessments to identify the long standing maintenance issues of some of the assets. Townsville Water produced a comprehensive evidence based renewal program and is on track to pursue ISO55000 certification for its water and wastewater business by 2017/18.

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 2016/17 year, Townsville Water will continue to implement its strategy, focusing on demand management planning and planning for the eventual construction of the Haughton pipeline duplication.

Demand Management Planning

The Townsville City Council Water Demand Management Strategy 2015 – 2025 was adopted by council in July 2015. The Strategy provides the vision and framework for water demand management into the future. Drivers for effective water demand management in Townsville include opportunities for deferral of significant water infrastructure capital investments, which could lead to savings for the Townsville community, improved water security and the ability to cope with drought. In the 2016/17 financial year, Townsville Water will focus on implementing the Water Demand Management Action Plan, and undertaking projects which will meet the objectives of the Strategy.

Duplication of the Haughton Water Supply Pipeline

To meet water supply security and service needs for our growing population into the future, design was undertaken during 2015/2016, ready for construction at the point in time that the second bulk water supply system becomes essential. The second bulk water system will comprise a pump station and intake structure adjacent to council's existing Black Road pump station site in the Upper Haughton. Where practical, the 36 kilometre pipeline will follow the alignment of council's existing pipeline to release water into the head of the Ross River Dam. During 2016/17, council will obtain the necessary approvals and purchases to prepare for construction, including pump station, power supply land acquisitions and access agreements and easements,

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and will engage Ergon Energy to provide power supply upgrade design documentation, and will complete cultural heritage and native title investigations for the project.

Water Pipes and Services Replacement Program

Townsville Water will carry out its annual Water Pipes and Services Replacement programs in 2016/17, with over \$9 million allocated to replace pipes and services of priority to ensure that Townsville Water can provide a sufficient, safe and reliable water supply to its customers into the future.

Jensen Development Water Main Extension

To address increased demand, an additional water main will be constructed to service the Jensen development. The additional water main will commence from the existing Mt Spec Pipeline off-take (adjacent to Veales Road, Jensen) and continue to the intersection of Jensen and Texas Roads, Jensen.

Morey Street Water Main Replacement

Works will be conducted in 2016/17 in order to undertake the scheduled replacement of aged, unlined cast iron pipes present along Morey Street in South Townsville. At the same time, Townsville Water will also escalate the replacement of failing asbestos cement pipes in the area, to ensure the continued reliable supply of water to residents and the Port of Townsville in accordance with service standards.

CBD Utilities Upgrade Project

Works will continue on the CBD Utilities Upgrade Project in the 2016/17 financial year. The purpose of the project is to upgrade the water and sewer networks in the CBD. The overall project will include the construction of a new water storage reservoir at Echlin Street, replacement of aged cast iron water mains in the CBD area, and the upgrade of the Strand sewer pressure main and various other sewer upgrades. The works will address water quality and pressure issues due to 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. In 2016/17, council will progress many aspects of this significant project, with a focus on delivering trunk and reticulation water mains as well as associated sewer infrastructure.

Southern Suburbs Rising Main

The project will construct an 11.15km rising main pipeline through the suburbs of Annandale and Idalia before crossing the Townsville State Development Area to the Cleveland Bay Purification Plant. The construction of the Southern Suburbs Sewerage Main will alleviate increasing pressure on the capacity of Townsville's southern sewerage network. It will ensure the system's operation for the next 30 years. In particular, it will provide new capacity for the key defence and economic precincts of Lavarack Barracks, the Townsville Hospital and James Cook University. It will also support future population growth in the southern and western suburbs of Townsville, catering for 20,000 new residents.

Cleveland Bay Purification Plant Capacity Upgrade

Townsville Water will continue to progress the capacity upgrade of the Cleveland Bay Purification Plant in the 2016/17 financial year to ensure continued compliance with its environmental authority. In August 2015, the Queensland Department of State Development advised council of a funding approval of \$20 million under the Royalties for Regions Strategic Projects Fund, to assist with the capacity upgrade, and council approved the detailed design and construction of a full external membrane bioreactor upgrade, and outfall upgrade. Design works have been completed and contracts for membrane systems supply and early tenderer involvement are expected to be awarded in mid-2016. Detailed design is expected by the end of December 2016, with the construction work expected to begin in June 2017 and be completed by September 2019.

Alfred Street Pump Station, Rising Main and Gravity Works

To address capacity issues, a new pump station, rising main and associated gravity sewers will be constructed near Alfred Street, Aitkenvale, to better service the existing commercial and medium density residential areas around the intersection of Ross River Rd and Nathan St, and to cater for future development of the area. During 2015/16, preliminary works were undertaken including the progression of the acquisition of the land upon which the pump station will be located. Once the acquisition of the land is finalised, construction works will begin during the 2016/17 financial year, tentatively expected in August 2016.

Howitt Street Pump Station

Preliminary arrangements were undertaken in the 2015/16 financial year to plan for the construction of a new sewerage pumping station to replace the existing Pump Station PS7A, located off Howitt Street, and upgrade the upstream sewers. Planning reports had identified that the existing pump station and several of the upstream gravity sewers in its catchment were insufficient to cater for current and future sewerage demands of the area. The new pump station and associated gravity sewer works will help Townsville Water to achieve a reliable sewerage system, alleviating existing capacity issues with acceptable environmental risk. Construction will commence in 2016/17, once the acquisition of the land has been finalised.

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Sewer Pipe Relining and Manhole Rehabilitation

Townsville Water will carry out its annual Sewer Pipe Relining and Manhole Rehabilitation programs in 2016/17. Over \$5 million has been allocated to line pipes and rehabilitate manholes of priority to lengthen the life of assets in order to ensure that Townsville Water can continue to collect and transport wastewater safely and efficiently into the future.

1.5.3 Our Environmental Management

Addressing environmental impacts is a key driver for Townsville Water. There are environmental implications of sourcing, storing and supplying water, as well as from the collection, treatment and disposal of wastewater, and the supply of recycled water. To ensure sound environmental management, Townsville Water maintains an Environmental Management System in accordance with the International Standard *ISO14001 – Environmental Management Systems*, and is accredited in this respect.

Licensing of Water and Sewage Treatment Activities

The water and wastewater treatment and sewage reticulation operations carried out by Townsville Water have the potential to impact on the environment and accordingly, Townsville Water must be licensed under the *Environmental Protection Act 1994* to conduct its water treatment and wastewater operations.

Licence negotiations will continue in the 2016/17 financial year for the environmental licence for Magnetic Island Water Recycling Facility, to address the ongoing insufficient demand for recycled water. Townsville Water is investigating options for additional recycled water use on the Island including investigating the irrigation capacities of the Magnetic Island Golf Course, and undertaking a detailed study on risk and potential impacts of subsurface irrigation on groundwater quality.

Townsville Water will monitor and measure its compliance against its licence conditions during the financial year and will ensure that all routine and event-specific reporting requirements are met, including preparing annual returns for its environmental licences where required by licence conditions.

Townsville Water will maintain a Transitional Environmental Program for its Cleveland Bay Purification Plant during the financial year, as a temporary measure while the Cleveland Bay plant undergoes an upgrade to bring its performance in to line with its licence requirements. This will ensure that Townsville Water minimises any environmental harm and complies with the *Environmental Protection Act 1994*.

Increased Focus on Compliance

With the implementation of a new Regulatory Strategy, the Queensland Department of Environment and Heritage Protection has announced a significant change in the way it undertakes its assessment and compliance functions with a shift in focus from setting and applying standards, to monitoring and responding to performance. As a result, there will be an increased focus for the foreseeable future on compliance, to ensure that possible harms to the environment from sewage treatment and collection activities are mitigated. Townsville Water are likely to see the impact of this focus on their operations during the financial year with increased presence and scrutiny by the department.

Change to the Environmental Regulation of Sewage Pumping Stations

In 2016/17, Townsville Water will continue to work with government and industry to change the regulation of sewage pumping stations. Following advocacy in recent years by the wastewater services industry, the Department of Environment and Heritage Protection have proposed that sewage pumping stations be removed from the regulation of Environmentally Relevant Activity 63 under the *Environmental Protection Act 1994*, and be regulated instead by an Industry Code of Practice.

Townsville Water would benefit from the move to a Code of Practice, which is a guideline created by the industry itself, describing 'best practice' operations, maintenance and planning. The Code is expected to be more flexible than a rigid list of regulatory requirements, allowing for risk-based management relevant to the particular conditions of Townsville Water's scheme, whilst still maintaining best practice standards to ensure environmental sustainability.

Residential Wastewater Education Program

A Residential Wastewater Education Program will be implemented during the 2016/17 financial year to educate residents about many items that, if flushed, can cause blockages and overflows, or are a danger to workers or impact the treatment process. The aim of the program is to reduce the costs of managing sewerage and reduce environmental and health impacts from overflows. The launch of the program is scheduled for August 2016.

1.5.4 Our Governance

As a local government entity with a monopoly in the delivery of water and wastewater services, Townsville Water is subject to governance regulations applicable to a local government.

Financial Sustainability

Townsville Water is responsible for directly providing essential water and wastewater utility services to the Townsville community. To enable the provision of these services, Townsville Water owns, operates and maintains a significant asset base which requires substantial investment and continued expenditure to maintain and renew assets over the course of their respective useful lives.

To ensure financial sustainability, long term financial and asset management planning is in place to ensure Townsville Water can continue to provide the desired level of water and wastewater services to the Townsville community now and into the future.

In conjunction with the Financial Services department of council, Townsville Water will develop a commercial business specific capital structure and dividend policy in order to clearly define expectations about the financial structure of Townsville Water and the expected return to the business unit's shareholder i.e. council.

Quality Assurance

To ensure quality services are provided, Townsville Water will continue to develop and maintain systems and processes that support quality assurance in relation to its services. In this respect, Townsville Water will carry out the necessary steps in order to maintain its quality management system and its certification with International Standard *ISO9001 – Quality management systems*.

Water Service Provider Regulatory Framework

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.

Performance Reporting

Townsville Water will undertake performance reporting by 1 October 2016, reporting on its performance in 2015/16, as required by the Water Supply Act. This will include reporting against performance measures related to a number of aspects including infrastructure, financial sustainability, customer service, water security and availability. The performance reporting by water service providers allows the Department of Energy and Water Supply to monitor performance of water and sewerage service providers, and to promote transparency and accountability for customers of water and sewerage services through the publication of the performance results.

Townsville Water will publish its performance results on the council's website by December 2016.

Representatives of Townsville Water will participate in a Performance Reporting Steering Committee during the financial year, with representatives of the Department of Energy and Water Supply, Queensland Water Directorate and other Queensland water service providers. The goal of the steering committee is to facilitate better understanding of Queensland Government key performance indicators and address any anomalies between the National Performance Reporting Indicators and Queensland Government performance indicators. There is a view to significantly reduce the time and effort needed by all service providers to produce and submit their required data and also, improve the quality and reliability of that data.

Drinking Water Quality Management Plan

Townsville Water will maintain and comply with its Drinking Water Quality Management Plan during the 2016/17 financial year to ensure the effective management of its drinking water supply.

By December 2016, Townsville Water will deliver to the Regulator, an annual report about compliance with its Drinking Water Quality Management Plan during the 2015/2016 financial year. The report will be made available on council's website.

As required by the Water Supply Act, Townsville Water will undertake an audit of its Drinking Water Quality Management Plan during the 2016/17 financial year. An approved auditor will verify the accuracy of the monitoring and performance data that Townsville Water has provided to the Regulator under the plan, will assess Townsville Water's compliance with the plan, and assess the relevance of the plan in relation to Townsville Water's drinking water service.

2.0 Our Performance Targets

Performance Measure	Description	Target	Timing	Reporting Mechanism
Revenue – Budget to Actual	Comparison of the actual revenue received with the budgeted revenue	Within 2.5% of revised budget	Monthly	Monthly report to standing committee
Operating Expenditure – Budget to Actual	Comparison of the actual operating expenditure with the budgeted operating expenditure	Within 2.5% of revised budget	Monthly	Monthly report to standing committee
Capital Expenditure – Budget to Actual	Comparison of the actual capital expenditure with the budgeted capital expenditure	Within 2.5% of revised budget	Monthly	Monthly report to standing committee
Net Operating Result – Budget to Actual	Comparison of the actual net operating result with the budgeted net operating result	Within 2.5% of revised budget	Monthly	Monthly report to standing committee
5 Year Price Path	Approved price path derived from QTC model	Information only	Yearly	Annual Operations Report
Return on Assets	Net income / NBV of non-current assets	Within 2.5% of revised budget	Yearly	Annual Operations Report
Asset Renewal	Rehabilitation capital works / Depreciation charges	Minimum 90%	Yearly	Annual Operations Report
Interest Coverage Ratio	Total operating revenue / Net interest expense	Information only	Yearly	Annual Operations Report
Asset Consumption Ratio	Weighted average measure of consumption of non-current assets	Information only	Yearly	Annual Operations Report
Debt to Equity Ratio	This ratio identifies the portion of debt compared to the business' equity	<0.5	Yearly	Annual Operations Report
Annual Dividend	The portion of earnings distributed to council (our shareholder) from the operation of the Townsville Water commercial business unit	>90% of budgeted amount	Yearly	Annual Operations Report

GOAL 2 SOCIAL RESPONS	IBILITY			
Performance Measure	Description	Target	Timing	Reporting Mechanism
Customer Satisfaction	Percentage of results of "good" and "excellent" recorded by the Customer Service Department monthly survey	90%	Monthly	Monthly report to standing committee
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	Monthly report to standing committee
GOAL 3 ENVIRONMENTAL	SUSTAINABILITY			
Performance Measure	Description	Target	Timing	Reporting Mechanism
Penalty Infringement Notices or Legal Action for Non-Compliance	Number of penalty infringement notices issued or instances of legal action initiated by the Regulator for non-compliance with respect to sewerage treatment or reticulation activities	Zero	Quarterly	Quarterly Performance Reports
GOAL 4 RESPONSIBLE GOVE	ERNANCE			
Performance Measure	Description	Target	Timing	
No. of Process Improvements outstanding – Water Operations	Total number of outstanding Process Improvements at the end of the month for Water Operations	50	Monthly	Annual Operations Report
No. of Process Improvements outstanding – Wastewater Operations	Total number of outstanding Process Improvements at the end of the month for Wastewater Operations	40	Monthly	Annual Operations Report

3.0 Our 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 2016/17

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 2016/17 financial year:

Category	Water Remission As a % of Non-Residential Volumetric Charge	Sewerage Remission as a % of the Non- Residential Charge
Commercial Irrigation	15%	n/a
Caravan Parks	30%	30%
Retirement/lifestyle villages	55%	Nil
Boarding and lodging houses	20%	20%
Charitable and non-profit aged care facilities	55%	Nil
Churches, church halls, clubhouses and halls - Charitable and non-profit organisations	55%	15%
Sporting field irrigation - restricted public access (not including schools, tertiary institutions and other educational facilities)	73% (\$100,000 per annum cap)	Nil
Sporting field - no public access restrictions (not including schools, tertiary institutions and other educational facilities)	95% (\$100,000 per annum cap)	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 2016/17:

Category	Value \$
Arcadia Surf Life Saving Club (Sewerage Pump Out)	\$11,600

3.2 Cost of and Funding for Community Service Obligations

The community service obligations listed in Section 3.1 are funded by Townsville City Council. It is anticipated that the cost of these identified community service obligations for 2016/17 will be approximately \$2,016,000.

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 Our Capital Structure, Investment and Borrowing

4.1 Our 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 forecasted debt levels and future capital structures.

4.2 Our Pricing

Townsville Water utilises a Long Term Financial Plan to ensure a financially sustainable outlook for not only the current year but each of the forecasted years.

Townsville Water utilises a Full Cost Water and Wastewater Pricing Model which has been developed by the Queensland Treasury Corporation to provide guidance on the prices Townsville Water are permitted to charge for the provision of water and sewerage services under a regulatory pricing framework compliant with the Queensland Competition Authority guidelines. This model calculates the return that council can expect to receive and distributes this revenue across the forecasted user base. When applying the full cost pricing regime, Council covers its capital and operating costs as well as obtaining a return on its investments. The Pricing Model together with the Long Term Financial Plan facilitates the development of a five year price path for the provision of water and sewerage services.

Townsville Water will review its commercial sewerage and trade waste pricing scheme during the financial year to ensure that pricing is fair and equitable for customers and is in line with contemporary practice.

4.3 Our Dividend Policy

All dividends arising out of Townsville Water operations will be returned to Townsville City Council. Annually, as part of budget processes, a determination will be made regarding the treatment of surpluses, where consideration will be given to maximising investment and/or the distribution of residual funds.

4.4 Our Proposed Major Investments 2016/17

Initiative/Project	Capital/ Operating	Completion Date	Net Cost \$000
Water			
CBD Reticulation Mains - Stage 1	Capital	30 June 2017	6,573
Water Pipes Replacement - DN200 & Smaller	Capital	30 June 2017	4,000
Haughton Pipeline Duplication to Ross River Dam - Approvals & Purchases Year 1	Capital	30 June 2017	3,686
Water Services Replacement	Capital	30 June 2017	3,500
Jensen Development Water Main Extension DN375 & DN250 - Construction	Capital	30 June 2017	2,200
Water Pipes Replacement - Major Pipeline Works	Capital	30 June 2017	1,850
Morey St South Townsville DN300 Replacement Water Main - Construction	Capital	30 June 2017	1,550
Other Reservoir Renewals (Including Cathodic Protection)	Capital	30 June 2017	1,500
Other Dams and Weirs Renewals	Capital	30 June 2017	1,200
Trility Renewals (All Sites Except Toonpan)	Capital	30 June 2017	930
Armstrong St & Queens Rd Hermit Park DN250 Replacement Water Main - Construction	Capital	30 June 2017	850
New Meters and Services	Capital	30 June 2017	616
Dommett St Wulguru DN250 Replacement Water Main - Construction	Capital	30 June 2017	550
Water Meter Replacement	Capital	30 June 2017	530
		v	Vastewater
Cleveland Bay Purification Plant Performance Rectification - Design/Development	Capital	30 June 2017	7,176
Southern Suburbs Completion of Rising Main to Cleveland Bay Purification Plant - Construction Year 1	Capital	30 June 2017	4,135
Sewer Pipe Rehabilitation	Capital	30 June 2017	3,000
The Strand Rising Main - Stage 1	Capital	30 June 2017	2,709
Other Treatment Plant Renewals/Upgrades	Capital	30 June 2017	2,135
Howitt Street Pump Station 7A Replacement and Gravity Sewer Upgrades - Construction Year 1	Capital	30 June 2017	2,100
Alfred Street Pump Station 9P and Rising Main - Construction Year 2	Capital	30 June 2017	1,900
CBD Gravity Sewers - Stage 1	Capital	30 June 2017	1,446
Other Sewerage Pump Station Renewals/Upgrades	Capital	30 June 2017	1,372
Sewer - Manholes	Capital	30 June 2017	1,000
Pump Station and Rising Main to Southern Suburbs Trunk Sewer - Construction	Capital	30 June 2017	650
Other Pressure Mains	Capital	30 June 2017	500

4.5 Our 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 Our Customer Service

Townsville Water uses a variety of methods to evaluate customer needs and analyse customer satisfaction, including but not limited to:

- monthly customer satisfaction surveys;
- councillor requests;
- customer feedback; and
- > benchmarking against other water service providers in regional Queensland.

Townsville Water recognises that customers are entitled to be guaranteed of a certain level of service and has developed a Customer Service Standard to meet its obligations under the *Water Supply (Safety and Reliability) Act 2008.* The Customer Service Standard sets the below service standard performance targets which 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.

Water Services	Target	
Day to Day Continuity of Supply		
Total water main breaks (excluding those on the property owner's side) per 100kms of water main per year.	<30	
Incidence of unplanned water interruptions per 1,000 connections per year.	<100	
Time for restoration of service if excavation is required - unplanned interruptions.	>95% within 24 hours of receipt of underground service plans and necessary permits.	
Average time to respond to an incident (excluding disasters), note: the problem may not be fixed on the initial response.	Within 4 hours of advice of incident being reported	
Install new water meters within 4 weeks of the Water Operations Department receiving a compliant meter application.	100%	
Adequacy and Quality of Supply		
Compliance with drinking water quality requirements in accordance with the Australian Drinking Water Guidelines and the Townsville Water Drinking Water Quality Management Plan.	100%	
Number of water pressure customer complaints per 1,000 connections per year.	<5	
Number of drinking water quality customer complaints per 1,000 connections per year.	<5	
Number of drinking water quality incidents (non-compliance with water quality criteria reportable to the Regulator) per 1,000 connections per year.	<7	
Wastewater Services	Target	
Effective Transport of Wastewater		
Total sewage overflows per 100km of main per year.	<10	
Sewage overflows to customer properties per 1,000 connections per year.	<3	
Number of odour complaints per 1,000 connections per year.	<2	
Time for restoration of services if excavation is required – unplanned interruptions.	>95% within 24 hours of advice from appropriate underground service authority.	
Time for restoration of services if no excavation is required – unplanned interruptions	>95% within 5 hours of incident being reported.	
Average time to respond to an incident (excluding disasters), note: the problem may not be fixed on the initial response.	Within 4 hours of advice of incident being reported	
Total sewerage main breaks and chokes per 100kms of sewer main per year.	<10	
Water and Wastewater Services	Target	
Total water and sewerage complaints – per 1000 connections per year.	<13	

Reporting is undertaken on a quarterly basis to measure Townsville Water's performance against the quality and service reliability targets through its Customer Service Standard Report Card, which is available to the public on council's website, and annual reporting to the Office of the Water Supply Regulator is undertaken annually to meet the requirements of the Water Supply Act.

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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 and each relevant Instrument of Delegation.

7.0 Reporting to Townsville City Council

Townsville Water reports against the financial and non-financial targets contained in this Performance Plan through a number of different mechanisms:

- On a monthly basis, Townsville Water reports to council's Townsville Water and Waste standing committee.
- On a quarterly basis, Townsville Water reports to the community, via council's Quarterly Performance Reports, about the performance targets that are included in its Operational Plan.
- On a quarterly basis, Townsville Water reports to the community about its performance against its Customer Service Standard performance targets.
- Townsville Water publishes an Annual Operations Report for the Townsville City Council on its performance against the Performance Plan. This report will be complete within four calendar months from the end of the financial year.

The business will prepare all management plans as required by Townsville City Council, which shall include, but is not limited to, an Operational Plan, Business Plan, Asset Management Plan, and Emergency Response Plan.

8.0 Review and Amendment of the Annual Performance Plan

The Local Government Regulation 2012 allows for an Annual Performance Plan to be amended at any time before the end of the financial year for which it is prepared.

For the purpose of this Performance Plan, the Director Townsville Water and Waste is responsible for reviewing the Annual Performance Plan on at least a quarterly basis in conjunction with the Operational Plan. Where amendments are necessary these will be made by Townsville City Council as required.

Performance Plan - Townsville Waste



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 2016/17 financial year, in a commercially and environmentally sustainable way, to ensure that the business can continue to deliver council's required outcomes in the long term. This Annual Performance Plan must be considered in conjunction with the unit's operational plan, which is embedded in the Townsville City Council Operational Plan.

1.2 Our Council

Townsville City Council is referred to as the "Capital" of Northern Australia and is the largest tropical city and second largest regional city in Australia. It is the region's main service centre and transport hub, located about halfway between the tip of Cape York and Brisbane.

As a major urban coastal city, Townsville's natural landscape is diverse, ranging from cool highland rainforests and the Great Barrier Reef, to the dry open outback, with the Townsville Local Government Area extending 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 estimated resident population of Townsville is approximately 194,000 and is projected by the Queensland Treasury to grow at an average rate of 1.9% each year over the next 25 years, resulting in an expected population of approximately 265,000 by 2031.¹ The mainstays of the local economy include health care, public administration and safety, retail trade, construction, education and training, and manufacturing.

¹ This information was obtained from the Queensland Government Statistician's Office, Queensland Treasury and Trade for the Townsville City Local Government Area on 11 May 2016.

1.3 Our Business

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

Townsville Waste Services is a significant business under the provisions of the *Local Government Regulation* 2012. Its business is articulated in its vision and mission statements:

Vision: To be North Queensland's best waste managers.

Mission: To deliver excellent customer service, environmental management and efficient operations while maximising the return to council.

Townsville Waste Services actively competes in the commercial waste collection sector, providing services to a range of business types and sizes, and pursuing long term contractual arrangements with large-scale customers.

1.4 Our Key Business Metrics²

Domestic Waste and Recycling

- > 77,425 domestic waste services provided per week
- > 38,812 domestic recycling services provided per week

Commercial Waste and Recycling

- 549 bulk bins in service
- 161 bulk bins emptied per day
- 318 public bins emptied per day

Waste Disposal

- Three landfill sites
- Five waste transfer stations
- Around 300,000 total customer visits per annum
- Around 450,000 tonnes per annum received at landfills
- Around 300,000 tonnes per annum diverted from disposal
- Around 150,000 tonnes per annum landfilled

² Based upon our expected operations at 30 June 2016.

1.5 Our Objectives

Townsville Waste Services will focus on a number of key areas in the 2016/17 financial year.

1.5.1 Our Customers

Customer Service Standard

Townsville Waste Services developed new Customer Service Standards during 2014/15, consulting with the Townsville community to set quality and service reliability targets acceptable to the business and its customers. By resolution at its meeting on 16 December 2014, council adopted the new Customer Service Standards for Townsville Waste Services.

Quarterly reporting of its performance against its targeted service standards was implemented in 2015/16, and Townsville Waste Services will continue to focus on reporting to the community against its key performance targets during 2016/17.

During 2016/17, Townsville Waste Services will review its customer service standards to ensure that the service standards remain appropriate.

Customer Feedback

Townsville Waste Services will continue to routinely monitor feedback from residents and business to ensure that the services it provides meet the needs of its customers. In 2016/17 it will conduct Voice of the Customer surveys where a selection of customers, who have contacted Townsville Waste Services requesting a service within a given month, are randomly selected and are contacted to participate in a short, over-the-phone survey.

Free Dumping Weekend at Disposal Sites

To encourage property owners to clean up their property prior to the cyclone season, and to give those residents who do not have access to tipping vouchers an opportunity to economically dispose of their rubbish, council will provide to the community a free dumping weekend at all waste disposal sites. The free dumping weekend will be at a date to be determined in the lead up to the cyclone season.

Changes to Day of Services

During 2016/17, Townsville Waste Services may implement changes to the bin collection day for numerous properties within the local government area, to maximise efficiencies in collection.

Prior to the change of any bin collection days, Townsville Waste Services will communicate with property owners to ensure that they understand the changes and have an opportunity to raise any concerns.

1.5.2 Our Region

Townsville Waste Services will continue to focus on regional collaboration with its North Queensland counterparts in 2016/17. North Queensland has vast rural areas and 80% of the population is concentrated in Townsville which means effective waste management is challenging. Over the next 10 years, the population of the North Queensland Region is predicted to grow by over 20% from around 250,000 to 300,000 people by 2024. Generally speaking, the region is a long way from markets for recyclable materials and associated waste management infrastructure, in comparison to metropolitan areas in South East Queensland. However, these challenges also present opportunities to look at innovative, tailored regional solutions for waste management, which avoid unnecessary consumption of resources and manage waste as close to the source as possible.

North Queensland Regional Waste Reduction and Recycling Plan 2014 - 2024

In recent years, Townsville Waste Services collaborated with other regional North Queensland councils including the Burdekin Shire Council, the Hinchinbrook Shire Council and the Charters Towers Regional Council to develop a Regional Waste Reduction and Recycling Plan. The Plan sets a vision for waste management in North Queensland over the next ten years. It addresses the requirements of the *Queensland Waste Reduction and Recycling Act 2011*, as well as providing a framework to realise opportunities for efficiencies and cost savings across the region.

Townsville Waste Services has outlined an Action Plan for 2014 to 2024 and will continue to implement the Action Plan during 2016/17 with focuses on developing greater choice of wheelie bin options for residential properties with the ultimate objective of reducing waste generation per capita, and investigating additional opportunities for regional contracts for waste processing or recycling.

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1.5.3 Our Infrastructure

In 2016/17, Townsville Waste Services will continue to focus on the development of a risk-based asset management system, and will undertake a number of planned capital upgrades and renewals to its infrastructure.

Asset Management

Townsville Waste Services will commence applying effective control and governance of assets to realise value through managing risk and opportunity, in order to achieve the desired balance of cost, risk and performance. This will assist the business to appropriately prioritise how to allocate time, money and materials focusing on the most critical problems, providing the framework for continuous improvement and to meet organisational objectives, including regulatory compliance. The focus on continuous improvement will increase overall asset effectiveness while lowering life cycle costs.

Townsville Waste Services has been continuing to fill the gaps identified at the maturity assessment against the International Standard 55000:2014 Asset Management, conducted in 2014/15. Asset risk assessment has been completed for all solid waste assets and the business will continue to implement appropriate maintenance strategies based on risk assessment outcomes. Townsville Waste Services is on track to pursue alignment with the ISO55000 for its waste business.

Magnetic Island Waste Facility

In order to continue to improve resource recovery on Magnetic Island, Townsville Waste services will establish salvage and resale operations at the newly constructed Magnetic Island Waste Facility during the financial year. Investigations will also be undertaken to look for opportunities to increase diversion of organic waste from Magnetic Island.

Stuart Transfer Station and Resource Recovery Facilities

Works will begin in 2016/17 to construct a Transfer Station and new Resource Recovery facilities at the Stuart Landfill site. The Townsville community will benefit from the facilities by gaining access to free drop-off for bulky, reusable items through the Resource Recovery Shed, and safe and easy disposal of non-recoverable waste at the Transfer Station. This will provide greater opportunity for diversion of recyclable and resale items from the domestic landfill stream and will allow for more sustainable use of the available landfill airspace at the site.

Upgrading of Waste Disposal Sites

Works will be undertaken to further develop the Stuart, Hervey Range and Jensen Landfills to ensure that Townsville Waste Services can continue to treat the community's waste in an environmentally responsible manner. During the financial year, the focus will be on upgrading the leachate management systems at each of the Hervey Range, Stuart and Jensen landfill sites.

Relocation of Operations Depot

In December 2015, council approved the relocation of Townsville Waste Services to a new purpose-built leased depot to be shared with council's fleet and workshop operations. The move is expected to deliver operational and economic efficiencies for the council in the long term by combining the related services in one facility in lieu of upgrading and maintaining the existing, aged workshops. The relocation is expected to take place in the second half of 2016 as a transitional measure until a future permanent depot is established within a 10km radius of the CBD as part of the council's Workshop Facilities Master Plan.

1.5.4 Our Environmental Management

Addressing environmental impacts will be a key factor for Townsville Waste Services during the financial year. In recent years, community pressure has been on the increase regarding waste management. As a result, regulations covering environmental aspects of business operations have increased significantly, which in turn will impact on the cost of delivering these services.

Environmental Management Systems

In order to demonstrate sound environmental performance, Townsville Waste Services will continue to operate under an environmental management system and embrace the principles of International Standard *ISO14001 – Environmental management systems.*

Licensing of Waste Storage and Disposal Activities

The waste storage and disposal operations carried out have the potential to impact on the environment and accordingly, the business must be licensed under the *Environmental Protection Act 1994* to conduct its operations.

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Townsville Waste Services will renew its licences for 2016/17 and will monitor and measure its compliance against its licence conditions, ensuring that all routine and event-specific reporting requirements are met for the financial year.

Initiatives to Reduce Greenhouse Gas Emissions from Landfills

Townsville Waste Services is working towards the installation of gas flaring equipment at its Hervey Range and Jensen Landfills, which will capture and burn landfill gas generated by organic matter breaking down in the landfill. A similar gas flaring system has already been successfully installed at Stuart Landfill to reduce the potent greenhouse gas methane to a less potent form of gas and reduce overall the emissions from landfill.

Capping works will continue during the 2016/17 financial year at Hervey Range Landfill, which is a prerequisite to the installation of gas flaring systems in the future. Additional gas lines will be added to the Hervey Range Landfill gas flaring systems which will enhance gas capture from the landfill moving forward.

Food and Garden Organics Bin Options

A study has been undertaken to assess the feasibility of a number of options to introduce a third bin in order to increase diversion of waste from landfill through beneficial reuse of food and/or garden organics. The recommendations from the study will be considered by council in the lead up to, or at the start of, the 2016/17 financial year and the resolutions of council on this front will be implemented during the 2016/17 financial year.

Greater Choice of Bin Size Options

Townsville Waste Services aims to reduce waste and increase the recycling rate of domestic waste in its local government area to 40% by 2024. During 2016/17, Townsville Waste Services will develop greater choice of wheelie bins options for residential properties, including progressing the introduction of a 140L waste bin, to encourage the reduction of domestic waste generation and maximise the diversion of recyclable and compostable materials.

E-Waste Recycling

Townsville Waste Services will continue its E-Waste Recycling Program in the 2016/17 financial year, working with industry partners under the National Television and Computer Recycling Scheme. It will continue to maintain drop-off points at its waste disposal sites for collection of waste televisions, computers, printers and computer products.

Recycling Education Program

Recycling education programs will be delivered at Townsville schools and community events during the year to educate residents, local industries and businesses about waste minimisation and increase recycling participation. Townsville Waste Services will continue to promote its Rub Out Rubbish campaign during the financial year, with a plan to increase the level of activity in both media campaigns and community events during National Recycling Week in November.

1.5.5 Our Governance

As a local government entity with a partial monopoly in the delivery of waste services, Townsville Waste Services is subject to governance regulations applicable to a local government.

Financial Sustainability

Townsville Waste Services is responsible for directly providing waste utility services to the Townsville community. To enable the provision of these services, Townsville Waste Services owns, operates and maintains a significant asset base which requires substantial investment and continued expenditure to maintain and renew assets over the course of their respective useful lives.

To ensure financial sustainability, long term financial and asset management planning is in place to ensure Townsville Waste Services can continue to provide the desired level of waste services to the Townsville community now and into the future.

In conjunction with the Finance Services department of council, Townsville Waste Services will develop a commercial business specific capital structure and dividend policy in order to clearly define expectations about the financial structure of Townsville Waste Services and the expected return to the business unit's shareholder i.e. council.

Quality Assurance

To ensure quality services are provided, Townsville Waste Services will continue to embrace the principles of quality assurance and will develop their methods and practices further, in accordance with the best practice principles embodied in International Standard *ISO9001 – Quality management systems*.

Queensland Waste Avoidance and Resource Productivity Strategy 2014 -2024

In December 2014, the Queensland Government released its new industry-led waste strategy: the Queensland Waste Avoidance and Resource Productivity Strategy 2014 - 2024. Townsville Waste Services participated in the development of the strategy along with business and industry, the waste and resource recovery sector, other local governments, and community and environment groups.

The Waste Avoidance and Resource Productivity Strategy significantly impacts on the operations of Townsville Waste Services. The draft Strategy provides strategic direction for waste and resource management in Queensland over the next 10 years and is underpinned by the waste and resource management hierarchy, an internationally recognised framework for managing waste generation and disposal describing the preferred order for managing waste and resources. The hierarchy places waste avoidance as the preferred option, followed by reducing, reusing, recovering and disposing of waste. Other important focuses of the draft Strategy include better management of high priority waste, resource recovery, new technologies and alternative waste treatments, and tailoring policy and actions to each region.

The Strategy sets a target of reducing the generation of waste by 5% per capita by 2024. Targets for improving recycling rates by 2024 include:

- a target for improving recycling rates by 45% for domestic solid waste in regional centres;
- a target of between 42 to 55% for improving recycling rates for commercial and industrial waste, dependent upon regional differences; and
- a target of between 61 to 80% for improving recycling rates for construction and demolition waste, dependent upon regional differences.

The Strategy will be implemented through a set of sectoral or organisational action plans including specific or sectoral targets, which align with and contribute to achieving the state-wide targets. The action plans are proposed to be guided by priority areas and high priority waste identified in the Strategy.

Participation in Waste Committees and Forums

Townsville Waste Services will continue to actively participate in the Local Authority Waste Management Advisory Committee in 2016/17, as well as in relevant Waste Management Association of Australia forums.

2.0 Our Performance Targets

Performance Measure	Description	Target	Timing	Reporting Mechanism
Revenue – Budget to Actual	Comparison of the actual revenue received with the budgeted revenue	Within 2.5% of revised budget	Monthly	Monthly report to standing committee
Operating Expenditure – Budget to Actual	Comparison of the actual operating expenditure with the budgeted operating expenditure	Within 2.5% of revised budget	Monthly	Monthly report to standing committee
Capital Expenditure – Budget to Actual	Comparison of the actual capital expenditure with the budgeted capital expenditure	Within 2.5% of revised budget	Monthly	Monthly report to standing committee
Net Operating Result – Budget to Actual	Comparison of the actual net operating result with the budgeted net operating result	Within 2.5% of revised budget	Monthly	Monthly report to standing committee
Debt to Equity Ratio	This ratio identifies the portion of debt compared to the business' equity	<0.5	Yearly	Annual Operations Report
Annual Dividend	The portion of earnings distributed to council (our shareholder) from the operation of the Townsville Waste Services commercial business unit	>90% of budgeted amount	Yearly	Annual Operations Report
GOAL 2 SOCIAL RESPONSIB	ILITY			
Performance Measure	Description	Target	Timing	Reporting Mechanism
Customer Satisfaction with Response to Waste Services Requests	Percentage of results of "good" and "excellent" recorded by the Customer Service Department monthly survey	90%	Monthly	Monthly report to standing committee
Collection Performance	Less than 1 per 1000 missed kerbside waste and recycling services	<1	Monthly	Monthly report to standing committee

GOAL 3 ENVIRONMENTAL S	USTAINABILITY			
Performance Measure	Description	Target	Timing	Reporting Mechanism
Penalty Infringement Notices or Legal Action for Non-Compliance	Number of penalty infringement notices issued or instances of legal action initiated by the Regulator for non-compliance	Zero	Quarterly	Quarterly Performance Reports
Rate of Diversion of Waste from Landfills	Divert 40% of waste from landfills for recycling or beneficial reuse on site.	40%	Quarterly	Quarterly Performance Reports
GOAL 4 RESPONSIBLE GOV	ERNANCE			
Performance Measure	Description	Target	Timing	Reporting Mechanism
No. of Process Improvements outstanding – Waste Services	Total number of outstanding process improvements at the end of the month	40	Monthly	Monthly report to standing committee

3.0 Our 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 2016/17

The following works will be completed by Townsville Waste Services as community service obligations in 2016/17.

Category	Value \$
Charity Dumping Fees	\$54,500
Infirm Services	\$31,200
Removal of Dead Animals	\$31,300
Clean Up Australia Day	\$6,500
Great Northern Clean Up	\$3,000
National Recycling Week	\$4,500
Free Dump Weekend October	\$145,000
TOTAL	\$276,000

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 2016/17 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 Our Capital Structure, Investments and Borrowing

4.1 Our 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 forecasted debt levels and future capital structures.

4.2 Our Pricing

Townsville Waste Services utilises a Long Term Financial Plan to ensure a financially sustainable outlook for not only the current year but each of the forecasted years.

Townsville Waste Services utilises a Full Cost Pricing Model that provides guidance on the prices Townsville Waste Services are permitted to charge for the provision of waste services under a regulatory pricing framework compliant with the Queensland Competition Authority guidelines. This model calculates the return that council can expect to receive and distributes this revenue across the forecasted user base. When applying the full cost pricing regime, Council covers its capital and operating costs as well as obtaining a return on its investments. The Pricing Model together with the Long Term Financial Plan facilitates the development of a five year price path for the provision of waste services.

4.3 Our Dividend Policy

All dividends arising out of Townsville Waste Services' operations during the 2016/17 financial year will be returned to Townsville City Council. Annually, as part of budget processes, a determination will be made regarding the treatment of surpluses, where consideration will be given to maximising investment and/or the distribution of residual funds.

4.4 Our Proposed Major Investments 2016/17

Initiative/Project	Capital/ Operating	Completion Date	Net Cost \$000
Hervey Range Landfill			
Hervey Range Landfill Rehabilitation - Establishment of Vegetative Buffers - Finalisation/Defect Correction	Capital	30 June 2017	340
Hervey Range Landfill Rehabilitation - Capping Stage B - Finalisation/Defect Correction	Capital	30 June 2017	212
Hervey Range Landfill Leachate Collection and Extraction - Construction/Implementation	Capital	30 June 2017	100
Hervey Range Landfill Rehabilitation - Capping Cell A and Stage C - Planning/Initiation	Capital	30 June 2017	50
Hervey Range Landfill Leachate Treatment and Disposal - Design/Development	Capital	30 June 2017	30
Jensen Landfill			
Jensen Landfill Leachate Treatment and Disposal - Design/Development	Capital	30 June 2017	30
Jensen Landfill Leachate Interception Trench - Finalisation/Defects Correction	Capital	30 June 2017	25
Jensen Landfill Stormwater - Construction of stormwater conveyance structures -Finalisation/Defect Correction	Capital	30 June 2017	24
Magnetic Island	-		
Picnic Bay Landfill Capping - Design/Development Magnetic Island Waste Transfer Station - Finalisation/Defects	Capital	30 June 2017 30 June	575
Correction	Capital	2017	100
Stuart Landfill			
Stuart Landfill Transfer Station - Construction/Implementation	Capital	30 June 2017	3,000
Stuart Landfill Cell Construction and Resource Recovery Area Relocation - Construction/Implementation	Capital	30 June 2017	163
Stuart Landfill Leachate Collection and Extraction - Construction/Implementation	Capital	30 June 2017	100
Stuart Landfill Leachate Treatment and Disposal - Design/Development	Capital	30 June 2017	30
Hervey Range and Stuart Landfill		I	
Hervey Range and Stuart Landfill Upgrade Works - Finalisation/Defects Correction	Capital	30 June 2017	60
Other			
Strategic Waste Management Planning to ensure capacity for landfilling operations to post 2030 - Year 2 Community Engagement	Capital	30 June 2017	170
Bulk Services Bins	Capital	30 June 2017	142

4.5 Our 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 Our 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.

Waste Services	Target
Effective Collection of Residential Waste and Recycling	
Missed kerbside waste and recycling services	<1 per 1000 services
Response time to missed kerbside waste and recycling services	>95% by the next business day
New residential kerbside service commencement	100% within 3 business days or on another date agreed with the customer
Response time to bin repair / replacement requests	100% within 3 business days after payment of appropriate fee
Waste disposal facilities are available and functional during opening hours	363 days per year

Reporting is undertaken on a quarterly basis to measure Townsville Waste Services' performance against the quality and service reliability targets through its Customer Service Standard Report Card, which is available to the public on council's website.

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 and each relevant Instrument of Delegation.

7.0 Reporting to Townsville City Council

Townsville Waste Services reports against the financial and non-financial targets contained in this Performance Plan through a number of different mechanisms:

- On a monthly basis, Townsville Waste Services reports to council's Townsville Water and Waste standing committee.
- On a quarterly basis, Townsville Waste Services reports to the community, via council's Quarterly Performance Reports, about the performance targets that are included in its Operational Plan.
- On a quarterly basis, Townsville Waste Services reports to the community about its performance against its Customer Service Standard performance targets.
- Townsville Waste Services publishes an Annual Operations Report for the Townsville City Council on its performance against the Performance Plan. This report will be complete within four calendar months from the end of the financial year.

The business will prepare all management plans as required by Townsville City Council, which shall include, but is not limited to, an Operational Plan, Business Plan, Asset Management Plan, and Emergency Response Plan.

8.0 Review and Amendment of the Annual Performance Plan

The Local Government Regulation 2012 allows for an Annual Performance Plan to be amended at any time before the end of the financial year for which it is prepared.

For the purpose of this Performance Plan, the Director Townsville Water and Waste is responsible for reviewing the Annual Performance Plan on at least a quarterly basis. Where amendments are necessary these will be made by Townsville City Council as required.

Strategic Financial Framework

TOWNSVILLE CITY COUNCIL

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It has been recognised by the local government sector that the financial sustainability of councils requires a strategic financial approach. Legislation was changed to require councils to focus on asset management planning and long-term financial management to support planning and decision making.

This long-term planning for infrastructure assets allows council to understand the future financial commitments, and to develop strategies that address key strategic issues. These long term plans inform council's approach to service provision and service levels, how we manage our debt and where we source our revenue from—including how we will apply rates. All of these factors assist council to understand what its future commitments are in order to prepare the budget.

The following sets out a brief description of the financial reports required under section 169 (1) (b) of the *Local Government Regulation 2012*.

Income Statement

The Income Statement is a financial statement that measures the local government's financial performance over a specific accounting period. Financial performance is assessed by giving a summary of how the business incurs its revenues and expenses through both operating and non-operating activities. It also shows the net profit or loss incurred over a specific accounting period, typically over a fiscal year.

Balance Sheet

The Balance Sheet is a financial statement that summarises the local government's assets, liabilities and equity at a specific point in time. It presents what the council owns and owes, as well as the value of community equity utilised by the council.

Cash Flow Statement

The Statement of Cash Flows is a financial statement that provides an overview of the cash inflows and outflows of the local government, typically over a fiscal year. Townsville City Council maintains a closing cash balance that represents sufficient cash reserves to fund council's day to day operations given peaks and troughs in council's revenue streams. It also enables council to effectively respond to unforseen events that may occur during the 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

	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Devenue										
Revenue	175 000	101 510	100.001	105 110	000 445	000.010		040 550		00440
General rates	175,330	181,510	188,094	195,110	202,445	206,010	212,226	216,553	220,234	224,19
Utility charges	188,534	193,225	199,133	205,436	213,645	222,423	232,423	243,812	256,095	269,83
Water	87,455	90,456	94,576	98,948	104,206	109,846	116,513	124,361	132,879	142,71
Wastewater	82,311	83,405	84,559	85,815	88,047	90,419	92,936	95,608	98,446	101,36
Refuse & Recycling	18,769	19,364	19,998	20,673	21,392	22,158	22,974	23,843	24,770	25,75
Discounts and concessions	(32,073)	(32,383)	(32,728)	(33,109)	(33,526)	(33,981)	(34,475)	(35,010)	(35,588)	(36,209
Fees and charges	22,323	23,271	23,848	24,447	25,068	25,713	26,383	27,079	27,801	28,55
Interest received	3,499	3,605	3,269	4,809	5,033	4,585	4,680	4,569	5,050	5,29
Contributions	768	768	768	768	768	768	768	768	768	76
Grants and subsidies	8,067	8,340	8,624	8,920	9,227	9,546	9,879	10,224	10,583	10,95
Other revenue	13,375	13,663	13,956	14,257	14,563	14,876	15,196	15,523	15,856	16,19
Total revenue	379,824	391,999	404,964	420,638	437,223	449,940	467,080	483,518	500,799	519,59
Expenses										
Employee costs	136,222	142,325	145,970	149,783	153,772	157,945	162,312	166,883	171,668	176,67
Materials and services	115,559	114,463	119,964	126,601	132,468	137,708	144,654	151,624	158,209	165,47
Depreciation and amortisation	110,753	110,974	114,687	119,721	124,829	127,965	133,087	138,366	146,073	148,73
Finance costs	22,905	22,430	22,945	23,251	22,725	21,878	21,847	21,677	22,080	21,94
Other expenses	1,102	1,128	1,165	1,205	1,245	1,271	1,306	1,335	1,359	1,38
Total expenses	386,541	391,320	404,731	420,561	435,039	446,767	463,206	479,885	499,389	514,21
Surplus/(Deficit) before capital income	(6,717)	679	233	77	2,184	3,173	3,874	3,633	1,410	5,38
Operating surplus ratio	-1.78%	0.17%	0.06%	0.02%	0.50%	0.71%	0.83%	0.75%	0.28%	1.049
Capital income										
Grants, subsidies, contributions and donations	60,208	69,983	64,954	98,933	128,269	71,119	68,906	79,220	89,914	92,78
Gain/(loss) on sale of property plant and equipment	616	648	666	98,933 683	701	71,119	739	79,220	779	92,78 79
Conital Expanse :										
Capital Expense : Increase in restoration provision	0	0	0	0	4,500	0	0	12,500	0	3,00
Total capital income	60,824	70,631	65,620	99,616	4,500 124,470	71,839	69,645	67,479	90,693	90,58
					400.07.	75.010				
Increase/(Decrease) in operating capability	54,107	71,310	65,853	99,693	126,654	75,012	73,519	71,112	92,103	95,96

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Balance Sheet

	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Current Assets										
Cash and cash equivalents	83,446	71,505	73,042	74,613	76,217	77,856	79,421	81,128	82,873	84,654
Trade and other receivables	44,527	45,928	47,472	48,982	51,024	52,552	54,539	56,313	58,423	60,588
Inventories	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025
Other current assets	2,043	2,087	2,132	2,178	2,225	2,273	2,321	2,371	2,422	2,474
Total Current Assets	131,041	120,545	123,671	126,798	130,491	133,706	137,306	140,837	144,743	148,74
Non-Current Assets										
Investments	22,433	20,624	18,815	17,006	15,197	13,388	13,388	13,388	13,388	13,38
Trade and other receivables	5,518	5,518	5,518	5,518	5,518	5,518	5,518	5,518	5,518	5,518
			4,913,194	5,028,748				5,532,240		
Property, plant and equipment	4,690,979 6,219	4,811,396	3,659		5,160,963	5,279,601 705	5,398,372 682	5,532,240 660	5,662,312 638	5,799,48 61
Intangible assets		4,899		2,432	1,215					
Other non-current assets	4,382	4,382	4,382	4,382	4,382	4,382	4,382	4,382	4,382	4,38
Total Non-Current Assets	4,729,531	4,846,819	4,945,568	5,058,086	5,187,275	5,303,594	5,422,342	5,556,188	5,686,238	5,823,393
Total Assets	4,860,572	4,967,364	5,069,239	5,184,884	5,317,766	5,437,300	5,559,648	5,697,025	5,830,981	5,972,13
Current Liabilities	C2 C2	64.005	CC 72C	00.000	70 740	75 200	70 400	00 500	00.000	00.00
Trade and other payables	63,628 25,155	64,065 29,747	66,736 34,646	69,686 39,128	72,740 43,486	75,382 49,808	79,432 51,483	82,583 48,608	86,066 54,187	89,62
Borrowings										59,49
Provisions	24,116	24,735	25,383	26,062	26,771	24,886	24,196	24,888	23,226	23,91
Other current liabilities	2,748	2,748	2,748	2,748	2,748	2,748	2,748	2,748	2,748	2,74
Total Current Liabilities	115,647	121,295	129,513	137,624	145,745	152,824	157,859	158,827	166,227	175,77
Non-Current Liabilities										
Trade and other payables	1,873	1,873	1,873	1,873	1,873	1,873	1,873	1,873	1,873	1,873
Borrowings	343,017	371,086	396,830	404,215	401,078	422,705	443,931	477,046	486,804	484,729
Provisions	34,747	34,527	32,473	26,909	20,029	17,739	18,314	24,631	19,533	23,500
Total Non-Current Liabilities	379,637	407,486	431,176	432,997	422,980	442,317	464,118	503,550	508,210	510,108
Total Liabilities	495,284	528,781	560,689	570,621	568,725	595,141	621,977	662,377	674,437	685,88
		020,701	000,000	010,021	000,120	000,141	021,011	002,011	014,401	000,000
Net Community Assets	4,365,288	4,438,583	4,508,550	4,614,263	4,749,041	4,842,159	4,937,671	5,034,648	5,156,544	5,286,25
Community Equity										
Community Equity	755 000	757 040	704 407	707 445	775 500	700 074	045 007	044 500	074 004	005 000
Asset revaluation reserve	755,328	757,313	761,427	767,445	775,569	793,674	815,667	841,532	871,324	905,06
Retained surplus	3,609,960	3,681,270	3,747,123	3,846,818	3,973,472	4,048,485	4,122,004	4,193,116	4,285,220	4,381,18
Total Community Equity	4,365,288	4,438,583	4,508,550	4,614,263	4,749,041	4,842,159	4,937,671	5,034,648	5,156,544	5,286,250

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Cash Flow Statement

	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000
Cash Flows from Operating Activities										
Receipts from customers	376,914	385,994	399,116	413,248	429,042	442,694	459,250	475,986	492,429	510,90 ⁻
Payments to suppliers and employees	(249,647)	(254,819)	(263,654)	(277,308)	(292,847)	(296,179)	(303,837)	(321,655)	(333,965)	(337,753
Interest received	3,499	3,605	3,269	4,809	5,033	4,585	4,680	4,569	5,050	5,298
Borrowing costs	(21,196)	(21,882)	(22,281)	(22,587)	(22,062)	(21,214)	(21,184)	(21,014)	(21,417)	(21,284
Other cashflows from operating activities	0	(44)	(45)	(46)	(47)	(48)	(49)	(50)	(51)	(52
Net Cash Provided by Operating Activities	109,570	112,854	116,405	118,116	119,119	129,838	138,860	137,836	142,046	157,110
Cash Flow from Investing Activities										
Payments for property, plant and equipment	(181,796)	(200,165)	(186,484)	(198,604)	(211,335)	(187,937)	(193,545)	(202,341)	(195,166)	(201,346
Net movement in loans and advances	1,143	0	0	0	0	0	0	0	0	(
Proceeds from sale of property, plant and equipment	12,181	1,386	1,505	1,613	1,785	1,724	1,922	1,903	2,299	2,38
Grants, subsidies, contributions and donations	37,679	41,324	39,468	68,578	90,815	30,065	31,427	34,069	37,229	40,402
Net Cash Used in Investing Activities	(130,793)	(157,455)	(145,511)	(128,413)	(118,735)	(156,148)	(160,196)	(166,369)	(155,638)	(158,563
Cash Flows from Financing Activities										
Proceeds from Borrowings	60,000	57,725	60,295	46,441	40,285	71,323	72,595	81,595	63,845	57,331
Repayment of Borrowings	(20,331)	(25,065)	(29,652)	(34,573)	(39,065)	(43,374)	(49,694)	(51,355)	(48,508)	(54,097
Net Cash Provided by Financing Activities	39,669	32,660	30,643	11,868	1,220	27,949	22,901	30,240	15,337	3,234
Net Increase/(Decrease) in Cash Held	18,446	(11,941)	1,537	1,571	1,604	1,639	1,565	1,707	1,745	1,78 ⁻
Cash at Beginning of Reporting Period	65,000	83,446	71,505	73,042	74,613	76,217	77,856	79,421	81,128	82,873
Cash at End of Reporting Period	83,446	71,505	73,042	74,613	76,217	77,856	79,421	81,128	82,873	84,654

Statement of Changes in Equity

	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000
Asset Revaluation Reserve Opening balance	755,328	755,328	757,312	761,426	767,445	775,569	793,674	815,667	841,532	871,324
Increase in asset revaluation reserve	-	1,984	4,114	6,019	8,124	18,105	21,993	25,865	29,792	33,742
Closing Balance	755,328	757,312	761,426	767,445	775,569	793,674	815,667	841,532	871,324	905,066
Retained Surplus										
Opening Balance	3,555,853	3,609,960	3,681,271	3,747,124	3,846,818	3,973,472	4,048,485	4,122,004	4,193,116	4,285,220
Net result for the period	54,107	71,311	65,853	99,694	126,654	75,013	73,519	71,112	92,104	95,964
Closing Balance	3,609,960	3,681,271	3,747,124	3,846,818	3,973,472	4,048,485	4,122,004	4,193,116	4,285,220	4,381,184
Total Community Equity	4,365,288	4,438,583	4,508,550	4,614,263	4,749,041	4,842,159	4,937,671	5,034,648	5,156,544	5,286,250

Financial Sustainability Performance

The following section is a summary of Townsville City Council's financial sustainability. It sets out each of the required long-term financial sustainability measures, along with council's performance against each.

The *Local Government Regulation 2012* includes the relevant measures of financial sustainability at section 169(5). The measures are to be used to evaluate the financial sustainability of local governments in Queensland. These measures are separately categorised as being related to the sustainability of infrastructure capital and financial capital in accordance with the Act.

Relevant Measures of Sustainability

Table 4 indicates the relevant measures of financial sustainability as well as identified target ranges as described in the Financial Management (Sustainability) Guideline 2013. In addition, it outlines council's performance against each of the measures over the forecast period.

Operating Surplus Ratio

This is an indicator of the extent to which revenues raised cover operational expenses or are available for capital funding purposes or other purposes.

A positive ratio indicates that surplus revenue is available. This may be used to support the funding of capital expenditure or used to offset past or future operating deficits. If the surplus is not required for this purpose in a particular year, it can be held to support future capital expenditure funding as a financial asset, used to offset past deficit funding or, used to reduce current debt levels.

Net Financial Asset / Liability Ratio

This is an indicator of the extent to which the net financial liabilities of council can be serviced by its operating revenues.

The Department of Local Government and Planning have set a target of <60% for this ratio based on an average reliance on rates revenue by local governments across Australia of between 10% and 60%.

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.

High average net financial liability ratios over a long time can indicate a local government that is undertaking / has undertaken significant infrastructure projects. The ratio should not be considered in isolation, consideration should also be given to cash balances and positive cash growth over time.

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	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Operating surplus ratio											
(Net operating surplus / Total operating revenue)	0% - 10%	-1.8%	0.2%	0.1%	0.0%	0.5%	0.7%	0.8%	0.8%	0.3%	1.0%
Net financial liability ratio (Total liabilities - Current assets) / Total operating revenue	<60%	96.4%	104.6%	108.4%	106.0%	100.6%	103.0%	103.8%	107.9%	105.8%	103.4%
Asset sustainability ratio (Capital expenditure on the replacement of assets (renewals) / Depreciation)	>90%	87.8%	98.6%	64.9%	62.4%	84.0%	116.8%	83.4%	87.1%	109.9%	95.5%

Budget 2016/17

Budget 2016/17

The 2016/17 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 6 July 2016.

The budget gives council authority to raise \$380m of recurrent revenue to fund its operations and planned capital spend.

Council's 2016/17 operating result will be a deficit of \$6.7m subsequent to strong operating surpluses in 2014/15 and 2015/16 (forecasted) and in response to local economic conditions. The deficit reflects the anticipated costs of pumping water along the Haughton pipeline from the Burdekin water supply. These costs are expected to be confined to the 2016/17 financial year, subject to a successful wet season.

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 Rates and 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 2016/17, 2017/18 and 2018/19. 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 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 include all labour related expenditure such as wages and salaries and associated 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.

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, water pumping costs for the Haughton pipeline, utilities and insurance and donations given to the Community. In general the cost of Materials and Services has increased by 2.15% however council has identified efficiencies in its service delivery to offset inflationary pressures within this account category.

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). Other expenses relates mostly to the write off of bad and doubtful debts.

Income Statement

Table 5			
	2016/17	2017/18	2018/19
	\$'000	\$'000	\$'000
Revenue	475 000	404 540	400.004
General rates	175,330	181,510	188,094
Utility charges	188,534	193,225	199,133
Water	87,455	90,456	94,576
Wastewater	82,311	83,405	84,559
Refuse & Recycling	18,769	19,364	19,998
Discounts and concessions	(32,073)	(32,383)	(32,728)
Fees and charges	22,323	23,271	23,848
Interest received	3,499	3,605	3,269
Contributions	768	768	768
Grants and subsidies	8,067	8,340	8,624
Other revenue	13,375	13,663	13,956
Total revenue	379,824	391,999	404,964
F /////			
Expenses Employee costs	136,222	142,325	145,970
	-	-	
Materials and services	115,559	114,463	119,964
Depreciation and amortisation	110,753	110,974	114,687
Finance costs	22,905	22,430	22,945
Other expenses	1,102	1,128	1,165
Total expenses	386,541	391,320	404,731
Surplus/(Deficit) before capital income	(6,717)	679	233
Operating surplus ratio	-1.78%	0.17%	0.06%
Capital income			
Grants, subsidies, contributions and donations	60,208	69,983	64,954
Gain/(loss) on sale of property plant and equipment	616	648	666
Total capital income	60,824	70,631	65,620
Increase/(Decrease) in operating capability	54,107	71,310	65,853
Pursuant to Section 169 (6) and (7) of the Local Government Re	egulation 2012 1 5/16 - 16/17	16/17 - 17/18	17/18 - 18/19
Increase in rates and utility changes revenue before discounts and concessions (increases include average growth of 1.0% over the forecast period)	-0.41%	2.99%	3.33%
Increase in rates and utility changes revenue after discounts and concessions (increases include average growth of 1.0% over the forecast period)	-0.48%	3.18%	3.55%

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Balance Sheet

The balance sheet details council's current assets, non-current assets and liabilities. It also details the total community equity with further detail provided in the statement of changes in equity shown in table 8.

	Table 6		
	2016/17	2017/18	2018/19
	\$'000	\$'000	\$'000
Current Assets			
Cash and cash equivalents	83,446	71,505	73,042
Trade and other receivables	44,527	45,928	47,472
Inventories	1,025	1,025	1,02
Other assets	2,043	2,087	2,13
Total Current Assets	131,041	120,545	123,67
Non-Current Assets			
Investments	22,433	20,624	18,81
Trade and other receivables	5,518	5,518	5,518
Property, plant and equipment	4,690,979	4,811,396	4,913,194
Intangible assets	6,219	4,899	3,659
Other assets	4,382	4,382	4,382
Total Non-Current Assets	4,729,531	4,846,819	4,945,568
Total Assets	4,860,572	4,967,364	5,069,239
	4,000,012	4,507,504	3,003,23
Current Liabilities			
Trade and other payables	63,628	64,065	66,736
Borrowings	25,155	29,747	34,646
Provisions	24,116	24,735	25,383
Other current liabilities	2,748	2,748	2,748
Total Current Liabilities	115,647	121,295	129,513
Non-Current Liabilities			
Trade and other payables	1,873	1,873	1,873
Borrowings	343,017	371,086	396,830
Provisions	34,747	34,527	32,473
Total Non-Current Liabilities	379,637	407,486	431,176
Total Liabilities	495,284	528,781	560,689
Net Community Assets	4,365,288	4,438,583	4,508,550
Community Equity			
Asset revaluation reserve	755,328	757,313	761,42
Retained surplus	3,609,960	3,681,270	3,747,123
Total Community Equity	4,365,288	4,438,583	4,508,550

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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			
	2016/17	2017/18	2018/19
	\$'000	\$'000	\$'000
Cash Flows from Operating Activities			
Receipts			
Receipts from customers	376,914	385,994	399,11
Payments to suppliers and employees	(249,647)	(254,819)	(263,654
Interest received	3,499	3,605	3,269
Borrowing costs	(21,196)	(21,882)	(22,281
Other cashflows from operating activities	0	(44)	(45
Net Cash Provided by Operating Activities	109,570	112,854	116,405
Cash Flow from Investing Activities			
Payments for property, plant and equipment	(181,796)	(200,165)	(186,484
Net movement in loans and advances	1,143	0	(
Proceeds from sale of property, plant and equipment	12,181	1,386	1,50
Grants, subsidies, contributions and donations	37,679	41,324	39,468
Net Cash Used in Investing Activities	(130,793)	(157,455)	(145,511
Cash Flows from Financing Activities			
Proceeds from Borrowings	60,000	57,725	60,295
Repayment of Borrowings	(20,331)	(25,065)	(29,652
Net Cash Provided by Financing Activities	39,669	32,660	30,643
Net Increase/(Decrease) in Cash Held	18,446	(11,941)	1,53
Cash at Beginning of Reporting Period	65,000	83,446	71,50
Cash at End of Reporting Period	83,446	71,505	73,042

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Statement of Changes in Equity

Та	ble 8		
	2016/17	2017/18	2018/19
	\$'000	\$'000	\$'000
Asset Revaluation Reserve			
Opening balance	755,328	755,328	757,312
Increase in asset revaluation reserve		1,984	4,114
Closing Balance	755,328	757,312	761,426
Retained Surplus			
Opening Balance	3,555,853	3,609,960	3,681,271
Net result for the period	54,107	71,311	65,853
Dividend declared		-	-
Closing Balance	3,609,960	3,681,271	3,747,124
Total Community Equity	4,365,288	4,438,583	4,508,550

Council Business Activities

Table 9

	T	T	B. ft.
	Townsville	Townsville	Performing
	Water	Waste	Arts
Account Classification	FY \$000	FY \$000	FY \$000
0	Ş000	Ş000	Ş000
Operating Revenue		0	0
Rate Charges	0	0	0
Utility Charges	181,232	18,935	0
Less Less Discount & Concessions	(2,004)	(121)	0
Fees & Charges	2,974	12,190	663
Income From Investments & Financing	688	87	0
Contributions Recurrent	534	0	0
N.C.P. Revenue / Recovery	2,649	425	0
Grants & Subsidies Recurrent	0	0	0
Other Revenue	14,605	1,943	805
Total Operating Revenue	200,678	33,459	1,468
Operating Expenses			
Employee Costs	24,470	7,332	3,128
			,
Materials & Services	63,851	17,439	7,103
Finance Costs	17,603	572	0
Depreciation & Amortisation	41,484	2,825	55
N.C.P. Expense / Charges	734	361	0
Taxes Other Than Income Tax	0	0	0
Other Expenses	71	1	4
Total Operating Expenses	148,214	28,531	10,290
Operating Surplus / (Deficit) Before Income Tax & Capital items	52,464	4,929	(8,822)
Income Tax	18,177	1,480	0
Operating Surplus / (Deficit) Before Capital items	34,287	3,449	(8,822)
Comited Income			
Capital Income	0.400	0	0
Contributions Capital	8,109	0	0
Contributions Non-Cash Capital	10,436	0	0
Grants & Subsidies Capital	3,000	1,500	0
Profit/Loss On Sale Of Assets	616	0	0
Revaluation Reserve Retired	0	0	0
Other Capital Income	0	0	0
Total Capital Income	22,161	1,500	0
Capital Expense			
Impairment Losses	0	0	0
Revaluation Decrement	ů O	0	0
Other Capital Expenses	0	0	0
Total Capital Expense	Ő	ő	Ő
Increase / (Decrease) In Operating Capability	56,449	4,949	(8,822)
Capital Works			
Capital Works	68,460	4,311	0
Restoration & Rehabilitation Works	0	882	0
Departs of Assache	10,436	0	0
Donated Assets	10,430	0	Ŭ

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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	27,586	6,830	0
Services provided to clients other than Local Government	171,088	26,353	1,468
Community Service Obligation	2,004	276	0
Total Operating Revenue	200,678	33,459	1,468
Operating Expenses	148,214	28,531	10,290
Other Capital Amounts	22,161	1,500	0
Increase / (Decrease) In Operating Capability Before Tax	74,625	6,429	(8,822)
Income Tax	18,177	1,480	0
Increase / (Decrease) in Operating Capability after Tax	56,449	4,949	(8,822)

Community Service Obligations	Townsville Water FY \$000	Townsville Waste FY \$000
Concessions on Wastewater Utility Charges	502	
Concessions on Water Utility Charges	1,502	
National Recycling Week		4
Concessions on landfill fees for charity organisations		55
Costs of provision of dead animal collection services		31
Costs of provision of infirmed services		31
Clean-up Australia Day		7
Great Northern Clean-up		3
Landfill Free Access Weekend		145
Total Community Service Obligations	2,004	276

¹ No specific developments have been identified in the 2016/17 budget that are eligible for the CBD Incentive Scheme. Community Service Obligations will be recognised as eligible developments are identified.

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2016-17 Operational Plan and Budget for adoption 06 July 2016

Appendices

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Appendix 1 – Programmes by Core Service

Core Service	Service	Programme
Community	Cemeteries	Cemeteries
And Cultural Services	Community And Cultural Services	Business Support-Community Services
	Community Support Program	Business and Community Support - Community Development Community Planning and Development Programs
		Community Grants
	Enforcement Compliance	Community Recreation and Sport Programs Disaster Management
	Enforcement Compliance	0
		Animal Management
		Health Compliance
		Development Compliance
		Parking Compliance
		Health Management
		Business Support-Environmental Health
		Vector Control
		Counter Disaster Operations
	Events	V8 Supercar In Kind
		Performing Arts Public Programs
		Performing Arts Hirers
		Special Events
		Business Support-Performing Arts, Events & Protocol Civic Reception Events
	Facilities	School of Arts
		Old Magistrates Court
		Community Leased Facilities
		Townsville Entertainment & Convention Centre
		Reid Park Pit Complex
	Galleries	Gallery Collections Management
		Gallery Creative Communities
		Gallery Exhibitions
		Business Support-Galleries
		Gallery Creative Classrooms
		Gallery Public Art
		Gallery Creative Spaces
	Libraries	Corporate Research
		Library Customer Experience
		Learning & Information Services
		Library Administration
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	Sport And Recreation	Business Support-Sport Facilities
		Tony Ireland Stadium Operations
		Townsville Stadium Operations
		Kalynda Chase Tennis Court
		Riverway Grounds Operations
		Swimming Pools
Enabling	Asset Management-Enabling	Asset Management-Corporate
Services		TWW Asset Management
	Buildings And Facilities	Residency-Operational Buildings & Depots
	Management	Tenancy-Commercial Enterprises
		Tenancy-Childcare Services
		Hire-General Community
		Tenancy-Community Group
		Sport & Recreational Facilities
		Galleries, Libraries & Theatres
		Cemeteries Buildings
		Vacant Land & Miscellaneous
		Public Amenities
		Precincts & Areas
		SES Facilities
		Graffiti Management
		Property & Facility Emergency
		Business Support - Property Management
		Emergent Buildings & Facilities
		Restoration Buildings & Facilities
	Business Management	Business Support-Enabling
		TWW Technical & Engineering Services
	Communication And	Marketing & Communication
	Customer Relations	Together Townsville
		Customer Service
	Financial Management	Purchasing & Contracts
	i indicial Management	Stores & Materials Management
		Accounts Payable
		Accounts Receivable
		Cash Management
		Budgets & Strategic Financial Planning
		Systems Administration
		Treasury Management
		Tax Services
		Financial Reporting
		Billing Mater Deadling
		Meter Reading

		Callesting
		Collections
		Revenue Management
		Joint Ventures
_		TWW – Business Management & Compliance
	Fleet Management	Heavy Fleet
		Light Fleet
		Minor Fleet
		Fleet Operations Overheads
		Wet Plant Management Account
		Dry Plant Management Account
	Governance	Governance
		Legal
		Media
		Councillors
		Internal Audit
	Information Communication	KM Service Strategy and Design
	Technology	KM Service Transition
		KM Service Operations
		Knowledge Management Office
		KM Enterprise Resource Planning
		KM Infrastructure
	Laboratory Services	TWW Laboratory Services
-	People	Building Employee Capabilities
		Diversity
		Recognition & Reward
		Culture
		Workers Compensation
		Corporate Safety
		Health & Wellbeing
		Information Systems
		People Services
		Workforce Planning
-	Trade Services	TWW – Trade Services
Environment	Environmental And Natural	Environmental Education Awareness
And	Resource Mgmt	Natural Resources Management
Sustainability		Coastal Management
Services		Land Protection
		Bushfire Management
		Environmental Management Operations
	Environmental And	Business Support-Integrated Sustainability Services
		Dusiness Support-Integrated Sustainability Services
	Sustainability Services	Integrated Environmental & Sustainability Overtaine
	Sustainability Services Sustainability Services	Integrated Environmental & Sustainability Systems Catchment Management

		Sustainability Education Awareness
		Carbon Cycle
Planning And	Urban Planning_Built	Economic Development
Development	Environment	Development Assessment
		Hydraulics & Building Certification
		Business Support-Urban Planning/Built Environment
		Strategic Planning
		Strategic Land Management - Acquisition and Disposal
Public	Coastal Facilities	Coastal Maintenance
Infrastructure		Emergent Coastal Facilities
		Restoration Coastal Facilities
		Townsville Recreational Boat Park
	Drain And Stormwater	Investigations-Drains & Stormwater
	Management	Emergent Drains
		Restoration Drains
		Stormwater Drainage-Capital
		Stormwater Drainage Maintenance
		Asset Planning - Stormwater Drainage
	Open Space Management	Asset Planning Open Space Management
		Investigations Open Space
		Open Space Maintenance
		Emergent Open Spaces
		Restoration Open Spaces
		Open Space Management - Capital
		Waterfront Promenade
	Public Infrastructure	Engineering Services Operational Support
	Management	Maintenance Services
	Roads And Transport	Investigations-Roads & Transport
	Management	Emergent Roads
		Restoration Roads
		Asset Planning - Roads & Transport
		Roads - Capital
		Roads Maintenance
		Amenity Maintenance
		On Street Parking
		Off Street Parking
		Department Transport Main Roads (DTMR)
		Commercial Sales
		Street Sweeping
		Dalrymple Road Bridge
		CBD Utilities - Roads
		North Shore Boulevard Duplication

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Solid Waste Management	Solid Waste Business Management and Strategy	TWW - Waste Management & Support
genera	Solid Waste Collection and Recycling	TWW – Waste & Recycling Collection
	Solid Waste Treatment and Disposal	TWW – Resource Recovery & Waste Disposal
Wastewater	Wastewater Supply	Wastewater Preventative Maintenance
Services		TWW – Wastewater Treatment
		TWW – Wastewater Management & Support
		TWW – Wastewater Collection
		TWW – Wastewater Source Management
		CBD Utilities - Wastewater
Water	Water Supply	Water Reticulation
Services		Bulk Water Distribution
		Water Preventative Maintenance
		TWW – Dams
		TWW – Water Treatment
		TWW – Water Management & Support
		CBD Utilities - Water

Appendix 2 - Revenue Statement

OVERVIEW >>

This revenue statement explains the revenue raising measures adopted in the 2016/17 budget.

APPLICABILITY >>

This Revenue Statement, adopted as part of the Budget at the Special Meeting of council held on the 6th of July 2016, applies to the financial year ending 30th June 2017.

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 approach to raising revenue 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.

General rates are for services, facilities and activities that are supplied or undertaken for the benefit of the community in general. The council is required to raise an appropriate amount of revenue to maintain assets and provide services to the region as a whole.

Under State legislation, land valuation is used as the basis for levying general rates in Queensland. 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:

- i) council's legislative obligations;
- ii) the needs and expectations of the general community;
- iii) the expected cost of providing services; and
- iv) 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 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.

Pursuant to Chapter 4 of the Local Government Regulation 2012, the council has decided that:

- a) there will be 31 categories of rateable land for 2016/17 as stated and described in the attachment *Differential Rating Categories 2016/17*;
- b) the description of each of the rating categories of rateable land in the local government area are described in the attachment - *Differential Rating Categories 2016/17;*
- c) the rates and charges to be levied for each of the 31 differential general rating categories are detailed in the attachment *Differential Rates, Limitation on Increases, Minimum General Rate 2016/17.*

RATEABLE VALUE OF LAND >>

The unimproved capital or site valuation as advised by the Department of Natural Resources and Mines is used to determine the rateable value of land. The last valuation of the city was as at 1 October 2014. This is the value of the land for the 2016/17 financial year and will be used to calculate rates for land, from 1 July 2016.

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 2016 will not exceed the amount of general rates levied for the property for the previous year (year ending 30 June 2016) plus a percentage increase resolved by council. This is subject to a minimum rate for each category and the provisions set out below.

Provisions for capping of general rates:

- a) Capping will apply to any land categorised as residential Category 1 and Category 16. The concession is not available retrospectively and will only apply from the beginning of a financial year;
- b) Capping will cease to apply on and from 1 July 2017, where ownership of any land to which capping previously applied, is transferred on or after 1 July 2016. Land which is sold during 2016/17 is not eligible for capping in 2017/18. The new owner would be eligible for capping from 1 July 2018.
- c) The purchaser of any uncapped land during 2016/17 will not be eligible for capping until 1 July 2018.
- d) Where a dwelling is completed during 2016/17, on vacant land purchased during 2015/16, the owner will be eligible for capping from 1 July 2017 only.

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 2016/17 is detailed in the attachment – *Nelly Bay Harbour Operational Plan 2016/17*.

RURAL FIRE BRIGADES SPECIAL CHARGE >>

The special charge is levied on rateable lands serviced by the Bluewater, Clevedon, Crystal Creek, Cungulla, Horseshoe Bay, Lime Hills Elliott, Paluma, Purono, Rangewood, Rollingstone, Rupertswood, Saunders Beach, Toolakea and West Point Rural Fire Brigades for the purposes of providing these voluntary service brigades with the financial resources to acquire and maintain fire-fighting equipment, provide training to volunteers and enable them to operate throughout the rural areas of the region. The overall and implementation plans have been submitted by the relevant rural fire brigades to the Queensland Fire & Emergency Services Rural Fire Service.

The Rural Fire Brigade special charges for 2016/17 are detailed in the attachment - Rural Fire Levy 2016/17.

RURAL WATER SUPPLY SCHEMES >>

Council has resolved that because of the nature of the schemes, annual water charges will only apply to clients of the Jensen, Hencamp Creek and Black River Rural Water Supply scheme areas once water has been connected to individual properties. This is a departure from the policy of council that all properties capable of being connected to a water supply shall pay the uniform water rate as from the water main becoming serviceable.

A network contribution may be payable prior to a water connection being made to properties in the rural water supply scheme area.

JULAGO AND ALLIGATOR CREEK WATER SUPPLY SCHEME >>

Owners of properties in the Julago and Alligator Creek Water Supply Scheme benefited area are required to pay back a capital contribution of \$10,500.00 per lot over a ten year, interest free period for a connection to the Bruce Highway main and will be levied in half yearly instalments. The first instalment period started on 1 July 2008.

COMMERCIAL BUSINESS ACTIVITY - WATER UTILITY CHARGES >>

Council conducts water services as a business activity on a commercial basis. The utility charges and other fees and charges for this business activity are set in accordance with full cost recovery principles outlined in the *Local Government Regulation 2012*.

Non-residential water consumers, including commercial, industrial and government agencies will be levied a fixed charge together with a consumption based charge applied to all kilolitres used.

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 kilolitres used 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 kilolitres used. All developed and undeveloped residential properties connected to the water supply are automatically put on to the Standard Plan water billing option. Residential property owners can opt in to the Water Watchers Plan by application.

Vacant residential and non-residential blocks of land in a declared water service area will incur a vacant land charge as a contribution towards the cost of water infrastructure available for connection.

The fees received for the Water Services Activity are detailed in council's *Fees and Charges 2016/17*. The utility charges for this activity are detailed in the attachment – *Utility Charges – Water 2016/17*.

COMMERCIAL BUSINESS ACTIVITY - WASTEWATER UTILITY CHARGES >>

Council conducts wastewater (sewerage) services as a business activity on a commercial basis. The utility charges and other fees and charges for this business activity are set in accordance with full cost recovery principles outlined in the *Local Government Regulation 2012*.

Non-residential wastewater customers, including commercial, industrial and government agencies will be levied a fixed service charge per pedestal.

An additional wastewater charge is levied on applicable non-residential lots in respect of liquid trade waste in accordance with council's Trade Waste Policy.

Residential lots will be levied a fixed service charge for each dwelling, home unit or flat.

Vacant residential and non-residential blocks of land in a declared wastewater service area will incur a vacant land charge per lot as a contribution towards the cost of wastewater infrastructure available for connection.

An unconnected occupied lot in a declared sewer area shall be levied wastewater utility charges as if it were connected. This acts as an incentive for property owners to connect their premises to the sewerage system.

The fees received for the wastewater activity are detailed in council's *Fees and Charges 2016/17*. The utility charges for this activity are detailed in the attachment – *Utility Charges – Sewerage 2016/17*.

COMMERCIAL BUSINESS ACTIVITY - REFUSE & RECYCLING UTILITY CHARGES >>

Council conducts the refuse and recycling (waste management) services as a business activity on a commercial basis. The utility charges and other fees and charges for this business activity are set in accordance with full cost recovery principles outlined in the *Local Government Regulation 2012*.

Residential properties will be levied a combined refuse and recycling utility charge per dwelling, home unit or flat for each combined service provided.

For non-residential premises, separate charges will apply on the basis of:

- Refuse collection charge based upon each refuse collection service provided;
- Recycling collection charge based upon each recycling collection service provided.

All additional or special refuse services are charged on a user pays basis per service provided.

The fees received for the refuse and recycling activities are detailed in council's *Fees and Charges 2016/17*. The utility charges for this activity are detailed in the attachment – *Utility Charges – Refuse and Recycling 2016/17*.

PENSIONER RATES CONCESSION >>

Council has adopted a Pensioner Rates 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 Rates 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 2017.

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 whose objects do not include making a profit and meets council's eligibility criteria. Council will consider applications in accordance with the *Local Government Regulation 2012* and the relevant Policy and where the land's use is considered to contribute to the cultural, economic, environmental, historic, heritage or scientific significance of the local government area. Concessions will not be considered for vacant lands.

PROMPT PAYMENT DISCOUNT >>

Council acknowledges that the failure to pay rates when due can impact 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 Register and have been determined with reference to the relevant legislation and where appropriate recover the cost of performing the function or service.

Appendix 3 - Revenue Policy

1. POLICY STATEMENT >>

In 2016/17 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 2016/17 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 council.

4. RESPONSIBILITY >>

Councillors, the Chief Executive Officer and the Financial Services Department are responsible for ensuring that this policy is understood and followed.

5. DEFINITIONS >>

All definitions are as per the Local Government Act 2009 and the Local Government Regulation 2012.

6. POLICY >>

6.1 Principles used for the levying rates and charges

When levying rates and charges, 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
 - imposing cost-recovery fees in respect of services and activities for which it believes costrecovery is appropriate.
- 3. have regard to the prevailing local economic conditions, and when possible, make increases incremental in an attempt to avoid significant price escalation in any one year; and
- 4. offer an early payment discount to provide an incentive for the timely payment of rates and charges.

The council will levy special rates and charges to minimise the extent to which the general community subsidises the unique costs arising from the provision of local government benefits or services to particular land.

6.2 Principles used for recovering overdue rates and charges

Council will exercise its rate recovery powers in order to reduce the overall rate burden upon ratepayers by:

- making clear the obligations of ratepayers and the processes used by council in assisting them to meet their financial obligations;
- making the processes used to recover outstanding rates and utility charges clear, simple to administer and cost effective;
- considering the capacity to pay in determining appropriate payment plans for different sectors of the community;
- having regard to providing the same treatment for ratepayers with similar circumstances; and
- flexibly responding when necessary to changes in the local economy.

6.3 Principles used for granting concessions for rates and charges

The council will support desirable community objectives by considering applications for concessions and providing concessions for certain categories of land owners and in respect of properties used for certain purposes.

The purpose of these concessions is to:

- reduce the financial burden of rates and charges payable by pensioners;
- support not-for-profit organisations whose objects do not include making a profit;

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- encourage the economic or development of all or part of the local government area; or
- support entities that provide assistance or encouragement for arts or cultural development; and
- encourage the preservation, restoration or maintenance of land that is of cultural, environmental, historic, heritage or scientific significance to the local government area.

6.4 Setting of cost-recovery fees

The council considers that in almost all instances it is appropriate and in the community interest to apply full cost recovery to its water, sewerage, and refuse and recycling utility charges, which includes obtaining a return on capital for assets used in the delivery of these services. In accordance with Section 97 of the *Local Government Act 2009*, cost-recovery fees will also be set for other services and activities for which council believes it is appropriate. A return on capital will only be charged where permissible under the *Local Government Act 2009* or *Local Government Regulation 2012*. By imposing charges that accurately reflect the full cost of the provision of services; the council will promote efficiency in both provision and use of the services.

Council may choose to subsidise the charges from other sources (e.g. general rate revenue) when the council believes that is in the community interest.

6.5 Funding of new development

The council will fund the physical and social costs of any new development by levying charges upon that development, to the fullest extent permissible by law. The council considers that the current law strikes a reasonable balance between minimising costs for new developments and managing the burden of new developments upon existing ratepayers. In particular, 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 council believes that is in the interest of the community.

7. LEGAL PARAMETERS >>

Local Government Act 2009

Local Government Regulation 2012

8. ASSOCIATED DOCUMENTS >>

Charitable & Community Organisations Rates & Charges Concession Policy

Rates Discount Policy

Revenue Statement

Debt Recovery Policy

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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:

- comply with legislative requirements;
- establish when borrowings will be made by council and for what purpose;
- provide a view of the city's long-term debt requirements;
- 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 may meet long-term debt requirements by first using any surplus cash and investments currently available (even if these are surplus only for a short term) before undertaking a new borrowing. This is the case even if using existing funds only defers the need to borrow for a short period of time.
- Council will not use long-term debt to finance operating activities or recurrent expenditure. A working capital facility or overdraft may be utilised to help fund short term cashflow requirements that may arise from time to time.
- 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 amount of new debt to be borrowed in a year must be approved as part of the annual budget process, excluding working capital and bank overdraft facilities which are used as a revolving line of credit facility. New borrowing applications must also be approved by the Department of Infrastructure, Local Government and Planning.
- 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
Year ended 30/6/2017	
New and upgrade Infrastructure Assets	\$60,000
Year ended 30/6/2018	
 New and upgrade Infrastructure Assets 	\$57,725
Year ended 30/6/2019	
New and upgrade Infrastructure Assets	\$60,295
Year ended 30/6/2020	
New and upgrade Infrastructure Assets	\$46,441
Year ended 30/6/2021	
New and upgrade Infrastructure Assets	\$40,285
Year ended 30/6/2022	
 New and upgrade Infrastructure Assets 	\$71,323
Year ended 30/6/2023	
New and upgrade Infrastructure Assets	\$72,595
Year ended 30/6/2024	
 New and upgrade Infrastructure Assets 	\$81,595
Year ended 30/6/2025	
New and upgrade Infrastructure Assets	\$63,845
Year ended 30/6/2026	
New and upgrade Infrastructure Assets	\$57,331

Repayment term of new loans is up to 20 years with existing loans having repayment terms between 1 and 16 years. The amount projected to be outstanding at 30 June 2017 is \$368.2 million.

Anticipated loan principal repayments for the year ended 30 June 2017 is \$20.3 million

7. LEGAL PARAMETERS >>

Local Government Act 2009 Local Government Regulation 2012 Statutory Bodies Financial Arrangements Act 1982

8. ASSOCIATED DOCUMENTS >>

Adopted Budget 10 year capital works plans Long term financial plans Revenue Statement Revenue Policy Treasury Management Administrative Directive

Appendix 5 - Investment Policy

1. POLICY STATEMENT >>

Council will manage its investments on a corporate basis and in a centralised manner in accordance with council's Treasury Management Administrative Directive

2. PRINCIPLES >>

This policy identifies council's overall financial risk philosophy and objectives.

3. SCOPE >>

This policy applies to all staff who are responsible for transactions which may affect council's investment accounts.

4. RESPONSIBILITY >>

The Chief Executive Officer and the Executive Manager Finance are responsible for ensuring this policy is understood and adhered to by staff.

5. DEFINITIONS >>

At call – an investment that can be redeemed and the moneys invested can be retrieved by the investor from the financial institution within 30 days without penalty.

Counterparty – a legal and financial term that refers to the other individual or institution to an agreement or contract.

Credit risk – the risk of loss due to the failure of the counterparty of an investment to meet its financial obligations in a timely manner.

Financial institution – an authorised deposit-taking institution within the meaning of the *Banking Act 1959* (*Cwlth*).

Interest rate risk – is the risk of a change in the market value of the investment portfolio, which arises due to a change in interest rates.

Investment Portfolio - a collection of short, medium and long term cash deposit investment accounts.

Liquidity risk – the risk that council will have insufficient cash available to meet its working capital needs.

Market Average Rate of Return – for performance purposes, the investment portfolio will be compared to the UBS Australia Bank Bill Index over a rolling one-year period.

Transaction risk – the risk of a direct or indirect loss resulting from inadequate or failed internal processes, people or systems.

Preservation of Capital – An investment strategy with the primary goal of preventing losses in an investment's total value. In modern portfolio theory terms, it refers to a guaranteed investment of principal, which would provide a return of at least inflation.

Responsible officer – council officers who are responsible for activity directly related to the transfers of cash between council's investment accounts e.g. Treasury officers.

6. POLICY >>

Council's investment portfolio will be managed centrally on a corporate basis and a conservative investment approach will be applied.

Council will:

- Endeavour to preserve capital through the effective management of the investment portfolios exposure to credit risk, interest rate risk, liquidity risk and transaction risk.
- Maintain sufficient liquidity of its investment portfolio to meet all reasonably anticipated cash flow requirements, as and when they fall due; and
- Maintain an investment portfolio which is expected to achieve a market average rate of return.

6.1 Reporting and Performance Measurement

Reporting will be undertaken on a monthly basis reviewing all investment related exposures, specifically detailing information on the investment portfolio in terms of interest rate, counterparty percentage exposure and year to date running yield.

Regular cash management reports (weekly) will be prepared by the Finance Department.

6.2 Documentation & Approval

Any transaction occurring between council's transactional bank account and at call cash deposit accounts will require approval from an authorised account signatory.

Any transactions occurring between council's at call cash deposit accounts and cash deposit accounts, with a term to maturity of one month or more, will require approval from the Manager Financial Accounting.

Each transaction will require written confirmation by the approved financial institution. Council will maintain the necessary documents related to all transactions with approved financial institutions.

7. LEGAL PARAMETERS >>

Statutory Bodies Financial Arrangement Act 1982

Statutory Bodies Arrangements Regulations 2007

Local Government Regulation 2012

Banking Act 1959 (Cwlth)

8. ASSOCIATED DOCUMENTS >>

List of Authorised Deposit-taking Institutions (http://www.apra.gov.au/adi)

Treasury Management Administrative Directive

Appendix 6 - Pensioner Rates Concession Policy

1. POLICY STATEMENT >>

Council will provide a rate concession to assist approved pensioner ratepayers.

2. PRINCIPLES >>

To provide a rate concession to approved pensioners.

3. SCOPE >>

This policy applies to the levying of rates upon approved pensioners.

4. RESPONSIBILITY >>

The Executive Manager Finance and the Manager Revenue are responsible for ensuring this policy is understood and followed by all staff involved in administering pensioner rates concessions.

5. DEFINITIONS >>

Approved Pensioner:

- is and remains throughout the rating period the holder of a Queensland "Pensioner Concession Card" issued by Centrelink or Department of Veterans' Affairs Health Card (All Conditions within Australia) or Department of Veterans' Affairs Health Card (Totally & Permanently Incapacitated); and
- the owner or life tenant (either jointly or solely) of the property which is his/her principal place of residence; and
- either solely or jointly with a co-owner, legally responsible for the payment of rates and charges for the specified property as defined in council's pensioner policy.

Owner - as defined in the Local Government Act 2009.

Spouse - a person's partner in marriage or a de facto relationship as recognised by the Acts Interpretation Act 1954 S. 32DA (1) and (5)(a).

Pension - a pension, allowance or benefit paid under a Law of the Commonwealth or State as prescribed by *Local Government Regulation 2012.*

6. POLICY >>

Council will provide rates concessions to approved pensioners as follows:

6.1 The Rates Concession

The maximum pensioner rates concession available is 85% of the general rates levied on a pensioner's property, or \$800.00 per year, whichever is the lesser.

The amount of pensioner rates concession available to each approved pensioner will be calculated by reference to the proportion of a full pension that the ratepayer receives. That is if an approved pensioner ratepayer receives:

- a full pension, the ratepayer will qualify for the maximum pensioner rates concession;
- a part-pension, the ratepayer will qualify for a pro rata portion of the maximum pensioner rates concession equivalent to the percentage of a full pension that they receive in the form of a part-pension, excluding any additional benefit or allowance;
- an allowance or benefit and not a pension or part-pension, the ratepayer will qualify for a pro rata portion
 of the maximum pensioner rates concession equivalent to the percentage of a full pension that they
 receive in the form the additional benefit or allowance.

If an approved pensioner ratepayer receives an Australian qualifying supplementary pension payment in addition to a like qualifying foreign pension payment, the concession of general rates will be assessed according to the total amount of \$ Australian being received, after converting the foreign pension payment to \$ Australian at the current conversion rate applicable at the date of concession application, and adding same to the \$ Australian qualifying supplementary pension payment being received.

No pensioner rates concession is applicable where only a foreign pension payment is being received.

All annual applications must be confirmed by written advice by Centrelink.

6.2 Ownership

In cases of co-ownership, the pensioner rates concession will apply only to the approved pensioner's proportionate share of the general rates as recorded on the title for the property as registered at the Titles Office and advised to the council on the property transfer information 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
 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 circumstance 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

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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 Concession 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 the Townsville City Council area. Under no circumstance is an approved pensioner to receive a pensioner concession 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 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-rate 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) 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 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.

If rates, charges and fire levies are in arrears as at 30 June, compound interest at the rate of 11% per annum will apply from 1 July.

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. Townsville City Council will not make refunds or allow further concessions as a consequence of this adjustment not being performed.

6.7 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 or delegated officer, 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 Townsville City Council needs to re-establish eligibility (e.g. after having a qualifying pension or concession card re-granted, changing the address of the principal place of residence, etc.); or
- as instructed by relevant Commonwealth Agency (Centrelink or The Department of Veterans' Affairs).

Initial or Re-established Eligibility

Council will only allow a pensioner rates concession when there are no rates arrears on the property as at the date the application is received.

Application for the pensioner rates concession must be made on the prescribed form and be supported by a statement from Centrelink or the Department of Veterans' Affairs containing details of the type and amount of pension received along with a copy 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 concession is being claimed.

Continuing Eligibility

Townsville City Council will verify continuing eligibility for the pensioner rates concession on at least an annual basis either:

- by authorising council to verify with the relevant Commonwealth Agency (Centrelink or Department of Veterans' Affairs) either by electronic data matching; or
- by authorising council to use Centrelink Confirmation eServices (online enquiry) to perform a Centrelink/Department of Veteran's Affairs enquiry to confirm eligibility and status of your current concession.
- by obtaining from the approved pensioner written verification from the relevant Commonwealth agency.

If 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 – council will calculate rates having regard to the dates of change evidenced by the property transfer information 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 Rates Discount Policy Debt Recovery Policy

Appendix 7 – Charitable & Community Organisations Rates & 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 general rates and utility 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 on Rates & 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 or utility 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 Section 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 Section 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.

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6. POLICY >>

Townsville City Council will allow a concession of rates and utility charges to eligible groups and organisations in recognition of their activities and contribution to the community or local zone in the arts, cultural, environmental, historical, heritage or scientific significance areas or to encourage economic development of the local government area.

6.1 APPLICATION

Applications for concession must:

- be lodged in writing on the prescribed form, addressed to The Chief Executive Officer; and
- include a copy of the Constitution or Memorandum and Articles of Association of the organisation which must clearly detail that the organisation is not-for-profit; and
- if available, include any other supporting documentation such as Taxation Exemption certificate which confirms that the organisation is not-for-profit; and
- identify the principal use of the land for which the concession is being requested.

Decisions regarding the outcome of the application will be made within 45 days of receipt of the application. Additional evidence to support the application may be requested in some circumstances. Decisions regarding the outcome of the application will be advised to the owner in writing.

6.2 EFFECTIVE DATE

The concession will commence from the beginning of the current half year rating period in which the application was received and will apply to rates and charges included on the current half year rate notice issued or, on a prorata 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, must not hold a gaming licence at the premises for greater than 25 gaming machines 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 concessional categories, description of purpose and the percentage of concession granted.

The schedule will be reviewed and updated periodically by the 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 applications for concessions under this policy must be lodged in writing addressed to the 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 the Executive Manager Finance and will be signed off by the 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.

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Local Government Regulation 2012.

8. ASSOCIATED DOCUMENTS >>

Concessions Schedule.

Listing of Approved Concessions and Exemptions.

Application for Concession on Rates & Charges Form.

Appendix 7a – Concessions Schedule

CATEGORY	DESCRIPTION AND PURPOSE	CONSIDERATIONS	EXCLUSIONS	% CONCESSION (non gaming licenced premises)	% CONCESSION (gaming licenced premises < 25 Machines)
Not-for-profit and charitable organisations.	Land is owned or leased (registered lease with DNRM) by a not-for-profit and charitable organisation and is being used to provide benefit to the community.	Concession is allowed in terms Local Government Regulation 2012. Council resolution.	The land must not be used for any other purpose. The land must not be commercially leased to any other entity. Utility concessions will not be granted to State or Commonwealth owned and operated establishments. Gaming licenced premises where the premises has > 25 gaming machine licence will not be eligible.	100 % General Rates	50% General Rates
Clubhouses and halls for not-for-profit and charitable organisations.	Land is owned or leased (registered lease with DNRM) by an entity whose objects do not include making a profit and is being used for clubhouse purposes.	Concession is allowed in terms Local Government Regulation 2012. Council resolution.	The land must not be used for any other purpose. The land must not be commercially leased to any other entity. Utility concessions will not be granted to State or Commonwealth owned and operated establishments. Gaming licenced premises where the premises has > 25 gaming machine licence will not be eligible.	100% General Rates 73% Volumetric Water Charges	50% General Rates 36% Volumetric Water Charges

Not-for-profit and charitable aged care facilities.	Land is owned or leased (registered lease with DNRM) by an entity whose objects do not include making a profit and the land is being used for the care of the aged.	Concession is allowed in terms Local Government Regulation 2012. Council resolution.	The land must not be used for any other purpose. The land must not be commercially leased to any other entity. Utility concessions will not be granted to State or Commonwealth owned and operated establishments.	100% General Rates 55% Volumetric Water Charges	n/a
Sports field irrigation - restricted public access.	Land is owned or leased (registered lease with DNRM) by a not-for-profit and charitable organisation and is being used for sports purposes.	Concession is allowed in terms Local Government Regulation 2012. Council resolution.	The land must not be used for any other purpose. Schools, tertiary institutions and other higher education facilities are excluded. The land must not be commercially leased to any other entity. Utility concessions will not be granted to State or Commonwealth owned and operated establishments. Gaming licenced premises where the premises has > 25 gaming machine licence will not be eligible.	73% Volumetric Water Charges (\$100,000 per annum cap)	36% Volumetric Water Charges (\$100,000 per annum cap)
Sports field irrigation - no public access restrictions.	Land is owned or leased (registered lease with DNRM) by a not-for-profit and charitable organisation and is being used for sports purposes.	Concession is allowed in terms Local Government Regulation 2012. Council resolution.	An approved water efficiency management plan must be in place to be eligible for this benefit. If a plan is not in place the concession would be the same as for restricted public access grounds. Schools, tertiary institutions and other higher education facilities are excluded. The land must not be commercially leased to any other entity. Utility concessions will not be granted to State or Commonwealth owned and	95% Volumetric Water Charges	45% Volumetric Water Charges

			operated establishments. Gaming licenced premises where the premises has > 25 gaming machine licence will not be eligible.		
Churches and church halls.	Land less than 20 ha and 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) (j) (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. Utility concessions will not be granted to State or Commonwealth owned and operated establishments.	General Rates Exempt 15% Sewerage Charges 55% Volumetric Water Charges	n/a
Schools and educational institutions including not- for-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) (j) (ii). Council resolution.	The land must not be used for any other purpose. The land must not be commercially leased to any other entity. Utility concessions will not be granted to State or Commonwealth owned and operated establishments.	100% General Rates	n/a
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 Section 73 (2) (e) of the Local Government Regulation 2012 and land is given a water concession due to the public	The land must not be used for any other purpose. The land must not be commercially leased to any other entity.	General Rates Exempt 5% Volumetric Water Charges	n/a

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		benefit. Council resolution.			
Historic Society	Land is owned or leased (registered lease with DNRM) and is being used to preserve and maintain the historic and heritage significance to the council area.	Land is being used to preserve and maintain the historic and heritage significance to the Council area and can be granted a concession under Local Government Regulations 2010. Council resolution.	The land must not be used for any other purpose. The land must not be commercially leased to any other entity. Utility concessions will not be granted to State or Commonwealth owned and operated establishments.	100% General Rates	n/a
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. Council resolution.	The land must not be used for any other purpose. The land must not be commercially leased to any other entity. Utility concessions will not be granted to State or Commonwealth owned and operated establishments.	30% Volumetric Water Charges 30% Sewerage Charges	n/a
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. Council resolution.	The land must not be used for any other purpose. Utility concessions will not be granted to State or Commonwealth owned and operated establishments.	55% Volumetric Water Charges	n/a
Boarding and lodging houses.	Land is being used for the provision of reasonably priced accommodation.	Council considers that the land is being used to provide for the benefit of less privileged in the community.	The land must not be used for any other purpose. Utility concessions will not be granted to State or Commonwealth owned and operated establishments.	20% Volumetric Water Charges 20% Sewerage Charges	n/a

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		Council resolution.			
Showgrounds / Horseracing		General rate exemption in	The land must not be used for any other	General Rates Exempt	General Rates Exempt
	(registered lease with		purpose.		
	DNRM) and is being used	(i) of the Local Government Act		73% Volumetric Water	36% Volumetric Water
	primarily for showgrounds or horseracing purposes.	2009.	The land must not be commercially leased to any other entity.	Charges	Charges
		Concession on utility charges is allowed	Utility concessions will not be granted to	62% Sewerage Charges	31% Sewerage Charges
		under the terms of the Local	State or Commonwealth owned and		
		Government Regulation 2012.	operated establishments.		
		Council resolution.			
Special consideration for	Lands included in Riverside	All lands in the subdivision in the	n/a	100% General Rates	n/a
ale of council owned lands.	Ridge subdivision while it is	name of Riverside Ridge (Qld) Pty			
	held in the name of	Limited have been granted a		100% Water Service	
	Riverside Ridge (Qld) Pty	concession as part of the sale		Charges	
	Limited.	contract negotiated at the time of			
		the sale of council owned land.		100% Sewerage Charges	
		Council Resolution 20/09/2005			
		authorised that a concession of the			
		general rates, vacant land water service			
		charges and vacant land sewerage			
		service charges will apply in accordance			
		with the specific contract terms and for			
		a period of and until the earlier of:			
		(a) 90 days after that land has been			
		reconfigured to create a new lot from			
		that land; or			
		(b) that land has been reconfigured to			
		create a new lot and that lot is sold.			

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Special consideration for applications made under the Jobs and Investment Package 2015-2018.	Applicable lands under the Jobs and Investment Package 2015-2018 Geographic boundaries for this program are available from Planning and Economic Development.	Land under approved development that is included in the defined area as determined by the Jobs and Investment Package 2015-2018 as adopted by council in February 2015. Under part 10 Section 120 (1)(d)	n/a	Refer to Jobs and Incentives Package 2015 - 2018	n/a
		of the Local Government Regulation 2012 concessions can be granted to encourage economic development. 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. Utility concessions will not be granted to State or Commonwealth owned and operated establishments.	15% Volumetric Water Charges	n/a
		Council resolution.			
Water supplied for irrigation purposes.	Land is being developed, however a portion is retained as open space and irrigated in preparation for donating to council.	Under part 10 Section 120 (1)(d) of the Local Government Regulation 2012 concessions can be granted to encourage economic development. Council resolution.	The land must be under development and a concession may be applied to the land parcel that will be donated to council as open space.	15% Volumetric Water Charges	n/a

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Appendix 8 - Differential Rating Categories 2016/17

The criteria are based on the Land Use Codes determined by the Department of Natural Resources and Mines to classify land within Townsville City Council boundaries and precincts identified in the City Plan.

Categories 1 to 15, 22 and 24 to 27 include all lands not identified in the Central Business District (CBD) Precinct.

Categories 16 to 21, 23 and 28 to 31 include all lands identified in the Central Business District (CBD) Precinct. Properties in the CBD Precinct are identified in the attached map (**See Figure 1**). In the event a property or land parcel is only partially contained in the CBD Precinct, it will be rated as if it is wholly within the CBD precinct.

Category 22 includes land parcels in the Townsville State Development Area (TSDA) that include land within the TSDA Development Scheme and greater than 10 hectares and land parcels in the Rocky Springs master planned community approval area. The TSDA has an approved development scheme administered by the State Government, which facilitates industrial uses given its proximity to the Port. There are a significant number of privately owned properties within the TSDA which are yet to be developed. The Rocky Springs site is supported by Council as a future urban growth front and has an existing approval overriding the planning scheme for a master planned residential development. The site has also not commenced development at this stage and has been vacant for a significant period of time since its approval was granted.

<u>CATEGORY 1 - lands defined by the following Land Use Codes, being residential and used by the owner as their</u> <u>principle place of residence (PPR):</u> 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.

(**) Land Use Codes 1, 4 & 94 are applicable in Category 1 when residential lands are under a residential development application, the certificate of classification has been issued and council is awaiting land use code confirmation to a residential occupied status from DNRM.

<u>CATEGORY 2 - lands defined by the following Land Use Codes, being residential and not used by the owner as</u> <u>their principle place of residence (NPPR)</u>: 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 - lands 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 - lands 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.

<u>CATEGORY 5 - lands defined by the following Land Use Codes:</u> 35, general industry; 36, light industry; 37, noxious, offensive industries; 39, harbour industries; 40, extractive industries.

<u>CATEGORY 6 - lands defined by the following Land Use Codes:</u> 16 drive in shopping centre not described in Categories 10, 11 and 12.

<u>CATEGORY 7 - lands defined by the following Land Use Codes:</u> 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, non-irrigated; 85, pigs; 86, horses; 87, poultry; 88, forestry and logs; 89, animals (special); 93, peanuts.

<u>CATEGORY 8 - lands defined by the following Land Use Codes:</u> 3 and 3/98, multi-unit dwelling (flats) and comprising of individual residential accommodation units no greater than 19; 7 guest house/private hotel; 21 residential institutions (non-medical care)

<u>CATEGORY 9 - lands defined by the following Land Use Codes:</u> all lands not included in Categories 1, 2, 3, 4, 5, 6, 7, 8, 10, 11, 12, 13, 14, 15, 22, 24, 25, 26, 27.

<u>CATEGORY 10 - lands defined by the following Land Use Codes and description:</u> 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.

<u>CATEGORY 11 - lands defined by the following Land Use Codes and description:</u> 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 - lands defined by the following Land Use Codes and description: 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.

<u>CATEGORY 13 - lands defined by the following Land Use Codes and description:</u> 23, retail warehouse that matches the following description: The centre should have a developed floor space in greater than 40,000m2.

<u>CATEGORY 14 - lands defined by the following Land Use Codes and description</u>: 23, retail warehouse that matches the following description: The centre should have a developed floor space less than 40,000 m2.

CATEGORY 15 - lands defined by the following Land Use Codes: 24, outdoor sales area.

Categories 16, 17, 18, 19, 20, 21, 23, 28, 29, 30 and 31 are all those lands within the area identified in the map below in green as being within the CBD Precinct. (See Figure 1):



Figure 1 - CBD Precinct.

CATEGORY 16 - lands within the CBD Precinct, defined by the following Land Use Codes, being residential and used by the owner as their principle place of residence (PPR): 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.

(**) Land Use Codes 1 & 4 are applicable in Category 16 when residential lands are under a residential development application, the certificate of classification has been issued and council is awaiting land use code confirmation to a residential occupied status from DNRM.

CATEGORY 17 - lands within the CBD Precinct, defined by the following Land Use Codes, being residential and **not** used by the owner as their principle place of residence (NPPR): 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 - lands within the CBD Precinct, 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 - lands within the CBD Precinct, 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

<u>CATEGORY 20 - lands within the CBD Precinct, defined by the following Land Use Codes:</u> 35, general industry; 36, light industry; 37, noxious, offensive industries; 39, harbour industries; 40, extractive industries.

<u>CATEGORY 21 - lands within the CBD Precinct, defined by the following Land Use Codes:</u> 3, multi-unit dwelling (flats) and comprising of individual residential accommodation units no greater than 19; 7, guest house/private hotel; 21, residential institutions (non-medical care).

<u>CATEGORY 22 - lands defined by the following Land Use Codes:</u> 1, vacant urban land; 4, large home site – vacant; 5, large home site - dwelling; 18, special tourist attraction; 35, general industry; 37, noxious, offensive industry, 65, cattle breeding and fattening; 66, cattle fattening and are lands wholly within areas identified as the Townsville State Development Area (TSDA) and land within the Rocky Springs master planned community approval and greater than 10 hectares in area.

CATEGORY 23 - lands within the CBD Precinct, defined by the following: all lands not included in Categories 16 - 21 and 28 - 31.

<u>CATEGORY 24 - lands defined by the following Land Use Codes and description:</u> 3, multi-unit dwelling (flats) and/or building units (*) that matches the following description. A large multi-unit dwelling complex comprising of individual residential accommodation units greater than 19 and less than 30, not registered on a building units plan or group titles plan under the Body Corporate and Community Management Act where that lot is for a residential purpose.

<u>CATEGORY 25 - lands defined by the following Land Use Codes and description:</u> 3, multi-unit dwelling (flats) and/or building units that matches the following description. A large multi-unit dwelling complex comprising of individual residential accommodation units greater than 29 and less than 50, not registered on a building units plan or group titles plan under the Body Corporate and Community Management Act where that lot is for a residential purpose.

<u>CATEGORY 26 - lands defined by the following Land Use Codes and description:</u> 3, multi-unit dwelling (flats) and/or building units that matches the following description. A large multi-unit dwelling complex comprising of individual residential accommodation units greater than 49 and less than 70, not registered on a building units plan or group titles plan under the Body Corporate and Community Management Act where that lot is for a residential purpose.

<u>CATEGORY 27 - lands defined by the following Land Use Codes and description:</u> 3, multi-unit dwelling (flats) and/or building units that matches the following description. A large multi-unit dwelling complex comprising of individual residential accommodation units greater than 69, not registered on a building units plan or group titles plan under the Body Corporate and Community Management Act where that lot is for a residential purpose.

<u>CATEGORY 28 - lands within the CBD Precinct, defined by the following Land Use Codes and description:</u> 3, multi-unit dwelling (flats) and/or building units that matches the following description. A large multi-unit dwelling complex comprising of individual residential accommodation units greater than 19 and less than 30, not registered on a building units plan or group titles plan under the Body Corporate and Community Management Act where that lot is for a residential purpose.

<u>CATEGORY 29 - lands within the CBD Precinct, defined by the following Land Use Codes and description:</u> 3, multi-unit dwelling (flats) and/or building units that matches the following description. A large multi-unit dwelling complex comprising of individual residential accommodation units greater than 29 and less than 50, not registered on a building units plan or group titles plan under the Body Corporate and Community Management Act where that lot is for a residential purpose.

<u>CATEGORY 30 - lands within the CBD Precinct, defined by the following Land Use Codes and description:</u> 3, multi-unit dwelling (flats) and/or building units that matches the following description. A large multi-unit dwelling complex comprising of individual residential accommodation units greater than 49 and less than 70, not registered on a building units plan or group titles plan under the Body Corporate and Community Management Act where that lot is for a residential purpose.

<u>CATEGORY 31 - lands within the CBD Precinct, defined by the following Land Use Codes:</u> 3, multi-unit dwelling (flats) and/or building units that matches the following description. A large multi-unit dwelling complex comprising

of individual residential accommodation units greater than 69, not registered on a building units plan or group titles plan under the Body Corporate and Community Management Act where that lot is for a residential purpose.

Appendix 9 - Differential Rates, Limitations on Increases, Minimum General Rate

Category	Description	Rate-in-\$	Minimum	Limitation (cap)
1	Residential - PPR	0.010251	\$1,117	30%
2	Residential - NPPR	0.011934	\$1,143	No limit
3	Commercial	0.019387	\$1,387	No limit
4	Warehouse, Bulk Stores	0.019069	\$1,387	No limit
5	General Light Industry	0.019471	\$1,387	No limit
6	Drive-in Shopping Centres (small)	0.018574	\$1,387	No limit
7	Agriculture and Grazing	0.011431	\$1,387	No limit
8	Multi-unit Dwellings < 20 units	0.013198	\$1,387	No limit
9	Land not otherwise defined	0.019129	\$1,387	No limit
10	Shopping Centre >40,000 sqm	0.034317	\$774,500	No limit
11	Shopping Centres > 20,000 sqm and <40,000 sqm	0.021299	\$655,000	No limit
12	Shopping Centres <20,000 sqm	0.033101	\$360,700	No limit
13	Retail Warehouse >40,000 sqm	0.026583	\$159,000	No limit
14	Retail Warehouse <40,000 sqm	0.024575	\$1,445	No limit
15	Outdoor Sales Areas	0.020802	\$1,325	No limit
16	CBD Residential - PPR	0.012371	\$1,197	30%
17	CBD Residential - NPPR	0.016068	\$1,284	No limit
18	CBD Commercial	0.037530	\$1,408	No limit
19	CBD Warehouse, Bulk Stores	0.037623	\$1,408	No limit
20	CBD Light Industry	0.031438	\$1,408	No limit
21	CBD Multi-unit Dwelling < 20 units	0.020002	\$1,408	No limit
22	Special Development > 10 ha	0.035160	\$19,400	No limit
23	CBD Other	0.037529	\$1,408	No limit
24	Multi-Unit Dwellings >19 and < 30 units	0.013198	\$22,800	No limit

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Category	Description	Rate-in-\$	Minimum	Limitation (cap)
25	Multi-Unit Dwellings > 29 and < 50 units	0.013198	\$34,200	No limit
26	Multi-Unit Dwellings > 49 and < 70 units	0.013198	\$57,100	No limit
27	Multi-Unit Dwellings > 69 units	0.013198	\$80,100	No limit
28	CBD Multi-Unit Dwellings >19 and < 30 units	0.020002	\$25,600	No limit
29	CBD Multi-Unit Dwellings > 29 and < 50 units	0.020002	\$38,500	No limit
30	CBD Multi-Unit Dwellings > 49 and < 70 units	0.020002	\$64,200	No limit
31	CBD Multi-Unit Dwellings > 69 units	0.020002	\$89,800	No limit

Definitions:

CBD - Central Business District

PPR - Principle Place of Residence

NPPR - Non Principle Place of Residence

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Appendix 10 - Utility Charges - Water

Commencement Date for Full Charges

Fixed service charges will apply from the date of registration where the land is within the declared water supply area or any new dwelling or home unit being created. Water consumption charges will apply from the date the water meter is connected. The charge will reflect the water pricing plan attached to the property or the use of the land, as per the Building Application, for which the water meter was connected.

It is council's preference that only one connection be made to each property. Additional connections will only be granted at council's ultimate discretion, and additional charges may apply for each additional connection.

Residential

Townsville City Council offers a choice between the Standard Plan and the Water Watchers Plan for residential properties.

Water meters are read by council four times per year. As a courtesy to residential water users, high usage alert letters are issued after the property's quarterly read when usage exceeds 2.5 kL per day. It is the owner's responsibility to monitor and manage water consumption at the property.

Water Watchers Plan

For each dwelling, home unit or lot, including vacant land:

- The fixed annual access residential water service charge will be \$337.00 per annum; and
- The residential consumption charge will be \$1.35 per kL of water used during the consumption year.

Standard Plan

For each dwelling, home unit or lot:

- The fixed annual charge of \$739.00 per annum for an allocation of 772 kL
- An excess water charge of \$2.83 per kL will apply for all consumption over the allowance of 772 kL during the consumption year.

Non - residential

For each lot including vacant land:

- A fixed annual access water service charge of \$351.00 per annum; and
- A consumption charge of \$2.76 per kL of water used during the consumption year.

Metered Standpipes

A hire fee and bond deposit will apply for standpipes at the applicable rate detailed in council's Fees and Charges Register. For water consumed, a charge of \$2.76 per kL will apply during the 2016/17 financial year.

Bulk

Bulk water charges are applied on the basis of a volumetric charge per kL of water used. For the 2016/17 financial year water consumed will be charged at \$2.19 per kL.

Non - Potable Supply

For properties with a water meter connection that supplies non-potable water, consumption will be charged at \$2.19 per kL used during the 2016/17 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.

Water Restrictions

Use of water is subject to water restrictions which may apply during the financial year. See council's website for further information.

Appendix 11 - Utility Charges – Sewerage

Commencement Date for Full Charges

Sewerage charges will be effective from the date of inspection by council's Hydraulic Services for the installation of sewerage pedestals or the date of the final inspection certificate and/or certification of classification issued, whichever is earlier. Vacant Land sewerage charges will apply from the date of registration of the survey plan where the land is within the declared sewered area.

Sewered Premises - Residential

For each dwelling, home unit, or flat:

• The sewerage utility charge will be \$759.00 per annum or part thereof.

For each vacant residential lot:

• The sewerage utility charge will be \$683.00 per annum or part thereof.

For the purpose of wastewater charges only, aged care facilities and retirement and/or lifestyle villages/communities will be levied at the residential charge per pedestal.

Sewered Premises - Non-Residential

For each non-residential lot:

• The sewerage utility charge will be \$890.00 per pedestal, per annum or part thereof.

For each vacant land non-residential lot:

• The sewerage utility charge will be \$801.00 per annum or part thereof.

Where a separate habitation space on non-residential 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 is in a declared sewer area but is not connected, that property shall be levied wastewater utility charges as if it were connected. 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

An additional surcharge of \$562.00 per lot applies to connected properties outside a zoned sewerage area.

Commencement Date for Full Trade Waste Charges

Trade Waste charges will be effective from the date of issue of a trade waste discharge approval.

Liquid trade waste charges are 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

The 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	Pollutant Charges		
	(\$/kL)	Chemical Oxygen Demand (COD) (kg)	Suspended Solids (Kg)	SO₄
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

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Appendix 12 - Utility Charges – Refuse and Recycling

Commencement Date for Full Charges

Refuse collection charges apply from the date refuse services were requested, commenced or the date of the final inspection certificate, whichever is earlier.

Residential

The following annual fixed charges apply for each residential dwelling, home unit or flat for the applicable combined refuse and recycling service. Each combined refuse and recycling utility charge represents a provision for disposal of one refuse bin per week, one recycling bin per fortnight and eight vouchers for bulk waste disposal. The following residential combined services are available:

- a) One 240 litre refuse bin and one 240 litre recycling bin at an annual charge of \$223.00
- b) One 240 litre refuse bin and one 360 litre recycling bin at an annual charge of \$248.00
- c) One 140 litre refuse bin and one 240 litre recycling bin at an annual charge of \$215.00
- d) One 140 litre refuse bin and one 360 litre recycling bin at an annual charge of \$240.00

Permanent additional refuse collection services can be arranged. One refuse collection service is one refuse bin collected per week. The following refuse bin size options are available for additional refuse collection services:

- a) 240 litre refuse bin at an annual charge of \$136.00
- b) 140 litre refuse bin at an annual charge of \$128.00

Permanent additional recycling collection services can be arranged. One recycling collection service is one recycling bin collected per fortnight. The following refuse bin size options are available for additional recycling collection services:

- a) 240 litre recycle bin at an annual charge of \$56.00
- b) 360 litre recycle bin at an annual charge of \$81.00

For each residential dwelling, home unit or flat outside the defined waste collection area, and in the defined Paluma area, a refuse service charge of \$167.00 per annum will apply for a 240 litre refuse bin or \$159 per annum for a 140 litre refuse bin. This charge represents a provision for disposal of one refuse bin per week and eight vouchers for bulk waste disposal. This service will be provided at council's absolute discretion.

Non-Residential

The following charges will apply to all properties not considered a residential property (as defined above):

A refuse collection service charge of \$175.00 per annum will apply for one refuse collection service. This is equivalent to one 240 litre refuse bin per week (or one 140 litre refuse bin at the owner's request).

A recycling service charge will apply for recycling collection services provided. One recycling collection service is one recycling bin collected per fortnight (Weekly services are available on application). The following refuse bin size options are available for recycling collection services:

- a) 240 litre recycle bin at an annual charge of \$85.00
- b) 360 litre recycle bin at an annual charge of \$127.00

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.*

Appendix 13 - Nelly Bay Harbour Operational Plan

Council plans to levy a special rate on identified properties in the Nelly Bay Harbour Development in 2016/17, 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 2016/17 for the Nelly Bay Harbour.

2016/17 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; and
- Installation of survey stations to monitor future stability

Gustav Creek

- Annual inspections of sediment loading (during the wet season);
- Extraction of sediment out of sediment basin; and
- Implementation of Gustav Creek Management Plan extract sediment loading to reduce future dredging requirements.

Canals

- Undertake annual bed level survey and side scans; and
- Water quality monitoring/floating booms where required.

Appendix 14 - Rural Fire Levy 2016/17

Rural Fire Brigade Area	Annual Charge – per Property
Bluewater	\$55
Clevedon	\$40
Crystal Creek	\$30
Cungulla	\$40
Horseshoe Bay	\$25
Lime Hills Elliott	\$30
Paluma	\$35
Purono	\$20
Rangewood	\$60
Rollingstone	\$50
Rupertswood	\$40
Saunders Beach	\$30
Toolakea	\$12
West Point	\$30



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2016-17 Operational Plan and Budget for adoption 06 July 2016



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