

**\$15m COVID-19
Community
Response Package**

Rates Relief

**\$648.8m Total
Investment in
Community
Service Delivery**

**1,769 Local Jobs
Forecasted**

**\$221.9m
Invested in Core
Infrastructure**

Budget and Operational Plan

Our Vision:

Townsville, Capital of Northern Australia,
a City of Opportunity and Great Lifestyle.

Our Mission:

We are committed to delivering quality
services to facilitate sustainable
growth through inspired leadership,
community engagement, and
responsible financial management.



Contact us



103 Walker Street, Townsville City



PO Box 1268, Townsville QLD 4810



13 48 10



enquiries@townsville.qld.gov.au



townsville.qld.gov.au

Acknowledgment of Country

The Townsville City Council acknowledges
the Traditional Owners and Custodians
of Townsville - the Wulgurukaba, Bindal,
Nywaigi and Gugu Badhun peoples.

We pay respect to their cultures, their
ancestors and their Elders - past and present
- and all future generations.

Table of Contents

Mayor's Message.....	4	Our Plan.....	44
Chief Executive Officer's Message.....	5	Our Operational Plan.....	45
Budget Snapshot.....	6	Our Corporate Plan.....	45
Our Council.....	7	Waste Performance Plan.....	47
Townsville Profile and Demographics.....	8	Water Performance Plan.....	52
Key Projects.....	10	Index of Tables, Graphs and Diagrams.....	58
What this budget means for you.....	12	Appendices.....	59
Our Budget.....	14	Appendix A: Revenue Statement.....	59
Budget Allocation Summary.....	15	Appendix B: Revenue Policy.....	65
Operating Budget Summary.....	16	Appendix C: Debt Policy.....	68
Capital Budget Summary.....	17	Appendix D: Investment Policy.....	71
Overview.....	18	Appendix E: Hardship Concession Policy.....	73
Statement of Income and Expenditure.....	18	Appendix F: Pensioner Rates Concession Policy.....	78
Statement of Financial Position.....	19	Appendix G: First Home Buyers Concession Policy.....	84
Statement of Cash Flows.....	19	Appendix H: Coronavirus Response New Local Jobs Policy.....	86
Statement of Changes in Equity.....	19	Appendix I: Charitable and Community Organisations Rates and Charges Concession Policy.....	89
Statement of Business Activities.....	19	Appendix J: General Rates and Utility Charges Concession Schedule.....	93
Source of Funding.....	19	Appendix K: Differential Rating Categories.....	98
Rates and Utility Charges.....	19	Appendix L: Differential Rates, Limitations on Increases, Minimum General Rates.....	104
Fees and Charges.....	20	Appendix M: Utility Charges – Water.....	105
Borrowings.....	20	Appendix N: Utility Charges – Wastewater and Trade Waste.....	107
Financial Policies.....	21	Appendix O: Utility Charges – Waste Management and Recycling.....	110
Our Financial Sustainability.....	27	Appendix P: Nelly Bay Harbour Development Operational Plan.....	112
Our Strategy.....	32	Appendix Q: Rural Fire Levy.....	113
Our Strategic Planning Framework.....	33		
Our Guiding Principles.....	34		
Our Governance Framework.....	34		
Managing Our Operational Risks.....	35		
Our Services.....	36		
Delivering Services to the Community.....	37		
Core Services.....	37		

Mayor's Message

I am proud to present Townsville City Council's Budget for 2020/2021, the first budget of the new Council.

The last year has presented us with unexpected challenges as a result of the COVID-19 pandemic and 2019's unprecedented monsoon. Undoubtedly, these challenges have been far reaching and have touched all Townsville residents, businesses, community groups and the wider community in different ways.

Council has not been immune to these challenges and as a result there have been certain considerations in drafting the Budget for 2020/21.

However, my Council's responsible financial management has ensured this \$648.8 million budget is the fourth balanced budget in as many years. Accompanied by a general rates freeze for at least the next 6 months to keep the load off our residents in these extraordinary times.

This budget will ensure our city maintains the vital services the Townsville community expect, improving community safety and investing in infrastructure and facilities, all while ensuring the ongoing financial sustainability of the organisation.

These commitments have taken on even greater meaning this year as we take decisive action to recover from the impacts of COVID-19, which comes just a year after the biggest flood in our city's history.

These are uncertain times and the Budget we deliver today is based on what we know today. In coming months we expect things may look very different and we will be ready to respond to that. We have a responsibility to deliver what we promise, and this Budget reflects our capacity to manage during the pandemic while continuing our core business as usual.

I want to assure our community, Council is at the forefront of managing the hardships that hit our region due to the COVID-19 pandemic.

Our fiscal responsibility in recent years, delivering balanced budgets, introducing organisational reform and reducing our debt accompanied by Council's Pandemic Plan and Business Continuity Plan has allowed us to be in a good position leading into not only a new term of Council, but also in battling a global pandemic.

In this budget we will invest \$426.8 million in delivering our vital services such as libraries and galleries, planning services, environmental health officers, disaster management, infrastructure operations and maintenance, water and waste services, managing our dams and animal management while weighing up what our community deem essential during this time.

Council is supporting our community by providing a further \$15 million in support funding to the already committed \$30 million COVID-19 response package which Council launched immediately after the outbreak hit our community.

We have a plan for building and renewing Infrastructure, and maintaining our levels of services to improve the liveability of our city and support Townsville's continued growth.

While we will be delivering vital infrastructure projects throughout the city, much of Council's \$221.9 million Capital Spend will focus on renewing our utilities and services such as water services, wastewater systems, other utilities and drainage – the arteries of our city – from around the CBD to the suburbs.

As Mayor of this Council, I believe this budget is a testimony that we have listened to the community's feedback to ensure money is spent efficiently, across all divisions for the ongoing recovery and prosperity of Townsville.

The 2020/21 budget is one that my team of Councillors and I are extremely proud of, and one I believe will continue to prosper our region and continue to create opportunities for locals even in uncharted territory. I hope that you and your family keep well during this unprecedented time and look forward to continuing to provide the Townsville community with the high-quality services, facilities and infrastructure that it expects in 2020/21 and beyond.



CR JENNY HILL
MAYOR OF TOWNSVILLE



Chief Executive Officer's Message

Building on the solid foundation of previous years, Townsville City Council's Budget and Operational Plan for 2020/21 has been delivered thanks to collaborative efforts of Councillors, senior management and key administration.

This budget has been delivered in a time of unprecedented economic uncertainty as Townsville is in the midst of addressing the emerging impacts from the COVID-19 global pandemic and has an emphasis on community support and recovery while remaining fiscally responsible to maintain the strong position of the city from earlier budgets.

Economic forecasts indicate it will take years to recover from the impacts of this global pandemic. The Queensland and Australian Governments have elected not to deliver these respective budgets till October 2020 and continue to work up economic recovery support packages and announcements to guide the Nation's recovery. Council's budget has been undertaken in the absence of their respective budget and announcements which will undoubtedly impact on Council's own budget. Council will remain agile in instituting changes to its budget as the Queensland and Australian Government's announcements come to light.

Council is a key partner in Taskforce NQ – a collaborative group including North Queensland Regional Organisation of Councils and industry sectors, established to focus on accelerating recovery of the social, health and economic impacts to our city and region through COVID-19.

Along with Council's commitment to Taskforce NQ, the organisation continues to invest in the community by making funding available through this budget, in addition to previous support packages announced at the beginning of the pandemic.

This budget will support the city with a \$648.8 million investment in capital infrastructure, programs, and operations. Allowing Council to build, maintain and renew infrastructure for the community and deliver our core services. This focus will further enhance the liveability and amenity for the Townsville community.

I would like to thank everyone for their hard work and contributions to the Budget and Operational Plan for 2020/21, in what is and will continue to be an extremely challenging environment.



EBER BUTRON
ACTING CHIEF EXECUTIVE OFFICER



Budget Snapshot



\$648.8m Total Budget

Total investment in community service delivery.



\$221.9m Infrastructure Investment

Capital investment in Townsville infrastructure.



First Home Buyers Incentive

Up to \$1,000 off rates for first home buyers in the first 12 months.



\$15m COVID-19 Relief Package

Assisting residents and businesses that have been impacted.



Rates Relief

For homeowners who are owner occupiers.



1,769 Local Jobs Forecasted

Supporting local business and jobs.



\$150.3m Roads and Transport

Managing and improving roads.



\$75.8m Underground Infrastructure

Upgrading water, wastewater and stormwater assets.



\$81.1m Parks and Open Spaces

Upgrading and maintaining 325 parks and open spaces.



\$22.7m Water Security

Houghton Pipeline Duplication project securing water for Townsville.



\$20.6m Delivering Arts, Culture and Events

Includes library services, cultural activations and gallery services.



\$15.2m Monsoon Recovery

Restoring and improving flood affected assets through Disaster Recovery Funding Arrangements.



\$9m Community Grants, Sponsorship and Funding Agreements

Including concessions and COVID-19 rent relief.



\$7.6m Natural Environmental Recovery and Resilience Works

Restoration of Townsville's waterways and damaged coastal environment.



\$5.6m Pensioner Concessions

One of the most generous pensioner rate concessions in Queensland with up to \$800 p.a. available to eligible pensioners.



50% Discount Sewerage Charges

For not-for-profit sporting and recreational organisations, in addition to \$1.5m of concessions already provided.

Our Council



TOWNSVILLE PROFILE AND DEMOGRAPHICS

Total Land Area: 374,201 ha | Current Population: 195,032



OUR COUNCILLORS



Mayor Jenny Hill



Cr Mark Molachino
Division 4
Deputy Mayor



Cr Margie Ryder
Division 1



Cr Sue Blom
Division 2



Cr Ann-Maree Greaney
Division 3



Cr Russ Cook
Division 5



Cr Suzy Batkovic
Division 6



Cr Kurt Rehbein
Division 7



Cr Maurie Soars
Division 8



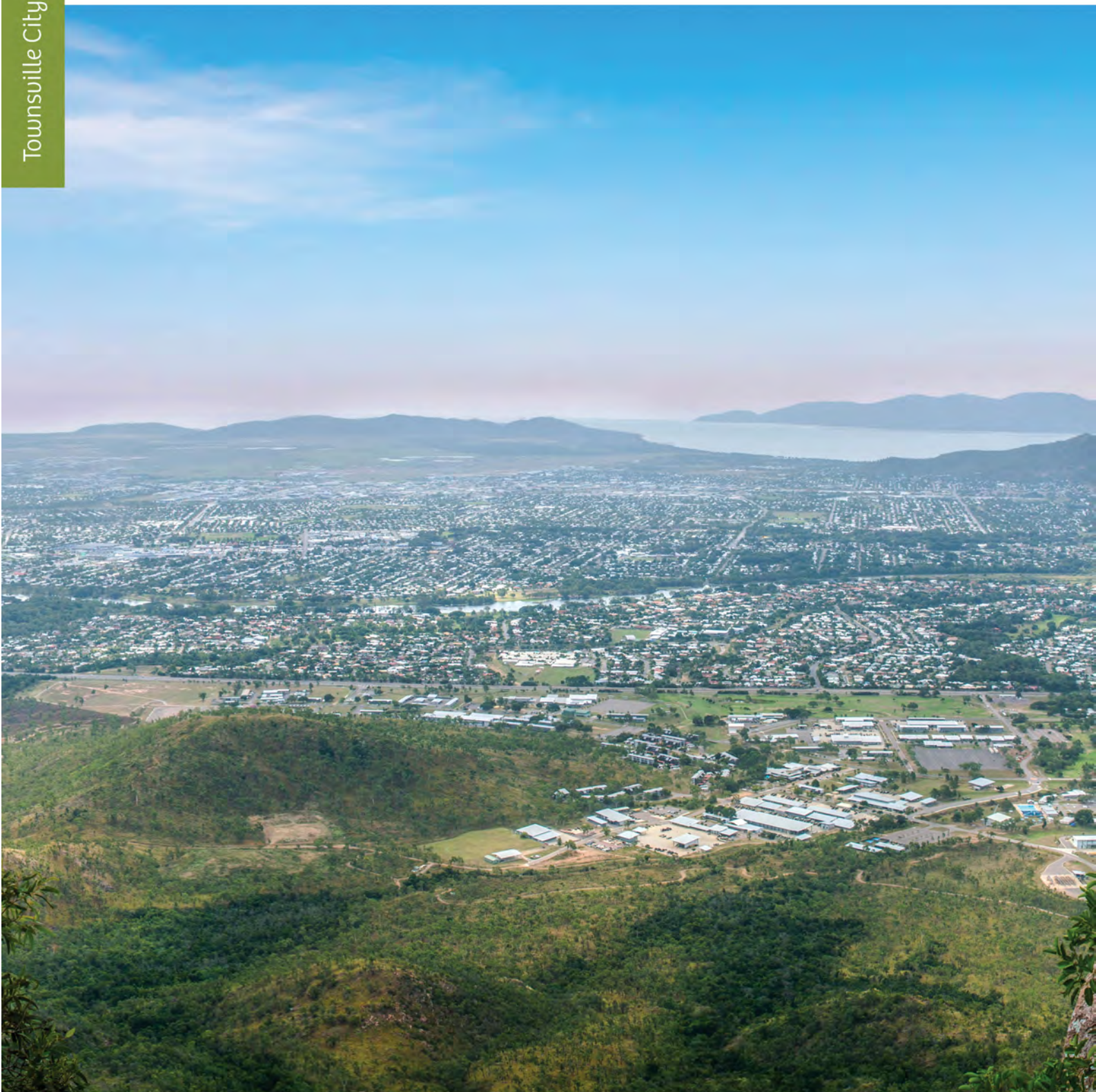
Cr Liam Mooney
Division 9



Cr Les Walker
Division 10

Key Projects

Council has a range of capital projects planned for the coming year.





Water Main Renewals

\$23.5m

Investing in the replacement of critical pipelines at key locations in the city.

Wastewater Collection Renewals

\$13.6m

Investing in continuous improvements on the wastewater collection network.

Water Treatment Upgrades

\$13.2m

Townsville's major water treatment facility will be upgraded with a clarifier which removes solids from raw water to improve the treatment capacity. Additionally, an aeration system will be installed in the Ross River Dam, which adds air and mixes to prevent algae growth in the source water.

Landfill Upgrades

\$11.6m

Investing in landfill upgrades to meet the city's future demand and adhering to environmental compliance.

Road Upgrades

\$11m

Upgrades will be delivered to high priority roads to improve safety for the community.

Central Park Revitalisation

\$8.5m

Following the Central Park boardwalk, further works will be undertaken to improve drainage and contribute to the Solar Tree project.

Pathway Upgrades

\$6m

Pathways will be upgraded to improve the safety of users, especially targeted around the school network. This project is also State Government funded.

Laboratory Building

\$5m

Improvements to Council's laboratory services will open the door to advancements in service delivery, enhancing Council's Laboratory services as a leader of this sector for North Queensland.

Wastewater Treatment Renewals

\$4.7m

Delivering on Council's commitment to environmental sustainability of treating wastewater with minimum impact to the environment.

New Pump Station at Wulguru (Stage 1)

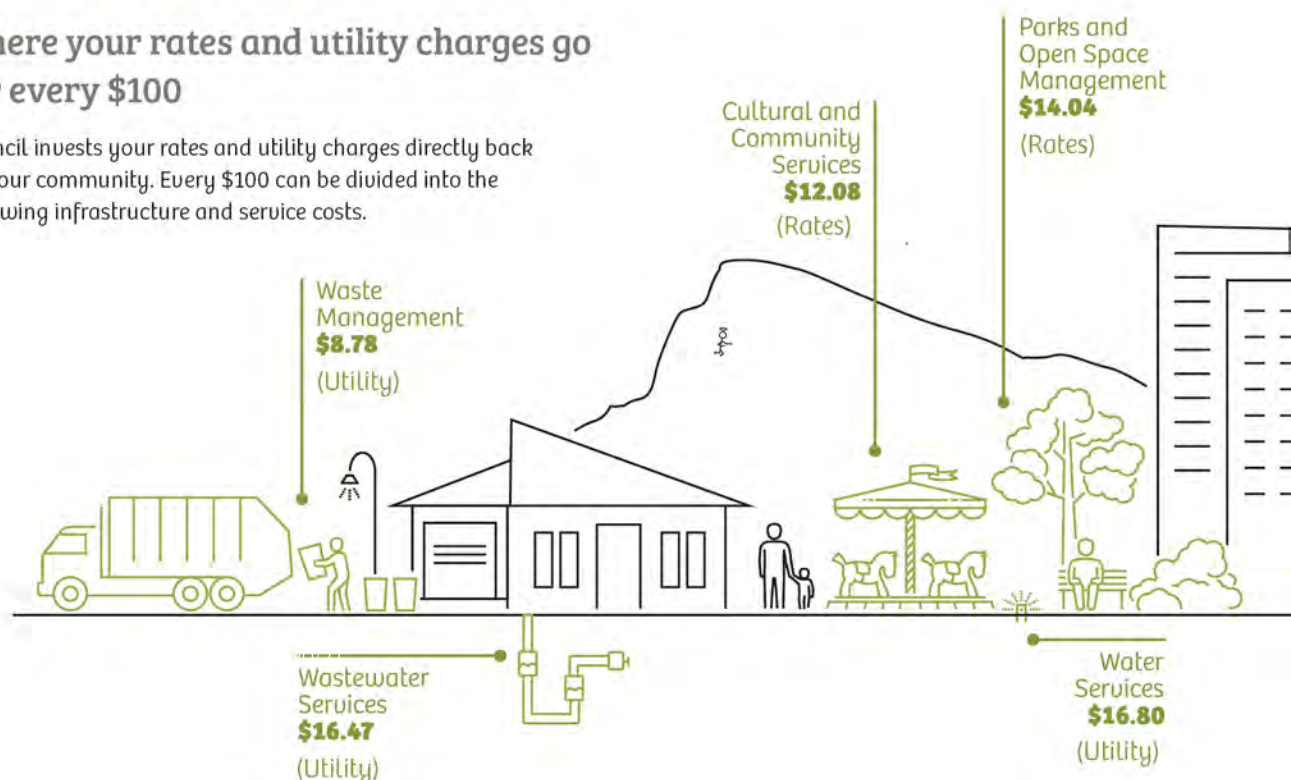
\$2.4m

Initiating Stage 1 of the new pump station for Wulguru catchment to reduce the likelihood of overflows in the wet weather.

What this budget means for you

Where your rates and utility charges go for every \$100

Council invests your rates and utility charges directly back into our community. Every \$100 can be divided into the following infrastructure and service costs.



\$15 million COVID-19 Support

“Council is rolling out these measures to help alleviate some of the hardship being felt by our community and small businesses as we manage the economic fallout of the COVID-19 pandemic.”

- Cr Jenny Hill
Mayor of Townsville

Community Response

Rates relief - No general rates increase for owner occupiers in the next 6 months.

Hardship Policy - 3 month deferral for rates.

3 months free commercial rent for COVID-19 impacted tenants of Council owned properties.

Continuing support for local business with 14 day payment terms.

50% sewerage concession to not-for-profit sporting groups.

Economic Support

\$0.7m in activation programs to stimulate city development.

Job incentives encouraging businesses to move and bring jobs to Townsville.

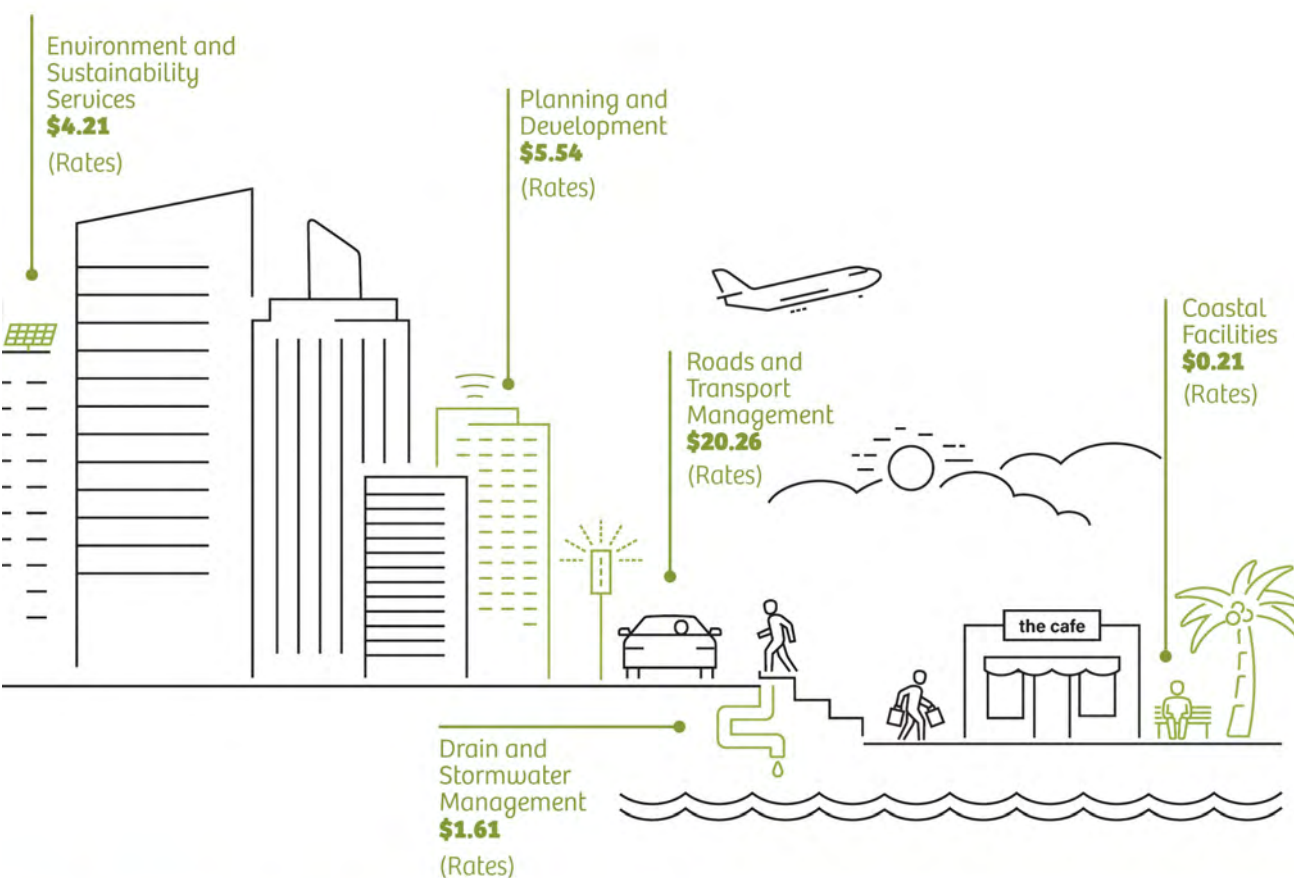
Up to 25% reduction in infrastructure charges (up to \$250,000), for local job creation.

\$1,000 First Home Buyers Incentive.

\$221.9m infrastructure spend.

Local procurement spend of over 85%.

For more information visit
townsville.qld.gov.au



10% payment discount on rates

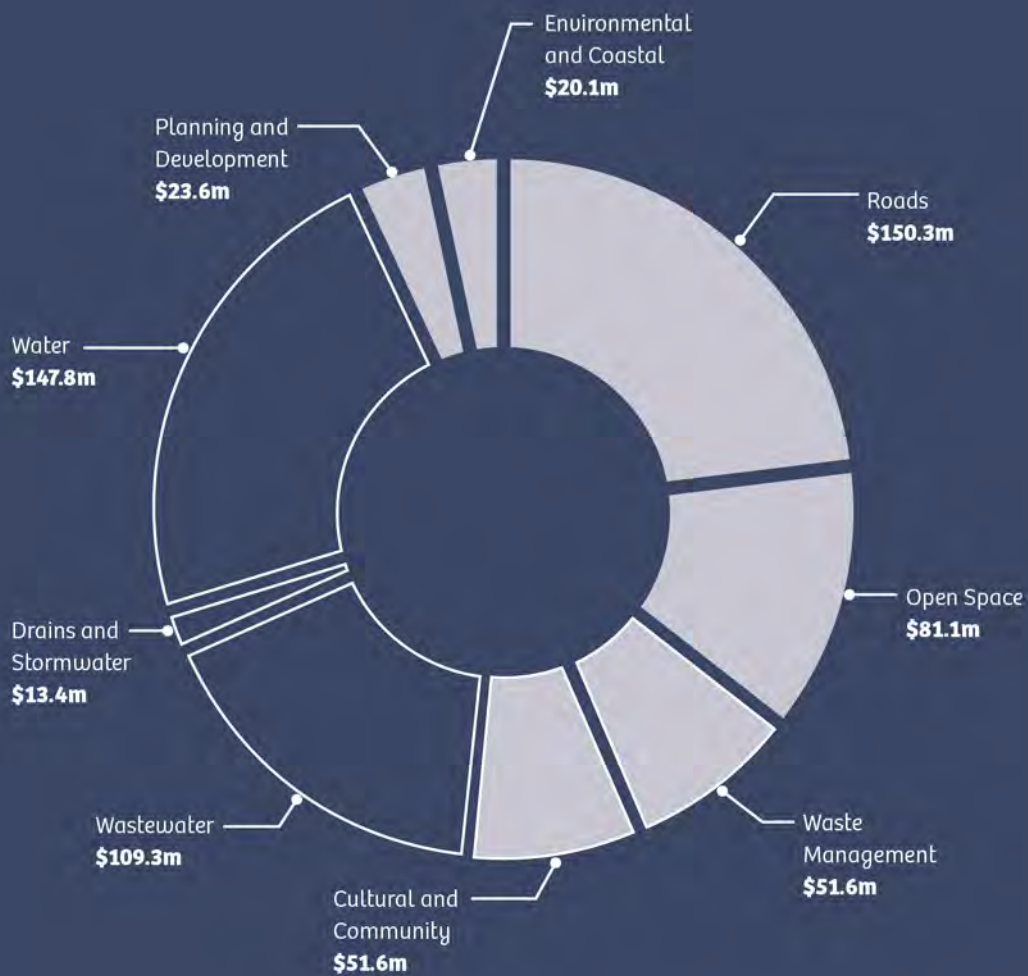
When rates are paid by the due date.

By paying your rates by the due date you are assisting Council to deliver services and assets to the Townsville community.

Our Budget



Budget Allocation Summary



\$648.8m
Total Investment

A responsible budget
for the community.

Operating Budget Summary













2020/21 Budget Operating Revenue					
	General rates	\$176.2m		Grants and subsidies	\$20.9m
	Utility charges	\$209.7m		Interest received	\$2.2m
	Less: discounts and concessions	(\$23.2m)		Contributions from developers and other revenue	\$13.5m
	Fees and charges	\$27.6m			
Total Operating Revenue \$426.9m					
2020/21 Budget Operating Expenditure					
	Employee costs	\$138.7m		Depreciation and amortisation	\$126.1m
	Materials and services	\$139.6m		Other expenses	\$1.6m
	Finance costs	\$20.8m			
Total Operating Expenditure \$426.8m					
Operating Surplus \$0.1m					

Table 1 - Operating Budget Summary

Capital Budget Summary














2020/21 Budget Capital Revenue					
			Grants, donations and contributions		\$121.9m
Total Capital Revenue \$121.9m					
2020/21 Budget Capital Expenditure					
	Water network	\$65.6m		Buildings and facilities	\$9.8m
	Roads and transport management	\$55.1m		Drain and stormwater management	\$5.7m
	Wastewater network	\$33.7m		Information and communications technology	\$5.6m
	Open spaces	\$18.2m		Laboratory	\$5m
	Waste landfill	\$12.2m		Coastal facilities	\$1.1m
	Fleet	\$9.8m		Other projects	\$0.1m
Total Capital Expenditure \$221.9m					

Table 2 - Capital Budget Summary

The net cost to Council is \$100 million, which represents the cost of the works excluding funds from grants, donations and contributions.

Overview

Townsville City Council (Council) has prepared a balanced budget for the 2020/21 year. The 2020/21 budget has been prepared in accordance with the *Local Government Act 2009*. It is consistent with the Corporate Plan 2020-2024 and the Operational Plan 2020/21.

Statement of Income and Expenditure

The Statement of Income and Expenditure included at Table 4 is a financial statement that measures Council's financial performance over a specific accounting period. Financial performance is assessed by giving a summary of how Council incurs its revenue and expenditure through both operating and non-operating activities. It also shows the net result incurred over a specific accounting period, typically over a financial year.

Revenue

Revenue includes rates and utility charges, less discounts and concessions plus Council's fees and charges. Interest received relates to interest on bank balances and interest on overdue rates and utility charges.

Government grants and contributions include all monies received from Queensland and Australian government 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, 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 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 repairs and maintenance to Council's infrastructure, building maintenance, grants and sponsorships given to the community, employee related costs such as training uniforms, plant hire, purchasing of equipment, software licences and other information technology costs, marketing, utilities and insurance.

Depreciation and amortisation are accounting measures which reflect the consumption of Council's infrastructure, property, plant and equipment.

Finance costs relate to interest and fees on borrowings as well as the valuation of landfill restoration provisions due to discounted cash flow movements (referred to as unwinding of discounts).

Other expenses relate mostly to the write off of bad and doubtful debts.

Statement of Financial Position

The Statement of Financial Position included at Table 5 is a financial statement that summarises Council's assets, liabilities and equity at a specific point in time. It presents what Council owns and owes, as well as the value of community equity utilised by Council.

Statement of Cash Flows

The Statement of Cash Flows included at Table 6 is a financial statement that provides an overview of the cash inflows and outflows of Council, typically over a financial year. 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 unforeseen events that may occur during the year.

Statement of Changes in Equity

The Statement of Changes in Equity included at Table 7 is a summary of the changes in equity of Council that have occurred during a specific accounting period, typically over a financial year.

Statement of Business Activities

The Statement of Business Activities included at Table 8 summarises the activities of Council to which the competitive code of conduct applies. Council applies full cost pricing to these activities, identifying the cost of community service obligations and eliminating the advantages and disadvantages of public ownership within that activity.

Source of Funding

Funding for Council's Operational Plan and Budget outcomes are from four main sources:

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

The changes in rates and utilities levied is included at Table 10, which is in accordance with Section 169 (6) and (7) of the Local Government Regulation 2012.

Rates and Utility Charges

The following is a summary of the rate increases for each charge type. Please refer to Appendices L-N for full details of the utility charges.

Charge Type	Description	Overall Increase
General rates	Council implemented the findings of an independent rates categorisation review in 2020/21. While this review was revenue neutral there have been increases and decreases across the differential rating categories.	0.0%*

Charge Type	Description	Increase	Amount
Water	Standard Plan	5%	\$823
	Standard Plan Excess Consumption	5%	\$3.15 each kL
	Water Watcher	5%	\$376
	Water Watcher Consumption	5%	\$1.51 each kL
	Non-Residential	5%	\$391
	Non-Residential Consumption	5%	\$3.08
Charge Type	Description	Increase	Amount
Wastewater	Residential	0%	\$806
	Non-Residential	0%	\$945
Charge Type	Description	Increase	Amount
Waste	Domestic 240/240L Wheelie Bin	5%	\$217
	Commercial Service Waste 240L Bin	5%	\$289
	Commercial Service Recycling 240L Bin	5%	\$95

Table 3 - Summary of Rate and Utility Charges

*The Department of Natural Resources, Mines and Energy performed a valuation of the city on 1 October 2019. The new valuations have been applied from 1 July 2020. The overall impact on the city's valuation is 0.26% however valuations will vary across the city.

Fees and Charges

The fees and charges for 2020/21 can be viewed on Council's website. The fees and charges include details of cost-recovery fees in accordance with section 98 of the *Local Government Act 2009*, commercial fees and 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, Consumer Price Index (CPI), and service delivery costs for Council's services.

Borrowings

Council is focused on responsibly managing debt in the short and long term.

In 2020/21 Council is bringing forward borrowings, forecasting to draw \$50 million in new borrowings to help accelerate the city's economic recovery in response to the COVID-19 pandemic. Additionally, Council plans to reduce its debt balance by \$32.6 million in principal repayments.

The level of borrowings drawn each financial year is carefully monitored through the Long-Term Financial Forecast and will only be taken where Council can demonstrate that repayments are affordable.

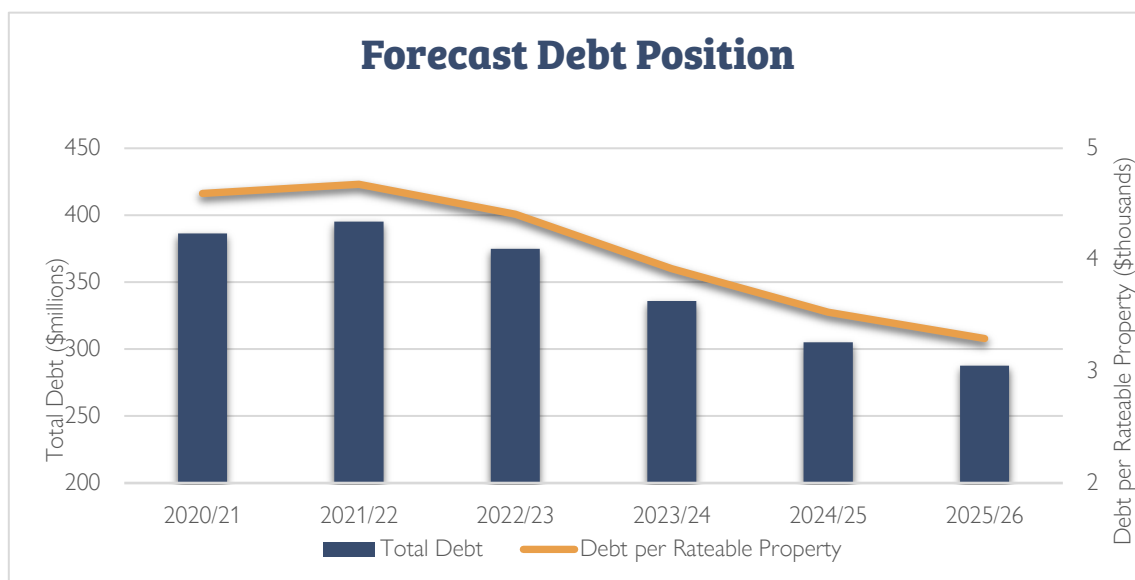
Queensland Treasury Corporation (QTC) conducted its annual credit review of Council in 2020. The rating was maintained as **sound** with a **neutral** outlook.

The rating is reflective of Council's robust operating model, with an increasing ratepayer base and high Council controlled revenue, which results in a high level of financial flexibility. Council is expected to generate improved operating results with adequate debt servicing capacity over the forecast period.

It is anticipated that Council will have the financial capacity to withstand short-term shocks from the pandemic. The neutral outlook reflects that there are no known foreseeable events that would change Council's sound credit profile in the next 12 to 24-month period.

A full copy of the Debt Policy may be viewed at Appendix C

Graph 1 - Debt Per Rateable Property and Forecast Debt Reduction



Financial Policies

Council has a range of financial policies that complement the budget, these include

- ▶ Revenue Statement – Appendix A
- ▶ Revenue Policy – Appendix B
- ▶ Debt Policy– Appendix C
- ▶ Investment Policy – Appendix D
- ▶ Hardship Concession Policy – Appendix E
- ▶ Pensioner Rates Concession Policy – Appendix F
- ▶ Charitable and Community Organisations Rates and Charges Concession Policy – Appendix G
- ▶ First Home Buyers Concession Policy – Appendix H
- ▶ Coronavirus Response New Local Jobs Policy – Appendix I
- ▶ General Rates and Utility Charges Concession Schedule – Appendix J
- ▶ Differential Rating Categories – Appendix K
- ▶ Differential Rates, Limitations on Increases, Minimum General Rates – Appendix L
- ▶ Utility Charges: Water – Appendix M
- ▶ Utility Charges: Wastewater and Trade Waste – Appendix N
- ▶ Utility Charges: Waste Management and Recycling – Appendix O
- ▶ Nelly Bay Harbour Development Operational Plan – Appendix P
- ▶ Rural Fire Levy – Appendix Q

Table 4 - Statement of Income and Expenditure

	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000
Revenue			
General rates	176,250	183,328	186,995
Utility charges	209,655	216,409	223,784
<i>Water</i>	<i>97,646</i>	<i>103,065</i>	<i>108,838</i>
<i>Wastewater</i>	<i>88,990</i>	<i>89,314</i>	<i>89,812</i>
<i>Refuse and recycling</i>	<i>23,019</i>	<i>24,030</i>	<i>25,134</i>
Discounts and concessions	(23,211)	(26,458)	(27,329)
Fees and charges	27,640	29,029	35,595
Interest received	2,176	2,675	3,003
Contributions from developers	116	118	121
Grants and subsidies	20,908	10,583	10,583
Other revenue	13,429	12,645	12,973
Total revenue	426,963	428,329	445,725
Expenses			
Employee costs	138,720	140,140	143,844
Materials and services	139,584	131,862	143,146
Depreciation and amortisation	126,143	114,650	115,400
Finance costs	20,804	18,663	18,887
Other expenses	1,597	1,483	1,497
Total expenses	426,848	406,798	422,774
Operating surplus/(deficit)	115	21,531	22,951
Operating surplus ratio	0.03%	5.03%	5.15%
Capital income			
Grants, subsidies, contributions and donations	120,311	89,537	144,363
Total capital income and expenses	120,644	89,537	144,363
Net result	120,759	111,068	167,314

Table 5 - Statement of Financial Position

	2020/21	2021/22	2022/23
	\$'000	\$'000	\$'000
Current assets			
Cash and cash equivalents	74,133	76,970	69,398
Receivables	99,134	66,645	46,740
Inventories	2,248	2,248	2,248
Other assets	4,256	4,256	4,256
Total current assets	179,771	150,119	122,642
Non-current assets			
Property, plant and equipment	5,224,573	5,373,195	5,551,338
Right of use assets	10,015	7,675	6,239
Intangible assets	12,431	10,163	8,340
Other assets	3,350	3,350	3,350
Total non-current assets	5,250,369	5,394,383	5,569,267
Total assets	5,430,140	5,544,502	5,691,909
Current liabilities			
Payables	71,505	70,344	75,180
Borrowings	36,286	40,334	38,837
Lease liabilities	2,510	1,581	1,610
Provisions	8,694	6,888	4,467
Other current liabilities	17,296	17,296	17,296
Total current liabilities	136,291	136,443	137,390
Non-current liabilities			
Borrowings	350,127	354,840	336,024
Lease liabilities	8,478	6,897	5,288
Provisions	45,590	42,871	31,533
Other non-current liabilities	1,623	1,623	1,623
Total non-current liabilities	405,818	406,231	374,468
Total liabilities	542,109	542,674	511,857
Net community assets	4,888,031	5,001,828	5,180,051
Community equity			
Asset revaluation reserve	916,314	919,043	929,952
Retained surplus	3,971,717	4,082,785	4,250,099
Total community equity	4,888,031	5,001,828	5,180,051

Table 6 - Statement of Cash Flows

	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000
Cash flows from operating activities			
Receipts from customers	393,996	454,526	461,337
Payments to suppliers and employees	(276,470)	(283,753)	(299,963)
Interest received	2,176	2,675	3,003
Borrowing costs	(19,599)	(17,811)	(16,625)
Net cash provided by operating activities	100,103	155,637	147,752
Cash flow from investing activities			
Payments for property, plant and equipment	(198,694)	(218,914)	(203,403)
Net movement in loans and advances	1	2,335	-
Proceeds from sale of property, plant and equipment	538	182	-
Grants, subsidies, contributions and donations	50,766	54,836	68,392
Net cash used in investing activities	(147,389)	(161,561)	(135,011)
Cash flows from financing activities			
Proceeds from borrowings	50,000	45,000	20,000
Repayment of borrowings	(32,594)	(36,239)	(40,313)
Proceeds from working capital facilities	80,000	-	-
Repayment of working capital facility	(80,000)	-	-
Net cash provided by financing activities	17,406	8,761	(20,313)
Net increase/(decrease) in cash held	(29,880)	2,837	(7,572)
Cash at beginning of reporting period	104,013	74,133	76,970
Cash at end of reporting period	74,133	76,970	69,398

Table 7 - Statement of Changes in Equity

	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000
Asset revaluation reserve			
Opening balance	916,314	916,314	919,043
Increase in asset revaluation reserve	-	2,729	10,909
Closing balance	916,314	919,043	929,952
Retained surplus			
Opening balance	3,850,958	3,971,717	4,082,785
Net result for the period	120,759	111,068	167,314
Closing balance	3,971,717	4,082,785	4,250,099
Total community equity	4,888,031	5,001,828	5,180,051

Table 8 - Statement of Business Activities

Account Classification	Townsville Water 2020/21 \$'000	Townsville Waste 2020/21 \$'000	Performing Arts 2020/21 \$'000
Revenue			
Utility charges	199,109	23,272	-
Discount and concessions	(2,570)	(235)	-
Fees and charges	3,281	26,613	317
Interest received	527	72	-
National Competition Policy revenue / recovery	5,016	1,071	-
Grants and subsidies	1,000	-	38
Other revenue	12,376	2,170	1,120
Total revenue	218,738	52,962	1,475
Operating expenses			
Employee costs	22,524	8,053	2,983
Materials and services	50,395	29,421	3,627
Finance costs	14,692	663	-
Depreciation and amortisation	43,960	4,141	55
National Competition Policy expense / charges	548	350	-
Other expenses	191	167	-
Total operating expenses	132,310	42,796	6,665
Operating surplus/(deficit) before income tax	86,428	10,166	(5,190)
Income tax	26,014	3,633	-
Operating surplus/(deficit)	60,414	6,533	(5,190)
Capital income			
Contributions capital	3,716	-	-
Contributions non-cash capital	22,782	-	-
Grants and subsidies capital	137,340	-	-
Total capital income	163,839	-	-
Net result	224,253	6,533	(5,190)
Capital works			
Capital works	90,859	12,225	-
Restoration and rehabilitation work	-	-	-
Donated assets	8,430	-	-
Total capital works	99,289	12,225	-

Table 8 - Statement of Business Activities (Continued)

Account Classification	Townsville Water 2020/21 \$'000	Townsville Waste 2020/21 \$'000	Performing Arts 2020/21 \$'000
Revenue			
Services provided to local government	25,996	13,838	-
Services provided to clients other than local government	188,527	38,311	1,475
Community service obligations	4,215	813	-
Total Revenue	218,738	52,962	1,475
Expenses	132,310	42,796	6,665
Other capital amounts	163,839	-	-
Net result before tax	250,267	10,166	(5,190)
Income tax	26,014	3,633	-
Net result after tax	224,253	6,533	(5,190)

Table 9 - Community Service Obligations

Community Service Obligations	Townsville Water 2020/21 \$'000	Townsville Waste 2020/21 \$'000
Concessions on wastewater utility charges	602	-
Concessions on water utility charges	3,608	-
Arcadia Surf Life Saving Club (sewerage pump out)	5	-
Concessions on landfill fees for charity organisations	-	60
Costs of provision of dead animal collection services	-	36
Costs of provision of infirmed services	-	41
Clean-up Australia Day	-	1
Free dump weekends	-	160
Community clean up events	-	15
Stadium remediation works	-	500
Total community service obligations	4,215	813

Table 10 - Change in Rates and Utilities Levied

The changes in rates and utilities levied is in accordance with Section 169 (6) and (7) of the Local Government Regulation 2012 (noting the below changes do not reflect an adjustment to the rate in a dollar charged this financial year).

	19/20 - 20/21	20/21 - 21/22	20/22 - 21/23
Increase in rates and utility changes revenue <u>before</u> discounts and concessions ¹	1.94%	3.58%	2.76%
Increase in rates and utility changes revenue <u>after</u> discounts and concessions ¹	2.67%	2.92%	2.72%

¹Increases include year on year growth in number of rateable properties

Our Financial Sustainability

Long-Term Financial Forecast

The Long-Term Financial Forecast is informed by Council's Corporate Plan. The forecast is an indicator of a Council's long-term financial sustainability and allows early identification of future financial commitments for the nine years beyond 2020/21. Key assumptions included in the long-term financial forecast are:

- ▶ Sustainable rating
- ▶ Financial impact of key strategies including the City Deal, Arts Strategy, and Sport and Recreation Facility Strategy
- ▶ Asset renewal funding identified in the Strategic Asset Management Plan to specifically address underground assets
- ▶ Prudent management of debt resulting in debt reduction over the 10-year horizon of \$196 million
- ▶ The impact of COVID-19 on Townsville and planning the path to recovery
- ▶ The delivery of projects included in the Local Government Infrastructure Plan which will deliver the trunk infrastructure required by the city to meet the demand created by growth and new development
- ▶ Managing changes to Queensland and Australian government legislation and funding.

The following reports are required under section 171 of the Local Government Regulation 2012:

- ▶ Income and Expenditure of Council (Table 11: Statement of Income and Expenditure)
- ▶ Value of assets, liabilities and equity of Council (Table 12: Statement of Financial Position).

Measures of Financial Sustainability

Measures of Financial Sustainability are required under section 169 of the Local Government Regulation 2012.

Operating Surplus Ratio

The Operating Surplus Ratio 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 or used to reduce current debt levels.

Net Financial Asset / Liability Ratio

The Net Financial Asset / Liability Ratio is an indicator of the extent to which the net financial liabilities of Council can be serviced by its operating revenues. A ratio greater than zero (positive) indicates that total financial liabilities exceed current assets.

These net financial liabilities must be serviced using available operating revenues.

A positive value less than 60 per cent indicates 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 that Council has limited capacity to increase its loan borrowings.

Asset Sustainability Ratio

The Asset Sustainability Ratio is an indicator of the extent to which the infrastructure assets managed by Council are being replaced as these reach the end of their useful lives. It can assist in identifying the potential decline or improvement in asset condition and standards.

Table 11 - Statement of Income and Expenditure (Long-Term)

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Revenue										
General rates	176,250	183,328	186,995	193,145	198,781	204,845	212,423	219,466	227,035	236,952
Utility charges	209,655	216,409	223,784	232,425	240,888	250,383	260,687	271,811	283,245	294,504
Water	97,646	103,065	108,838	114,959	121,539	128,552	136,388	145,237	153,872	163,083
Wastewater	88,990	89,314	89,812	90,331	90,974	91,635	92,621	93,866	94,700	95,794
Refuse and recycling	23,019	24,030	25,134	27,135	28,375	30,196	31,678	32,708	34,673	35,627
Discounts and concessions	(23,211)	(26,458)	(27,329)	(28,301)	(29,389)	(30,597)	(31,937)	(33,422)	(35,065)	(36,891)
Fees and charges	27,640	29,029	35,595	36,649	37,743	38,877	40,154	41,376	42,643	44,308
Interest received	2,176	2,675	3,003	3,885	4,401	4,404	3,966	3,999	4,169	4,293
Contributions from developers	116	118	121	123	126	128	131	133	136	139
Grants and subsidies	20,908	10,583	10,583	10,583	10,583	10,583	10,583	10,583	10,583	10,583
Other revenue	13,429	12,645	12,973	13,315	13,672	14,046	14,344	14,648	14,959	16,835
Total revenue	426,963	428,329	445,725	461,824	476,805	492,669	510,351	528,594	547,705	570,723
Expenses										
Employee costs	138,720	140,140	143,844	148,080	152,401	157,332	162,586	167,977	174,107	181,028
Materials and services	139,584	131,862	143,146	148,779	153,030	160,862	168,369	177,052	184,630	188,513
Depreciation and amortisation	126,143	114,650	115,400	123,267	124,603	122,762	123,714	125,890	129,849	133,091
Finance costs	20,804	18,663	18,887	16,984	15,099	13,470	12,118	10,925	9,289	8,070
Other expenses	1,597	1,483	1,497	1,455	1,498	1,545	1,598	1,650	1,705	1,771
Total expenses	426,848	406,798	422,774	438,565	446,631	455,971	468,385	483,494	499,580	512,473
Operating surplus/(deficit)	115	21,531	22,951	23,259	30,174	36,698	41,966	45,100	48,125	58,250
Operating surplus ratio	0.03%	5.03%	5.15%	5.04%	6.33%	7.45%	8.22%	8.53%	8.79%	10.21%
Capital income										
Grants, subsidies, contributions and donations	120,311	89,537	144,363	91,898	78,567	121,175	111,168	152,671	157,771	145,703
Total capital income	120,644	89,537	144,363	91,898	78,567	121,175	111,168	152,671	157,771	145,703
Increase/(decrease) in operating capability	120,759	111,068	167,314	115,157	108,741	157,873	153,134	197,771	205,896	203,953

Table 12 - Statement of Financial Position (Long-Term)

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Current assets										
Cash and cash equivalents	74,133	76,970	69,398	87,995	104,810	100,794	83,459	88,312	99,603	95,567
Trade and other receivables	99,134	66,645	46,740	48,208	49,863	51,525	53,436	55,198	57,341	59,761
Inventories	2,248	2,248	2,248	2,248	2,248	2,248	2,248	2,248	2,248	2,248
Other current assets	4,256	4,256	4,256	4,256	4,256	4,256	4,256	4,256	4,256	4,256
Total current assets	179,771	150,119	122,642	142,707	161,177	158,823	143,399	150,014	163,448	161,832
Non-current assets										
Property, plant and equipment	5,224,573	5,373,195	5,551,338	5,623,373	5,707,742	5,888,432	6,061,243	6,241,331	6,440,343	6,628,116
Right to use assets	10,015	7,675	6,239	4,810	3,381	1,952	893	180	-	-
Intangible assets	12,431	10,163	8,340	6,537	5,016	4,547	4,511	4,483	4,459	4,434
Other non-current assets	3,350	3,350	3,350	3,350	3,350	3,350	3,350	3,350	3,350	3,350
Total non-current assets	5,250,369	5,394,383	5,569,267	5,638,070	5,719,489	5,898,281	6,069,997	6,249,344	6,448,152	6,635,900
Total assets	5,430,140	5,544,502	5,691,909	5,780,777	5,880,666	6,057,104	6,213,396	6,399,358	6,611,600	6,797,732
Current liabilities										
Trade and other payables	71,505	70,344	75,180	77,766	80,429	84,070	87,624	91,195	95,327	98,981
Borrowings	36,286	40,334	38,837	30,845	32,462	34,675	33,022	34,612	34,674	18,599
Lease liabilities	2,510	1,581	1,610	1,650	1,691	1,245	703	-	-	-
Provisions	8,694	6,888	4,467	4,806	6,534	7,316	7,514	7,869	7,627	6,341
Other current liabilities	17,296	17,296	17,296	17,296	17,296	17,296	17,296	17,296	17,296	17,296
Total current liabilities	136,291	136,443	137,390	132,363	138,412	144,602	146,159	150,972	154,924	141,217
Non-current liabilities										
Borrowings	350,127	354,840	336,024	305,178	272,717	253,058	240,060	205,448	190,797	172,198
Lease liabilities	8,478	6,897	5,288	3,638	1,948	703			-	-
Provisions	45,590	42,871	31,533	33,666	42,587	46,887	48,335	50,552	49,853	44,053
Other non-current liabilities	1,623	1,623	1,623	1,623	1,623	1,623	1,623	1,623	1,623	1,623
Total non-current liabilities	405,818	406,231	374,468	344,105	318,875	302,271	290,018	257,623	242,273	217,874
Total liabilities	542,109	542,674	511,857	476,468	457,286	446,873	436,177	408,595	397,197	359,091
Net community assets	4,888,031	5,001,828	5,180,051	5,304,309	5,423,379	5,610,231	5,777,219	5,990,763	6,214,403	6,438,641
Community equity										
Asset revaluation reserve	916,314	919,043	929,952	939,053	949,382	978,361	992,215	1,007,988	1,025,732	1,046,017
Retained surplus	3,971,717	4,082,785	4,250,099	4,365,256	4,473,997	4,631,870	4,785,004	4,982,775	5,188,671	5,392,624
Total community equity	4,888,031	5,001,828	5,180,051	5,304,309	5,423,379	5,610,231	5,777,219	5,990,763	6,214,403	6,438,641

Table 13 - Statement of Cash Flows (Long-Term)

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash flows from operating activities										
Receipts from customers	393,996	454,526	461,337	455,224	469,470	485,278	503,101	521,414	539,920	562,473
Payments to suppliers and employees	(276,470)	(283,753)	(299,963)	(295,857)	(304,191)	(316,060)	(329,374)	(341,949)	(357,899)	(375,331)
Interest received	2,176	2,675	3,003	3,885	4,401	4,404	3,966	3,999	4,169	4,293
Borrowing costs	(19,599)	(17,811)	(16,625)	(14,748)	(12,892)	(11,292)	(9,968)	(8,793)	(7,169)	(5,950)
Net cash provided by operating activities	100,103	155,637	147,752	148,504	156,788	162,330	167,725	174,671	179,021	185,485
Cash flow from investing activities										
Payments for property, plant and equipment	(198,694)	(218,914)	(203,403)	(134,494)	(149,661)	(209,504)	(214,273)	(200,116)	(241,564)	(219,132)
Net movement in loans and advances	1	2,335	-	-	-	-	-	-	-	-
Proceeds from sale of property, plant and equipment	538	182	-	-	-	67	66	15	86	14
Grants, subsidies, contributions and donations	50,766	54,836	68,392	43,424	40,533	60,536	43,800	63,305	88,337	64,271
Net cash used in investing activities	(147,389)	(161,561)	(135,011)	(91,070)	(109,128)	(148,901)	(170,407)	(136,796)	(153,141)	(154,847)
Cash flows from financing activities										
Proceeds from borrowings	50,000	45,000	20,000	-	-	15,000	20,000	-	20,000	-
Repayment of borrowings	(32,594)	(36,239)	(40,313)	(38,837)	(30,845)	(32,445)	(34,653)	(33,022)	(34,589)	(34,674)
Proceeds from working capital facility	80,000	-	-	-	-	-	-	-	-	-
Repayment of working capital facility	(80,000)	-	-	-	-	-	-	-	-	-
Net cash provided by financing activities	17,406	8,761	(20,313)	(38,837)	(30,845)	(17,445)	(14,653)	(33,022)	(14,589)	(34,674)
Net increase/(decrease) in cash held	(29,880)	2,837	(7,572)	18,597	16,815	(4,016)	(17,335)	4,853	11,291	(4,036)
Cash at beginning of reporting period	104,013	74,133	76,970	69,398	87,995	104,810	100,794	83,459	88,312	99,603
Cash at end of reporting period	74,133	76,970	69,398	87,995	104,810	100,794	83,459	88,312	99,603	95,567

Table 14 - Statement of Changes in Equity (Long-Term)

	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000
Asset revaluation reserve										
Opening balance	916,314	916,314	919,043	929,952	939,053	949,382	978,361	992,215	1,007,988	1,025,732
Increase in asset revaluation reserve	-	2,729	10,909	9,101	10,329	28,979	13,854	15,773	17,744	20,285
Closing balance	916,314	919,043	929,952	939,053	949,382	978,361	992,215	1,007,988	1,025,732	1,046,017
Retained surplus										
Opening balance	3,850,958	3,971,717	4,082,785	4,250,099	4,365,256	4,473,997	4,631,870	4,785,004	4,982,775	5,188,671
Net result for the period	120,759	111,068	167,314	115,157	108,741	157,873	153,134	197,771	205,896	203,953
Closing balance	3,971,717	4,082,785	4,250,099	4,365,256	4,473,997	4,631,870	4,785,004	4,982,775	5,188,671	5,392,624
Total community equity	4,888,031	5,001,828	5,180,051	5,304,309	5,423,379	5,610,231	5,777,219	5,990,763	6,214,403	6,438,641

Table 15 - Summary of Council's Financial Sustainability

Table 15 is a summary of Council's financial sustainability and indicates the relevant measures of financial sustainability as well as the 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.

	Target Ratio	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Operating surplus ratio (Net operating surplus / total operating revenue)	0% - 10%	0.0%	5.0%	5.1%	5.0%	6.3%	7.4%	8.2%	8.5%	8.8%	10.2%
Net financial asset / liability ratio (Total liabilities less current assets / total operating revenue)	<60%	84.9%	91.6%	87.3%	72.3%	62.1%	58.5%	57.4%	48.9%	42.7%	34.6%
Asset sustainability ratio (Capital expenditure on the replacement of assets (renewals) / depreciation)	>90%	70.9%	66.8%	76.3%	76.6%	81.9%	74.9%	76.7%	76.3%	90.2%	75.6%

Our Strategy



Our Strategic Planning Framework

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

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

The Framework comprises a hierarchy of cascading and interconnecting documents, which when taken together allows Council to turn its long-term aspirations, goals and plans into reality. The Framework assists in planning, delivering and progressing our services, programs 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.

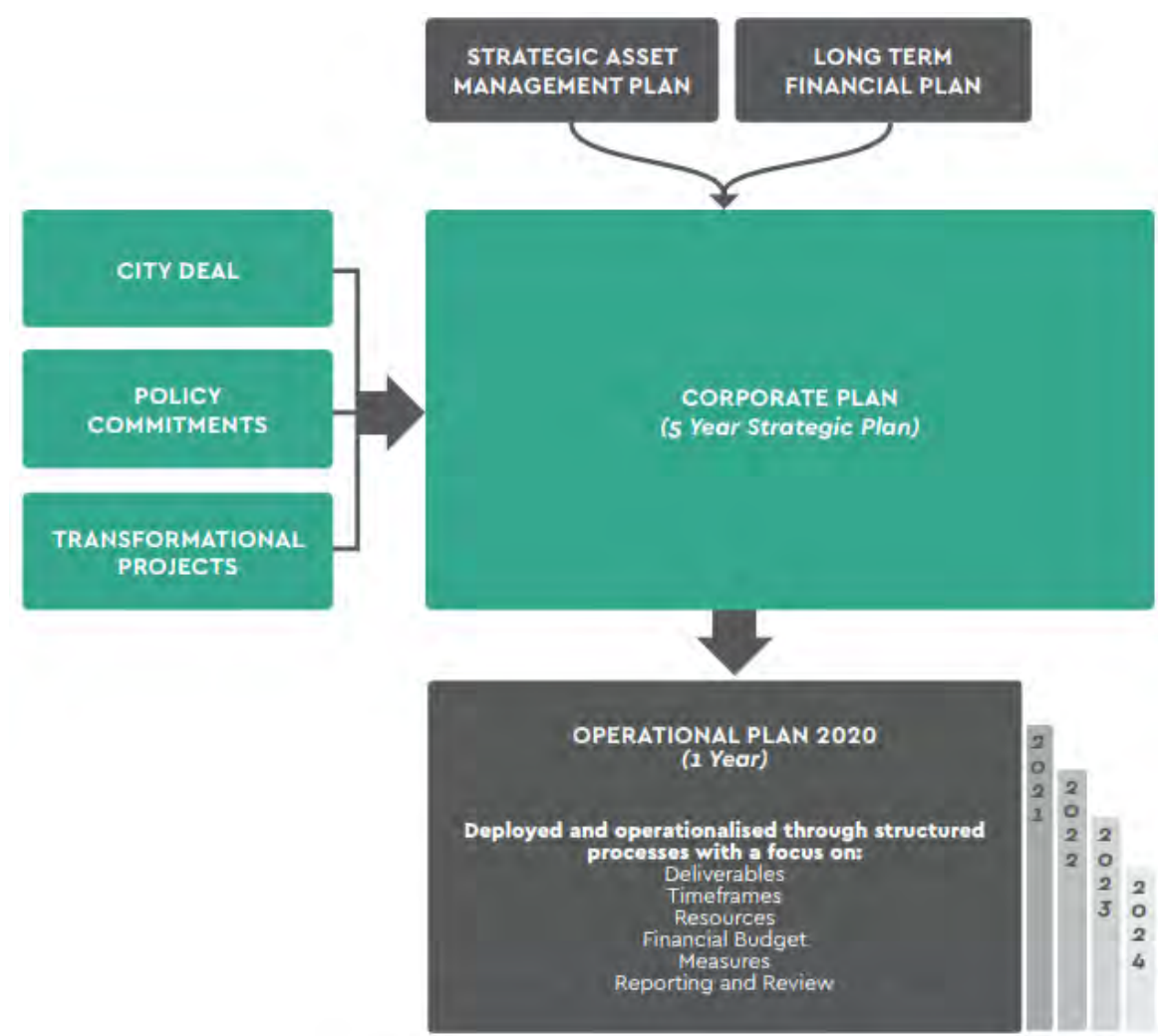


Diagram 5 - Strategic Planning Framework

Our Guiding Principles

At Council, we are committed to making well informed, transparent and responsible decisions and acting with integrity, honesty and respect.

The principles on the right, guide our plans, initiatives and decisions.

Our Governance Framework

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

- ▶ quality decision making founded on adequate, timely and relevant information disclosure
- ▶ assurance of desired outcomes or results
- ▶ effective management of risk and opportunities
- ▶ effective and widespread stakeholder commitment and support for good corporate governance
- ▶ the system of corporate governance is streamlined and flexible to meet emerging demands or needs
- ▶ strong ethical, performance and values-based culture
- ▶ transparency and disclosure.

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 *Local Government Act 2009*.



OUR COMMUNITY

Engage with our community to understand their expectations and needs and work in partnership with the community, businesses and stakeholders to build a great city.



OUR SERVICES

Provide customer focused services that meet the expectations of our community in a dynamic and adaptive manner.



OUR PEOPLE

Value our people and treat everyone with fairness and equity. We value learning and collaboration as the foundation for delivering the best service for our ratepayers and customers.



OUR STEWARDSHIP

Always act in the public interest as responsible and ethical stewards of the city and the public assets and resources under our control.

Managing Our Operational Risks

The Local Government Regulation 2012 requires the management of risk to be included in Council's Annual Operational Plan.

Council's Strategic and Operational risk assessments align with its Risk Management Framework. Strategic risks, operational risks, any emerging risks and mitigation strategies have been considered in developing the Operational Plan for 2020/21.

Council's objectives include managing risk exposure, consistently and systematically to maximise community outcomes. This effectively leverages the benefit of opportunities, manages uncertainty, builds organisational resilience and minimises the impact of adverse events.

Risk management is governed by the Enterprise Risk Management (ERM) Policy and Framework, which are integral to the overarching Corporate Governance Framework. Council's approach is aligned with ISO 31000:2018 Risk Management Guidelines.

The risk management process provides an integrated and systematic application of Council's policies, procedures, systems and strategies that focus on an effective and continuous improvement approach to risk management. The Risk Management System allows the Council to capture, manage risk and run real time data risk reports.

In addition to ongoing risk reviews at a strategic level, senior management participates in an annual emerging issues and risk workshop. The strategic risk profiles are reviewed to ensure risks are managed effectively to a level as low as reasonably practicable, taking into consideration emerging issues, global trends, threats and opportunities. Risks are also reviewed regularly through engagement of the Governance and Finance Committee, the Work Health and Safety Committee and the Audit Committee. These Committees support good governance through consultation and engagement with senior management and staff to ensure Council is implementing an integrated risk management framework.

By identifying and actively managing risks and with the implementation of numerous risk mitigation strategies, business continuity plans, internal incident management protocols, inspections and audits, fire and emergency response protocols, security plans and workplace health and safety initiatives, Council is well equipped to ensure that risks are managed to a level as low as reasonably practicable whilst optimising opportunities.

Our Services



Delivering Services to the Community

Council provides a total of 11 core services to the community as outlined below. Council's organisational structure has been designed to deliver services that support achieving our strategic directions in the most efficient way possible.

- ▶ Roads and Transport Management
- ▶ Water Services
- ▶ Wastewater Services
- ▶ Solid Waste Management
- ▶ Drain and Stormwater Management
- ▶ Parks and Open Space Management
- ▶ Cultural and Community Services
- ▶ Coastal Facilities
- ▶ Environment and Sustainability Services
- ▶ Planning, Development, Environmental Health and Regulatory Services
- ▶ Enabling Services

The successful implementation and resulting contribution to achieving the outcomes described in the Corporate Plan 2020-2024 relies on a collaborative, one-team approach by our elected representatives, executive team, staff, contractors, partners and volunteers. This joint approach for which the Council is renowned, enables consistent, focused, timely and value for money services being delivered to our community.

Core Services

Roads and Transport Management



Provide a reliable and efficient transport network taking into account future transport needs whilst encouraging active travel modes.

Services:

- Roads and transport management, including bitumen roads, rural roads (gravel), footpaths, boat ramps, signs in transport corridors, lines on transport assets, traffic management and safety, vehicle accident clean-up/removal/disposal, civil construction.

Priorities:

- Safety
- Standards compliance
- Asset life
- Maintenance optimisation.

Water Services



Provide potable water and recycled water.

Services:

- Water supply
- Recycled water.

Priorities:

- Ensure long term water security by delivering the stage 1.1 and commencing stage 2 of the Haughton project.
- Improve water quality by implementing Stage 1 of Douglas Water Treatment Plant upgrade.
- Deliver and Operations Centre to improve customer service and safety of our staff after hours.
- Engage the community in developing Townsville's long-term water strategy and desired level of service.



Wastewater Services

Collect and treat wastewater for disposal or reuse.

Services:

- Wastewater management.

Priorities:

- Improve customer and environmental outcomes.
- Deliver Southern Suburbs Rising Main and key Wulguru projects to minimise wastewater overflows.
- Deliver a renewals program to improve service.
- Deliver an operations centre to improve customer service and safety of our staff after hours.



Solid Waste Management

Deliver waste infrastructure and provide collection, resource recovery and waste disposal service and process solid waste and recyclables.

Services:

- Solid waste treatment and disposal
- Solid waste collection and recycling
- Solid waste business management and strategy.

Priorities:

- Deliver a sustainable long-term strategy which will reshape waste and resource recovery and set a new course for waste management in the region that explores opportunities to integrate waste services, optimise assets and considers options for step-change in resource recovery. Key strategic priorities:
 - reduce waste to landfill
 - financially sustainable and responsible waste management
 - regional market development and circular economy
 - bring the community on the journey.
- Deliver a Waste Infrastructure Plan that supports the Waste Strategy.
- Conduct a Food Organics/Garden Organics (FO/GO) feasibility study to consider the costs and benefits of introducing organics collection services in order to reduce waste to landfill.
- Develop an Energy from Waste business case to further investigate the viability of technology in the Far North Queensland Region Of Councils region.
- Construct engineered landfill assets at the Stuart Waste Facility in proportion with its status as a significant regional waste facility to improve operational efficiencies and environmental compliance.



Drain and Stormwater Management

Manage drain and stormwater infrastructure for the diversion of stormwater.

Services:

- Drain and stormwater management, including kerb and channel.

Priorities:

- Safety
- Asset life
- Standards compliance
- Maintenance optimisation
- Public enjoyment and amenity.



Parks and Open Space Management

Manage a diverse network of high-quality parks, open spaces and recreational facilities.

Services:

- Open space management, including parks and gardens, trees, playgrounds, sports fields, botanical gardens, cemeteries.

Priorities:

- Safety
- Public enjoyment and amenity
- Tourism and economic activation
- Standards compliance
- Maintenance optimisation
- Environmental management – biosecurity, feral species management, controlled burns, river system maintenance, Environmental Management System.



Cultural and Community Services

Maintain and grow our events, arts, sports and culture services to improve the liveability of Townsville. Develop and support cultural and community experiences in Townsville.

Services:

- Community support program
- Events
- Sport and recreation
- Theatres
- Galleries
- Libraries.

Priorities:

- Diverse and inclusive spaces, services, programs and events.
- Celebrate and foster creativity within our community.
- Deliver programs and services that meet community needs, build resilience and deliver on strategic objectives.



Coastal Facilities

Maintain, manage and restore coastal facilities and environments abutting key dynamic shorelines and estuaries in order to provide safe, resilient and sustainable urban development adjacent to these environments.

Services:

- Coastal management, including providing coastal resilience, management and adaptation through bioengineered solutions, and safe community access is provided and managed to beaches and shorelines.

Priorities:

- The Strand development is maintained as a semi-natural environment with rock walls and headlands (groynes) and associated protective sand renourishment and vegetation.
- Rowes Bay-Pallarenda is maintained and enhanced as a natural foreshore with associated recreational areas incorporated, minimised and primarily utilised for natural ecological protection.
- Magnetic Island beaches and villages are maintained for integration of recreational and tourism opportunities while blending with natural landscapes in a World Heritage Area environment.
- Northern Beaches are maintained as predominantly natural coastal environments protecting urban infrastructure such as residential homes, facilities and wetlands.
- Cungulla is maintained as a coastal rural residential area with minimal coastal infrastructure.
- Townsville boat ramps maintained by Council are managed and maintained.
- Smaller all tide access boat ramps in estuaries are affordable and maintainable.



Environment and Sustainability Services

Supports environmental sustainability, natural hazard and resource management and fosters sustainable management of our environment. It involves increasing natural landscape resilience of creeks, riverbanks, wetlands, forests and tropical savannas through rehabilitation, stabilisation and restoration. Council supports city residents, businesses and government to collectively and individually reduce demand on energy, including water use and electricity through building capacity for environmental efficiency, demand management and renewables as well as behaviour change.

Services:

- Environmental and natural resource management
- Sustainability and solar cities
- Environmental systems and operations
- Catchment management (Creek to Coral)
- Community environmental activities and capacity building
- Climate resilience and adaptation
- Sustainable solutions and prototypes
- Environmental landscape and coastal restoration
- Floodplain resilience and restoration.

Priorities:

- Amplify city-wide energy sustainability and transformation.
- Build sustainable solutions and environmental systems, including data collection and analytics across energy, water and nature.
- Supporting Townsville to become a sustainable destination, and achieve ecotourism certification.
- Ecological water quality management to manage our waterway health, reducing impact of unwanted environmental incidents and water quality decline while enhancing appreciation by residents and community of our waterways.
- Ecosystem based approach to restoring environments including waterways, wetlands, rivers and coastlines.
- Implementing water sensitive city approaches to urban development and retrofitting opportunities into existing city environments from home to river.
- Reducing impact of feral animals and plants on natural ecosystems.
- Increasing landscape function with fire management and collaborating with State agencies.
- Building capacity and environmental resilience through communities of practice and collaboration.
- Involving residents and business into environmental activities including building community capacity, residential knowledge and environmental education.
- Responding to climate change through adaptation and resilience, reinforcing natural resilience in coastal and urban systems, while reducing emissions.



Planning, Development, Environmental Health and Regulatory Services

Provide a strategic approach to long-term planning and policy development ensuring that Townsville manages natural hazards, growth and promotes economic development while protecting and conserving our natural resources and heritage. A key part of the land use strategy is ensuring the city develops within the urban growth corridors to provide more efficient performing infrastructure, helping to lower rates for the community. The city also needs to adapt to changing trends, including traditional retail changes, transport modes and housing types to support the community.

Environmental Health and Regulatory Services ensure that the community's standard of health and safety is maintained, and the environment is protected through the administration of a range of legislative tools and principles. This section is the cornerstone of Council's compliance and enforcement activities and seeks to educate the community on matters relevant to animals, food and the environment. This section is also heavily involved in emergency management and pandemic response.

Services:

- | | |
|---|---|
| • Enforcement compliance | • Mosquito management |
| • Urban planning – built environment | • Emergency management |
| • Local laws enforcement and compliance | • Pandemic response |
| • Food safety | • Land use and urban planning |
| • Public health | • Development assessment |
| • Animal management and adoption | • Asset and hydraulics |
| • Environmental protection | • Infrastructure planning and assessment. |
| • Parking | |

Priorities:

- Planning Scheme review.
- Local Government Infrastructure Plan review.
- Development Manual review.
- Continuation of Service Excellence Charter for customer service standards.
- Finalise flood models from the January 2019 floods.
- Increasing proactive patrols to decrease public health and safety risks.
- Maintain a high level of food safety within the community.
- To provide an effective emergency response.
- Pandemic response.
- Central Park revitalisation to continue stadium precinct activation.
- Implement defence strategy to attract greater defence investment in our region.



Enabling Services

Enabling Services provide a wide range of professional services, policy implementation and advice to both internal and external customers. Enabling services perform a conduit role between Council and the community to deliver services and products that meet the expectations of our community in a dynamic and adaptive manner while protecting Council staff, assets and value. Services and products are designed and provided, aimed at increasing performance, efficiency and effectiveness of service users, within and outside the Council.

Enabling Services deliver and enables delivery of Council's strategic and operational priorities within legislated, legal requirements and good governance practices, through a suite of business systems and structures.

Enabling Services:

- provides effective control and governance to infrastructure assets to realise value through managing risk and opportunity, in order to achieve the desired balance of cost, risk and performance
- facilitates long-term economic growth by promoting innovation, emerging industries and developing an internationally connected, highly skilled and educated community
- undertakes corporate planning and governance including the management of strategic risk, people, financial and information resources
- enables the provision of products, services and facilities to the community.

Services:

- | | |
|------------------------------|--|
| • People, culture and safety | • Buildings and facilities management |
| • Asset management | • Fleet management |
| • Financial management | • Emergency management |
| • Procurement | • Mechanical and electrical services |
| • Legal and compliance | • Communication and customer relations |
| • Laboratory services | • Information and communication technology |
| • Business management | • Executive. |

Priorities:

- Lead the Council's strategic planning framework, including the Corporate Plan, Annual Operational Plan and Budget.
- Maintain financial sustainability in accordance with Finance Strategy, Revenue and Borrowing Policies, service delivery models and asset management planning.
- Maintain a robust budgeting and reporting framework to ensure informed and sustainable decision making.
- Ensure the integrity of public funds expenditure is maintained by monitoring policies, systems and processes and delivering unqualified Annual Financial Statements.
- Deliver financial services and advice to internal customers and responsive customer service to ratepayers, commercial customers and suppliers.
- Improve the capability and efficiency of the workforce by leveraging digital technology.
- Deliver monitoring, reporting and support services for procurement activities to enable compliance and value-for-money expenditure.
- Deliver procurement activities to support local businesses, Indigenous businesses and emerging industries.
- Provide professional and specialised legal and governance advice and support that enables an effective Council decision making process.
- Lead the implementation of the Council's risk management framework that supports the organisation's capability to proactively identify and effectively manage risk.
- Ensure an effective secretariat support function to the Council is maintained.
- Deliver and maintain Workplace Health and Safety systems across whole of Council.
- Enhance Council's safety culture to ensure safety is always the first consideration.
- Deliver people services that attract, retain, remunerate and develop employees, so Council is an employer of choice.
- Leverage efficiencies from corporate system implementations, especially in the employee lifecycle, training, incident and hazard management and contractor management.
- Ensure employees are competent and hold the required licences and tickets to perform their roles.
- Improve the capability and efficiency of the workforce by leveraging digital technology.
- Asset Management Governance – People, Process and Technology, including:
 - Service risk
 - Asset performance
 - Asset engineering, planning and design
 - Optimised asset investment planning.
- Ensure that buildings are safe and fit for purpose.
- Ensure that legislative requirements for buildings are met.
- Ensure best and highest use of Council buildings and facilities.
- Provide responsible service delivery of contracted services.

Our Plan



Our Operational Plan

The Operational Plan is Council's one-year planning document.

Our Operational Plan and Budget sets the direction for the 2020/21 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 provides transparency and accountability of the financial management and operational activities of the organisation.

Council's budget funds the Operational Plan derived from the Strategic Asset Management Plan and Long-Term Management Plan for sustainable management of the city.

The Operational Plan addresses the organisation's operational risks and how Council will progress the implementation of its Corporate Plan 2020-2024. It is a valuable management tool detailing the services Council will deliver to the community during the financial year.

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.
- ▶ Sustainable development and management of assets, and delivery of effective services.
- ▶ Democratic representation, social inclusion and meaningful community engagement.
- ▶ Good governance of, and by, local government.
- ▶ Ethical and legal behaviour of Councillors and local government employees.

Quarterly performance reports will provide details on the progress including expenditure to date and deliverables achieved each quarter.

Our Corporate Plan

The Corporate Plan 2020-2024 is a five-year plan and builds on the vision and mission. The corporate goals are identified below. Council reports against the outcomes identified in the Corporate Plan in the Annual Report and Quarterly Performance Reports.



A PROSPEROUS CITY

Deliver a strong and innovative economy for Townsville with sustainable growth and support for local jobs and businesses.



A CITY FOR PEOPLE

Enhance people's experience of Townsville as a liveable and vibrant city by providing services that support the growth of an inclusive, knowledgeable, active, resilient, safe and healthy community.



A CLEAN AND GREEN CITY

Create a sustainable future for Townsville through the protection, maintenance and enhancement of our unique, natural and built environment.



A SMARTER, FASTER, BETTER COUNCIL

Ensure the Townsville City Council remains a smarter, faster and better Council that is easy to work with, and for, and gains community trust by being transparent and managing its resources well.

Corporate Plan Objectives



- Support local businesses, major industries, local innovation and employment growth
- Activate economic and geographic strengths and market Townsville as a vibrant and smart destination for commerce, education, research, tourism, entertainment and lifestyle
- Plan, support, provide and advocate for infrastructure and investment that supports innovation, residential and economic growth
- Maximise opportunities for economic growth by building and maintaining effective partnerships



- Provide services and local infrastructure that meet community expectations, support growth, build resilience and provide for the needs of our community
- Improve the liveability of Townsville and encourage active and healthy lifestyles by providing accessible public facilities, community infrastructure and creating placemaking activities
- Improve the vibrancy of Townsville by supporting the community's access to, and participation in, a range of artistic, cultural and entertainment activities
- Enhance community knowledge of, and access to, Council services to improve community wellbeing, resilience, health and safety



- Plan, design and deliver sustainable development and support this by actively managing the natural environment and increasing green infrastructure, at a city, suburb and place level
- Develop and implement long term waste and water security solutions that are socially, financially and environmentally sound



- Provide customer-focused services that enhance the customer experience and meet the expectations of our community in a dynamic and adaptive manner
- Ensure that Council's plans, services, decisions and priorities reflect the needs and expectations of the community
- Ensure that public funds are expended efficiently, and that Council expenditure represents value for money whilst supporting the local economy
- Be a valued and committed employer who provides a productive, inclusive and respectful environment for staff and the community
- Improve financial sustainability and provide value and accountability to the community for the expenditure of public funds

Waste Performance Plan

Townsville Waste Services' business is articulated in its vision and mission statements:

Vision:

To be the leading Waste Service provider in Northern Australia.

Mission:

Waste Services that provide Townsville with Health, Amenity and Prosperity.



Overview of the Business

Introduction

This is an annual Performance Plan as set out as required under the Local Government Regulation 2012 and provides 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 2020/21, according to commercial principles.

Our Business

Townsville Waste Services is a commercial business unit of Council, responsible for the collection and processing of solid waste and recyclables.

As a significant business activity of Council, the business was commercialised in 2008, and required to apply the competitive neutrality principle under the *Local Government Act 2009*.

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.

Our Key Business Metrics

Domestic Waste and Recycling

- ▶ 110,000 domestic waste and recycling services provided each week.

Commercial Waste and Recycling

- ▶ 600 bulk bins in service
- ▶ 175 bulk bins emptied each day
- ▶ 305 public bins emptied each day.

Waste Disposal

- ▶ 1 landfill site
- ▶ 5 waste transfer stations
- ▶ around 300,000 total customer visits each year
- ▶ around 320,000 tonnes each year received at landfills
- ▶ around 150,000 tonnes each year diverted from landfill
- ▶ around 170,000 tonnes each year landfilled.

Our Objective

Townsville Waste Services' objective is to contribute to the delivery of a healthy and green city through the provision of waste and recycling services that deliver a safe, reliable, connected, affordable and profitable waste and recycling service for the city and others.

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.”

Nature and Extent of Community Service Obligations

The following will be completed by Townsville Waste Services as community service obligations in 2020/21:

Table 16 - Townsville Waste Services Community Service Obligations

Category	Value \$
Charity dumping fees	\$60,000
Dead animals	\$35,524
Infirm services	\$41,193
Clean Up Australia Day	\$1,000
Free dump weekends	\$160,000
Community clean up events	\$15,000
Stadium remediation works	\$500,000
Total	\$812,717

Cost and Funding for Community Service Obligations

The community service obligations listed in Table 16 above are funded by Council. It is anticipated that the cost of these identified community service obligations for 2020/21 will be approximately \$812,717.

Additional community service obligations may be identified during the financial year, particularly in the event of natural disasters.

Our Customer Service

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

- ▶ Councillor requests
- ▶ customer feedback
- ▶ 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.

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.

Our Capital Structure, Investments and Borrowing

Our Capital Structure

The capital structure for Townsville Waste Services is 50% debt / 50% equity for pricing purposes. The capital structure and the anticipated rates of return to 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.

Our Dividend Policy

All dividends arising out of Townsville Waste Services' operations will be returned to 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.

Our Proposed Major Investments

Waste Services proposed major investments are described in Table 2 – Capital Budget Summary.

Our Outstanding and Proposed Borrowings

Council will operate a central treasury function. It will provide working capital as required, as well as providing loans through Queensland Treasury Corporation.

Delegations

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 Council's Register of Delegations and each relevant Instrument of Delegation.

Council's Delegations Policy can be found on Council's website.

Reporting to 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 quarterly 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 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 Council, which shall include, but is not limited to, an Operational Plan, Business Plan, Asset Management Plan, and Emergency Response Plan.

Review and Amendment of the Annual Performance Plan

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

Our Performance Targets

Table 17 - Waste Services Performance Targets

Performance Measure	Description	Target
Goal 1 Economic Sustainability		
Revenue – budget to actual	Comparison of the actual revenue received with the budgeted revenue.	Within 5% of revised budget
Operating expenditure – budget to actual	Comparison of the actual operating expenditure with the budgeted operating expenditure.	Within 5% of revised budget
Capital expenditure – budget to actual	Comparison of the actual capital expenditure with the budgeted capital expenditure.	Within 5% of revised budget
Net operating result – budget to actual	Comparison of the actual net operating result with the budgeted net operating result.	Within 5% of revised budget
Debt to equity ratio	The portion of debt compared to the business' equity.	<0.5
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
Goal 2 Social Responsibility		
Customer service and collection performance	Less than 1 for each 1,000 missed kerbside waste and recycling services.	<1 for each 1000
Customer service and collection performance	Response time to missed kerbside waste and recycling services.	>95% by the next business day
Goal 3 Environmental Sustainability		
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
Environmental incidents reported to Department of Environment and Science	Number of incidents, which exceed the acceptable limit, that were required to be reported to the Department of Environment and Science.	zero
Goal 4 Responsible Governance		
Reduction in lost time injuries	Percentage reduction in the number of Lost Time Injuries recorded, compared with the previous financial year.	zero

Water Performance Plan

Townsville Water's business
is articulated in its vision
and mission statements:

Vision:

To be the leading Water Service provider
in Northern Australia.

Mission:

Water Services that provide Townsville
with Health, Amenity and Prosperity.



Overview of the Business

Introduction

This is an annual Performance Plan as set out as required under the Local Government Regulation 2012 and provides 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 2020/21, according to commercial principles. This Annual Performance Plan must be considered in conjunction with the unit's operational plan, which is embedded in Council Operational Plan 2020/21.

Our Business

Townsville Water is a commercial business unit of Council, responsible for supplying potable water, collecting and processing wastewater, and supplying recycled water, within the Townsville local government area.

As a significant business activity of Council, the business was commercialised in 2008, and required to apply the competitive neutrality principle under the *Local Government Act 2009*.

Our Key Business Metrics

Water Operations

- ▶ expected provision of in excess of 54,000 mega litres of potable water to over 86,000 customer connections in the Townsville region.
- ▶ management of 2 dams, 3 weirs, 4 treatment plants, 23 pump stations, 33 reservoirs and in excess of 2,600km of water mains.
- ▶ over \$65.6 million of capital projects to be planned and delivered.

Wastewater Operations

- ▶ expected provision of wastewater services to over 74,000 customers, including approximately 1,000 trade waste customers.
- ▶ services delivered using close to \$1.1 billion worth of assets, including 6 wastewater treatment plants, over 191 wastewater pump stations and more than 1,350km of sewer mains.
- ▶ between 16,000 to 20,000 mega litres of wastewater is collected and treated each year with up to 15% of this volume reused (depending on weather conditions).
- ▶ over \$33.7 million of capital works to be planned and delivered.

Our Objective

Townsville Water's objective is to provide safe, reliable and sustainable water and wastewater services for the benefit of the Townsville community.

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.”

Nature and Extent of Community Service Obligations

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 2020/21. Please refer to Appendix G.

Cost of and Funding for Community Service Obligations

The community service obligations are funded by Council. It is anticipated that the cost of these identified community service obligations for 2020/21 will be approximately \$4,215,358.

Our Customer Service

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

- ▶ Councillor requests
- ▶ customer feedback
- ▶ benchmarking against other water service providers in regional Queensland.

Townsville Water recognises that customers are entitled to a guaranteed 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 out 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.

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. Annual reporting to the Office of the Water Supply Regulator is undertaken annually to meet the requirements of the *Water Supply (Safety and Reliability) Act 2008*.

Our Capital Structure, Investment and Borrowing

Our Capital Structure

The capital structure for Townsville Water is 40% debt / 60% equity for pricing purposes. The capital structure and the anticipated rate of return to 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.

Our Dividend Policy

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

Our Proposed Major Investments

Waste Services proposed major investments are described in Table 2 – Capital Budget Summary.

Our Outstanding and Proposed Borrowings

Council will operate a Central Treasury function. It will provide working capital as required, as well as providing loans through Queensland Treasury Corporation.

Delegations

Council's delegated authorities relevant to Townsville Water are made in accordance with the *Local Government Act 2009*. Delegated authorities are recorded in Council's Register of Delegations and each relevant Instrument of Delegation.

Council's Delegations Policy can be found on Council's website.

Reporting to Council

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

- ▶ On a quarterly 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 Council on its performance against the Performance Plan. This report will be complete within 4 calendar months from the end of the financial year.

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

Review and Amendment of the Annual Performance Plan

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

Our Performance Targets

Table 18 - Water and Wastewater Services Performance Targets

Performance Measure	Description	Target
Goal 1 Economic Sustainability		
Revenue – budget to actual	Comparison of the actual revenue received with the budgeted revenue	Within 5% of revised budget
Operating expenditure – budget to actual	Comparison of the actual operating expenditure with the budgeted operating expenditure	Within 5% of revised budget
Capital expenditure – budget to actual	Comparison of the actual capital expenditure with the budgeted capital expenditure	Within 5% of revised budget
Net operating result – budget to actual	Comparison of the actual net operating result with the budgeted net operating result	Within 5% of revised budget
5-year price path	Approved price path derived from water pricing model	Information only
Return on assets	Net income / NBV of non-current assets	Within 5% of revised budget
Asset renewal	Rehabilitation capital works / depreciation charges	Minimum 90%
Interest coverage ratio	Total operating revenue / net interest expense	Information only
Asset consumption ratio	Weighted average measure of consumption of non-current assets	Information only
Debt to equity ratio	The portion of debt compared to the business' equity	<0.5
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
Goal 2 Social Responsibility		
Adequacy and quality of supply	Number of water quality and water pressure complaints in accordance with Townsville Water's Customer Service Standards	<5 for each 1,000 connections
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%
Goal 3 Environmental Sustainability		
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
Dry weather sewerage releases	Number of dry weather sewerage overflows, bypasses or releases to environment that were not caused by a third party or natural phenomenon	zero
Goal 4 Responsible Governance		
Reduction in lost time injuries	Percentage reduction in the number of Lost Time Injuries recorded, compared with the previous financial year	20%

Index and Appendices



Index of Tables, Graphs and Diagrams

Index of Tables

Table 1 - Operating Budget Summary	16
Table 2 - Capital Budget Summary.....	17
Table 3 - Summary of Rate and Utility Charges	20
Table 4 - Statement of Income and Expenditure.....	22
Table 5 - Statement of Financial Position	23
Table 6 - Statement of Cash Flows.....	24
Table 7 - Statement of Changes in Equity.....	24
Table 8 - Statement of Business Activities.....	25
Table 9 - Community Service Obligations.....	26
Table 10 - Change in Rates and Utilities Levied.....	26
Table 11 - Statement of Income and Expenditure (Long-Term).....	28
Table 12 - Statement of Financial Position (Long-Term).....	29
Table 13 - Statement of Cash Flows (Long-Term).....	30
Table 14 - Statement of Changes in Equity (Long-Term).....	31
Table 15 - Summary of Council's Financial Sustainability.....	31
Table 16 - Townsville Waste Services Community Service Obligations.....	49
Table 17 - Waste Services Performance Targets.....	51
Table 18 - Water and Wastewater Services Performance Targets	56

Index of Graphs

Graph 1 - Debt Per Rateable Property and Forecast Debt Reduction.....	21
---	----

Index of Diagrams

Diagram 1 - Map of Townsville's Local Government Area with Electorate.....	9
Diagram 2 - Key Projects Map.....	10
Diagram 3 - What this budget means for you 2020/21	12
Diagram 4 - Budget Allocation Summary.....	15
Diagram 5 - Strategic Planning Framework.....	33

Appendices

Appendix A: Revenue Statement

Overview

This revenue statement explains the revenue raising measures adopted in Council's 2020/21 budget.

Applicability

It is not intended that this Revenue Statement reproduce all related policies. Related policies will be referred to where appropriate and will take precedence if clarification is required.

Making and Levying of General Rates Rationale

General rates are for services, facilities and activities that are supplied or undertaken for the benefit of the community in general (rather than a particular person). Council is required to raise an appropriate amount of revenue to maintain assets and provide services to the region as a whole.

Under Queensland 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 consideration of:

- ▶ Council's legislative obligations
- ▶ the needs and expectations of the general community
- ▶ the expected cost of providing services
- ▶ equity – that is, 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

Council levies differential general rates, which means the amount of general rates payable for any property depends upon:

- ▶ the land's unimproved capital or site value as advised by the Department of Natural Resources Mines and Energy (DNRME)
- ▶ the Differential General Rating Category that Council gives to the land.

All land within Townsville is given a Differential General Rating Category based upon the primary Land Use Code assigned by DNRME and the additional criteria of:

- ▶ the City Plan (that is, the current Planning Scheme)
- ▶ the availability of services to the land

- ▶ whether the land is occupied as a principal place of residence
- ▶ whether any attribute of the land (including the status of the land under the Planning Scheme) is likely to contribute to increased costs for Council, whether at the land or elsewhere.

In accordance with Chapter 4 of the Local Government Regulation 2012, Council has decided that:

- ▶ there will be 23 categories of rateable land for 2020/21 as stated and described in Appendix K – Differential Rating Categories
- ▶ the description of each of the rating categories of rateable land in the local government area is set out in Appendix K – Differential Rating Categories
- ▶ the rates and charges to be levied for each of the 23 differential general rating categories are detailed in Appendix L – Differential Rates, Limitations on Increases, Minimum General Rates.

Rateable Value of Land

To determine the rateable value of land, Council uses the unimproved capital or site valuation as advised by the Department of Natural Resources, Mines and Energy. The last valuation of the city was carried out on 1 October 2019 with the valuation being applied from 1 July 2020.

Limitation of Increase in Rates

Council applies capping to all owner-occupied residential lands which ensures that lands categorised as Category 1 as at 1 July 2020 will not exceed the amount of general rates levied for the property for the previous financial year (year ending 30 June 2019) plus a percentage increase resolved by Council.

The differential general rate for eligible land will not exceed the higher of:

- ▶ the relevant minimum rate for the property; or
- ▶ the amount of general rates levied for the property for the year ending 30 June 2019, plus an increase of 30%.

This is subject to a minimum rate for each category and the following conditions:

- ▶ capping will apply only to general rates
- ▶ capping will apply only to category 1 land
- ▶ capping is not available retrospectively and will only apply from the beginning of a financial year
- ▶ if ownership of the land to which capping applies is transferred in the period after 1 July of any year, then capping will cease to apply for the following year
- ▶ if a dwelling is completed during 2020/21, on vacant land purchased during 2019/20, the owner will be eligible for capping from 1 July 2021.

Nelly Bay Harbour Development Special Rate

The Nelly Bay Harbour Development Special Rate levy 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 2020/21 is detailed in Appendix P – Nelly Bay Harbour Development Operational Plan.

Rural Fire Brigades Special Charge

The Rural Fire Brigade Special Charge is levied on rateable lands serviced by the rural fire brigades detailed in Appendix Q - Rural Fire Levy. The funds raised from this charge are provided to the voluntary rural fire services so they can acquire and maintain fire-fighting equipment; provide training to volunteers and to enable them to operate throughout the rural areas of the region.

The overall plan for the Rural Fire Brigades Special Charge is to provide financial assistance to the brigades to enable provision of a rural fire service in each area on an ongoing basis. The amount of the charge is based upon the 3-year budget for each brigade that has been provided to Council by the Queensland Fire and Rescue Service.

The annual implementation plan is to remit to the respective brigades the levy collected, twice a year.

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.

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 customers, including commercial, industrial and government agencies will be levied a fixed charge together with a consumption-based charge.

Council offers residential customers a choice between the Standard Plan and the Water Watchers Plan.

Standard Plan customers will be charged for a fixed allocation of water, plus a charge for any consumption in excess of the allocation. Water Watchers Plan residential consumers will be charged a two-part tariff which includes a fixed service charge and consumption-based charge. All developed and undeveloped residential properties within the water supply area connected to the water supply are placed on the Standard Plan. Residential property owners can opt into the Water Watchers Plan by application.

All undeveloped residential land within the water supply area not connected to the water supply is placed on the Water Watchers Plan.

Undeveloped residential and undeveloped non-residential land in a declared water service area will incur an undeveloped land charge as a contribution towards the cost of water infrastructure available for connection.

The fees charged for the Water Services Activity are detailed in Council's Schedule of Rates and Charges 2020/21, and the utility charges for this activity are detailed in Appendix M – Utility Charges – Water.

Commercial Business Activity – Wastewater and Trade Waste 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.

A fixed service charge will be levied for each dwelling, home unit, flat or lot.

Non-residential wastewater customers, including commercial, industrial and government agencies will be levied a fixed service charge each pedestal.

An additional wastewater charge is levied on applicable non-residential customers in respect of liquid trade waste in accordance with Council's Trade Waste Policy.

Undeveloped residential and undeveloped non-residential land in the declared sewer service area will incur an undeveloped land charge each lot as a contribution towards the cost of wastewater infrastructure available for connection.

Where a property is in a declared sewerage area but is not connected to a sewer that property will be levied sewerage 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 charged for the wastewater activity are detailed in Council's Schedule of Rates and Charges 2020/21 and the utility charges for this activity are detailed in Appendix N – Utility Charges –Wastewater and Trade Waste.

Commercial Business Activity – Waste Management and Recycling Utility Charges

Council conducts the waste management and recycling 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 each dwelling, home unit or flat for a combined waste and recycling service for domestic waste disposal at Council's landfill sites.

For non-residential premises, separate charges will apply on the basis of:

- ▶ waste collection charge based upon each waste collection service provided
- ▶ recycling collection charge based upon each recycling collection service provided
- ▶ all additional or special waste services are charged on a user-pays basis each service provided.

The Queensland Government has developed a resource, recovery and waste strategy to help reduce the disposal of waste to landfill, increase recycling rates and recover valuable resources. The focus of the strategy is the Queensland Government Waste Levy, which came into effect 1 July 2019.

In order to ensure there will be no direct impact on household, the State Government is providing Council with an annual payment to offset the cost of the Queensland Government Waste Levy on households.

The Queensland Government Waste Levy will be payable on the disposal of commercially generated waste.

Local Waste Management Levy

A fixed annual Waste Management Levy will be charged for the provision of one hard rubbish collection each eligible property, access to free green waste disposal, and free recyclables drop-off at Council's waste facilities and wheelie bin repairs/replacements.

The levy will apply to each dwelling, home unit or flat which is:

- ▶ classified as Category 1, 2 and 3a to 3k for rating purposes
- ▶ is inside or outside the defined waste collection area.

The Levy does not apply to undeveloped land.

The fees charged for the waste management and recycling activities are detailed in Council's *Schedule of Rates and Charges 2020/21*, and the utility charges for this activity are detailed in Appendix O – Utility Charges – Waste Management and Recycling.

Hardship Concession

Council has adopted to allow concessions as set out in Council's Hardship Concession Policy to eligible ratepayers in accordance with section 120(1)(c) of the Local Government Regulation 2012.

Pensioner Rates Concessions

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 to ratepayers who 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 2021.

General Rates and Utility Charges Concessions

Concessions for general rates, water and sewerage charges as set out in Council's Concessions Policy will be granted to certain organisations and ratepayers that satisfy Council that they meet the eligibility criteria set out in Part 10 of Chapter 4 of the Local Government Regulation 2012. Concessions will not be considered for undeveloped land.

First Home Buyers Concession

Council has adopted to allow concessions as out in Council's First Home Buyers Concession Policy to eligible ratepayers in accordance with section 120(1)(d) of the Local Government Regulation 2012.

Prompt Payment Discount

Council acknowledges that the failure to pay rates when due can increase the level of future rate increases and offers a prompt payment discount of 10% on certain rates and charges when full payment of all rates and charges, including any arrears, is received by the due date.

Interest Charges on Overdue Rates

Unpaid rates are considered overdue after midnight on the designated due date on the notice. Interest will be charged from 30 days after the designated due date of each charge until the date of payment, at the rate of 8.53% each year in accordance with section 133 of the Local Government Regulation 2012.

Interest, at the rate of 8.53% each year, will also be charged from 1 July 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

In setting cost-recovery and other fees and charges, Council will apply the following criteria:

- ▶ regulatory fees 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) when Council considers that it would not be reasonable to charge the full cost.
- ▶ charges for commercial services will be set to recover the full cost of providing the service and, if provided by a business of Council, may include a component for return on capital.

Council's adopted fees and charges include a mixture of cost recovery and commercial user-pays fees. The cost-recovery (regulatory) charges are identified as such in Council's Fees and Charges Schedule. Council's Fees and Charges Register contains full details of fees and charges adopted by Council for 2020/21 and is available on Council's website.

Appendix B: Revenue Policy

1.0 Policy Statement

In 2020/21 Council will levy rates and charges in compliance with this policy.

2.0 Principles

Council makes decisions about levying rates and charges consistently with the *Local Government Principles*:

- (a) Transparent and effective processes, and decision-making in the public interest.
- (b) Sustainable development and management of assets and infrastructure, and delivery of effective services.
- (c) Democratic representation, social inclusion and meaningful community engagement.
- (d) Good governance of, and by, local government.
- (e) Ethical and legal behaviour of Councillors and local government employees.

3.0 Scope

The Revenue Policy demonstrates the principles that Council intends to apply in the preparation and adoption of the 2020/21 budget. This policy identifies 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.

4.0 Responsibility

Councillors, the Chief Executive Officer and the General Manager Finance are responsible for ensuring that this policy is understood and followed.

5.0 Definitions

All definitions are in accordance with the *Local Government Act 2009* and the Local Government Regulation 2012.

6.0 Policy

6.1. Principles used for the levying of rates and charges

When levying rates and charges the Council will seek to achieve financial sustainability while minimising the impact of Council rates and charges upon the community, and distributing the burden of payments equitably across the community having regard to the consumers of each service, the benefit to the community, and to all factors that contribute to the Council's costs.

Council accepts that land valuations are generally an appropriate basis to achieve the equitable imposition of general rates, with differential rating categories determined by land use, ownership, 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, Council will:

- ▶ have regard to its long-term financial forecast when setting rates and charges
- ▶ seek to minimise the revenue required to be raised from rates and charges by:
 - maximising income from available grants and subsidies
 - imposing cost-recovery fees in respect of services and activities for which it believes cost recovery is appropriate
- ▶ have regard to the prevailing local economic conditions, and when possible, limit increases in an attempt to avoid significant price escalation in any one year
- ▶ offer an early payment discount to provide an incentive for the timely payment of rates and charges.

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 while:

- ▶ making clear the obligations of ratepayers and the process 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
- ▶ endeavouring to treat ratepayers with similar circumstances in a consistent way
- ▶ flexibility to ratepayers experiencing financial hardship through concessional arrangements
- ▶ flexibility responding when necessary to city wide events such as natural disasters or changes in the local economy.

6.3. Principles used for granting concessions for rates and charges

Council will support desirable community objectives by providing concessions for certain categories of landowners and in respect of properties used for certain purposes when those concessions:

- ▶ reduce the financial burden of rates and charges payable by pensioners
- ▶ support the community activities of not-for-profit organisations 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

- ▶ 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

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 to support job creation

To the fullest extent permissible by law, the Council will fund the physical and social costs of any new development by levying charges upon that development. The Council considers that the current law strikes a reasonable balance between minimising costs for new developments and managing the burden of new developments upon existing ratepayers. In particular the Council considers that this approach promotes efficiency by and competition between developers and achieves development at the least overall cost to the community.

Council may choose to subsidise from other sources (e.g. general rate revenue) the charges payable for the development when the Council believes that is in the community interest.

To assist Townsville's economic recovery from the impact of COVID-19 control measures Council will encourage development that provides local jobs through the reduction of infrastructure charges for eligible applicants as set out in Council's *Coronavirus Response New Local Jobs Policy*.

7.0 Legal parameters

- ▶ *Local Government Act 2009*
- ▶ Local Government Regulations 2012

8.0 Associated Documents

- ▶ Charitable and Community Organisation General Rate and Utility Charges Concessions Policy
- ▶ Revenue Statement
- ▶ Pensioner Rates Concession Policy
- ▶ Debt Recovery Policy
- ▶ Rate Discount Policy
- ▶ Financial Hardship Policy

Appendix C: Debt Policy

1.0 Policy Statement

Council will utilise a debt management strategy based on sound financial management guidelines.

2.0 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.

3.0 Scope

This policy applies to all Councillors and Council staff.

4.0 Responsibility

The Chief Executive Officer and General Manager Finance are responsible for ensuring that this policy is understood and adhered to by all personnel.

5.0 Definitions

All definitions are in accordance with the *Local Government Act 2009* and the Local Government Regulation 2012.

6.0 Policy

Borrowings are only available for capital investment purposes.

- ▶ Council may meet capital investment requirements by first using any surplus cash 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 cannot 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 cash flow requirements that may arise from time to time.
- ▶ Council recognises and accepts that infrastructure demands placed upon 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 in the first instance and borrow 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 Strategic Asset Management Plan, together with the Long-Term Financial Plan.
- ▶ 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. New borrowing applications must also be approved by the Department of Local Government, Racing and Multicultural Affairs.
- ▶ in accordance with section 192 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
Year ended 30/6/2021 – New and upgrade infrastructure	50,000
Year ended 30/6/2022 – New and upgrade infrastructure	45,000
Year ended 30/6/2023 – New and upgrade infrastructure	20,000
Year ended 30/6/2024	-
Year ended 30/6/2025	-
Year ended 30/6/2026 – New and upgrade infrastructure	15,000
Year ended 30/6/2027 – New and upgrade infrastructure	20,000
Year ended 30/6/2028	-
Year ended 30/6/2029 – New and upgrade infrastructure	20,000
Year ended 30/6/2030	-

Repayment term of new loans is up to 20 years with existing loans at 30 June 2021 having repayment terms between 3 and 20 years. The amount projected to be outstanding at 30 June 2021 is \$385.4 million.

Anticipated loan principal repayments for the year ended 30 June 2021 is \$32.6 million.

A temporary working capital facility has been established for Council's COVID-19 response specifically to manage the due date deferral of rates and charges for impacted ratepayers.

The facility limit is \$100 million and is available for use until 31 July 2021.

7.0 Legal parameters

- ▶ *Local Government Act 2009*
- ▶ Local Government Regulation 2012
- ▶ *Statutory Bodies Financial Arrangements Act 1982*

8.0 Associated documents

- ▶ Adopted Budget
- ▶ Revenue Statement
- ▶ Revenue Policy
- ▶ Strategic Asset Management Plan
- ▶ Long Term Financial Plan
- ▶ Treasury Management Administrative Directive

Appendix D: Investment Policy

1.0 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.

2.0 Principles

This policy identifies Council's overall financial risk philosophy and objectives.

3.0 Scope

This policy applies to all staff that are responsible for transactions which may affect Council's investment accounts.

4.0 Responsibility

The Chief Executive Officer and General Manager Finance are responsible for ensuring this policy is understood and adhered to by staff.

5.0 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 Bloomberg Bank Bill Index.
- ▶ **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. Finance Officers.

6.0 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
- ▶ 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 Financial Reporting and Budgets Team.

6.2. Documentation and 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 Chief Executive Officer.

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.

7.0 Legal parameters

- ▶ *Statutory Bodies Financial Arrangement Act 1982*
- ▶ Statutory Bodies Arrangements Regulations 2007
- ▶ Local Government Regulation 2012
- ▶ *Banking Act 1959 (Cwlth)*

8.0 Associated documents

- ▶ List of Authorised Deposit-taking Institutions (<http://www.apra.gov.au/adi>)
- ▶ Treasury Management Administrative Directive

Appendix E: Hardship Concession Policy

1.0 Policy statement

Council has an ability to provide concessions when payment of the rates or charges will cause hardship to the landowner. Those concessions will be made in accordance with this policy.

2.0 Principles

The payment of rates and charges may cause hardship to:

- ▶ the whole or a sizeable portion of the community because of a disaster – for example, a cyclone or flood
- ▶ a particular landowner because of that landowner's circumstances.

The granting of concessions has the potential to adversely impact upon the Council's services and burden other ratepayers.

The Council will deal with applications for concessions under this policy on the grounds of hardship in a way that is:

- ▶ compassionate
- ▶ equitable
- ▶ transparent
- ▶ responsive to the landowner's capacity to pay
- ▶ financially responsible, having regard to the demand for the Council's services and the obligation upon Council to maintain its financial sustainability
- ▶ otherwise in accordance with the requirements of applicable legislation.

3.0 Scope

This policy applies to the granting of concessions on the grounds that payment of the rates or charges will cause hardship to certain landowners.

4.0 Responsibility

The Chief Executive Officer and the General Manager Finance are responsible for ensuring that this policy is understood and adhered to by all staff involved in the recovery of rates and charges.

5.0 Key Concepts and Definitions

Any term used in this policy that is defined in the *Local Government Act 2009* or Local Government Regulation 2012 has that definition. The term 'hardship' is not specifically defined in this legislation and will be interpreted according to its ordinary and plain meaning.

What is Hardship?

Explanatory Note: Hardship may arise in a variety of situations, including in – a situation where payment of rates and charges by a landowner will cause the landowner an appreciable detriment of some form, whether that be financial, personal or otherwise.

Each situation affecting a landowner needs to be assessed on a case by case basis, and consider a range of matters affecting the landowner including but not limited to:

- ▶ loss of employment of the landowner or family member
- ▶ family breakdown, including domestic violence
- ▶ physical and mental health issues, including illness, physical incapacity, hospitalization, or mental illness of the landowner or landowner's family member
- ▶ a disaster within the Townsville Local Government Area affecting the landowner or their dependants
- ▶ a death in the family of the landowner
- ▶ other factors resulting in unforeseen change in the landowner's capacity to meet their payment obligations, whether through a reduction in income or through an increase in non-discretionary expenditure.

What is a Disaster? – has the same meaning as “disaster” under the *Disaster Management Act 2003*

Explanatory Note: This means a serious disruption to the community caused by a cyclone, flood, storm, bushfire, earthquake, public health emergency including a pandemic, or other event within the meaning of the term “disaster” in that Act.

6.0 Policy

6.1. Classes of Hardship Concession

The Council resolves to provide concessions under this policy to landowners in the following classes:

Class 1 - Hardship Arising Because Property Directly Affected by a Disaster

- ▶ Eligibility
 - (a) All landowners within Townsville Local Government Area.
- ▶ Concession criteria
 - (a) Landowner's property located within the Townsville Local Government Area has been substantially and directly impacted by a disaster
 - (b) Landowner provides sufficient information to demonstrate that it will suffer Hardship if required to pay rates and charges when due.
- ▶ Assessment material

The Chief Executive Officer is to assess the provision of Concessions to Class 1 Landowners using any information that he or she believes to be relevant.

- ▶ Types of Concessions provided:
 - a 3-month (interest-free) deferral of the due date (and discount date) for the rates and charges; and/or
 - an interest -free payment plan for the overdue rates or charges under which the overdue rates and charges and any accruing rates and charges will be paid within 12 months of the date of the agreement.

The Council intends that the provision of Class 1 Landowner concessions will be a comprehensive response to a disaster and applications for additional concessions will be considered only when the applicant establishes that the disaster impacted upon them in a unique and exceptionally severe way.

Class 2 - Hardship Arising Because of Circumstances Outside Landowner's Control.

- ▶ Eligibility includes:
 - (a) a natural person resident in Townsville Local Government Area
 - (b) concession relates to the person's principal place of residence in Townsville, and
 - (c) the landowner's capacity to pay rates and charges on that property when due has been substantially compromised by circumstances outside the landowner's control that have arisen from a disaster or emergency situation (i.e. not over time).
- ▶ Concession Criteria:
 - (a) Landowner provides sufficient information to demonstrate that they will suffer Hardship if required to pay rates and charges when due.
- ▶ Assessment material:

The Chief Executive Officer is to assess the provision of Concessions to Class 2 Landowners using any information that he or she believes to be relevant. To assist in that assessment the Chief Executive Officer may require the provision of a statutory declaration detailing:

- (a) the event that impacted upon the landowner's ability to pay the rates and charges
- (b) the landowner's estimated income and expenditure from all sources for the year in which the application is made and the previous financial year
- (c) The current balances of any bank accounts and investment accounts held by or for the landowner
- (d) the landowner's assets - whether the asset is owned by the landowner or a by a company in which the landowner has a controlling interest - including the estimated value of each asset. For clarity, "assets" includes:
 - all real property
 - all other assets such as share-holdings, vehicles, boats, livestock etc.
 - and estimated value; including information on the listing of any property for sale
- (e) the landowner's financial circumstances, including details about amount of funds held in accounts and a description of all loans including balances owing and an explanation about the extent to which any loan payment is overdue (Note that account numbers must not be provided or requested)
- (f) Details of any refusal of loan or credit applications that have been sought to assist in paying the landowner's debts
- (g) Details of superannuation fund balances and if an early release has been sought to assist in paying the debts
- (h) Any other information that the landowner believes to be relevant to the application.

- ▶ Types of Concessions provided:
 - a 3-month (interest-free) deferral of the due date (and discount date) for the rates and charges; and/or
 - an interest free payment plan for the overdue rates or charges under which the overdue rates and charges and any accruing rates and charges will be paid within 12 months of the date of the agreement.

The Chief Executive Officer is delegated authority to assess applications and grant concessions to Class 1 and 2 landowners.

6.2. Individual Hardship Applications

Nothing in this policy prevents any landowner making an application for an individual hardship concession under section 120(1)(c) of the Local Government Regulation 2012.

Landowners applying for a concession on the grounds of individual hardship must do so by providing the Council with a statutory declaration detailing:

- a) Estimated income and expenditure from all sources for the year in which the application is made and the previous financial year
- b) The current balances of bank accounts and, if applicable, investment accounts
- c) the landowner's assets - whether owned by the landowner or a by a company in which the landowner has a controlling interest - including the estimated value of each asset. For clarity, "assets" includes:
 - ▶ all real property
 - ▶ all other assets such as share-holdings, vehicles, boats, livestock etc.
 - ▶ and estimated value; including information on the listing of any property for sale
- d) the landowner's financial circumstances, including details about amount of funds held in accounts and a description of all loans including balances owing and an explanation about the extent to which any loan payment is overdue (Note that account numbers must NOT be provided);
- e) Details of any refusal of loan or credit applications that have been sought to assist in paying the landowner's debts
- f) Details of superannuation fund balances and if an early release has been sought to assist in paying the debts; and
- g) Any other information that the landowner believes to be relevant to the application.

The Council may request additional information or may agree to accept an application that does not contain all of the listed information.

The Council will determine individual hardship concession applications.

- ▶ Types of Concessions provided:
 - a 3-month (interest-free) deferral of the due date (and discount date) for the rates and charges; and/or
 - an interest-free payment plan for the overdue rates or charges under which the overdue rates and charges and any accruing rates and charges will be paid within 12 months of the date of the agreement
 - a rebate of all or part of the rates or charges
 - an agreement to accept a transfer of unencumbered land in full or part payment of rates or charges.

6.3. Payment Plans and Interest

Payment plans under this policy will be interest free for a maximum period of 12 months from the date the plan is approved by Council. Interest accrued prior to this date will not be reversed. Interest will accrue again from the date of any default in making a payment under the plan.

Council's usual debt recovery action will be suspended while a payment plan is in place and being followed.

6.4. Further Applications for Concessions

After applying for a concession under this policy, a landowner is not eligible to make another application for one year unless the applicant:

- a) has been granted a concession and complied with the terms of the concession; or
- b) demonstrates in the fresh application that he or she has made significant progress in reducing the value of arrears (generally a one-third reduction in the debt will be regarded as a significant reduction); or
- c) demonstrates that he or she has exhausted all other avenues to alleviate the situation – for example by seeking additional finance and financial advice and making real efforts to sell the property and other assets.

7.0 Legal Parameters

- ▶ *Local Government Act 2009*
- ▶ Local Government Regulation 2012

8.0 Associated Documents

- ▶ Revenue Policy
- ▶ Revenue Statement
- ▶ Pensioner Rates Concession Policy
- ▶ Debtor Management Administrative Directive
- ▶ Payment Plan application form
- ▶ Rates Relief application form

Appendix F: Pensioner Rates Concession Policy

1.0 Policy Statement

Council will provide rates concession to assist approved pensioner ratepayers.

2.0 Principles

Pensioners occupying their own homes should be supported.

3.0 Scope

This policy applies to the levying of rates upon residential properties of approved pensioners.

4.0 Responsibility

General Manager Finance is responsible for ensuring this policy is understood and followed by all staff involved in administering pensioner rates concessions.

5.0 Definitions

Approved pensioner is a person who:

- ▶ 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 and Permanently Incapacitated); and
- ▶ is the owner or life tenant (either jointly or solely) of the property which is his/her principal place of residence; and
- ▶ is either solely or jointly with a co-owner, legally responsible for the payment of rates and charges for the specified property as defined in this 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.

6.0 Policy

Council will provide rates concessions to approved pensioners as follows.

6.1. The Rates Concession

The maximum pensioner rates concession available is \$800 each year. 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) a full pension, they will qualify for the maximum pensioner rates concession

- (b) a part-pension, they 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
- (c) an allowance or benefit (other than under the *Military Rehabilitation and Compensation Act 2004*) and not a pension or part-pension, they 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
- (d) a payment under the *Military Rehabilitation and Compensation Act 2004*, then:
 - ▶ they will qualify for a pro rata portion of the maximum pensioner rates concession calculated by reference to their assessed impairment points as advised by Department of Veteran Affairs, on the basis of 60 impairment points being equivalent to 75% of a qualifying pension and 80 impairment points being equivalent to 100% of a qualifying pension; and
 - ▶ if they also receive a qualifying pension, then the pensioner rates concession will be calculated by adding the *Military Rehabilitation and Compensation Act 2004* based concession to the pension-based concession, (up to 100% of the maximum pensioner rates concession).
- (e) if an approved pensioner ratepayer receives an Australian qualifying supplementary pension payment in addition to a qualifying foreign pension payment, the concession of general rates will be assessed according to the total amount of Australian dollar being received, after converting the foreign pension payment to \$ Australian at the current conversion rate applicable at the date of concession application, and adding that to the Australian dollar 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 the Department of Human Services.

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 council on the Property Transfer Information for change of ownership and rates purposes.

This method of determining an approved pensioner's proportionate share will 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 Council by sighting and placing on file a copy of a Court Order or statutory

declaration completed by the applicant. In this situation, the tenure is to be treated as sole ownership and the pensioner rates concession processed as if the pensioner were the sole owner.

Under no circumstances is a pensioner to be regarded as an owner or co-owner unless:

- ▶ he or she is listed by name as an owner on the registered Title for the property; or
- ▶ it can be clearly established that the title to the property is held in the name of a bank, other financial institution or government department for debt security reasons and the pensioner has not been relieved of the responsibility to pay all rates and charges levied in respect of the property; or
- ▶ the pensioner is eligible as a life tenant to receive the pensioner rates concession as set out in the next part of this policy.

The criteria for determining eligible life tenants will be that:

- ▶ the pensioner must not have a major ownership interest in any other residential property (in Townsville or elsewhere); and
- ▶ the life tenancy must be created by a valid Will which applies to the property in question, or by a Supreme or Family Court Order; and
- ▶ there must be no provision in the Will or Court Order which would relieve the life tenant of the obligation to pay the rates and charges levied in respect of the property.

6.3. Tenancies

With the exception of life tenancies as described in Clause 6.2 of this policy, tenancies of any other sort (including life-time leases) are not regarded as the type of tenure that would entitle the pensioner to the pensioner rates concession even though he/she might be responsible for payment of rates and charges. Strict adherence to this principle is important to avoid breaking into areas which are, or are very close to, normal lease or rental.

6.4. Residential Requirements

The pensioner rates concession is available only in respect of rates levied on an approved pensioner's principal place of residence located in Townsville, and while the pensioner is actually residing on the property.

For the purpose of determining whether an approved pensioner's residence constitutes his/her principal place of residence Council will give consideration to the following:

- ▶ the address shown on any driver's licence held by the pensioner
- ▶ the address of the pensioner as recorded on any State Electoral Roll
- ▶ the Branch and State where his/her Department of Human Services or Department of Veterans' Affairs file is held
- ▶ the State and the address shown on his/her Pensioner Concession Card
- ▶ whether or not the residence to which the application refers is rented or how otherwise occupied during his/her absences
- ▶ 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 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 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 Council that the residence is not occupied on a paid tenancy basis and that the approved pensioner, as property owner, is responsible for the payment of rates and charges levied in respect of the property.

In cases where a pensioner owns a multi-unit property, commercial property or a rural property which is his/her principal place of residence, the pensioner rates concession may be applied to that property. The provision of the maximum pensioner rates concession has been included to prevent unduly large concessions being granted in such cases.

Notwithstanding these ownership requirements, when the sole registered owner dies and is, at the time of death, an approved pensioner in receipt of the pensioner rates concession, the surviving spouse will be entitled to the pensioner rates concession on a pro-rata basis from the date of his/her spouse's death, provided that:

- ▶ he/she is eligible to be an approved pensioner at the time of his/her spouse's death
- ▶ title to the property has been or will be recorded with the surviving spouse as the registered owner
- ▶ 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 trust, in order to be considered for eligibility the applicant must be considered by 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. 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 8.53% each year will apply from 1 July.

Pension concessions will cease when:

- ▶ approved pensioners no longer meet the required eligibility criteria
- ▶ on the date of death of the approved pensioner
- ▶ on the date that the approved pensioner's property is sold.

Upon the sale of the property, it is the pensioner's responsibility to ensure that usual conveyancing practice is applied and an adjustment (based on the pensioner concession entitlement at the time of sale and normal rate charges thereafter) made at settlement. The Council will not make refunds or allow further concessions as a consequence of this adjustment not being performed.

6.7. Administration

Unless otherwise provided under this policy, pensioner rates concessions will apply only to rates actually levied subsequently to the application being received by Council.

Late Applications

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 other than in exceptional circumstances, in which case a concession may be applied to the immediately prior rates period. The applicant must make a written request advising the reason for the late application. Applicants may be required to obtain payment details and documentation from the Department of Human Services or the Department of Veteran Affairs to support their application. The application will be reviewed by the General 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 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 (the Department of Human Services 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 the Department of Human Services 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, the Department of Human Services and the Department of Veterans' Affairs may not immediately issue a Queensland card. In the interim, an application may be accepted if 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 the Department of Human Services or the Department of Veterans' Affairs listing the address of the property on which the pensioner concession is being claimed.

Continuing Eligibility

Council will verify continuing eligibility for the pensioner rates concession on at least an annual basis by obtaining from the pensioner:

- ▶ authority for Council to verify with the relevant Commonwealth Agency (the Department of Human Services or Department of Veterans' Affairs) either by electronic data matching; or
- ▶ authority for Council to use the Department of Human Services Confirmation eServices (online enquiry) to perform a Department of Human Services/Department of Veteran's Affairs enquiry to confirm eligibility and status of your current concession; or
- ▶ a copy of a 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 pensioner concessions applies to rates on a property during only part of a rating period – such as upon the death of a pensioner or 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 Council regarding change of ownership.

7.0 Legal Parameters

- ▶ *Local Government Act 2009*
- ▶ Local Government Regulation 2012

8.0 Associated Documents

- ▶ Pensioner Rates Concession Application Form
- ▶ Revenue Policy
- ▶ Rate Discount Policy
- ▶ Debt Recovery Policy

Appendix G: First Home Buyers Concession Policy

1.0 Policy Statement

To encourage the economic development of Townsville the Council will provide a concession to first home buyers by way of a rebate of general rates.

2.0 Principles

Under section 120(1)(d) of the Local Government Regulation 2012 the Council has an ability to provide concessions for rates and charges when the Council is satisfied that will encourage the economic development of all or part of the local government area.

The Council recognises that the granting of concessions has the potential to adversely impact upon the Council's services and burden other ratepayers. The Council is satisfied that supporting first home buyers to acquire homes in Townsville will encourage development of the Townsville economy and provide a many-fold return upon that investment.

3.0 Scope

This policy applies to the granting of concessions to first home buyers. It is intended to support and does not replace the support provided to first home buyers by other levels of government.

4.0 Responsibility

The Chief Executive Officer and the General Manager Finance are responsible for ensuring that this policy is understood and adhered to by all staff involved in the levying of rates and charges.

5.0 Definitions

Any term used in this policy that is defined in the *Local Government Act 2009* or Local Government Regulation 2012 has that definition.

6.0 Policy

6.1. The Concession

The First Home Buyers Concession of \$1,000 will be provided to eligible persons who acquire their first home in the period commencing on 1 July 2020 and ending on the earlier of:

- ▶ 30 June 2021; or
- ▶ the time that the budget allocation for this concession is fully allocated.

The concession will be provided by a rebate of the first \$1000 of the general rates that are levied on the property after the date of acquisition. Under no circumstances will the concession be provided in or convertible to a cash payment or refund to the ratepayer.

6.2. Eligibility

Eligibility for the rebate is restricted to people who meet the following criteria:

- ▶ the application must be made by all property owners
- ▶ all applicants must be natural persons (e.g. not a company, trust or other legal construct)
- ▶ all applicants must be at least 18 years of age
- ▶ at least one applicant must be an Australian citizen or permanent resident
- ▶ all applicants must be eligible first home-owners, meaning all applicants do not currently own a home in Australia and have not previously owned a home in Australia
- ▶ all applicants must be buying or building a new or established home in the Townsville local government area
- ▶ the contract for the purchase of an existing property, or the construction of a new home, must be signed by the applicants on a date between 1 July 2020 and 30 June 2021
- ▶ the value of the home, including the land, must be less than \$450,000
- ▶ the home must be legally and physically occupiable as a private residence before 1 July 2021
- ▶ the home is occupied as the principal place of residence of all applicants for a continuous period of at least 6 months before 31 December 2021.

6.3. Determining the Value

For applicants who purchase an existing home, the 'value' will be determined by the price listed on the contract of sale.

For applicants who are building their first home, the 'value' will be determined by the price of the land listed on the contract of sale plus the price to build the home.

7.0 Legal Parameters

- ▶ *Local Government Act 2009*
- ▶ Local Government Regulation 2012

8.0 Associated Documents

- ▶ Revenue Policy
- ▶ Revenue Statement

Appendix H: Coronavirus Response New Local Jobs Policy

1.0 Policy Statement

To assist the Townsville economy's recovery from the impacts of the coronavirus pandemic control measures Council will encourage development that provides new Townsville jobs.

2.0 Principles

The creation of a new job has a multiplier effect across the local economy. Investment in the creation of new jobs is the most cost-effective measure the Council can take to support the Townsville economy to recover from the impacts of the coronavirus pandemic control measures.

Council is satisfied that the investment will encourage Townsville's economic development.

3.0 Scope

This policy applies to development anywhere in Townsville that meets the eligibility criteria stated in this policy.

4.0 Responsibility

The Chief Executive Officer and the Director Planning, Environmental and Cultural Services are responsible for ensuring that this policy is understood and adhered to by all staff involved in the collection of infrastructure charges.

5.0 Definitions

Any term used in this policy that is defined in the *Local Government Act 2009* or Local Government Regulation 2012 has that definition.

6.0 Policy

6.1. Eligibility

This policy supports the creation of new jobs in Townsville, being jobs that do not currently exist in Townsville and are likely to be sustained. A new job is not the relocation of an existing Townsville job, or the provision of an additional service unless it is substantially proven that there is unmet demand for that service.

Council will provide a reduction of Infrastructure Charge for developments that:

1. demonstrate to the Council's satisfaction that the development will create at least 4 new jobs in Townsville because of the facilities that become available in Townsville upon the completion of the development
2. demonstrate that at least 90% of the workforce engaged for the development will be Townsville residents (*defined as a person resident in Townsville full-time for not less than 3 months prior to their engagement on the project – short periods of absence from Townsville for work, holidays or any other reason will be disregarded*)
3. are not developments by or for any level of government, a government entity or a government owned corporation

4. are a single development with a project value of at least \$4 million
5. demonstrate to the Council's satisfaction:
 - ▶ the number of direct jobs that will be created during the conduct of the development
 - ▶ the number of new direct jobs that will be created by the use of the developed property.
6. demonstrate that traineeships – which may include indigenous traineeships - will be provided during the development and that the number of traineeships offered is reasonable having regard to the value and nature of the development (*Council believes that any development likely to qualify under this policy will provide at least one traineeship*)
7. demonstrate that the development will provide opportunities for indigenous business
8. at the due date pay for payment of infrastructure charges:
 - ▶ lodge with Council a Bank Guarantee for the portion of the infrastructure charges that the Council proposes to waive under this policy; and
 - ▶ pay the balance of the infrastructure charges
9. after 1 July 2020 and before 31 December 2020 commence on-the-ground construction of the development; and
10. by 31 December 2020 demonstrate that
 - ▶ on-the-ground construction work has commenced
 - ▶ work to a value of at least 20% of the project value has been carried out (note that the on-the-ground construction
 - ▶ work has been carried out using a workforce that comprised at least 90% Townsville residents
 - ▶ the traineeship/s has (or have) commenced
 - ▶ the development has provided opportunities for indigenous business.

6.2. The Support

The Council will reduce Infrastructure Charges for qualifying developments by the lesser of:

- ▶ the number of direct new jobs the development generates in Townsville multiplied by \$25,000; or
- ▶ 25% of the assessed Infrastructure Charges for the development; or
- ▶ \$250,000.

If the development creates more than 25 new jobs, the Council will reduce the Infrastructure Charges by the lesser of:

- ▶ the full value of the assessed Infrastructure Charges for the development; or
- ▶ \$250,000.

6.3. Securing Compliance

The bank guarantee for the value of the support that the Council proposes to grant to a development is intended to secure compliance with the eligibility conditions.

When the developer demonstrates compliance with the eligibility criteria – and specifically with criterion 10 – the Council will release the bank guarantee back to the developer.

If the developer fails to demonstrate compliance with the eligibility criteria by 31 December 2020, the Council may draw upon the bank guarantee to effect payment of the balance of the assessed infrastructure charge.

The Chief Executive Officer has delegated authority to:

- ▶ accept substantial compliance with the eligibility criteria; and
- ▶ extend the period for achieving that compliance.

6.4. Other Support Packages

This *Coronavirus Response New Local Jobs Policy* is complementary to and does not replace other development incentive packages.

If a development qualifies for support under this policy and any other development incentive package offered by the Council, the development is to receive only the incentive that is available under the policy or package that provides the highest level of support for the development. That is, in no circumstances will support be provided to a development under both this policy and another development incentive package.

7.0 Legal Parameters

- ▶ *Local Government Act 2009*
- ▶ Local Government Regulations 2012

8.0 Associated Documents

- ▶ Revenue Policy
- ▶ Revenue Statement

Appendix I: Charitable and Community Organisations Rates and Charges Concession Policy

1.0 Policy Statement

Council will allow a concession of rates and utility charges to not-for-profit charitable groups in recognition of the contribution their activities make to the community, and will allow certain other targeted concessions where the granting of the concession encourages:

- ▶ economic development of all or part of the Townsville local government area; or
- ▶ the preservation, restoration and maintenance of land that is of cultural, environmental, historical, heritage or scientific significance to Townsville.

2.0 Principles

The Council's power to provide targeted concessions will be used when the concessions benefit the general community, either directly by encouraging certain activities, or indirectly by supporting not-for-profit charitable groups the activities of which benefit the community generally.

The Council is unlikely to grant a concession to a group that has a primary focus upon social interaction between members unrelated to preserving cultural links or activities, for example a workers' social club or a business persons' association is unlikely to be granted a concession.

In making its assessment the Council will look to a range of factors including the extent to which the group:

- ▶ creates or provides facilities or services for the community that are not generally available from commercial providers
- ▶ does not restrict eligibility for membership and the criteria upon which membership is available – it is unlikely that Council will grant concessions to groups that restrict membership, and
- ▶ the group engages in activities of interest to the general community (including sectors of the community) that are not primarily social interaction.

3.0 Scope

This Policy applies to all concessions for rates and charges that the Council has power to make under Part 10 of Chapter 4 of the Local Government Regulation 2012 other than concessions granted to pensioners (which are dealt with in a separate Pensioner Rates Concession Policy).

4.0 Responsibility

The General Manager Finance and General Manager Townsville Water and Waste are responsible for this policy.

5.0 Definitions

Words in this policy have the same meaning as those words in the *Local Government Act 2009* and the Local Government Regulation 2012.

In addition, the following definitions apply:

► **Not-for-profit** – means:

- 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.

► **Charitable purposes** – means that the land is used on a not-for-profit basis for purposes relating to:

- Education, or
- assistance to the ill or infirm, or
- assistance to the poor, or
- other purposes of benefit to the community generally.

6.0 Policy

Council will allow a concession of rates, and utility charges (as set out in Appendix J) to eligible groups and organisations in recognition of their activities and contribution to the community, and to encourage:

- economic development of all or part of the Townsville local government area; or
- the preservation, restoration and maintenance of land that is of cultural, environmental, historical, heritage or scientific significance to Townsville.

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 a Taxation Exemption certificate that confirms that the organisation is not-for-profit; and
- identify the principal use of the land for which the concession is being requested.

The council will decide about the application 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 is received and will apply to rates and charges included on the current half-year rate notice issued or, on a pro-rata basis from the date from which the eligible activity commenced. The concession will not be applied retrospectively to rates and charges included in rate notices issued previously.

6.3. Eligibility

To be eligible for a concession the land against which the rates and charges have been levied must be:

- ▶ owned by an entity whose objects do not include making a profit, and that does 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.

Concessions will not be provided in respect of utility charges levied upon State or Commonwealth property.

If an applicant might qualify for a concession under more than one of the categories in the attached Concessions Schedule, the concession will be provided only for the most specifically applicable category. For example, concessions will provide consistency to all schools regardless of whether or not the school is owned by a church or other religious entity.

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. It will also note that some land is exempt from rating but may be eligible for a concession of charges.

The schedule will be reviewed and updated periodically by Financial Services 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.

6.5. Dispute

Any dispute regarding a decision to not grant a concession must be lodged in writing addressed to the Chief Executive Officer within 14 days of the date of notification of the decision and must include all reasons relied upon to dispute the decision. All disputed decisions will be reviewed by the General Manager Finance. The General Manager Finance's decision regarding the dispute will be advised to the applicant in writing within 45 days from the date of receipt of the objection.

7.0 Legal Parameters

- ▶ *Local Government Act 2009*
- ▶ Local Government Regulation 2012

8.0 Associated Documents

- ▶ Concessions Schedule
- ▶ Application Form for General Rates and Utility Charges Concession

Appendix J: General Rates and Utility Charges Concession Schedule

Category	Description and Purpose	Considerations for Granting Concession	Exclusions	% Concession (Non-Gaming Licenced Premises)	% Concession (Gaming Licenced Premises Up To 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 granted by Council resolution under Local Government Regulation 2012. <ul style="list-style-type: none"> S.120(1)(b)(i) – <i>land owned by not-for-profit entity</i> - for owned land S.120(1)(c) – <i>Payment will cause hardship to the Landowner</i> for leased land, so as to treat not-for-profit lessees equitably with not-for-profit landowners 	The land must not be used for any other purpose. The land must not be commercially leased to any other entity. Concessions for Utility Charges for Sports field Irrigation are set out elsewhere in this policy.	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 granted by Council resolution under Local Government Regulation 2012. <ul style="list-style-type: none"> S.120(1)(b)(i) – <i>land owned by not-for-profit entity</i> - for owned land S.120(1)(c) – <i>Payment will cause hardship to the Landowner</i> for leased land, so as to treat not-for-profit lessees equitably with not-for-profit landowners 	The land must be used only for not-for-profit or charitable purposes. The land must not be commercially leased to any other entity. Concessions for Utility Charges for Sports field Irrigation are set out elsewhere in this policy.	100% General Rates 73% Volumetric Water Charges up to a \$100,000 each year cap 50% Sewerage charges	50% General Rates 36% Volumetric Water Charges up to a \$100,000 each year cap
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 granted by Council resolution under Local Government Regulation 2012. <ul style="list-style-type: none"> S.120(1)(b)(i) – <i>land owned by not-for-profit entity</i> - for owned land S.120(1)(c) – <i>Payment will cause hardship to the Landowner</i> for leased land, so as to treat not-for-profit lessees equitably with not-for-profit landowners 	The land must not be used for any other purpose. The land must not be commercially leased to any other entity.	100% General Rates 55% Volumetric Water Charges up to a \$100,000 each year cap.	N/A

Category	Description and Purpose	Considerations for Granting Concession	Exclusions	% Concession (Non-Gaming Licenced Premises)	% Concession (Gaming Licenced Premises Up To 25 Machines)
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 granted by Council resolution under Local Government Regulation 2012. <ul style="list-style-type: none"> S.120(1)(b)(i) – <i>land owned by not-for-profit entity</i> - for owned land S.120(1)(c) – <i>Payment will cause hardship to the Landowner</i> for leased land, so as to treat not-for- profit lessees equitably with not-for-profit landowners 	The land must not be used for any other purpose. The land must not be commercially leased to any other entity. Schools, tertiary institutions and other higher education facilities – whether owned by a church or religious entity, or by the State or Commonwealth - are not eligible for utility concessions under this category.	73% Volumetric Water Charges up to a \$100,000 each year cap.	36% Volumetric Water Charges up to a \$100,000 each year cap.
Sports field irrigation – no restriction of 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 granted by Council resolution under Local Government Regulation 2012. <ul style="list-style-type: none"> S.120(1)(b)(i) – <i>land owned by not-for-profit entity</i> - for owned land S.120(1)(c) – <i>Payment will cause hardship to the Landowner</i> for leased land, so as to treat not-for- profit lessees equitably with not-for-profit landowners 	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. The land must not be commercially leased to any other entity. Schools, tertiary institutions and other higher education facilities – whether owned by a church or religious entity, or by the State or Commonwealth - are not eligible for utility concessions under this category.	95% Volumetric Water Charges up to a \$100,000 each year cap.	45% Volumetric Water Charges up to a \$100,000 each year cap.
Churches and church halls	Land used by a Church or Religious entity and is being used for one or more of the following purposes; a) religious purposes including public worship, b) the provision of education, health or community services, c) the administration of the religious entity d) housing incidental to any of the above purposes.	If the land is owned by a religious entity the land is exempt from General rates under the <i>Local Government Act 2009</i> Section 93(3)(j)(ii) and <i>the Local Government Regulation 2012, S.73(a)(i) – used for religious purposes.</i> Utilities concession granted by Council resolution under Local Government Regulation 2012 S.120(1)(b)(i) – <i>land owned by not-for-profit.</i>	The land must not be used for any other purpose. The land must not be commercially leased to any other entity. Schools, tertiary institutions and other higher education facilities are not eligible for utility concessions under this category. Concessions for Utility Charges for Sports field Irrigation are set out elsewhere in this policy.	General Rates Exempt 15% Sewerage Charges 55% Volumetric Water Charges up to a \$100,000 each year cap.	N/A

Category	Description and Purpose	Considerations for Granting Concession	Exclusions	% Concession (Non-Gaming Licenced Premises)	% Concession (Gaming Licenced Premises Up To 25 Machines)
Schools and educational institutions including not-for-profit day care facilities and kindergartens	Land is being used for childcare and/or educational purposes.	<p>If the land is owned by a religious entity and used for educational purposes, the land is exempt from General rates under the <i>Local Government Act 2009</i> Section 93(3)(j)(ii) and the Local Government Regulation 2012 S.73(a)(ii) – <i>provision of education</i>.</p> <p>State schools are exempt from General rates under the <i>Local Government Act 2009</i> S.93(3)(b) – <i>land occupied by State</i>.</p> <p>Not-for-profit organisations that are not religious entities the concession is granted by Council resolution under the Local Government Regulation 2012, S.120(1)(a) – <i>land owned by not-for-profit</i>; or</p> <p>S.120(1)(c) – <i>Payment will cause hardship to the Landowner</i>.</p>	<p>The land must not be used for any other purpose.</p> <p>The land must not be commercially leased to any other entity.</p>	General Rates Exempt (No utility concessions)	N/A (No utility concessions)
War Graves	Land is owned or leased (registered lease with DNRM) and is being used for historic purposes.	<p>Land is exempt from General rates under the <i>Local Government Act 2009</i> S.93(3)(j)(ii) - <i>exempted by regulation</i> and Local Government Regulation 2012 S.73(e) – <i>cemetery</i>.</p> <p>Concession granted by Council resolution under Local Government Regulation 2012.</p> <p>S.120(1)(e) – <i>preservation of cultural, historic or heritage land</i>.</p>	<p>The land must not be used for any other purpose.</p> <p>The land must not be commercially leased to any other entity.</p>	General Rates Exempt 5% Volumetric Water Charges up to a \$100,000 each year cap.	N/A
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.	<p>Land is being used to preserve and maintain land of historic and heritage significance to the Council area and a concession is granted by</p> <p>Council resolution under the Local Government Regulation 2012.</p> <p>S.120(1)(e) – <i>preservation of cultural, historic or heritage land</i>.</p>	<p>The land must not be used for any other purpose.</p> <p>The land must not be commercially leased to any other entity.</p>	100% General Rates	N/A
Caravan Parks	Land is used for the purpose of a Caravan Park.	<p>Use of land is considered by Council to benefit the community in the promotion of tourism to the area and a concession is granted by Council resolution under the Local Government Regulation 2012.</p> <p>S.120(1)(d) – <i>encourage economic development</i></p>	<p>The land must not be used for any other purpose.</p> <p>The land must not be commercially leased to any other entity (does not apply to Council-owned caravan parks).</p>	30% Volumetric Water Charges up to a \$100,000 each year cap. 30% Sewerage Charges	N/A

Category	Description and Purpose	Considerations for Granting Concession	Exclusions	% Concession (Non-Gaming Licenced Premises)	% Concession (Gaming Licenced Premises Up To 25 Machines)
Retirement / Lifestyle Villages	Land is being used as a retirement village catering for the aged.	Use of land is considered by Council to benefit the aged in the city in providing a comfortable lifestyle in retirement, and a concession is granted by Council resolution under the Local Government Regulation 2012. S.120(1)(a) – land occupied by pensioner or 1.1. S.120(1)(c) – hardship	The land must not be used for any other purpose.	55% Volumetric Water Charges up to a \$100,000 each year cap.	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, and a concession is granted by Council resolution under the Local Government Regulation 2012. S.120(1)(a) – land occupied by pensioner or S.120(1)(c) – hardship	The land must not be used for any other purpose.	20% Volumetric Water Charges up to a \$100,000 each year cap. 20% Sewerage Charges	N/A
Showgrounds / Horseracing	Land is owned or leased (registered lease with DNRM) by a not-for-profit and charitable organisation and is being used primarily for showgrounds or horseracing purposes.	General Rate Exemption in accordance with the <i>Local Government Act 2009</i> , S.93(3)(h) – <i>Land used primarily for showgrounds or horseracing and exempted by local government resolution.</i> Concession granted by Council resolution under the Local Government Regulation 2012: S.120(1)(e) – <i>preservation of cultural, historic or heritage land;</i> or S.120(1)(d) – <i>encourage economic development;</i> or S.120(1)(c) – <i>Payment will cause hardship to the landowner</i>	The land must not be used for any other purpose. The land must not be commercially leased to any other entity.	General Rates Exempt 73% Volumetric Water Charges up to a \$100,000 each year cap. 62% Sewerage Charges	General Rates Exempt 36% Volumetric Water Charges up to a \$100,000 each year cap. 31% Sewerage Charges

Category	Description and Purpose	Considerations for Granting Concession	Exclusions	% Concession (Non-Gaming Licenced Premises)	% Concession (Gaming Licenced Premises Up To 25 Machines)
Special consideration for sale of Council owned lands	Lands included in Riverside Ridge subdivision while it is held in the name of Riverside Ridge (Qld) Pty Limited.	All lands in the subdivision in the name of Riverside Ridge (Qld) Pty Limited have been granted the concession as part of the sale contract negotiated at the time of the sale of Council owned land. Council Resolution 20/09/2005 authorised that a concession of the general rates, vacant land water services charges and vacant land sewerage services 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. Concession granted by Council resolution under the Local Government Regulation 2012, S.120(1)(d) – <i>to encourage economic development</i> .	N/A	100% General Rates 100% Water Service Charges 100% Sewerage Charges	N/A
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. Concession granted by Council resolution under the Local Government Regulation 2012, S.120(1)(d) – to encourage economic development.	The land must be used for commercial and industrial purposes only.	15% Volumetric Water Charges up to a \$100,000 each year cap.	N/A
Water supplied for irrigation purposes	Land is being developed, however a proportion is retained as open space and irrigated in preparation for donating to Council.	Concession granted by Council resolution under the Local Government Regulation 2012, S.120(1)(d) – to encourage economic development.	The land must be under development and a concession may be applied to the land parcel that will be donated to Council as open space.	15% Volumetric Water Charges up to a \$100,000 each year cap.	N/A

Appendix K: Differential Rating Categories

Council levies differential general rates, which means the amount of general rates payable for any property depends upon:

- ▶ the land's unimproved capital or site value as advised by the Department of Natural Resources Mines and Energy (DNRME); and
- ▶ the Differential General Rating Category that the Council gives to the land.

All land within Townsville is given a Differential General Rating Category based upon the primary Land Use Code assigned by DNRME and the additional criteria of:

- ▶ where indicated, the City Plan (that is, the current Planning Scheme);
- ▶ the availability of services to the land;
- ▶ whether the land is occupied as a principal place of residence; and
- ▶ whether any attribute of the land (including the status of the land under the Planning Scheme) is likely to contribute to increased costs for the Council, whether at the land or elsewhere.

Differential General Rating Category (DGR Category)	Land Use	Criteria by which land is assigned to a DGR Category	
		Additional Criteria	
Category 1 Residential Principal Place of Residence	1, 2, 4, 5, 6, 8, 9 and 94.	<ul style="list-style-type: none"> ▶ The predominant use of the land is, or having regard to any improvements or activities conducted upon the land, the potential predominant use of the land is, a principal place of residence; ▶ The land is used by the landowner as their principal place of residence; and ▶ The land is within any of the following zone codes within the Townsville City Plan: Low Density Residential – Medium Density Residential High Density Residential – Character Residential Sport and Recreation – Emerging Community Open Space – Environmental Management/ Conservation Rural Residential – Rural 	
Category 2 Residential Non-Principal Place of Residence	1, 2, 4, 5, 6, 8, 9, 72 and 94.	<ul style="list-style-type: none"> ▶ The predominant use of the land is, or having regard to any improvements or activities conducted upon the land, the potential predominant use of the land is, a principal place of residence; ▶ The land is used for a residential purpose; ▶ The land is not the landowner's principal place of residence; and ▶ The land is within any of the following zone codes within the Townsville City Plan: Low Density – Medium Density Residential High Density Residential – Character Residential Sport and Recreation – Emerging Residential Open Space – Environmental Management/Conversion Rural Residential - Rural 	
Category 3a Multi-Unit Dwelling 2-4 Units	3 and 3/98	Land with building(s): <ul style="list-style-type: none"> ▶ comprised of 2-4 individual residential accommodation units, and ▶ not registered on a building units plan or group titles plan and/or within a community title scheme under the <i>Body Corporate and Community Management Act 1997</i>; ▶ predominately used for a residential purpose; and ▶ that is not within DGR Categories 1 or 2. 	

Differential General Rating Category (DGR Category)	Criteria by which land is assigned to a DGR Category	
	Land Use	Additional Criteria
Category 3b Multi-Unit Dwelling 5-9 Units	3 and 3/98	Land with building(s): <ul style="list-style-type: none"> comprised of 5-9 individual residential accommodation units; and not registered on a building units plan or group titles plan and/or within a community title scheme under the <i>Body Corporate and Community Management Act 1997</i>; predominately used for a residential purpose; and that is not within DGR Categories 1 or 2.
Category 3c Multi-Unit Dwelling 10-14 Units	3 and 3/98	Land with building(s): <ul style="list-style-type: none"> comprised of 10-14 individual residential accommodation units; and not registered on a building units plan or group titles plan and/or within a community title scheme under the <i>Body Corporate and Community Management Act 1997</i>; predominately used for a residential purpose; and that is not within DGR Categories 1 or 2.
Category 3d Multi-Unit Dwelling 15-19 Units	3 and 3/98	Land with building(s): <ul style="list-style-type: none"> comprised of 15-19 individual residential accommodation units; and not registered on a building units plan or group titles plan and/or within a community title scheme under the <i>Body Corporate and Community Management Act 1997</i>; predominately used for a residential purpose; and that is not within DGR Categories 1 or 2.
Category 3e Multi-Unit Dwelling 20-29 Units	3 and 3/98	Land with building(s): <ul style="list-style-type: none"> comprised of 20-29 individual residential accommodation units; and not registered on a building units plan or group titles plan and/or within a community title scheme under the <i>Body Corporate and Community Management Act 1997</i>; predominately used for a residential purpose; and that is not within DGR Categories 1 or 2.
Category 3f Multi-Unit Dwelling 30-39 Units	3 and 3/98	Land with building(s): <ul style="list-style-type: none"> comprised of 30-39 individual residential accommodation units; and not registered on a building units plan or group titles plan and/or within a community title scheme under the <i>Body Corporate and Community Management Act 1997</i>; predominately used for a residential purpose; and that is not within DGR Categories 1 or 2.
Category 3g Multi-Unit Dwelling 40-49 Units	3 and 3/98	Land with building(s): <ul style="list-style-type: none"> comprised of 40-49 individual residential accommodation units; and not registered on a building units plan or group titles plan and/or within a community title scheme under the <i>Body Corporate and Community Management Act 1997</i>; predominately used for a residential purpose; and that is not within DGR Categories 1 or 2.
Category 3h Multi-Unit Dwelling 50-59 Units	3 and 3/98	Land with building(s): <ul style="list-style-type: none"> comprised of 50-59 individual residential accommodation units; and not registered on a building units plan or group titles plan and/or within a community title scheme under the <i>Body Corporate and Community Management Act 1997</i>; predominately used for a residential purpose; and that is not within DGR Categories 1 or 2.

Differential General Rating Category (DGR Category)	Criteria by which land is assigned to a DGR Category	
	Land Use	Additional Criteria
Category 3i Multi-Unit Dwelling 60-69 Units	3 and 3/98	Land with building(s): <ul style="list-style-type: none"> ► comprised of 60-69 individual residential accommodation units; and ► not registered on a building units plan or group titles plan and/or within a community title scheme under the <i>Body Corporate and Community Management Act 1997</i>; ► predominately used for a residential purpose; and ► that is not within DGR Categories 1 or 2.
Category 3j Multi-Unit Dwelling 70+ Units	3 and 3/98	Land with building(s): <ul style="list-style-type: none"> ► comprised of 70 or more individual residential accommodation units; and ► not registered on a building units plan or group titles plan and/or within a community title scheme under the <i>Body Corporate and Community Management Act 1997</i>; ► predominately used for a residential purpose; and ► that is not within DGR Categories 1 or 2.
Category 3k Retirement Villages/Boarding Houses	7 and 21	Does not include premises involving supervised accommodation where the use includes medical and other support facilities for residents who cannot live independently and require regular nursing or personal care, i.e. a convalescent home or nursing home.
Category 4a Commercial	8, 9, 10, 11, 12, 13, 14, 15, 17, 18, 19, 20, 22, 24, 25, 26, 27, 28, 29, 30, 31, 32, 33, 34, 35, 36, 37, 38, 39, 40, 41, 42, 43, 44, 45, 46, 47, 48, 49, 50, 51, 52, 55, 56, 57, 58, 91, 92, 95, 96, 97 and 99.	<ul style="list-style-type: none"> ► the predominant use of the land is, or having regard to any improvements or activities conducted upon the land, the potential predominant use of the land is, a non-residential purpose; and ► the land is not within DGR categories 4b-c, 5a, 5b, 5c, 5d and 5e
	1, 4, 6, 72 and 94.	<ul style="list-style-type: none"> ► the predominant use of the land is, or having regard to any improvements or activities conducted upon the land, the potential predominant use of the land is, a non-residential purpose; and ► the land is zoned within any of the following zone codes within the Townsville City Plan: <ul style="list-style-type: none"> Low Impact Industry - Medium Impact Industry High Impact Industry - Community Facilities Local Centre - District Centre Major Centre - Neighbourhood Centre Principal Centre (CBD) - Specialised Centre Special Purpose - Mixed Use
Category 4b Heavy Industry	31, 32, 35, 37, 39 and 40.	<ul style="list-style-type: none"> ► the predominant use of the land is, or having regard to any improvements or activities conducted upon the land, the potential predominant use of the land is, an industrial activity or activities that include manufacturing, producing, processing, altering, recycling, refining, storing, distributing, transferring or treating of any, or any combination of, products, raw materials (excluding livestock), minerals, chemicals, oils,

Differential General Rating Category (DGR Category)	Criteria by which land is assigned to a DGR Category	
	Land Use	Additional Criteria
		gases or metals, and includes such premises when they are under care and maintenance; and ► the land has an area of 50 Hectares or more.
Category 4c Special Development >10ha	1, 4, 5, 18, 35, 37, 65 and 66.	The Land parcels are greater than 10 Hectares in area and are wholly within the Townsville State Development Area or the Elliott Springs master planned community.
Category 4d Land not otherwise defined		The Land is not included in DGR categories 1, 2, 3a-k, 4a-c, 5a-e and 6
Category 5a Large Retail greater than 2,000 but less than 20,000 sqm	10, 11, 12, 13, 14, 15, 16, 23 and 28	► the predominant use of the land is, or having regard to any improvements or activities conducted upon the land, the potential predominant use of the land is, retail; and ► the building or buildings upon the land have a gross floor area of greater than 2,000sqm but less than 20,000sqm.
Category 5b Large Retail 20,000 sqm or more, but less than 30,000 sqm	10, 11, 12, 13, 14, 15, 16, 23 and 28	► the predominant use of the land is, or having regard to any improvements or activities conducted upon the land, the potential predominant use of the land is, retail; and ► the building or buildings upon the land have a gross floor area of greater than 20,000sqm but less than 30,000sqm.
Category 5c Large Retail 30,000 sqm or more, but less than 40,000 sqm	10, 11, 12, 13, 14, 15, 16, 23 and 28	► the predominant use of the land is, or having regard to any improvements or activities conducted upon the land, the potential predominant use of the land is, retail; and ► the building or buildings upon the land have a gross floor area of greater than 30,000sqm but less than 40,000sqm.
Category 5d Large Retail 40,000 sqm or more, but less than 50,000 sqm	10, 11, 12, 13, 14, 15, 16, 23 and 28	► the predominant use of the land is, or having regard to any improvements or activities conducted upon the land, the potential predominant use of the land is, retail; and ► the building or buildings upon the land have a gross floor area of greater than 40,000sqm but less than 50,000sqm.
Category 5e Large Retail 50,000 sqm or more	10, 11, 12, 13, 14, 15, 16, 23 and 28	► the predominant use of the land is, or having regard to any improvements or activities conducted upon the land, the potential predominant use of the land is, retail; and ► the building or buildings upon the land have a gross floor area of greater than 50,000sqm.
Category 6 Agriculture and Grazing	60, 61, 64, 65, 66, 67, 68, 69, 70, 71, 73, 74, 75, 76, 77, 78, 79, 80, 81, 82, 83, 84, 85, 86, 87, 88, 89, 93.	

Dictionary

Any term that is not defined in this dictionary, unless the context or subject matter otherwise indicates or requires, is to have a meaning given to it by the following:

- (a) *The Local Government Act 2009* and that Act's subordinate legislation
- (b) if not defined in the Local Government Act 2009 and that Act's subordinate legislation, the Macquarie Dictionary
- (c) if (a) and (b) do not apply, the Oxford English Dictionary.

gross floor area means the total floor area of all storeys of a building, Council deems appropriate (measured from the outside of the external walls or the centre of a common wall) other than areas used for the following:

- (a) building services, plant and equipment
- (b) access between levels
- (c) ground floor public lobby
- (d) a mall
- (e) the parking, loading and manoeuvring of motor vehicles; and
- (f) unenclosed private balconies, whether roofed or not

as determined by Council from any information source

multi unit dwelling means a property which contains more than one self-contained dwelling house/unit, either detached, semi-detached or integrated, whether for use by the same family or by unrelated occupants, with the exception of:

- (a) self-contained accommodation, either detached, semi-detached or integrated, for the care and shelter of an aged or infirm family member of the occupant/s; or
- (b) a hotel, motel/motor inn/motor lodge
- (c) a property that is within the Council's Differential Rates Category 3k.

In determining whether a property meets this definition, consideration may be given, but not restricted to:

- (i) the existence of separate or multiple:
 - ▶ kitchens/food preparation areas (identified by the presence of a stove and/or oven) or
 - ▶ metered water, electricity or gas supplies or
 - ▶ waste collection services or
 - ▶ mailboxes or
 - ▶ displayed house/unit numbers or
 - ▶ pedestrian or vehicular entrances; or
- (ii) the existence of dividing walls that prohibit free internal access from one living unit to another; or
- (iii) the number of occupants' residing at the property.

predominant use means the single use, or in the case of multiple uses the main use, for which in the opinion of Council the property is being used or could potentially be used by virtue of improvements or activities conducted upon the property.

principal place of residence means a single dwelling house or dwelling unit that is the place of residence at which at least one person who constitutes the owner(s) of the land predominantly resides. In establishing principal place of residence, Council may consider (but is not limited to) the owner's declared address for electoral, taxation, government social security or national health registration purposes, or any other form of evidence deemed acceptable by Council.

A single dwelling house or dwelling unit will not be a principal place of residence, if it is:

- (a) a premises fully or partially held in other than the name of an individual or more than one individual (for example, where the land is owned or partially owned by companies, trusts, organisations or any other entity other than an individual);
- (b) not occupied by at least one person/s who constitute the owner(s), but occupied by any other person/s, whether in return for rent or remuneration or not, including members of the owner's family.

retail means the offering of goods or services by means of any combination of sale, hire, supply, membership, subscription or other method of trade or commerce, and includes premises used wholly or predominantly for a retail business

retail business has the meaning in the Retail Shop Leases Regulation 2016 as at 30 June 2020.

storey means that part of a building between floor levels and if there is no floor above, it is the part between the floor level and the ceiling.

Appendix L: Differential Rates, Limitations on Increases, Minimum General Rates

Category	Description	Rate-in-\$	Minimum (\$)	Limitation (cap)
1	Residential - Principal Place of Residence	0.010121	1,103	30%
2	Residential - Non-Principal Place of Residence	0.011892	1,296	No Limit
3a	Multi-Unit Dwelling 2-4 Units	0.013157	2,206	No Limit
3b	Multi-Unit Dwelling 5-9 Units	0.013157	5,515	No Limit
3c	Multi-Unit Dwelling 10-14 Units	0.013157	11,030	No Limit
3d	Multi-Unit Dwelling 15-19 Units	0.013157	16,545	No Limit
3e	Multi-Unit Dwelling 20-29 Units	0.013157	22,060	No Limit
3f	Multi-Unit Dwelling 30-39 Units	0.013157	33,090	No Limit
3g	Multi-Unit Dwelling 40-49 Units	0.013157	44,120	No Limit
3h	Multi-Unit Dwelling 50-59 Units	0.013157	55,150	No Limit
3i	Multi-Unit Dwelling 60-69 Units	0.013157	66,180	No Limit
3j	Multi-Unit Dwelling 70+ Units	0.013157	77,210	No Limit
3k	Retirement Villages/Boarding Houses	0.013157	1,379	No Limit
4a	Commercial	0.018218	1,379	No Limit
4b	Heavy Industry	0.027327	2,068	No Limit
4c	Special Development > 10 ha	0.035265	19,459	No Limit
4d	Land not otherwise defined	0.018218	1,379	No Limit
5a	Large Retail greater than 2,000 but less than 20,000 sqm	0.025505	1,379	No Limit
5b	Large Retail 20,000 sqm or more, but less than 30,000 sqm	0.032792	220,660	No Limit
5c	Large Retail 30,000 sqm or more, but less than 40,000 sqm	0.032792	330,900	No Limit
5d	Large Retail 40,000 sqm or more, but less than 50,000 sqm	0.032792	441,200	No Limit
5e	Large Retail 50,000 sqm or more	0.032792	551,500	No Limit
6	Agriculture and Grazing	0.011892	1,379	No Limit

Appendix M: Utility Charges – Water

Council, trading as Townsville Water, is a registered water service provider under the *Water Supply (Safety and Reliability) Act 2008*. It supplies potable and non-potable water to properties within the Townsville local government area. The declared water area is the area to which Council is able to offer a potable water service to properties. Not all properties within the local government area will have access to a potable water service.

Residential

Residential properties are:

- ▶ those properties categorised as Category 1, 2 and 3a to 3k for rating purposes, unless the property has been approved for a non-residential use.
- ▶ those properties not categorised because they are exempt from general rates that are used for residential purposes.

When charging for the supply and consumption of water at a residential property, Council offers a choice between (1) a Standard Plan water billing option and (2) a Water Watchers Plan water billing option.

Standard Plan

For each dwelling, home unit, flat or lot:

- ▶ the fixed annual charge for access to the water service and an allocation of up to 772kL of water will be \$823 each year
- ▶ an excess water charge of \$3.15 each kL will apply for all consumption over the allowance of 772kL during the consumption year.

Water Watchers Plan

For each dwelling, home unit, flat or lot, including undeveloped residential land:

- ▶ the fixed annual access residential water service charge will be \$376 each year
- ▶ the residential consumption charge will be \$1.51 each kL of water used during the consumption year.

All developed and undeveloped residential properties that are within the declared water supply area and that are connected to the water supply are placed on the Standard Plan. Residential property owners can opt into the Water Watchers Plan by application.

All undeveloped residential properties that are within the declared water supply area but not connected to the water supply are placed on the Water Watchers Plan.

Election of Water Billing Option

When applying for a water meter to be connected to a residential property, the property owner or their agent may choose the water billing option that will apply to the property by completing an Authorisation for Residential Water Pricing Plan form. The Standard Plan will be applied if the property owner or their agent does not indicate a preference at the time of applying for a water meter to be connected.

A residential property owner can change the water billing option for their property during a Water Opt-in period each year. Only the body corporate / managing agent can change the billing method for residential properties with shared water meters, e.g. units, duplexes. All multiple dwellings / units connected to the same meter/s must be on the same plan.

Upon being notified that a residential property has been purchased, Council will send a letter to the owner giving them an option to change their water billing option. The owner has four weeks from the date of the letter to make an election to change their water billing option. The change will be effective from the next scheduled meter read.

Non-residential

When charging for the supply and consumption of water at a non-residential property, for each lot including undeveloped land:

- ▶ the fixed annual access water service charge will be \$391 each year; and
- ▶ the consumption charge will be \$3.08 each kL of water used during the consumption year.

Commencement Date for Charges

Additional fixed charges will apply from the date the water meter is connected and will be based upon the proposed development of the land as set out in the Building/Development Application; and Water consumption charges will apply from the date the water meter is connected.

- ▶ for land within the declared water supply area
- ▶ fixed charges will apply from the date of registration of the land.

Additional Connections

It is Council's preference that only one connection be made to each property. Additional connections will only be granted at Council's discretion and additional charges may apply for each additional connection.

Metered Standpipes

A hire fee and bond deposit will apply for standpipes at the rate detailed in Council's Fees and Charges Register. For water consumed, a charge of \$3.08 each kL will apply.

Bulk Water

There is no fixed charge for bulk water supply. Bulk water consumed will be charged at \$2.44 each kL.

Non-Potable Supply

There is no fixed charge for a non-potable water supply. Non-potable water consumed will be charged at \$2.44 each kL.

Non-Contributing Consumers

Where the applicable contribution to Council's Water Supply, under Council's Planning Policies, has not been received, a surcharge of \$0.57 each kL on the actual consumption from Council's Water Supply Scheme will apply. The surcharge will be added to the Water Watchers Plan charge or the Standard Plan charge.

Water Restrictions

Use of water is subject to water restrictions which may apply during the financial year. See Council's website for further information.

Reading of Water Meters and Notification of High Usage

Water meters are read by Council four times each 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 each day. It is the owner's responsibility to monitor and manage water consumption at the property.

Appendix N: Utility Charges – Wastewater and Trade Waste

Council, trading as Townsville Water, is a registered water service provider under the *Water Supply (Safety and Reliability) Act 2008*. Council collects and treats sewage and trade waste from properties within the Townsville local government area and supplies recycled water for irrigation purposes only.

The declared sewer area is the area to which Council is able to offer a sewerage service to properties. Not all properties within the local government area will have access to a sewerage service.

Residential

Residential properties are:

- ▶ those properties categorised as Category 1, 2 and 3a to 3k for rating purposes, unless the property has been approved for a non-residential use.
- ▶ those properties not categorised because they are exempt from general rates that are used for residential purposes.

The sewerage utility charge for residential properties is \$806 each year. Each dwelling, home unit, flat or lot is a separate sewerage service.

The sewerage utility charge for each undeveloped residential lot is \$724 each year.

For the purpose of sewerage charges only, aged care facilities and retirement and/or lifestyle villages/communities will be levied at the residential sewerage utility charge each pedestal.

Non-Residential

The sewerage utility charge for each non-residential customer is \$945 each pedestal, each year.

The sewerage utility charge for each undeveloped non-residential lot is \$851 each year.

Where a separate habitation space on a non-residential property is occupied as a principal place of residence, the owner may request that the pedestals within that space be charged at the residential sewerage utility charge. If approved, the change will commence from the financial year in which the application is received, unless Council decides it should apply from a later date.

Unconnected Premises

A sewerage utility charge applies to each property in a declared sewer area that is not connected to the sewerage service. The charge will be at the residential or non-residential rate depending upon use of the property.

Commencement Date for Charges

Sewerage charges will be imposed from the earlier of the:

- ▶ date of inspection of the installation of sewerage pedestals by Council's Hydraulic Services section; or
- ▶ date of the final inspection certificate and/or certification of classification.

Undeveloped land sewerage charges will apply from the date of registration of the land where the land is within the declared sewer area.

Properties outside the Declared Sewer Area

Council may provide services outside the declared sewer area upon application. The decision as to whether services will be supplied is entirely at Councils' discretion. Individual charging arrangements will apply to each service.

Sewerage Infrastructure Alternative Access Fee

Where the applicable contribution to Council's Sewer Network, under Council's Planning Policies, has not been received, an additional surcharge of \$597 each lot applies.

Trade Waste Charges

Liquid trade waste charges will be:

- ▶ an annual access fee for each liquid trade waste approval each year. The amount of the annual access fee will be dependent on the risk rating of the approval holder
- ▶ a volume charge for the trade waste discharge
- ▶ a pollutant charge 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.

Trade Waste Management Plan and will be effective from the date the 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	1,359
2	724
3	527
4	285
5	187
6	89

The trade waste volume discharged to sewer will be levied in accordance with the table below:

Discharge Category	Volume Charge (\$/kL)
Category 1.1	2.07
Category 1.2	1.83
Category 1.3	1.69
Category 1.4	1.47
Category 1.5	2.07

Discharge Category	Volume Charge (\$/kL)	Pollutant Charges (\$)		
		Chemical Oxygen Demand (COD) (kg)	Suspended Solids (Kg)	SO4
Category 2.0	2.23	1.19	1.12	0.64

Note: Trade Waste discharge volume = (Water consumption – Allowances) x discharge factor.

Allowance Type	Allowance Volume (kL)	Measure
Pedestal	60	Each pedestal

Commencement Date

For Trade Waste Charges, Trade Waste charges will be effective from the date of issue of a trade waste discharge approval.

Appendix O: Utility Charges – Waste Management and Recycling

Council provides waste collection and disposal services to properties within the Townsville local government area.

The defined waste collection area is the area to which Council routinely provides waste collection services. Council provides waste collection services outside of the defined collection area by special arrangement.

Residential

Residential properties are:

- ▶ those categorised as Category 1, 2 and 3a to 3k for rating purposes, unless the property has been approved for a non-residential use
- ▶ those properties not categorised because they are exempt from general rates that are used for residential purposes.

Wheelie Bin Service Charge

Council imposes an annual fixed charge for each residential dwelling, home unit or flat within the defined waste collection area for the collection of one waste bin each week and one recycling bin each fortnight:

Description	Annual Charge (\$)
240L waste and 240L recycle wheelie bin	217
240L waste and 360L recycle wheelie bin	245
140L waste and 240L recycle wheelie bin	208
140L waste and 360L recycle wheelie bin	236

Additional waste collection services can be requested. One waste collection service is one waste bin collected each week.

Description	Annual Charge (\$)
Additional permanent 240L waste wheelie bin	152
Additional permanent 140L waste wheelie bin	143

Additional recycling collection services can be requested. One recycling collection service is one recycling bin collected each fortnight.

Description	Annual Charge (\$)
Additional permanent 240L recycle wheelie bin	62
Additional permanent 360L recycle wheelie bin	90

Council imposes an annual fixed charge for each residential dwelling, home unit or flat within the Paluma area, and for waste collection services that Council provides outside the defined waste collection area. One waste collection service is one waste bin collected each week. This service will be provided at Council's absolute discretion.

Defined Paluma Area and Non-Defined Areas	Annual Charge (\$)
240L waste wheelie bin	154
140L waste wheelie bin	145

Council may choose to supply a bulk bin to a customer instead of a wheelie bin where multiple collections are required each week.

Commencement Date for Full Charges

Developed properties within the defined waste collection area will be charged waste and recycling collection charges from the earlier of:

- ▶ the date collection services are requested or commenced; or
- ▶ the date of the final inspection certificate.

Local Waste Management Levy

A fixed annual Waste Management Levy of \$43 will be charged for the provision of one hard rubbish collection for each eligible property and access to free green waste disposal at Council's waste facilities.

The levy will apply to each dwelling, home unit or flat which is:

- ▶ classified as Category 1, 2 and 3a to 3k for rating purposes; and
- ▶ is inside or outside the defined waste collection area.

The levy does not apply to undeveloped land.

Non-Residential

Non-residential waste collections services within the defined waste collection area are provided upon request.

All non-residential disposed waste will incur a Waste Levy Service Fee due to Queensland Government's Waste Levy that was introduced on 1 July 2019.

Council imposes an annual fixed charge for each non-residential waste collection service:

Description	Annual Charge (\$)	Queensland Government Waste Levy Service Fee (\$)	Total Annual Charge (\$)
Waste 140L wheelie bin	185.00	54.60	239.60
Waste 240L wheelie bin	195.00	93.60	288.60
Recycling 240L wheelie bin	95.00	-	95.00
Recycling 360L wheelie bin	142.00	-	142.00

The waste service charge is for one waste bin collection each week.

The recycling service charge is for one recycling bin collection each fortnight.

Council can supply a range of container sizes to meet specific waste management needs. Prices are available on application.

Appendix P: Nelly Bay Harbour Development Operational Plan

Council plans to levy a special rate on identified properties in the Nelly Bay Harbour Development in 2020/21, in accordance with 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 the actions and processes to be carried out in 2020/21 for the Nelly Bay Harbour.

2020/21 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
- ▶ Disposal and barge costs.

Rock Revetment Walls

- ▶ Annual inspection and condition rating

Gustav Creek

- ▶ Annual inspections of sediment loading (during the wet season)
- ▶ Extraction of sediment out of sediment basin
- ▶ Implementation of Gustav Creek Management Plan – extract sediment loading to reduce future dredging requirements.

Canals

- ▶ Water quality monitoring/floating booms where required
- ▶ Dredging activities may include:
 - bed levelling and dredging to remove sediment from the harbour
 - survey of new bed level
 - dispersal costs.

Appendix Q: Rural Fire Levy

Rural Fire Brigade Area	Annual Charge for each Property (\$)
Black River and Districts	35
Bluewater	55
Bluewater Estate	55
Clevedon	40
Crystal Creek	10
Cungulla	40
Horseshoe Bay	30
Lime Hills-Elliott	30
Majors Creek	-
Oak Valley	20
Paluma	35
Purono Park	15
Rangewood	-
Reid River	-
Rollingstone	50
Rupertswood	40
Saunders Beach	30
Toolakea	-
West Point	15

