



Minutes
of the
Budget Meeting 2012/2013

Held in the Council Chambers, 45 Glendon Street Kingaroy

on Wednesday, 11 July 2012

Chief Executive Officer: Ken McLoughlin

SOUTH BURNETT REGIONAL COUNCIL MINUTES

Wednesday, 11 July 2012

ORDER OF BUSINESS:

| | | |
|--------|--|-----|
| 1. | LEAVE OF ABSENCE | 1 |
| 2. | BUSINESS | 1 |
| 2.1.1 | FO&P - 1289105 - Mayors Budget Address..... | 1 |
| 2.1.2 | FO&P - 1287554 - Adoption of the Budget | 4 |
| 2.1.3 | CG - 1289471 - Operational Plan 2012-2013 | 34 |
| 2.1.4 | FO&P - 1286987 - Revenue Policy for the Financial Year ending 30 June 2013 | 69 |
| 2.1.5 | FO&P - 1287198 - Revenue Statement 2012-2013 | 74 |
| 2.1.6 | FO&P - 1287586 - Debt Policy 2012-2013..... | 111 |
| 2.1.7 | FO&P - 1272088 - Investment Policy 2012..... | 116 |
| 2.1.8 | FO&P - 1289083 - Asset Management Plans | 128 |
| 2.1.9 | FO&P - 1288517 - Business Activities 2012-2013 | 342 |
| 2.1.10 | FO&P - 1290208 - Financial Position as at 30 June 2012 | 343 |
| 2.1.11 | FO&P - 1288581 - Statement of Reserves 2012-2015 | 347 |
| 2.1.12 | FO&P - 1290069 - Long Term Financial Forecast and Sustainability Ratios..... | 351 |
| 2.1.13 | FO&P - 1285782 - Differential General Rates Categories and Criteria 2012-2013 .. | 365 |
| 2.1.14 | FO&P - 1285789 - Differential General Rates 2012-2013 | 377 |
| 2.1.15 | FO&P - 1070275 - Minimum General Rate 2012-2013..... | 378 |
| 2.1.16 | FO&P - 1280935 - Averaging of Land Values 2012-2013..... | 379 |
| 2.1.17 | FO&P - 1280981- Setting the limit of increase in the amount of General Rates for the financial year ending 30 June 2013 | 380 |
| 2.1.18 | FO&P - 1285333 - Special Charge - Rural Fire Brigades 2012-2013 | 381 |
| 2.1.19 | FO&P - 1280959 - Separate Charge - Environmental Levy 2012-2013..... | 382 |
| 2.1.20 | FO&P - 1285329 - Separate Charge - Community Rescue & Evacuation 2012- 2013 | 383 |
| 2.1.21 | FO&P - 1281086 - Separate Charge - Waste Management Levy 2012-2013 | 384 |
| 2.1.22 | FO&P - 1285341 - Setting of Waste Water Utility Charges for the financial year ending 30 June 2013..... | 385 |
| 2.1.23 | FO&P -1066645 - Proston Common Effluent Disposal Utility Charges..... | 386 |
| 2.1.24 | FO&P - 1281079 - Waste Collection Utility Charges 2012-2013 | 387 |
| 2.1.25 | FO&P - 1280896 - Water Supply Access Charge Methodology 2012-2013 | 388 |
| 2.1.26 | FO&P - 1285822 - Water Supply Consumption Charge Methodology 2012-2013.... | 389 |
| 2.1.27 | FO&P - 1285809 - Water Supply Charges 2012-2013..... | 390 |
| 2.1.28 | FO&P - 1280952 - Discount on Rates 2012-2013 | 391 |
| 2.1.29 | FO&P - 1280967- Interest on Overdue Rates..... | 392 |
| 2.1.30 | FO&P - 1286090 - Setting the level of remission on rates and charges for approved pensioners..... | 393 |
| 2.1.31 | FO&P - 1286109 - Concessions on various Special, Separate and Utility Charges | 393 |

| | | |
|-----------|---|------------|
| 2.1.32 | FO&P - 1286235 - Concession of Water Consumption Charges - Haemodialysis Machines 2012-2013..... | 398 |
| 2.1.33 | FO&P - 1286120 - Waiving minimum General Rate | 399 |
| 2.1.34 | FO&P - 1285831- Exemption from General Rates..... | 400 |
| 2.1.35 | FO&P - 1288519 - Rates and Charges Comparison 2011-2012 to 2012-2013 | 406 |
| 3. | GENERAL SECTION | 407 |

Minutes of the meeting of the South Burnett Regional Council, held in the Council Chambers, 45 Glendon Street Kingaroy on 11 July 2012 at 9.00am.

PRESENT:

Councillors:

Present: Cr DW Kratzmann (Mayor), Cr KM Campbell, Cr CD Dalton, Cr KA Duff, Cr BL Green, Cr DP Tessmann

Permanent Absence: Cr DJ Palmer
Cr DJ Palmer has a leave of absence from the meeting.

Council Officers:

Ken McLoughlin (Chief Executive Officer), Gary Wall (General Manager Finance & Information Services), John Kersnovski (General Manager Infrastructure Services), Eleanor Sharpe (General Manager Community & Economic Development), Stan Taylor (General Manager Planning & Environment)

1. Leave Of Absence

Resolution:

Moved Cr KA Duff, seconded Cr CD Dalton.

That leave of absence be granted for Cr Debra Palmer.

Carried 6/0
FOR VOTE - Councillors voted unanimously
ABSENT. DID NOT VOTE - Cr DJ Palmer

2. Business

2.1 Financial Operations & Planning

2.1.1 FO&P - 1289105 - Mayors Budget Address

Summary

The 2012/2013 Budget is built on two (2) major cornerstones - Building for the Future and Back to Basics.

The framing of the Budget has presented this Council with an unparalleled challenge, a balancing act between sustainable governance and an affordable rate increase. Can I acknowledge the enormous work and research done by General Manager Gary Wall and his finance team and to my fellow Councillors and Executive staff who have all risen to the occasion and made decisions that are required for good governance.

To make monumental decisions that are not politically palatable but are financially correct for the future sustainability of our South Burnett Region, are decisions that are only made by people with the betterment of our community at heart and for our future generations, not decisions that benefit us as individuals. For this, Councillors I applaud you.

This Budget has been focused on achieving a surplus for this financial year whilst endeavouring to deliver on the renewal of core infrastructure assets - Roads, Water and Sewerage.

General rates will increase by 5.75%, an increase that would have been much larger had major operational cost cutting not been achieved. I am proud to say that this Council has increased our roads budget by 20.5% and will see approximately \$70 million spent on our road network this financial year. I acknowledge that there has been frustration within the community over the time taken to commence our flood restoration works, however our Engineers have had to work through a complex and at times erroneous State and Federal system to achieve compliance. The good news is that work has commenced with the first tender for \$23.5 million let in June and a second tender with work valued at approximately \$20 million to be approved in September.

During the election campaign the state of our roads was clearly the number one priority raised by South Burnett residents and we will act on our promise to deliver. Accordingly \$22.275 million has been provided to maintain and renew our road network which includes:

- \$5.977 million on general maintenance
- \$3.9 million on Main Roads and QRail funded projects
- Capital works program totalling \$10.639 million and an additional \$1 million for complimentary works not covered by the flood restoration grants.

A full assessment of our water and waste water infrastructure has also been undertaken. This assessment has identified that the majority of these assets are reaching the end of their useful life, some of which were installed over 70 years ago. Not surprisingly these assets have deteriorated to a point where they are costing taxpayers an unsustainable amount of dollars for ongoing repairs. As a result our Council is announcing a significant renewal and replacement program which will see the future infrastructure requirements of our region assured. A sum of \$10.7 million has been allocated for capital improvements to Water and Waste Water assets across the region:

- \$1.696 million for water main replacement and upgrade
- \$2.3 million to replace the Rising Main from Gordonbrook Dam project
- \$2.37 million for Water Treatment Plant upgrades
- \$1.63 million for Waste Water replacement and upgrades
- \$1.53 million for Waste Water Treatment Plant upgrade

Whilst the focus has been on the key areas of roads, water and sewerage, Councils other assets and operations have also been identified with a further \$7.2 million allocated:

- \$2.22 million on Plant Fleet Replacement
- \$1.42 million on Information Technology
- \$527,000 Tourist and Caravan Parks
- \$425,000 Swimming Pools
- \$585,000 Parks and Gardens including \$250,000 for improvements to the development of Murgon and Wondai townships.
- \$225,000 on regional cemeteries including the restoration of the Taromeo Cemetery.

The rehabilitation of the Kingaroy Depot site in Pound Street has been deferred until next financial year due to the pressures on this budget. However, \$100,000 has been allocated to complete the current stage of decontamination of the site. A further \$300,000 will need to be provided in 2013/2014 budget to finalise the rehabilitation by which time Council will have decided the best use for this site.

As mentioned the formation of this Budget was extremely difficult with the costs of operations rising at a faster rate than our ability to raise revenue to cover these costs. Projections have been made for the impact of the Carbon Tax and indications are that it will be equivalent to a 1 to 2% increase in rates. The flow on from the Enterprise Bargaining Agreement signed in 2011 also impacts greatly on our overall costs. Whilst not begrudging our employees a pay rise, improvements in productivity must be obtained to negate the overall impact.

Stringent appraisal of our expenditure has been undertaken in an endeavour to keep rate increases within reasonable limits with \$2.2 million being pruned from the proposed budget.

Legislation requires Council to prepare and adopt a budget for this year and the two (2) subsequent financial years. In reviewing our forward projections it was clearly identified that in order to maintain future year increases below 6% Council will need to review and realign the services we currently provide. Today we make a commitment to undertake a full review of all Council operations over the next six (6) months and to realign services where necessary, plus a comprehensive report will be tabled of all Council land that is available for sale. This report will enable Council to devise a plan to utilise Council funds for the development, expansion and future direction of Economic Development in our region.

Council acknowledges the difficulty rate payers face in making ends meet as we the Council also are faced with those same cost increases. I speak for all of us when I say that the impact of the rate increases on our community prompted many hours of strenuous debate amongst Councillors when determining the Budget. Despite the significant cuts to operating expenditure, Council faced a deficit unless additional revenue was raised. User fees and charges have been reviewed and will be progressively monitored over the next three (3) budgets to closer reflect the actual cost of providing the service. We are now providing a new and positive approach from all aspects of Council's operations to ensure our rate payers, developers and constituents are given the best possible service with a view to obtaining a positive outcome.

Council was faced with an easy option; a smaller rate rise this year and worry about increases next year or sometime in the future. That would have been irresponsible and resulted in large increases in future budgets. Those decisions have been made before, however in 2012 this Council is about building long term capacity, financial sustainability and economic growth for the future prosperity of our community.

Accordingly when formulating this budget Council has endeavoured to keep the rate increase well below the level of cost increases being experienced in our day to day operations but at a level to maintain a balanced Budget.

Overall rate revenue has increased by \$2.9 million, however growth in Council's rate base slowed last year to 0.8% and it is anticipated to remain very low for the coming financial year. The impact on individual rate payers will vary across the region as a result of the variations in new valuations provided earlier this year by the State Government, impacts of averaging the last three (3) years valuations and service charges in some categories.

The impact of these decisions has been quite varied across the region, which will see 78% of rate payers receiving an overall increase of less than \$4 per week, 55% less than \$3 per week and 38% less than \$2 per week.

A full schedule of various rates and charges is detailed in the budget papers.

Can I say that this Council has worked hard to achieve a Budget which is accountable, sustainable and deliverable. There has not been one decision where the impact on our rate payers has not been the major consideration in the process. With this in mind Council will continue to grant eligible pensioners a \$100 rebate off their rates and charges in addition to the \$200 provided by the State Government. This Council is also unified in its endorsement of the work done by our volunteers, Council will grant over \$141,000 worth of concessions to our organisations including the following remissions:

- QCWA \$7928
- Scouts and Guides \$10,092
- Kindergartens, Child care and senior citizens and other welfare organisations \$27,651
- Aged Care facilities \$10,118
- Masonic Lodges \$1950
- Community owned Halls \$3075
- Museums \$3520
- Showgrounds and Race clubs \$11,264
- Sporting Clubs \$65,488

Council has also this year for the first time been truly appreciative of the tough economic conditions that currently prevail and with this in mind have introduced quarterly rate notices to assist households and business with their budgets. These notices will be issued in August, November, February and May with a discount of 10% being applied to each notice if paid within 30 days.

In closing can I once again thank all staff for their perseverance and dedication to this budget and to all Councillors for their willingness under an extremely difficult environment to work as a team for the long term sustainability of our region. I am honoured and pleased to present the South Burnett Regional Council Budget for 2012/2013.

Resolution:

Moved Cr DW Kratzmann, seconded Cr KM Campbell.

That the report be received.

*Carried 6/0
FOR VOTE - Councillors voted unanimously
ABSENT. DID NOT VOTE - Cr DJ Palmer*

2.1.2 FO&P - 1287554 - Adoption of the Budget

Summary

Part 2 Division 1 of the Local Government (Finance, Plans and Reporting) Regulation 2010 states that:

“A local government must prepare a budget for its operating fund for each financial year and the budget must include statements of the following for the financial year for which it is prepared and the next 2 financial years—

- (a) financial position;*
- (b) cash flow;*
- (c) income and expenditure;*
- (d) changes in equity.”*

The relevant budget documents are presented for adoption.

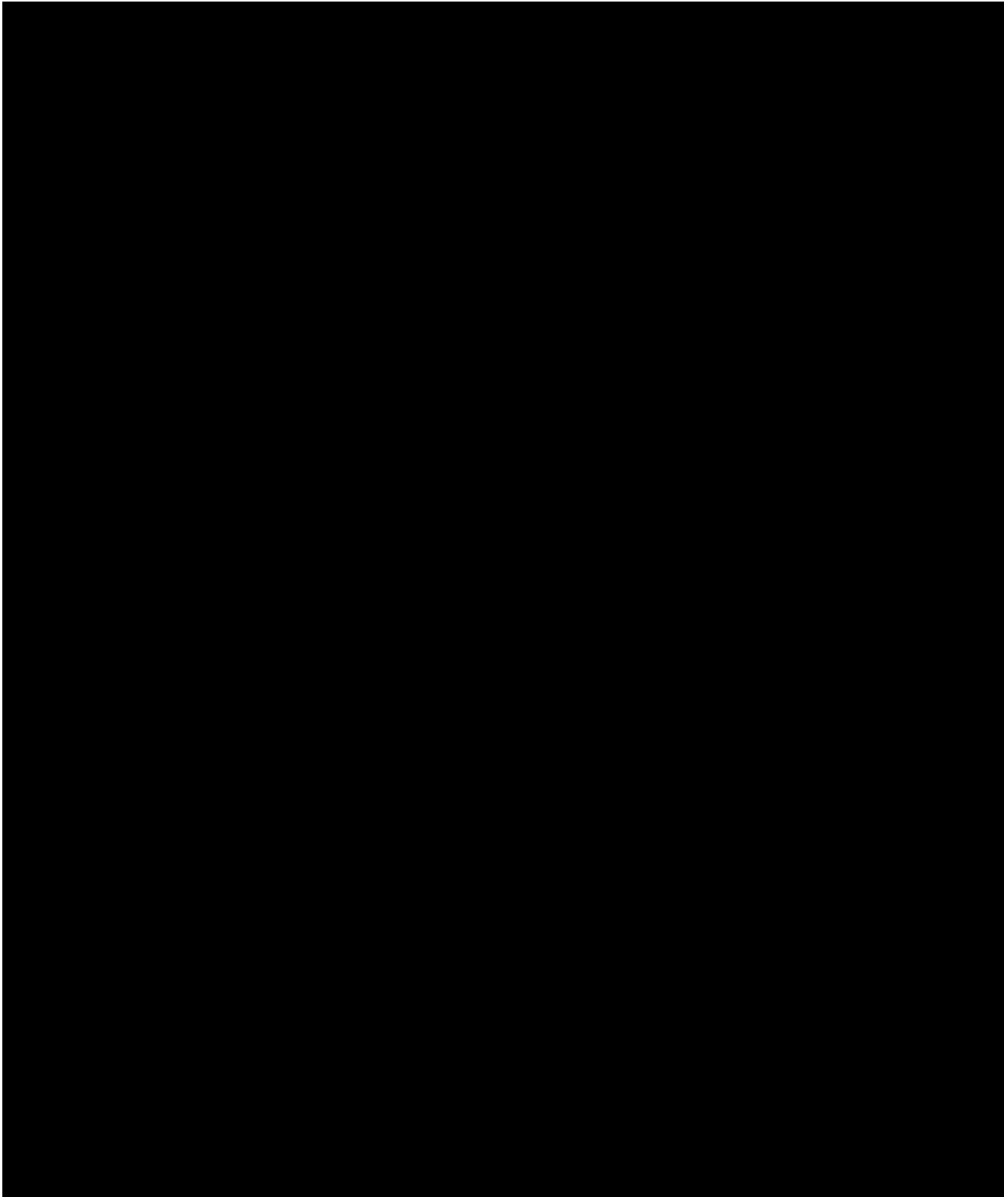
Officer's Recommendation

That Council adopt:-

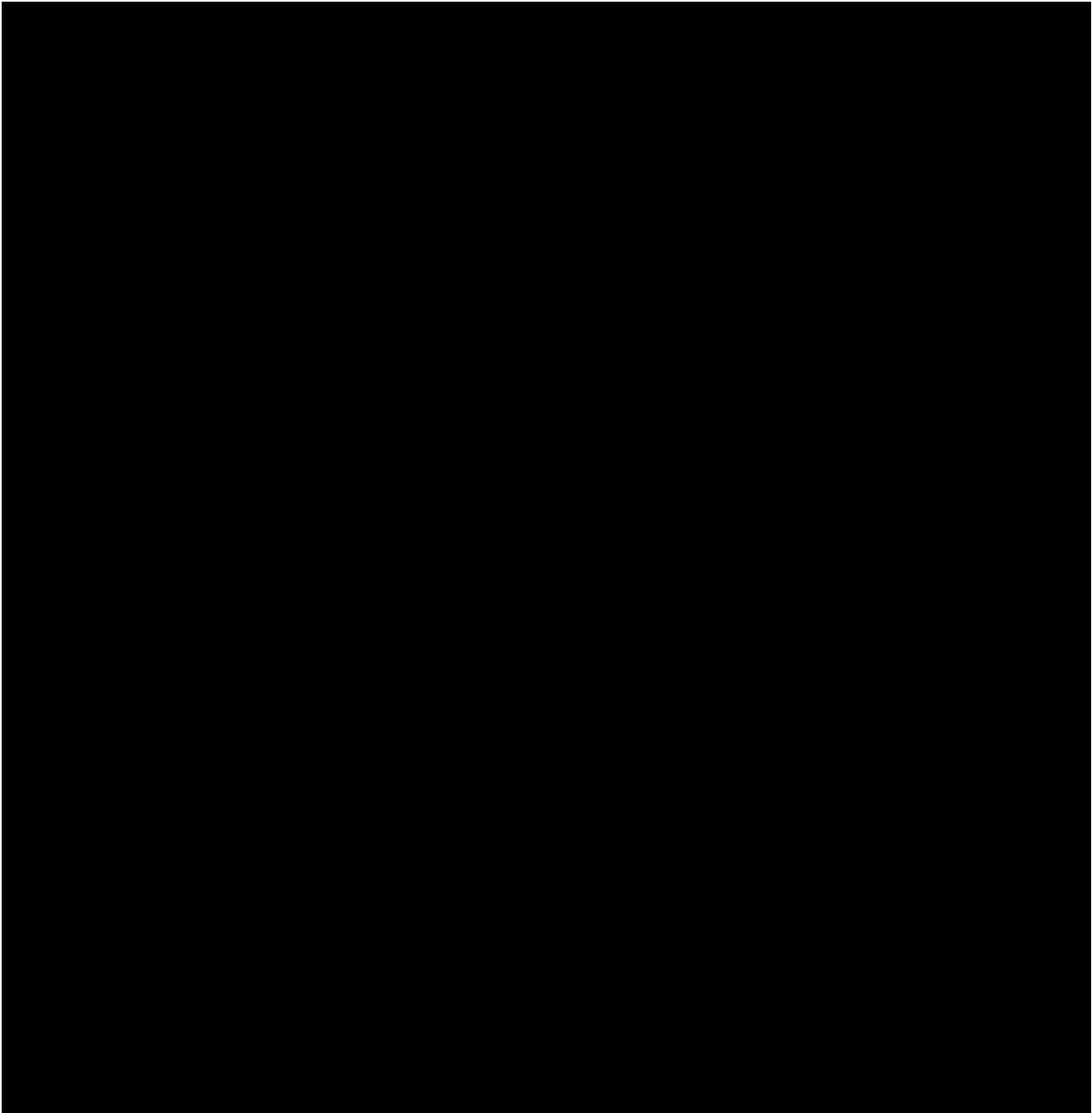
- (a) The following budget documents for its operating fund 2012/2013, 2013/2014 & 2014/2015

- (i) Financial Position
 - (ii) Cash Flow
 - (iii) Income & Expenditure
 - (iv) Changes in Equity
- (b) a capital works program for 2012/2013:

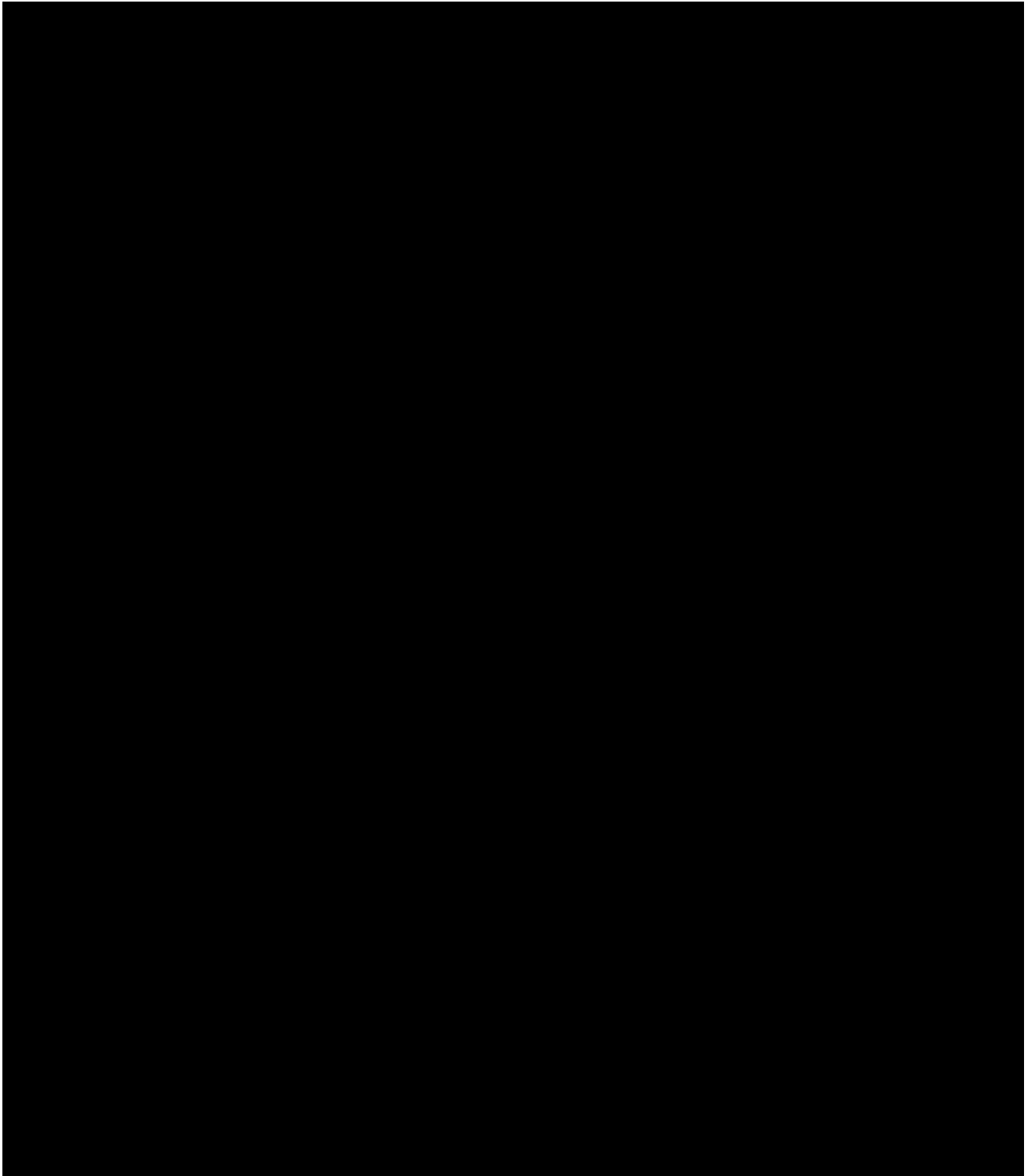
Financial Position



Cash Flow



Income & Expenditure



Changes in Equity

**SOUTH BURNETT REGIONAL COUNCIL
STATEMENT OF CHANGES IN EQUITY
FOR THE PERIOD ENDED 30 JUNE 2013**

| | Asset Revaluation Reserve | Retained Surplus | Other Reserves | Total |
|--------------------------------------|--|-----------------------------|-----------------------|---------------------|
| Opening Balance | 184,508,427 | 384,973,601 | 40,052,818 | 609,534,846 |
| Surplus for the Period | | 33,679,136 | | 33,679,136 |
| Transfers to and from Reserves: | | | | |
| Transfers to General Reserves | 3,530,040 | | | 3,530,040 |
| Transfers from General Reserves | | | - 25,636,497 | - 25,636,497 |
| Total Transfers to and From Reserves | <u>3,530,040</u> | | <u>- 25,636,497</u> | <u>- 22,106,457</u> |
| | <u>188,038,467</u> | <u>418,652,737</u> | <u>14,416,321</u> | <u>621,107,525</u> |

**SOUTH BURNETT REGIONAL COUNCIL
STATEMENT OF CHANGES IN EQUITY
FOR THE PERIOD ENDED 30 JUNE 2014**

| | Asset Revaluation Reserve | Retained Surplus | Other Reserves | Total |
|--------------------------------------|--|-----------------------------|-----------------------|--------------------|
| Opening Balance | 188,038,467 | 418,652,737 | 14,416,321 | 621,107,525 |
| Surplus for the Period | | 7,851,260 | | 7,851,260 |
| Transfers to and from Reserves: | | | | |
| Transfers to General Reserves | 120,017 | | | 120,017 |
| Transfers from General Reserves | | | - 1,342,608 | - 1,342,608 |
| Total Transfers to and From Reserves | <u>120,017</u> | | <u>- 1,342,608</u> | <u>- 1,222,591</u> |
| | <u>188,158,484</u> | <u>426,503,997</u> | <u>13,073,713</u> | <u>627,736,194</u> |

**SOUTH BURNETT REGIONAL COUNCIL
STATEMENT OF CHANGES IN EQUITY
FOR THE PERIOD ENDED 30 JUNE 2015**

| | Asset Revaluation Reserve | Retained Surplus | Other Reserves | Total |
|--------------------------------------|--|-----------------------------|-----------------------|--------------------|
| Opening Balance | 188,158,484 | 426,503,997 | 13,073,713 | 627,736,194 |
| Surplus for the Period | | 4,769,310 | | 4,769,310 |
| Transfers to and from Reserves: | | | | |
| Transfers to General Reserves | 123,618 | | | 123,618 |
| Transfers from General Reserves | | | - 2,604,539 | - 2,604,539 |
| Total Transfers to and From Reserves | <u>123,618</u> | | <u>- 2,604,539</u> | <u>- 2,480,921</u> |
| | <u>188,282,102</u> | <u>431,273,307</u> | <u>10,469,174</u> | <u>630,024,583</u> |

Capital Works4/07/2012
11:10 AM**South Burnett Regional Council
Capital Works Program - 2012/2013**

| Program/ Activity | Job Description | Original Budget |
|---|---|----------------------------|
| EXECUTIVE SERVICES | | |
| TOTAL EXECUTIVE SERVICES | | - |
| FINANCE & INFORMATION SERVICES | | |
| FINANCIAL OPERATIONS | | |
| Stores | | |
| Buildings | WH&S Requirements | 75,000.00 |
| Total Stores | | 75,000.00 |
| Plant & Fleet Management | | |
| Plant & Equipment | Plant Fleet Purchases 12/13 | 2,215,000.00 |
| Total Plant & Fleet Management | | 2,215,000.00 |
| TOTAL FINANCIAL OPERATIONS | | 2,290,000.00 |
| FINANCE PLANNING | | |
| TOTAL FINANCE PLANNING | | - |
| INFORMATION SERVICES | | |
| IS - Capital Purchases | IP WAN Network | 15,000.00 |
| | Computer Infrastructure & Upgrade | 81,000.00 |
| | Install Cisco Switches | 5,000.00 |
| | Business Operating System | 1,420,000.00 |
| | Emergency Power Backup | 20,000.00 |
| | Phone Base Stations | 27,000.00 |
| TOTAL INFORMATION SERVICES | | 1,568,000.00 |
| TOTAL FINANCE & INFORMATION SERVICES | | 3,858,000.00 |
| COMMUNITY & ECONOMIC DEVELOPMENT | | |
| Streetscapes | | |
| Streetscaping | Streetscaping | 200,000.00 |
| Total Streetscapes | | 200,000.00 |
| COMMUNITY & CULTURAL SERVICES | | |
| Visitor Information Centres | | |
| Kingaroy VIC | Repair trip hazard - 10mm lip at base of ramp | 2,500.00 |
| | Mesh covers over light in woodcrafters w/shop | 2,500.00 |
| Total Visitor Information Centres | | 5,000.00 |
| Art Galleries | | |
| Kingaroy Art Gallery | Sanding and Preservation of Floors | 8,000.00 |
| Total Art Galleries | | 8,000.00 |
| Museums | | |
| Kingaroy Museum | Interactive Modernisation of Displays | 10,000.00 |
| | Install Safety Switch to Museum Office | 10,000.00 |
| | | 20,000.00 |
| Ringsfield House | Ringsfield House -Building WIP | 30,000.00 |
| | Paint/Wall Reinstatement Church | 33,000.00 |
| | Program to be implemented - Various | 15,000.00 |
| | | 78,000.00 |
| Museums | | 98,000.00 |

4/07/2012
11:10 AM

**South Burnett Regional Council
Capital Works Program - 2012/2013**

| Program/ Activity | Job Description | Original Budget |
|---|--------------------------------------|----------------------------|
| Libraries | | |
| Kingaroy Library | Self Checking Out Hardware | 35,000.00 |
| | Air Conditioning to Rear Offices | 10,000.00 |
| | | 45,000.00 |
| Nanango Library | Replace Air Conditioners | 20,000.00 |
| | | 20,000.00 |
| Proston Library | Front Awning | 10,000.00 |
| | | 10,000.00 |
| Total Regional Libraries | | 75,000.00 |
| Halls | | |
| Kingaroy Town Hall | Kitchen Refurbishment Plans | 10,000.00 |
| | Install Smoke Detectors | 10,000.00 |
| | | 20,000.00 |
| | | 20,000.00 |
| Murgon Hall | Handrail to or Remove Steps | 5,000.00 |
| | Painting | 40,000.00 |
| | | 45,000.00 |
| Blackbutt Hall | Paint | 25,000.00 |
| | | 25,000.00 |
| Other Community Halls | Durong Hall – Fire Doors | 10,000.00 |
| | | 10,000.00 |
| Total Halls | | 100,000.00 |
| Sport & Recreation | | |
| Regional Sporting Facilities | Maidenwell Tennis Courts - Resurface | 5,000.00 |
| | | 5,000.00 |
| Murgon PCYC - Building | Gutters/Ventilation | 25,000.00 |
| | | 25,000.00 |
| Wondai Sports Facilities | Gutter/Sewerage/Paint Grandstand | 33,000.00 |
| | | 33,000.00 |
| Total Sport & Recreation | | 63,000.00 |
| Healthy Communities | | |
| Total Boondooma Homestead | | - |
| TOTAL COMMUNITY & CULTURAL SERVICES | | 549,000.00 |
| Boondooma Homestead | | |
| Boondooma Homestead | Restoration Materials | 19,000.00 |
| Total Boondooma Homestead | | 19,000.00 |
| TOTAL COMMUNITY & CULTURAL SERVICES | | 568,000.00 |
| ECONOMIC DEVELOPMENT & PROPERTY MANAGEMENT | | |
| Sale of Land | | |
| Economic Dev - Land | Decontaminate Old Depot | 100,000.00 |
| Total Sale of Land | | 100,000.00 |
| Tourism Facilities | | |
| Yallakool Tourist Park | Amenities Upgrades | 350,000.00 |
| | Cabin Upgrades | 30,000.00 |
| | Road Signage | 10,000.00 |
| | | 390,000.00 |

4/07/2012
11:10 AM

South Burnett Regional Council Capital Works Program - 2012/2013

| Program/ Activity | Job Description | Original Budget |
|---|-------------------------------------|---------------------|
| Lake Boondooma | Cabin Upgrades | 20,000.00 |
| | Drainage Terraced Powered Sites | 90,000.00 |
| | | 110,000.00 |
| Murgon Caravan Park | General Caravan Park Upgrades | 15,000.00 |
| | | 15,000.00 |
| Wondai Dump Point | Install Dump Point | 11,900.00 |
| | P/Grant Caravan Motorhome Club | |
| | | 11,900.00 |
| Total Tourism Facilities | | 526,900.00 |
| Swimming Pools | | |
| Murgon Swimming Pool | Heat Pumps | 75,000.00 |
| | | 75,000.00 |
| Wondai Swimming Pool | Heat Pumps | 40,000.00 |
| | Wet Deck & Balance Tank | 40,000.00 |
| | Wondai Community Development | 100,000.00 |
| | | 180,000.00 |
| Regional Swimming Pools | Regional Pools Equip Upgrade | 70,000.00 |
| | | 70,000.00 |
| Kingaroy Aquatic Centre | Heat Pumps | 60,000.00 |
| | Learn to Swim Pool | 40,000.00 |
| | Paint & Seal Childrens Pool | 20,000.00 |
| | | 120,000.00 |
| South Burnett Aquatic Centre | Heat Pumps | 60,000.00 |
| | Pool Blanket Motor | 20,000.00 |
| | | 80,000.00 |
| Total Swimming Pools | | 525,000.00 |
| Aerodromes | | |
| Buildings | Kingaroy - Runway Resurfacing | 450,000.00 |
| | Wondai - Fence & Other Improvements | 10,000.00 |
| Total Aerodromes | | 460,000.00 |
| Housing | | |
| Community Housing | Housing - Unallocated Budget | 50,000.00 |
| Total Housing | | 50,000.00 |
| Saleyards | | |
| Regional Cattle Dips | Proston Cattle Dip | 2,500.00 |
| | Nanango Cattle Dip | 2,500.00 |
| | Wondai Cattle Dip | 2,500.00 |
| | | 7,500.00 |
| Coolabunia Saleyards | WH&S - Cattle Dip | 2,500.00 |
| | Yards Upgrades | 100,000.00 |
| | | 102,500.00 |
| Total Saleyards | | 110,000.00 |
| SB Private Hospital | | |
| Buildings | Front Office Renovation | 65,000.00 |
| | Replace Roof | 30,000.00 |
| Total Controlled Entities | | 95,000.00 |
| TOTAL BUSINESS & ECONOMIC DEVELOPMENT | | 1,866,900.00 |
| TOTAL COMMUNITY & ECONOMIC DEVELOPMENT | | 2,434,900.00 |
| | IT Building | 10,000.00 |
| | Kingaroy - Com & ED Office | 10,000.00 |
| Total Customer Contact | | 20,000.00 |

4/07/2012
11:10 AM
**South Burnett Regional Council
Capital Works Program - 2012/2013**

| Program/ Activity | Job Description | Original Budget |
|---|--|--------------------|
| ENVIRONMENTAL SERVICES | | |
| Animal Management | | |
| Building WIP | Dog Off Leash Area - Kingaroy | 7,000.00 |
| | Kingaroy Animal Shelter - Upgrade Plumbing | 30,000.00 |
| Total Animal Management | | 37,000.00 |
| Waste Services | | |
| South Burnett Regulated Liquid Waste | | |
| Kingaroy Waste | | |
| Waste WIP | Kingaroy Weighbridge | 7,300.00 |
| | Roadworks for Weighbridge | 100,000.00 |
| | 1 x 27M3 Skip Bins | 17,000.00 |
| | State Infrastructure Grant (POAs) | |
| | State Infrastructure Grant (Weighbridge) | |
| Total Kingaroy Waste | | 124,300.00 |
| Rural Waste Management | | |
| Waste WIP | Kumbia Transfer Station | 50,000.00 |
| | | 50,000.00 |
| | Maidenwell Transfer Station | |
| | Memerambi Transfer Station | |
| | Surveillance Cameras | 10,000.00 |
| | Resurface Hardstand Area | 3,000.00 |
| | | 13,000.00 |
| | Hivesville Transfer Station | |
| | Purchase 2 x10M3 Skip Bin | 18,000.00 |
| | | 18,000.00 |
| Total Rural Waste Management | | 81,000.00 |
| Nanango Waste | | |
| Total Nanango Waste | | - |
| Blackbutt Waste | | |
| Waste WIP | Improve Drainage | 5,000.00 |
| | Bury Asbestos | 5,000.00 |
| | Recover Existing Landfill | 5,000.00 |
| Total Blackbutt Waste | | 15,000.00 |
| Proston Waste | | |
| Total Proston Waste | | - |
| Total Waste Services | | 220,300.00 |
| TOTAL ENVIRONMENTAL SERVICES | | 257,300.00 |
| NRM & PARKS | | |
| Natural Resources | | |
| Total Natural Resources | | - |
| Road Services | | |
| Total Road Services | | - |
| Parks & Gardens | | |
| Kingaroy | Memorial Park - New Toilet | 65,000.00 |
| | Apex Park - Upgrade Toilet Block | 60,000.00 |
| | Memorial Park - Master Plan Stage 2 Works | 75,000.00 |
| | | 190,000.00 |
| Nanango - Building | Pioneer Park - Master Plan Stage 2 | 80,000.00 |
| | | 80,000.00 |

4/07/2012
11:10 AM

South Burnett Regional Council
Capital Works Program - 2012/2013

| Program/ Activity | Job Description | Original Budget |
|---|--|----------------------------|
| | Benarkin Park - Play Equipment | - |
| Regional Parks - Other | Blackbutt Park - Disabled Access | 40,000.00 |
| | Murgon Town Improvements | 150,000.00 |
| | Grant Crescent Park (Wondal) - Shelter & BBQ | - |
| | Les Miller Park, Blackbutt | 15,000.00 |
| | Wooroolin Park - Fencing | 10,000.00 |
| | | 215,000.00 |
| Total Regional Parks & Gardens | | 485,000.00 |
| Public Facilities | | |
| Total Public Facilities | | - |
| Regional Cemeteries | | |
| Taabinga | Connect Power to New Shed | 25,000.00 |
| | Internal Carpark (as per concept plan) | 10,000.00 |
| | | 35,000.00 |
| Memerambi | Columbarium Wall | 10,000.00 |
| | | 10,000.00 |
| Taromeo | Stone Wall Reconstruction | 180,000.00 |
| | | 180,000.00 |
| Total Regional Cemeteries | | 225,000.00 |
| TOTAL NRM & PARKS | | 710,000.00 |
| TOTAL PLANNING & ENVIRONMENT | | 987,300.00 |
| INFRASTRUCTURE | | |
| OPERATIONS | | |
| Administration | | |
| Total Administration | | - |
| Roads | | |
| Building WIP | Town Entrance Statements | 30,000.00 |
| | | 30,000.00 |
| Council Revenue Road Construction | NDRRA Complementary Works | 1,000,000.00 |
| | Timber Bridge - Sandy Ck (Drayton St Ngo) Investigate & Design | 160,000.00 |
| | | 1,160,000.00 |
| | Intersection Improvements | |
| | Millis Way (Golf Entrance) | 18,000.00 |
| | Kumbia Apex Park (Roberts St) | 7,000.00 |
| | Scott/Hathaway I'sect Reshape (Benarkin) | 50,000.00 |
| | Transmitter Rd/Bunya Highway | 60,000.00 |
| | | 135,000.00 |
| | Culverts & Inverts | |
| | Alice Creek Road | 25,000.00 |
| | Evans Road | 45,000.00 |
| | Rackemanns Road | 30,000.00 |
| | | 100,000.00 |
| | Signage | |
| | Unallocated | 75,000.00 |
| | | 75,000.00 |

4/07/2012
11:10 AM

South Burnett Regional Council
Capital Works Program - 2012/2013

| Program/ Activity | Job Description | Original Budget |
|-----------------------------|---|---------------------|
| | Drainage | |
| | Jones St (Nanango) Reshape | 25,000.00 |
| | Kate St (Wlin) | - |
| | Summit View Estate Drainage - Premier Drive | 35,000.00 |
| | | 60,000.00 |
| | Kerb & channel | |
| | Albert St (Kry) | 10,000.00 |
| | Beresford St (Pros) | 5,000.00 |
| | Burnett St (Ngo) | 10,000.00 |
| | Douglas Street (B'butt) | 13,981.00 |
| | Frederick St (Wlin) Shoulder | 3,356.00 |
| | Hodge St South (Won) | 18,221.00 |
| | Moreton St (Won) | 13,679.00 |
| | Walter Rd (Kry) 130m | 20,000.00 |
| | Webster St (Kry) | 5,763.00 |
| | | 100,000.00 |
| | Minor Urban Sealing | |
| | Crawford Road | 26,000.00 |
| | Hodge St North (Won) | 6,000.00 |
| | Hospital Tce (Ngo) | 8,000.00 |
| | | 40,000.00 |
| | Minor Rural Sealing | |
| | Crumpton Drv (B'Butt) | 70,000.00 |
| | Lucas Road (Kry) | 25,000.00 |
| | | 95,000.00 |
| | Car Parks | |
| | Wheatlands School Carpark | 7,000.00 |
| | | 7,000.00 |
| | Special Drainage Project | |
| | Tessmann Road North | 160,000.00 |
| | | 160,000.00 |
| | Street Lighting | |
| | Unallocated | - |
| | Dalkeith St | 10,000.00 |
| | | 10,000.00 |
| | Pavement Rehabilitation | |
| | Kumbia Brooklands | 1,000,000.00 |
| | | 1,000,000.00 |
| | | 1,782,000.00 |
| Regional Footpaths/Bikeways | | - |
| TIDS WORKS | | |
| TIDS - General | Ellesmere Road - Pave & Seal | - |
| | 261/LGSO/2 Radunz Road (Ch 0.00 - 1.20) | 271,000.00 |
| | 261/LGSO/1 TH Burns & Covertly (Ch 0.00-2.50) (Glencoe) | 270,000.00 |
| | TIDS Grants | - |
| | | 541,000.00 |
| SafeST Projects | SB Christian College | - |
| | 261/LGSH/001 Kumbia State School - Ped Xing | 25,000.00 |
| | 261/LGSI/003 Winderera State School - Setdown | 45,000.00 |
| | 261/LGSI/004 Tanduringie State School - Setdown | 100,000.00 |
| | SafeST Grants | - |
| | | 170,000.00 |

4/07/2012
11:10 AM

**South Burnett Regional Council
Capital Works Program - 2012/2013**

| Program/ Activity | Job Description | Original Budget |
|--------------------------|---|-------------------------|
| RRG Projects | Hivesville Road ???? Appin St West Bypass - Bitumen shoulders (261/LGSA/6) | 117,500.00 50,000.00 |
| | Crownthorpe Rd 4.49-6.10 (261/LGSR/11) | 20,000.00 |
| | Kumbia Brooklands Road 0.00-2.90km (261/LGSR/9) | 220,000.00 |
| | Manumbar Rd - 15.18-16.35 (261/LGSR/12) | 330,000.00 |
| | Manumbar Rd - 25.40-26.77 (261/LGSA/008) | 150,000.00 |
| | Peterson Drive - I/S Improve (Kroy/Cooyar) (261/LGSA/004) | 250,000.00 |
| | Blackbutt Crows Nest Road 0.80-3.20 (261/LGSR/15) | 18,000.00 |
| | Gayndah Hivesville Road 68.30-68.33km (261/LGSR/13) | 50,000.00 |
| | Memerambi Barkers Creek 12.65-14.40 (261/LGSR/002) | 292,000.00 |
| | Nanango Brooklands - 8.48-10.88 (261/LGSR/004) | 386,000.00 |
| | Petersen Drive - Royles Rd I'section | 25,000.00 |
| | RRG Grants | |
| | | 1,908,500.00 |
| Total TIDS WORKS | | 2,619,500.00 |
| Roads to Recovery | | |
| | Crumpton Drive | 300,000.00 |
| | Hivesville Rd (Balance Funds RRG Project 25-2760) | 37,500.00 |
| | Kearneys Road | 300,000.00 |
| | Malar Road | 200,000.00 |
| | Nanango Brooklands (Balance Funds RRG Project 50-4750) | 221,116.00 |
| | Petersen Drive (Balance Funds RRG Project 50-4920) | 25,000.00 |
| | TH Burns Road | 150,000.00 |
| | Transmitter Road | 100,000.00 |
| | | 1,333,616.00 |
| Reseals | | |
| | Unallocated Budget | 2,100,000.00 |
| | Glendon St Asphalt Overlay | |
| | Blackburns Road | |
| | Retschlag Street | |
| | Sommerville Street | |
| | Crumpton Drive | |
| | Grant Road | |
| | Hilary Road | |
| | Lorna Court | |
| | Gayndah Hivesville Road | |
| | Hines Road | |
| | Wondai Office Carpark | |
| | Deakin Crescent | |
| | | 2,100,000.00 |
| Black Spot Works | | |
| Old Rail Funded Projects | | |
| | Thompson Street Bridge | 320,000.00 |
| | Crownthorpe/Kapernick Bridge (261/LGSR/0009) | 375,000.00 |
| | Bunya Hwy River Rd - Showgrounds Widening | 80,000.00 |
| | D'Aguilar Hwy/Petersen Dr Intersection | 300,000.00 |
| | Old Rail Funded Grants | |
| | | 1,075,000.00 |
| Total Roads | | 10,100,116.00 |
| Drainage | | |
| Total Drainage | | |
| TOTAL OPERATIONS | | 10,100,116.00 |

4/07/2012
11:10 AM

South Burnett Regional Council
Capital Works Program - 2012/2013

| Program/ Activity | Job Description | Original Budget |
|---|--|----------------------|
| DESIGN | | |
| Design Services & Infrastructure Planning | | |
| Survey & Design | Survey & Design to be Allocated (Budget Only) | 260,000.00 |
| Total Administration | | 260,000.00 |
| | | |
| Soil Laboratory | | |
| Soil Lab | Soil Lab Capital Equipment | 10,000.00 |
| Total Soil Laboratory | | 10,000.00 |
| TOTAL DESIGN | | 270,000.00 |
| TOTAL INFRASTRUCTURE | | 10,370,116.00 |
| WATER SERVICES | | |
| GENERAL OPERATIONS | | |
| General Operations | SBRC Design & Drafting | 50,000.00 |
| | Telemetry Upgrades | 30,000.00 |
| | | 80,000.00 |
| TOTAL GENERAL OPERATIONS | | 80,000.00 |
| | | |
| BLACKBUTT WATER | | |
| Water WIP | Mains Unallocated Budget | 101,504.00 |
| | PLC HMI Upgrade | 7,500.00 |
| | Clear Water Reservoir Sensors | 5,000.00 |
| | Electrical Upgrade Pump Station | 15,000.00 |
| | Online Water Quality | 10,000.00 |
| TOTAL BLACKBUTT WATER | | 139,004.00 |
| | | |
| KINGAROY WATER | | |
| | Mains - Unallocated Budget | 650,000.00 |
| | Arthur St Main Replacement | - |
| | Knight St (Walter Rd to Kingaroy) | 25,000.00 |
| | Rising Main Upgrade | 75,000.00 |
| | Gladys Street (Kingaroy to Baron) | - |
| | Prince St (Walter Rd to Thelma) | - |
| | Tuite St (Haly to Ivy) | - |
| | Replace Rising Main - Stuart River-WTP | 2,300,000.00 |
| | DAF Plant & Inlet Structure | 1,200,000.00 |
| | Power & Treatment Plant Upgrade | 150,000.00 |
| | Replace Valves & Pipework | 200,000.00 |
| | WTP - Bulk ACH Transporter | 10,000.00 |
| | WTP - Electrical & Telemetry Upgrades | 500,000.00 |
| | Replace Drive-in Reservoir | 20,000.00 |
| | New Shed - Construction Materials | 300,000.00 |
| | | 5,430,000.00 |
| TOTAL KINGAROY WATER | | 5,430,000.00 |
| | | |
| KUMBIA WATER | | |
| Water WIP | Mains - Unallocated Budget | - |
| | Demolish Old Reservoir | 15,000.00 |
| TOTAL KUMBIA WATER | | 15,000.00 |
| | | |
| MURGON WATER | | |
| Water WIP | Mains - Unallocated Budget | 143,861.00 |
| | Soda Ash Loading Hopper | 30,000.00 |
| | Clarifier Maintenance | 10,000.00 |
| | Upgrade Dosing Facilities - PAC & KMnO4 & Monitoring | 40,000.00 |
| | Controls & Telemetry Upgrade | 25,000.00 |
| | Actuator Replacement | 12,000.00 |
| | Backwash Tank | 10,000.00 |
| | Hospital Tower Upgrade | 150,000.00 |
| | Intake Upgrade & Land Acquisition | 55,000.00 |
| TOTAL MURGON WATER | | 475,861.00 |

4/07/2012
11:10 AM

South Burnett Regional Council
Capital Works Program - 2012/2013

| Program/ Activity | Job Description | Original Budget |
|-----------------------------------|---|---------------------|
| NANANGO WATER | | |
| Water WIP | Mains - Unallocated Budget | 319,775.00 |
| | Elk Street (Henry to Fitzroy) | |
| | WTP Upgrade (inc liquid chlorine) | 50,000.00 |
| | Online Monitoring | 12,000.00 |
| | Pump Stns - Unallocated Budget | - |
| | Upgrade Bore Pumps | 10,000.00 |
| TOTAL NANANGO WATER | | 391,775.00 |
| PROSTON WATER | | |
| Water WIP | WTP - Electrical Upgrade | 20,000.00 |
| | Telemetry & Electrical | 16,500.00 |
| TOTAL PROSTON WATER | | 36,500.00 |
| PROSTON RURAL WATER | | |
| Water WIP | Mains - Unallocated Budget | 140,000.00 |
| TOTAL PROSTON RURAL WATER | | 140,000.00 |
| WONDAI WATER | | |
| Water WIP | Mains - Unallocated Budget | 241,377.00 |
| | Bramston St (McCord to Cadel) | |
| | Edwards St (Hodge to Scott) | |
| | WTP - Unallocated Budget | - |
| | WTP Upgrades (inc primary clarifier) | 50,000.00 |
| | WTP - Resurface DAF Tank | 12,000.00 |
| | Pump Stns - Unallocated Budget | - |
| | Reservoir - Unallocated Budget | - |
| | Other - Unallocated Budget | - |
| | Online Monitoring | 10,000.00 |
| | Rechlorination - Unallocated Budget | - |
| WONDAI WATER | | 313,377.00 |
| WOOROLIN WATER | | |
| TOTAL WOOROLIN WATER | | - |
| TOTAL WATER SERVICES | | 7,021,517.00 |
| WASTEWATER SERVICES | | |
| GENERAL OPERATIONS | | |
| General Operations | SBRC Design & Drafting | 50,000.00 |
| | Telemetry Upgrades | 30,000.00 |
| TOTAL GENERAL OPERATIONS | | 80,000.00 |
| BLACKBUTT WASTEWATER | | |
| Wastewater WIP | Mains - Unallocated Budget | 50,000.00 |
| | WWTP - Sludge Dewatering Screen & Press | 112,500.00 |
| TOTAL BLACKBUTT WASTEWATER | | 162,500.00 |
| KINGAROY WASTEWATER | | |
| Wastewater WIP | Mains - Unallocated Budget | 185,000.00 |
| | River Road Trunk Main Replacement | 500,000.00 |
| | WWTP - Unallocated Budget | 1,000,000.00 |
| | Tender & Design Prep | 100,000.00 |
| | Pump Stns - Unallocated Budget | 25,000.00 |
| KINGAROY WASTEWATER | | 1,810,000.00 |

**South Burnett Regional Council
Capital Works Program - 2012/2013**

| Program/ Activity | Job Description | Original Budget |
|----------------------------------|---|----------------------|
| MURGON WASTEWATER | | |
| Wastewater WIP | Mains - Unallocated Budget | 250,000.00 |
| | Manholes - Unallocated Budget | 25,000.00 |
| | Sludge Handling & Dewatering | 42,500.00 |
| | Wash System Clarifier | 6,000.00 |
| | Perkins Street Upgrade | 70,000.00 |
| | Shed for Construction Materials | 75,000.00 |
| | Treatment Building Refurbish | 25,000.00 |
| TOTAL MURGON WASTEWATER | | 493,500.00 |
| NANANGO WASTEWATER | | |
| Wastewater WIP | Mains - Unallocated Budget | 200,000.00 |
| | Sludge Handling & Dewatering | 77,500.00 |
| | Pump Stations - Unallocated Budget | 75,000.00 |
| | Upgrades for Septic & Oily Water | 15,000.00 |
| TOTAL NANANGO WASTEWATER | | 367,500.00 |
| PROSTON CED | | |
| TOTAL PROSTON CED | | - |
| WONDAI WASTEWATER | | |
| Wastewater WIP | Mains - Unallocated Budget | 425,000.00 |
| | Treatment & Sludge Drying Beds | 35,000.00 |
| | Sludge Handling Upgrade | 42,500.00 |
| | Rotating Intake Screen | 75,000.00 |
| | Recirc Pump, Sand Filter and Lift Pump refurb | 11,000.00 |
| | Pump Stations - Unallocated Budget | - |
| | Other - Unallocated Budget | - |
| TOTAL WONDAI WASTEWATER | | 588,500.00 |
| TOTAL WASTEWATER SERVICES | | 3,502,000.00 |
| TOTAL WORKS IN PROGRESS | | 28,173,833.00 |
| NDRRA PROJECTS | | |
| PARKS PROJECTS | | |
| | NDRRA Grant (Other) | |
| Kingaroy | Memorial Park - Foot Bridge, etc | 34,500.00 |
| | Booie Nature Reserve - Repair Fence | 1,500.00 |
| | Kingaroy Landfill - Internal Road | 8,000.00 |
| Murgon | BP Dam - Replace BBQ's | 15,000.00 |

4/07/2012
11:10 AM

South Burnett Regional Council
Capital Works Program - 2012/2013

| Program/ Activity | Job Description | Original Budget |
|-----------------------------|--|----------------------|
| Nanango | Cycle Way - Repair Asphalt | 1,281,500.00 |
| | Butter Factory Park - Landscaping etc. | 109,396.00 |
| | Pioneer Park - Repair Bridge | 15,600.00 |
| | Mt Stanley Park - Repair Fence | 1,540.00 |
| | Old Railway Bridge - Security Fence | 2,310.00 |
| | Aquatic Centre - Repair Fence | 2,188.00 |
| | Off Leash Dog Area - Repair Fence | 10,608.00 |
| | Soccer Fields - Repair Fence | 24,870.00 |
| | Rugby League Fields - Repair Fence | 20,986.00 |
| | Rail Trail - Repair Crossings etc | 100,000.00 |
| | Nanango Nature Reserve - Repair Fence | 1,500.00 |
| | Nanango Cemetery - Internal Road | 10,000.00 |
| Wondai | Ficks Crossing | 358,960.00 |
| | Wondai Landfill - Internal Road | 1,500.00 |
| TOTAL PARKS PROJECTS | | 1,999,958.00 |
| ROADS PROJECTS | | |
| NDRRA Projects | NDRRA Restoration Works | 45,000,000.00 |
| | NDRRA Flood Damage Projects | |
| | NDRRA Grants | |
| TOTAL PARKS PROJECTS | | 45,000,000.00 |
| WATER PROJECTS | | |
| NDRRA Projects | Gordonbrook WTP - Destratifiers | 20,000.00 |
| | Murgon WTP - Raw Water Intake | 130,000.00 |
| | Wondai Raw Water Intake | 75,000.00 |
| | Gordonbrook WTP - Internal Road | 10,000.00 |
| | Gordonbrook WTP - Misc Equipment | 10,000.00 |
| | NDRRA Grant | |
| TOTAL PARKS PROJECTS | | 245,000.00 |
| WASTEWATER PROJECTS | | |
| NDRRA Projects | Blackbutt - Sewer Collapse Replacement | 15,000.00 |
| | Kingaroy - River Road East Sewer Upgrade | 500,000.00 |
| | Kingaroy - River Road West Sewer Upgrade | 523,000.00 |
| | Nanango - George St Sewer Upgrade | 175,000.00 |
| | Wondai - Haly to McKenzie Sts Mains | 350,000.00 |
| | Nanango WWTP - Aerators & Cabling | 60,000.00 |
| | Nanango - Railway Lane - Replace Sewer | 158,000.00 |
| | NDRRA Grant | |
| TOTAL PARKS PROJECTS | | 1,781,000.00 |
| TOTAL NDRRA PROJECT | | 49,025,958.00 |

Statement of Revenue & Expenditure (Ex Capital Works) 2012/2013
General Operations

| | | REVENUE 2012/2013 Budget | EXPENDITURE 2012/2013 Budget |
|------------------|---|---------------------------------------|---|
| 0100-0001 | EXECUTIVE SERVICES | | |
| 0105-0002 | ELECTED MEMBERS | 0 | 640,300.00 |
| 0110-0002 | OFFICE OF THE CEO | 0 | 459,978.00 |
| 0115-0002 | CIVIC RECEPTIONS | 0 | 31,700.00 |
| 0120-0002 | STRATEGIC PROJECTS | 50,000.00 | 197,040.00 |
| 0100-0001 | EXECUTIVE SERVICES TOTAL | 50,000.00 | 1,329,018.00 |
| 0200-0001 | COMMUNITY & CORPORATE GOVERNANCE | | |
| 0205-0002 | C&CG-CORPORATE GOVERNANCE | | |
| 0205-0003 | GOVERNANCE | 0 | 768,635.00 |
| 0207-0003 | CUSTOMER CONTACT ADMINISTRATION | 250 | 774,945.00 |
| 0208-0003 | BLACKBUTT ADMINISTRATION | 40,405.00 | 21,236.00 |
| 0209-0003 | KINGAROY ADMINISTRATION | 0 | 487,340.00 |
| 0210-0003 | MURGON ADMINISTRATION | 0 | 72,133.00 |
| 0211-0003 | NANANGO ADMINISTRATION | 0 | 132,952.00 |
| 0212-0003 | WONDAI ADMINISTRATION | 0 | 53,837.00 |
| 0213-0003 | HR/FINANCE ADMIN OFFICE | 0 | 17,862.00 |
| 0205-0002 | C&CG-CORPORATE GOVERNANCE TOTAL | 40,655.00 | 2,328,940.00 |
| 0214-0002 | INFORMATION SERVICES | | |
| 0214-0003 | INFORMATION & COMMUNICATION TECHNOLO | 0 | 1,025,678.00 |
| 0216-0003 | C&CG-IF-EDRMS/GIS | 0 | 644,628.00 |
| 0214-0002 | INFORMATION SERVICES TOTAL | 0 | 1,670,306.00 |
| 0200-0001 | COMMUNITY & CORPORATE GOVERNANCE TOTAL | 40,655.00 | 3,999,246.00 |
| 0236-0003 | EXEC SERVICES-HRM-TRAINING | 0 | -113,500.00 |
| 0237-0003 | CONFERENCES | 0 | 30,000.00 |
| 0238-0003 | RECRUITMENT, SELECTION & RETENTION | 0 | 140,000.00 |
| 0239-0003 | GOVERNANCE-TRAINEES AND APPRENTICES | 15,000.00 | 200,000.00 |
| 0240-0003 | HR - CONTRACT ENTITLEMENTS | 0 | 54,000.00 |
| 0230-0002 | HUMAN RESOURCE MANAGEMENT TOTAL | 16,000.00 | -328,804.00 |
| 0219-0001 | HUMAN RESOURCES TOTAL | 66,000.00 | -140,976.00 |

Statement of Revenue & Expenditure (Ex Capital Works) 2012/2013
General Operations

| | | REVENUE 2012/2013 Budget | EXPENDITURE 2012/2013 Budget |
|------------------|---|---------------------------------------|---|
| 0300-0001 | FINANCE & BUSINESS | | |
| 0300-0002 | FINANCE & BUSINESS - ADMINISTRATION | 0 | -979,812.00 |
| 0310-0002 | FIN&INFO SVCS - INFORMATION SERVICES | 0 | 0 |
| 0320-0002 | FIN&INFO SVCS - FINANCIAL OPERATIONS | | |
| 0331-0003 | INSURANCE | 1,000.00 | 715,271.00 |
| 0332-0003 | FINANCE | 7,830,014.00 | 1,665,077.00 |
| 0333-0003 | PROPERTY AND RATING | 19,657,549.00 | 409,000.00 |
| 0334-0003 | PROCUREMENT AND STORES | 0 | 460,331.00 |
| 0320-0002 | FIN&INFO SVCS - FINANCIAL OPERATIONS TOTAL | 27,488,563.00 | 3,249,679.00 |
| 0335-0002 | BUSINESS & ECONOMIC DEVELOPMENT | | |
| 0335-0003 | B&EC DEV. ADMINISTRATION | 0 | 713,356.00 |
| 0340-0003 | B & EC DEV. - ENTERPRISE ACTIVITIES | | |
| 0341-0004 | LAND DEVELOPMENT | 45,000.00 | 15,000.00 |
| 0342-0004 | ENTERPRISE ACT. - MURGON SHOPS | 50,700.00 | 19,600.00 |
| 0343-0004 | ENTERPRISE ACT. - HOUSES | 337,500.00 | 146,200.00 |
| 0344-0004 | ENTREPRISE ACT. - WONDAI SHOPS | 0 | 1,500.00 |
| 0340-0003 | B & EC DEV. - ENTERPRISE ACTIVITIES TOTAL | 433,200.00 | 182,300.00 |
| 0350-0003 | B&EC DEV - BUSINESS UNITS | | |
| 0351-0004 | BUS. UNITS - PLANT | 107,000.00 | -2,110,484.00 |
| 0352-0004 | BUS UNITS - SOIL LAB | 140,000.00 | 137,100.00 |
| 0353-0004 | BUS UNITS - AIRPORT | 185,000.00 | 316,355.00 |
| 0354-0004 | BUS UNITS - DIPS | 74,500.00 | 21,200.00 |
| 0355-0004 | BUS UNITS - SALEYARDS | 123,800.00 | 124,210.00 |
| 0363-0004 | KINGAROY POOL | 85,000.00 | 223,000.00 |
| 0364-0004 | NANANGO POOL | 75,000.00 | 248,800.00 |
| 0365-0004 | BLACKBUTT POOL | 5,000.00 | 34,000.00 |
| 0366-0004 | PROSTON POOL | 5,000.00 | 51,300.00 |
| 0360-0003 | B&EC DEV - POOLS TOTAL | 210,000.00 | 779,300.00 |

Statement of Revenue & Expenditure (Ex Capital Works) 2012/2013
General Operations

| | | REVENUE 2012/2013 Budget | EXPENDITURE 2012/2013 Budget |
|------------------|--|---------------------------------------|---|
| 0370-0003 | B&EC DEV - TOURIST FACILITIES | | |
| 0371-0004 | FICKS CROSSING | 0 | 13,800.00 |
| 0372-0004 | YALLAKOOL PARK ON BP DAM | 520,000.00 | 341,465.00 |
| 0373-0004 | TOURIST FACILITIES - LAKE BOONDOOMA | 765,000.00 | 429,800.00 |
| 0374-0004 | CARAVAN PARKS | 66,569.00 | 58,600.00 |
| 0370-0003 | B&EC DEV - TOURIST FACILITIES TOTAL | 1,351,569.00 | 843,665.00 |
| 0375-0003 | CONTROLLED ENTITIES | 58,000.00 | 101,200.00 |
| 0376-0003 | COMMUNITY DEVELOPMENT | 21,600.00 | 0 |
| 0377-0003 | SKILLS DEVELOPMENT | 35,000.00 | 35,000.00 |
| 0335-0002 | BUSINESS & ECONOMIC DEVELOPMENT TOTAL | 2,739,669.00 | 1,143,202.00 |

Statement of Revenue & Expenditure (Ex Capital Works) 2012/2013
General Operations

| | | REVENUE 2012/2013 Budget | EXPENDITURE 2012/2013 Budget |
|------------------|---|---------------------------------------|---|
| 0395-0002 | FINANCIAL PLANNING | | |
| 0396-0003 | FINANCIAL PLANING ADMINISTRATION | 0 | 489,725.00 |
| 0397-0003 | ASSET MANAGEMENT | 0 | 140,000.00 |
| 0398-0003 | APPROPRIATION ACCOUNTS | 0 | 0 |
| 0399-0003 | FINANCIAL MANAGEMENT | 20,200.00 | 4,000,000.00 |
| 0395-0002 | FINANCIAL PLANNING TOTAL | 20,200.00 | 4,629,725.00 |
| 0300-0001 | FINANCE & BUSINESS TOTAL | 30,248,432.00 | 8,042,794.00 |
| 0400-0001 | INFRASTRUCTURE | | |
| 0400-0002 | INFRASTRUCTURE OPERATIONS | | |
| 0401-0003 | INFRASTRUCTURE - ADMINISTRATION | 32,100.00 | 1,747,723.00 |
| 0403-0003 | INFRASTRUCTURE-2011 IPWEA CONFERENCE | 0 | 0 |
| 0405-0003 | ROADS INFRASTRUCTURE MAINTENANCE | 4,630,582.00 | 9,058,600.00 |
| 0406-0003 | INFRA OPS - CONTRACT WORKS | | |
| 0407-0004 | CONTRACTS - MAIN ROADS | 2,645,000.00 | 2,410,000.00 |
| 0408-0004 | CONTRACTS-REGIONAL ROADS GROUP | 0 | 10,000.00 |
| 0406-0003 | INFRA OPS - CONTRACT WORKS TOTAL | 2,645,000.00 | 2,420,000.00 |
| 0409-0003 | INFRA OPS-STREET LIGHTING&COMM SAFET | | |
| 0409-0004 | CS-STREET LIGHTING | 70,000.00 | 500,000.00 |
| 0410-0004 | CS-COMMUNITY SAFETY | 0 | 0 |
| 0409-0003 | INFRA OPS-STREET LIGHTING&COMM SAFET TOTAL | 70,000.00 | 500,000.00 |
| 0411-0003 | INFRA OPS-QRAIL (MRD) PROJECTS | 2,090,000.00 | 1,490,000.00 |
| 0412-0003 | INFRA-FLOOD DAMAGE WORKS | 0 | 0 |
| 0415-0003 | INFRA OPS- TRANSPORT FACILITIES | 0 | 0 |
| 0430-0003 | INFRA OPS-STORM WATER DRAINAGE | 0 | 20,000.00 |
| 0400-0002 | INFRASTRUCTURE OPERATIONS TOTAL | 9,467,682.00 | 15,236,323.00 |
| 0450-0002 | INFRASTRUCTURE DESIGN SERVICES | 0 | 0 |
| 0400-0001 | INFRASTRUCTURE TOTAL | 9,467,682.00 | 15,236,323.00 |

Statement of Revenue & Expenditure (Ex Capital Works) 2012/2013
General Operations

| | | REVENUE 2012/2013 Budget | EXPENDITURE 2012/2013 Budget |
|------------------|--|---------------------------------------|---|
| 0500-0001 | BUILT & NATURAL ENVIRONMENT | | |
| 0500-0002 | B&NE - GENERAL ADMINISTRATION | 0 | 288,595.00 |
| 0501-0002 | B&NE-PLANNING & LAND MANAGEMENT | | |
| 0501-0003 | B&NE-P&LM-COMPLIANCE SERVICES | | |
| 0501-0004 | BUILDING ASSESSMENT & INSPECTION | 224,919.00 | 406,658.00 |
| 0502-0004 | PLUMBING ASSESSMENT & INSPECTION | 258,000.00 | 297,488.00 |
| 0501-0003 | B&NE-P&LM-COMPLIANCE SERVICES TOTAL | 482,919.00 | 704,146.00 |
| 0503-0003 | B&NE-STATUTORY PLANNING | | |
| 0503-0004 | DEVELOPMENT ASSESSMENT & COMPLIANCE | 210,893.00 | 427,225.00 |
| 0503-0003 | B&NE-STATUTORY PLANNING TOTAL | 210,893.00 | 427,225.00 |
| 0504-0003 | STRATEGIC LAND USE PLANNING | 0 | 140,000.00 |
| 0505-0003 | INFRASTRUCTURE CHARGES | 0 | 0 |
| 0501-0002 | B&NE-PLANNING & LAND MANAGEMENT TOTAL | 693,812.00 | 1,271,371.00 |
| 0510-0002 | B&NE-ENVIRONMENTAL SERVICES | | |
| 0511-0003 | B&NE-ES-OTHER HEALTH SERVICES | 29,250.00 | 659,709.00 |
| 0512-0003 | B&NE-ENVIRONMENTAL PROTECTION ACT | 25,000.00 | 33,000.00 |
| 0513-0003 | B&NE-ES-NUISANCE&ANIMAL CONTROL | 233,043.00 | 318,314.00 |
| 0515-0003 | B&NE-ES-LOCAL LAWS | 17,000.00 | 14,850.00 |
| 0516-0003 | B&NE-ES-FOOD ACT | 76,847.00 | 0 |
| 0517-0003 | B&NE-ES-RECYCLING&DRUMMUSTER | 0 | 12,000.00 |
| 0518-0003 | B&NE-ES-IMMUNISATIONS | 35,000.00 | 0 |
| 0510-0002 | B&NE-ENVIRONMENTAL SERVICES TOTAL | 416,140.00 | 1,037,873.00 |
| 0530-0002 | B&NE-RURAL SERVICES & PARKS | | |
| 0530-0003 | RURAL SERVICES - ADMINISTRATION | 0 | 200,543.00 |
| 0531-0003 | RURAL SERVICES-STOCK ROUTE MANAGEMEN | 2,000.00 | 17,950.00 |
| 0532-0003 | RURAL SERVICES-PEST MANAGEMENT | 5,029.00 | 528,043.00 |
| 0534-0003 | Pest Management - DMR | 51,127.00 | 0 |
| 0545-0003 | RURAL SERVICES-ENVIRONMENTAL GRANTS | 0 | 0 |

Statement of Revenue & Expenditure (Ex Capital Works) 2012/2013
General Operations

| | | REVENUE | EXPENDITURE |
|------------------|---|---------------------|---------------------|
| | | 2012/2013 | 2012/2013 |
| | | Budget | Budget |
| 0551-0003 | RURAL SERVICES-ENVIRONMENTAL LEVY | | |
| 0551-0004 | RS-Environment Levy Income | 440,700.00 | 179,749.00 |
| 0552-0004 | BIODIVERSITY PROGRAM | 65,000.00 | 543,060.00 |
| 0553-0004 | FIRE MANAGEMENT PROGRAM | 0 | 16,780.00 |
| 0554-0004 | FAUNA MANAGEMENT PROGRAM | 0 | 0 |
| 0555-0004 | SALINITY AND WATER QUALITY | 0 | 0 |
| 0556-0004 | EROSION CONTROL | 0 | 70,000.00 |
| 0557-0004 | SIGNIFICANT ENVIRONMENTAL AREAS | 0 | 11,300.00 |
| 0558-0004 | CLIMATE CHANGE | 0 | 0 |
| 0551-0003 | RURAL SERVICES-ENVIRONMENTAL LEVY TOTAL | 505,700.00 | 820,889.00 |
| 0530-0002 | B&NE-RURAL SERVICES & PARKS TOTAL | 563,856.00 | 1,567,425.00 |
| 0560-0002 | DISASTER MANAGEMENT | | |
| 0560-0003 | DISASTER MANAGEMENT - GENERAL | 14,500.00 | 22,500.00 |
| 0561-0003 | BLACKBUTT SES | 0 | 9,000.00 |
| 0562-0003 | KINGAROY SES | 0 | 16,500.00 |
| 0563-0003 | MURGON SES | 0 | 21,000.00 |
| 0564-0003 | NANANGO SES | 0 | 17,000.00 |
| 0565-0003 | WONDAI SES | 0 | 14,500.00 |
| 0566-0003 | PROSTON SES | 0 | 5,000.00 |
| 0560-0002 | DISASTER MANAGEMENT TOTAL | 14,500.00 | 105,500.00 |
| 0570-0002 | ROAD SERVICES | 0 | 0 |
| 0500-0001 | BUILT & NATURAL ENVIRONMENT TOTAL | 1,688,308.00 | 4,270,764.00 |
| 0600-0001 | COMMUNITY & CULTURAL SERVICES(2) | | |
| 0600-0002 | L&C - GENERAL ADMINISTRATION | 250,000.00 | 570,451.00 |
| 0601-0002 | C&CG-C&CS-COMMUNITY ASSISTANCE | 35,000.00 | 106,000.00 |
| 0602-0002 | C&CG-C&CS-REGIONAL LIBRARIES | | |
| 0602-0003 | C&CS-KINGROY LIBRARY | 0 | 380,989.00 |
| 0603-0003 | L&C - MURGON LIBRARY | 0 | 52,293.00 |
| 0604-0003 | L&C - NANANGO LIBRARY | 0 | 288,388.00 |
| 0605-0003 | L&C - WONDAI LIBRARY | 0 | 101,261.00 |
| 0606-0003 | L&C - PROSTON LIBRARY | 2,500.00 | 67,752.00 |
| 0607-0003 | L&C - BLACKBUTT LIBRARY | 0 | 54,158.00 |
| 0608-0003 | L&C - MAIDENWELL LIBRARY | 0 | 3,000.00 |
| 0609-0003 | L&C - REGIONAL LIBRARIES | 156,660.00 | 281,524.00 |
| 0602-0002 | C&CG-C&CS-REGIONAL LIBRARIES TOTAL | 159,160.00 | 1,229,365.00 |

Statement of Revenue & Expenditure (Ex Capital Works) 2012/2013
General Operations

| | | REVENUE 2012/2013 Budget | EXPENDITURE 2012/2013 Budget |
|------------------|--|---------------------------------------|---|
| 0610-0002 | C&CS-COMMUNITY EVENT MANAGEMENT | 0 | 12,500.00 |
| 0611-0002 | L&C - REGIONAL TOURISM | 3,000.00 | 131,000.00 |
| 0615-0002 | COMMUNITY & CULTURAL SERVICES ADMIN | | |
| 0615-0003 | COMMUNITY & CULTURAL ADMIN. | 0 | 411,214.00 |
| 0615-0002 | COMMUNITY & CULTURAL SERVICES ADMIN TOTAL | 0 | 411,214.00 |
| 0616-0002 | L&C - FACILITIES | | |
| 0616-0003 | C&CS-VISITOR INFORMATION CENTRES | | |
| 0616-0004 | L&C-VIC-KINGAROY VISITOR INFORMATION | 64,500.00 | 303,442.00 |
| 0617-0004 | L&C-VIC-MURGON VISITOR INFORMATION | 11,800.00 | 70,866.00 |
| 0618-0004 | L&C-VIC-NANANGO VISITOR INFORMATION | 11,100.00 | 156,202.00 |
| 0619-0004 | L&C-VIC-WONDAI VISITOR INFORMATION | 37,500.00 | 137,810.00 |
| 0620-0004 | L&C-VIC-B'BUTT VISITOR INFORMATION | 1,000.00 | 13,050.00 |
| 0621-0004 | L&C-VIC-PROSTON VISITOR INFORMATION | 0 | 1,000.00 |
| 0616-0003 | C&CS-VISITOR INFORMATION CENTRES TOTAL | 125,900.00 | 682,370.00 |
| 0631-0003 | Kingaroy Museum | 2,500.00 | 74,763.00 |
| 0632-0003 | South Burnett Energy Centre | 0 | 0 |
| 0633-0003 | Ringsfield House | 0 | 11,900.00 |
| 0634-0003 | Wondai Museum | 950 | 8,400.00 |
| 0635-0003 | L&C - MUSEUMS - REGIONAL MUSEUMS | 0 | 0 |
| 0637-0003 | Kingaroy Art Gallery | 5,730.00 | 49,102.00 |
| 0638-0003 | Wondai Art Gallery | 0 | 13,100.00 |
| 0616-0002 | L&C - FACILITIES TOTAL | 135,080.00 | 839,635.00 |
| 0640-0002 | L&C - ARTS & CULTURE | | |
| 0640-0003 | ACH - Arts Culture Heritage | 4,200.00 | 49,980.00 |
| 0641-0003 | RADF | 36,000.00 | 91,000.00 |
| 0642-0003 | Tractor Tattoo | 0 | 0 |
| 0640-0002 | L&C - ARTS & CULTURE TOTAL | 40,200.00 | 140,980.00 |
| 0643-0002 | C&CS-REGIONAL TOURIST FACILITIES | | |
| 0643-0003 | B&ED-BOONDOOMA HOMESTEAD FACILITIES | 0 | 19,000.00 |
| 0644-0003 | DUMP POINTS | 0 | 0 |
| 0643-0002 | C&CS-REGIONAL TOURIST FACILITIES TOTAL | 0 | 19,000.00 |

Statement of Revenue & Expenditure (Ex Capital Works) 2012/2013
General Operations

| | | REVENUE 2012/2013 Budget | EXPENDITURE 2012/2013 Budget |
|------------------|---|---------------------------------------|---|
| 0645-0002 | C&CS-REGIONAL RAIL TRAILS | | |
| 0645-0003 | L&C - RAIL CORRIDORS | 27,079.00 | 48,079.00 |
| 0645-0002 | C&CS-REGIONAL RAIL TRAILS TOTAL | 27,079.00 | 48,079.00 |
| 0680-0002 | L&C - RECREATION AND SPORT | | |
| 0680-0003 | L&C-SPORT & REC - GENERAL | 0 | 10,000.00 |
| 0681-0003 | C&CG-HEALTHY COMMUNITIES PROJECT | 0 | 0 |
| 0685-0003 | L&C - RECREATION AND SPORT | | |
| 0685-0004 | L&C-SPORTS & REC-THE PULSE | 0 | 10,000.00 |
| 0686-0004 | L&C-SPORT&REC-KINGAROY SPORTS FAC | 0 | 500 |
| 0687-0004 | L&C-SPORT & REC-MURGON FACILITIES | 1,300.00 | 0 |
| 0688-0004 | L&C-SPORT&REC-NANANGO FACILITIES | 0 | 3,500.00 |
| 0689-0004 | L&C-SPORT&REC-WONDAI FACILITIES | 0 | 20,600.00 |
| 0690-0004 | L&C-SPORT & REC-REGIONAL SHOWGROUNDS | 0 | 49,500.00 |
| 0695-0004 | L&C-SPORTS&REC-REGIONAL TENNIS COURT | 2,000.00 | 6,000.00 |
| 0685-0003 | L&C - RECREATION AND SPORT TOTAL | 3,300.00 | 90,100.00 |
| 0680-0002 | L&C - RECREATION AND SPORT TOTAL | 3,300.00 | 100,100.00 |
| 0600-0001 | COMMUNITY & CULTURAL SERVICES(2) TOTAL | 652,819.00 | 3,608,324.00 |
| 0700-0001 | LIFESTYLE AND CULTURE | | |
| 0700-0002 | L&C - COMMUNITY SERVICES ADMIN | 0 | 0 |
| 0701-0002 | L&C - COMM/COUNCIL HOUSING-COMMUNITY | 0 | 0 |
| 0702-0002 | L&C - COMM/COUNCIL HOUSING - OTHER | 0 | 0 |
| 0703-0002 | L&C - COMMUNITY HALLS | | |
| 0703-0003 | L&C - COMMUNITY HALLS - KINGAROY | 25,000.00 | 117,925.00 |
| 0704-0003 | L&C-COMMUNITYHALLS-TOWN COMMON HALL | 12,000.00 | 37,815.00 |
| 0705-0003 | L&C-COMMUNITY HALLS-MURGON TOWN HALL | 10,000.00 | 24,500.00 |
| 0706-0003 | L&C-COMMUNITY HALLS-CLOYNA HALL | 0 | 2,000.00 |
| 0707-0003 | L&C-COMM HALLS-NANANGO CULTURAL CENT | 10,000.00 | 46,019.00 |
| 0708-0003 | L&C-COMMUNITY HALLS-BLACKBUTT HALL | 10,000.00 | 13,050.00 |
| 0709-0003 | L&C-COMMUNITYHALLS-MAIDENWELL HALL | 1,500.00 | 10,000.00 |
| 0710-0003 | L&C-COMMUNITY HALLS-WONDAI HALL | 8,000.00 | 39,250.00 |
| 0711-0003 | L&C-COMMUNITY HALLS-PROSTON HALLS | 4,000.00 | 20,000.00 |
| 0715-0003 | L&C-Other Community Halls | 300 | 17,000.00 |
| 0703-0002 | L&C - COMMUNITY HALLS TOTAL | 80,800.00 | 327,559.00 |

Statement of Revenue & Expenditure (Ex Capital Works) 2012/2013
General Operations

| | | REVENUE 2012/2013 Budget | EXPENDITURE 2012/2013 Budget |
|------------------|--|---------------------------------------|---|
| 0720-0002 | L&C-PARKS, GARDENS & RESERVES | | |
| 0720-0003 | L&C-BJELKE-PETERSEN DAM PARK AREA | 0 | 0 |
| 0720-0002 | L&C-PARKS, GARDENS & RESERVES TOTAL | 0 | 0 |
| 0721-0002 | L&C-REGIONAL PARKS & GARDENS | 2,005,458.00 | 1,618,291.00 |
| 0730-0002 | L&C - RECREATION | 0 | 15,000.00 |
| 0735-0002 | L&C - REGIONAL REST AREAS | | |
| 0735-0003 | L&C - REST AREAS - WINDERA PARK | 0 | 1,500.00 |
| 0736-0003 | L&C - REST AREAS - KAPERINICK PARK | 0 | 2,260.00 |
| 0737-0003 | L&C - REST AREAS - MOUNT WOOROOLIN | 0 | 2,000.00 |
| 0738-0003 | L&C - REST AREAS - KUMBIA | 5,000.00 | 4,859.00 |
| 0739-0003 | L&C - REST AREAS - D'AGUILAR HIGHWAY | 0 | 9,128.00 |
| 0740-0003 | L&C - REST AREAS - STUART RIVER | 0 | 1,000.00 |
| 0741-0003 | L&C-REST AREAS-WOOROOLIN VILLAGE | 1,400.00 | 0 |
| | TOTAL REVENUE AND EXPENDITURE | 69,586,980.00 | 39,029,924.00 |

Statement of Revenue & Expenditure (Ex Capital Works) 2012/2013
Water

| | | REVENUE 2012/2013 Budget | EXPENDITURE 2012/2013 Budget |
|------------------|-------------------------------------|---------------------------------------|---|
| 1000-0001 | SBRC GENERAL WATER | | |
| 1010-0002 | GENERAL OPERATIONS | 245,000.00 | 585,020.00 |
| 1050-0002 | CAPITAL WORKS | 0 | 0 |
| 1000-0001 | SBRC GENERAL WATER TOTAL | 245,000.00 | 585,020.00 |
| 1100-0001 | BLACKBUTT WATER SUPPLY | | |
| 1105-0002 | GENERAL ADMINISTRATION | 262,309.00 | 150,033.00 |
| 1110-0002 | BULK | 0 | 272,500.00 |
| 1120-0002 | RETICULATION | 42,600.00 | 53,846.00 |
| 1150-0002 | BLACKBUTT WATER CAPITAL WORKS | 0 | 0 |
| 1100-0001 | BLACKBUTT WATER SUPPLY TOTAL | 304,909.00 | 476,379.00 |
| 1200-0001 | BOONDOOMA WATER SUPPLY | | |
| 1205-0002 | GENERAL ADMINISTRATION | 0 | 0 |
| 1220-0002 | RETICULATION | 0 | 0 |
| 1200-0001 | BOONDOOMA WATER SUPPLY TOTAL | 0 | 0 |
| 1300-0001 | KINGAROY WATER SUPPLY | | |
| 1305-0002 | GENERAL ADMINISTRATION | 3,185,061.00 | 897,841.00 |
| 1310-0002 | BULK | 0 | 605,000.00 |
| 1320-0002 | RETICULATION | 75,000.00 | 892,075.00 |
| 1350-0002 | KINGAROY WATER CAPITAL WORKS | 0 | 0 |
| 1300-0001 | KINGAROY WATER SUPPLY TOTAL | 3,260,061.00 | 2,394,916.00 |
| 1400-0001 | KUMBIA WATER SUPPLY | | |
| 1405-0002 | GENERAL ADMINISTRATION | 50,622.00 | 25,620.00 |
| 1410-0002 | BULK | 0 | 9,100.00 |
| 1420-0002 | RETICULATION | 0 | 9,000.00 |
| 1450-0002 | KUMBIA WATER CAPITAL WORKS | 0 | 0 |
| 1400-0001 | KUMBIA WATER SUPPLY TOTAL | 50,622.00 | 43,720.00 |

| | | | |
|------------------|---|-------------------|-------------------|
| 1500-0001 | MURGON WATER SUPPLY | | |
| 1505-0002 | GENERAL ADMINISTRATION | 834,813.00 | 335,767.00 |
| 1510-0002 | BULK | 0 | 360,000.00 |
| 1520-0002 | RETICULATION | 12,400.00 | 130,000.00 |
| 1550-0002 | MURGON WATER CAPITAL WORKS | 0 | 0 |
| 1500-0001 | MURGON WATER SUPPLY TOTAL | 847,213.00 | 825,767.00 |
| 1600-0001 | NANANGO WATER SUPPLY | | |
| 1605-0002 | GENERAL ADMINISTRATION | 759,037.00 | 205,632.00 |
| 1610-0002 | BULK | 0 | 105,500.00 |
| 1620-0002 | RETICULATION | 24,000.00 | 206,000.00 |
| 1650-0002 | NANANGO WATER CAPITAL WORKS | 0 | 0 |
| 1600-0001 | NANANGO WATER SUPPLY TOTAL | 783,037.00 | 517,132.00 |
| 1700-0001 | PROSTON WATER SUPPLY | | |
| 1705-0002 | GENERAL ADMINISTRATION | 132,300.00 | 112,573.00 |
| 1710-0002 | BULK | 0 | 45,000.00 |
| 1720-0002 | RETICULATION | 0 | 29,500.00 |
| 1750-0002 | PROSTON WATER CAPITAL WORKS | 0 | 0 |
| 1700-0001 | PROSTON WATER SUPPLY TOTAL | 132,300.00 | 187,073.00 |
| 1800-0001 | PROSTON RURAL WATER SUPPLY | | |
| 1805-0002 | GENERAL ADMINISTRATION | 446,063.00 | 327,153.00 |
| 1810-0002 | BULK | 0 | 40,000.00 |
| 1820-0002 | RETICULATION | 0 | 184,560.00 |
| 1850-0002 | PROSTON RURAL WATER CAPITAL WORKS | 0 | 0 |
| 1800-0001 | PROSTON RURAL WATER SUPPLY TOTAL | 446,063.00 | 551,713.00 |
| 1900-0001 | TINGOORA WATER SUPPLY | | |
| 1905-0002 | GENERAL ADMINISTRATION | 0 | 0 |
| 1910-0002 | BULK | 0 | 0 |
| 1920-0002 | RETICULATION | 0 | 0 |
| 1950-0002 | CAPITAL WORKS | 0 | 0 |
| 1900-0001 | TINGOORA WATER SUPPLY TOTAL | 0 | 0 |

| | | | |
|------------------|--------------------------------------|---------------------|---------------------|
| 2000-0001 | WONDAI WATER SUPPLY | | |
| 2005-0002 | GENERAL ADMINISTRATION | 642,353.00 | 279,067.00 |
| 2010-0002 | BULK | 0 | 284,000.00 |
| 2020-0002 | RETICULATION | 10,000.00 | 181,565.00 |
| 2050-0002 | WONDAI/TINGOORA WATER CAPITAL WORKS | 0 | 0 |
| 2000-0001 | WONDAI WATER SUPPLY TOTAL | 652,353.00 | 744,632.00 |
| 2100-0001 | WOOROLIN WATER SUPPLY | | |
| 2105-0002 | GENERAL ADMINISTRATION | 31,821.00 | 16,160.00 |
| 2110-0002 | BULK | 0 | 5,500.00 |
| 2120-0002 | RETICULATION | 0 | 16,230.00 |
| 2100-0001 | WOOROLIN WATER SUPPLY TOTAL | 31,821.00 | 37,890.00 |
| | | | |
| | TOTAL REVENUE AND EXPENDITURE | 6,753,379.00 | 6,364,242.00 |

Statement of Revenue & Expenditure (Ex Capital Works) 2012/2013
Waste Water

| | REVENUE 2012/2013 Budget | EXPENDITURE 2012/2013 Budget |
|--|---------------------------------------|---|
| 3000-0001 SBRC GENERAL WASTEWATER | | |
| 3010-0002 GENERAL OPERATIONS | 1,839,200.00 | 534,020.00 |
| 3000-0001 SBRC GENERAL WASTEWATER TOTAL | 1,839,200.00 | 534,020.00 |
| 3100-0001 BLACKBUTT WASTEWATER | | |
| 3105-0002 GENERAL ADMINISTRATION | 155,858.00 | 94,118.00 |
| 3110-0002 BULK TREATMENT | 0 | 56,000.00 |
| 3120-0002 RETICULATION | 900 | 18,000.00 |
| 3150-0002 BLACKBUTT WASTEWATER CAPITAL WORKS | 0 | 0 |
| 3100-0001 BLACKBUTT WASTEWATER TOTAL | 156,758.00 | 168,118.00 |
| 3200-0001 BOONDOOMA WASTEWATER | | |
| 3205-0002 GENERAL ADMINISTRATION | 0 | 0 |
| 3220-0002 Reticulation System | 0 | 0 |
| 3200-0001 BOONDOOMA WASTEWATER TOTAL | 0 | 0 |
| 3300-0001 KINGAROY WASTEWATER | | |
| 3305-0002 GENERAL ADMINISTRATION | 1,647,767.00 | 740,803.00 |
| 3310-0002 BULK TREATMENT | 0 | 155,500.00 |
| 3320-0002 RETICULATION | 24,000.00 | 168,634.00 |
| 3350-0002 KINGAROY WASTEWATER CAPITAL WORKS | 0 | 0 |
| 3300-0001 KINGAROY WASTEWATER TOTAL | 1,671,767.00 | 1,064,937.00 |
| 3400-0001 MURGON WASTEWATER | | |
| 3405-0002 GENERAL ADMINISTRATION | 459,307.00 | 234,673.00 |
| 3410-0002 BULK TREATMENT | 0 | 81,500.00 |
| 3420-0002 RETICULATION | 0 | 115,000.00 |
| 3450-0002 MURGON WASTEWATER CAPITAL WORKS | 0 | 0 |
| 3400-0001 MURGON WASTEWATER TOTAL | 459,307.00 | 431,173.00 |

| | | | |
|------------------|--------------------------------------|---------------------|---------------------|
| 3500-0001 | NANANGO WASTEWATER | | |
| 3505-0002 | GENERAL ADMINISTRATION | 527,844.00 | 275,277.00 |
| 3510-0002 | BULK TREATMENT | 0 | 132,500.00 |
| 3520-0002 | RETICULATION | 0 | 105,000.00 |
| 3550-0002 | NANANGO WASTEWATER CAPITAL WORKS | 0 | 0 |
| 3500-0001 | NANANGO WASTEWATER TOTAL | 527,844.00 | 512,777.00 |
| 3600-0001 | PROSTON CED SERVICES | | |
| 3605-0002 | GENERAL ADMINISTRATION | 42,933.00 | 29,635.00 |
| 3610-0002 | BULK TREATMENT | 0 | 8,500.00 |
| 3620-0002 | RETICULATION | 0 | 5,000.00 |
| 3650-0002 | INFRA-W&WW-PROSTON CED CAPITAL WORKS | 0 | 0 |
| 3600-0001 | PROSTON CED SERVICES TOTAL | 42,933.00 | 43,135.00 |
| 3700-0001 | WONDAI WASTEWATER | | |
| 3705-0002 | GENERAL ADMINISTRATION | 326,802.00 | 215,627.00 |
| 3710-0002 | BULK TREATMENT | 0 | 112,500.00 |
| 3720-0002 | RETICULATION | 0 | 91,000.00 |
| 3700-0001 | WONDAI WASTEWATER TOTAL | 326,802.00 | 419,127.00 |
| | | | |
| | TOTAL REVENUE AND EXPENDITURE | 5,024,611.00 | 3,173,287.00 |

Statement of Revenue & Expenditure (Ex Capital Works) 2012/2013

Waste

| | REVENUE | EXPENDITURE |
|------------------|--|---------------------|
| | 2012/2013 | 2012/2013 |
| | Budget | Budget |
| 5000-0001 | REGIONAL WASTE MANAGEMENT | |
| 5000-0002 | REGIONAL WASTE MANAGEMENT ADMIN | 240,425.00 |
| 5100-0002 | KINGAROY WASTE MANAGEMENT | |
| 5125-0003 | KWM - ADMINISTRATION | 0 |
| 5100-0002 | KINGAROY WASTE MANAGEMENT TOTAL | 1,661,474.00 |
| 5150-0002 | RWM-RURAL TIPS & TRANSFER STATIONS | 237,500.00 |
| 5200-0002 | NANANGO WASTE MANAGEMENT | 1,044,766.00 |
| 5225-0002 | BLACKBUTT WASTE MANAGEMENT | 249,040.00 |
| 5250-0002 | BUNYA MOUNTAINS WASTE MANAGEMENT | 47,604.00 |
| 5350-0002 | MURGON WASTE MANAGEMENT | 466,682.00 |
| 5400-0002 | WONDAI WASTE MANAGEMENT | 428,250.00 |
| 5450-0002 | PROSTON WASTE MANAGEMENT | 93,893.00 |
| 5000-0001 | REGIONAL WASTE MANAGEMENT TOTAL | 4,469,634.00 |
| | | |
| | TOTAL REVENUE AND EXPENDITURE | 4,469,634.00 |

Resolution:

Moved Cr KM Campbell, seconded Cr KA Duff.

That the Officer's Recommendation be adopted

*Carried 6/0
FOR VOTE - Councillors voted unanimously
ABSENT. DID NOT VOTE - Cr DJ Palmer*

2.1.3 CG - 1289471 - Operational Plan 2012-2013

Summary

Council is required to adopt an Operational Plan each year which sets out how Council will contribute to the delivery of the Corporate Plan in the next financial year.

Officer's Recommendation

That in accordance with section 122(1) of the *Local Government (Finance, Plans and Reporting) Regulation 2010*, Council adopt the content of the annual Operational Plan for 2012/2013.

DEPARTMENT EXECUTIVE SERVICES

Mission: To provide effective advice to Council and the community and to ensure that the policy directions and operational plans are implemented.

Officer Responsible: Chief Executive Officer (CEO)
Staffing Level (FTE): 17.25 FTE

| Overall Financial Summary | Budget 2012/13 |
|---------------------------|----------------|
| Revenue | 116,000 |
| Expenses | 10,509,125 |
| Oncost Recoveries | (8,552,188) |
| Capital Projects | Nil |

| Responsibilities |
|---------------------------------------|
| Office of the Chief Executive Officer |
| Governance |
| Human Resources |
| Strategic Projects and Grants |

| Department activities and services: | | | Performance Measurement |
|-------------------------------------|--|------------------------|--|
| Title | Description | Link to Corporate Plan | Key Performance Indicator |
| Workplace Health and Safety | Maintain a safe and healthy workplace for all employees and other persons affected by Department operations | EXC3.2 | Lost Time Injury Frequency Rate: Zero (LTIFR) (with a reduction to 12 LTIFR by June 2013) Lost Days for the Year(LDFY), Zero days (with a reduction to 60 days LDFY by June 2013) |
| Financial Management | Department budget performance | EXC1.1 | Lost Time Injuries for the Year(LTIY): Zero injuries (with a reduction to 7 LTIY by June 2013) Operating activities, capital works and the provision of services within budget, variances to be justified |
| Procurement Management | Department procurement in accordance with applicable legislation, Council policies and procedures, financial delegations and budget allocations. | EXC4.1 | Compliance with Council's Procurement Policy |

| Department activities and services: | | Link to Corporate Plan | Performance Measurement |
|-------------------------------------|--|------------------------|---|
| Title | Description | | Key Performance Indicator |
| Records Management - | Comply with Council's Records Management System Policy and Procedures. | EXC2.2, EXC4.1 | Compliance with Council's Record Management System Policies and Procedures |
| Legislative Compliance | Ensure that employees and key stakeholders are aware of the legislative requirements of the activities that they undertake for the Department | EXC4.1 | Compliance with legislative requirements |
| Customer Service | Create and maintain a customer service culture within the Department that ensures the delivery of consistent and quality customer focused services whereby customers are dealt with promptly, courteously, honestly and efficiently. | SD1 | All requests and queries will receive an informative response in accordance with Council's Customer Service Charter |
| Risk Management | Identify, analyse, evaluate and document all risks relevant to Department Incorporate risk management into the operational planning process Monitor Council's risk exposure related to major projects and contracts Maintain an awareness of relevant issues and developments that may have an impact in the achievement of Council's objectives. | EXC4.2 | Treatment strategies, controls and mitigation plans implemented within required timeframes. |
| Employee Management | Confirmation of existing Human Resource Management Standards Monitor performance against HR Standards Performance Appraisal process | EXC3.4 | Meet requirements of Human Resource Management Standards 2012 |
| Efficiency and Effectiveness | Ensure efficiency and effectiveness of Department operations | EXC2 | Ongoing review of efficiency and effectiveness of operating activities, services and works programs |
| Strategic Planning and Performance | Contribute to the strategic planning and performance management of the Department | EXC4.1 | Corporate Plan includes Department directions. In relation to the individual Departments, completion of: Annual Operational Plan Operational Plan Quarterly Reviews Annual Performance Reporting |

BRANCH **GOVERNANCE**

Mission: To provide effective administrative and governance services to the organisation
Officer Responsible: Manager Governance
Staffing Level (FTE): 5 FTE (Including Manager)

| Responsibilities |
|---|
| Branch Administration |
| Mayor and Councillors |
| Strategic Planning & Performance |
| Legal Services |
| Internal Audit |
| Media, Communications, Community Engagement, Marketing, Promotions and Civic Receptions |
| Audit Committee |
| Risk Management |

| Overall Financial Summary | 12/13 Budget |
|---------------------------|--------------|
| Revenue | Nil |
| Expenses | 1,510,635 |
| Capital Projects | N/A |

| Management activities and services: | | Link to Corporate Plan | Performance Measurement |
|-------------------------------------|---|------------------------|--|
| Title | Description | | Key Performance Indicator |
| Workplace Health and Safety | Maintain a safe and healthy workplace for all employees and other persons affected by Branch operations Ensure employees participate in completing SafePlan2 Ensure that workplaces and equipment under control are safe and that lost time due to workplace injury is kept below targets. Branch budget performance | EXC3.2 | Lost Time Injury Frequency Rate: Zero (LTIFR) (with a reduction to 12 LTIFR by June 2013) Lost Days for the Year(LDFY): Zero days (with a reduction to 60 days LDFY by June 2013) Lost Time Injuries for the Year(LTIY): Zero injuries (with a reduction to 7 LTIY by June 2013) Operating activities, capital works and the provision of services within budget, variances to be justified |
| Financial Management | | EXC1.1 | |

| Management activities and services: | | | Performance Measurement |
|-------------------------------------|--|------------------------|---|
| Title | Description | Link to Corporate Plan | Key Performance Indicator |
| Procurement Management | Branch procurement in accordance with applicable legislation, Council policies and procedures, financial delegations and budget allocations. | EXC4.1 | Compliance with Council's Procurement Policy |
| Records Management - | Comply with Council's Records Management System Policy and Procedures | EXC2.2, EXC4.1 | Compliance with Council's Record Management System Policies and Procedures |
| Legislative Compliance | Ensure that employees and key stakeholders are aware of the legislative requirements of the activities that they undertake for the Branch | EXC4.1 | Compliance with legislative requirements |
| Customer Service | Create and maintain a customer service culture within the branch that ensures the delivery of consistent and quality customer focused services whereby customers are dealt with promptly, courteously, honestly and efficiently | SD1 | All requests and queries will receive an informative response in accordance with Council's Customer Service Charter |
| Risk Management | Identify, analyse, evaluate and document all risks relevant to branch. Incorporate risk management into the operational planning process. Monitor Council's risk exposure related to major projects and contracts Maintain an awareness of relevant issues and developments that may have an impact in the achievement of Council's objectives. | EXC4.2 | Treatment strategies, controls and mitigation plans implemented within required timeframes |
| Employee Management | Confirmation of existing Human Resource Management Standards Monitor performance against HR Standards Performance Appraisal process | EXC3.4 | Meet requirements of Human Resource Management Standards 2012 |
| Efficiency and Effectiveness | Ensure efficiency and effectiveness of Branch operations | EXC2 | Ongoing review of efficiency and effectiveness of operating activities, services and works programs |

| Management activities and services: | | Link to Corporate Plan | Performance Measurement |
|-------------------------------------|---|--|-------------------------|
| Title | Description | Key Performance Indicator | |
| Strategic Planning and Performance | Contribute to the strategic planning and performance management of the branch | Corporate Plan includes Branch directions In relation to the individual Branch, completion of: Annual Operational Plan Operational Plan Quarterly Reviews Annual Performance Reporting | |

ACTIVITY **BRANCH ADMINISTRATION**

Mission: To provide management and administration support to promote and support governance branch activities.

Officer Responsible: Manager Governance
Staffing level (FTE) 1.5 FTE

| Financial Summary | | Budget 2012/13 |
|-------------------|--|----------------|
| Revenue | | Nil |
| Expenses | | 614,635 |
| Capital Projects | | Nil |

| Initiatives/Special Projects | Link to Corporate Plan | Link to associated Plans and Strategies | Engagement Level | Completion Date |
|---------------------------------|------------------------|---|------------------|-----------------|
| Policy and Procedures Framework | EXC4.1 | | Internal | September 21012 |

| Operating activities and services | | | | | Performance Measurement |
|--|--|--|------------------------|------------------|---|
| Title | Description | Customer(s) | Link to Corporate Plan | Engagement Level | Key Performance Indicator |
| Production of agendas and minutes | Preparation of agendas and minutes for Council meetings and other meetings as required | Councillors, Departments and the Community | EXC4.1 | Inform | Publication of agenda and minutes within statutory timeframes |
| Council minutes and resolution notifications | Completion of minutes and issuing of notices to staff regarding resolutions requiring action | GM's, Managers and branches | EXC4.1 | Inform | Notices issued within 7days. |
| Administrative Action Complaints | Coordination of administrative action complaint processing | CEO | EXC4.1 | | Processing in accordance with legislation |

| Operating activities and services | | | | | | Performance Measurement |
|-----------------------------------|---|-----------------------------------|------------------------|------------------|---|-------------------------|
| Title | Description | Customer(s) | Link to Corporate Plan | Engagement Level | Key Performance Indicator | |
| Register of Interests | Coordinate and maintain register of interests | Councils, Senior Staff, Community | EXC4.1 | Inform | Councillor Register of Interests on website | |
| Corporate Registers | Maintenance of statutory registers. | Council, Community | EXC4.1 | Inform | Corporate registers maintained | |

ACTIVITY **MAYOR AND COUNCILLORS**

Mission: To provide resources and support to the Mayor and Councillors to enable them to fulfil their responsibilities.

Officer Responsible: Manager Governance
Staffing level (FTE) 1

| Financial Summary | | 12/13 Budget |
|-------------------|--|--------------|
| Revenue | | Nil |
| Expenses | | 640,300 |
| Capital Projects | | Nil |

| Initiatives/Special Projects | Link to Corporate Plan | Link to associated Plans and Strategies | Engagement Level | Completion Date |
|---|------------------------|---|------------------|-----------------|
| Australian Institute of Company Directors - Local Government Specific | EXC3 | | Inform | December 2013 |

| Operating activities and services | | | | | Performance Measurement |
|---|--|-----------------------|------------------------|------------------------|---|
| Title | Description | Customer(s) | Link to Corporate Plan | Engagement Level | Key Performance Indicator |
| Remuneration | Mayor and Councillors remuneration as per Remuneration Tribunal Levels | Mayor and Councillors | EXC4.1 | Inform – Annual Report | Mayor and Councillors remuneration as per Remuneration Tribunal Levels |
| Facilities and Resources | Facilities and resources provided as per policy | Mayor and Councillors | EXC4.1 | Inform – Annual Report | Mayor and Councillors satisfaction with level and quality of facilities and resources provided. |
| Mayoral Administration Support Services | Level of administrative support to Mayor | Mayor and Councillors | EXC4.1 | | Mayor's satisfaction with level / quality of support provided. |
| Training & Development | Professional development provided to Councillors to support their role | Mayor and Councillors | EXC3 | Internal | Training and development delivered in accordance with training plan. |

ACTIVITY **STRATEGIC PLANNING AND PERFORMANCE**

Mission: To assist Council in planning the future direction of the organisation and in monitoring organisational performance against plan outcomes, outputs and actions.

Officer Responsible: Manager Governance
Staffing level (FTE) 0.5 FTE

| Financial Summary | | 12/13 Budget |
|-------------------|--|--------------|
| Revenue | | Nil |
| Expenses | | Nil |
| Capital Projects | | Nil |

| Initiatives/Special Projects | Link to Corporate Plan | Link to associated Plans and Strategies | Engagement Level | Completion Date |
|------------------------------|------------------------|---|------------------|-----------------|
| Corporate Plan 2013-17 | | | | March 2012 |

| Operating activities and services | | | | | Performance Measurement |
|-----------------------------------|---|-------------------|------------------------|------------------|--|
| Title | Description | Customer(s) | Link to Corporate Plan | Engagement Level | Key Performance Indicator |
| Long Term Community Plan | Undertake annual review of the implementation of the long-term community plan | Community | EXC4.1 | | |
| Corporate Plan | To coordinate corporate plan annual progress report | External/internal | EXC4.1 | Inform | Adopted by September 2012 Compliance with legislative requirements: Local Government Act and Regulations |

| Operating activities and services | | | | | | Performance Measurement |
|-----------------------------------|--|-------------------|------------------------|------------------|--|-------------------------|
| Title | Description | Customer(s) | Link to Corporate Plan | Engagement Level | Key Performance Indicator | |
| Operational Plan | To coordinate the production of the Operational Plan every year. | External/internal | EXC4.1 | Inform | Operational Plan adopted by 1 July 2013. Compliance with legislative requirements: Local Government Act and Regulations | |
| Operational Plan | To coordinate organisational reporting on a quarterly basis. | External/internal | EXC4.1 | Inform | Operational Plan quarterly reports | |
| Annual Report | To manage organisational reporting on an annual basis. | External/internal | EXC4.1 | Inform | Annual Organisational Reporting – Annual Report adopted by 30 November 2012 | |

ACTIVITY LEGAL SERVICES

Officer Responsible:
Staffing level (FTE)

Manager Governance
0.7 FTE

| Financial Summary | | 12/13 Budget |
|-------------------|--|--------------|
| Revenue | | Nil |
| Expenses | | 150,000 |
| Capital Projects | | Nil |

| Initiatives/Special Projects | Link to Corporate Plan | Link to Associated Plans and Strategies | Engagement Level | Completion Date |
|-----------------------------------|------------------------|---|------------------|-----------------|
| Tender - Panel of Legal providers | EXC4.1 | | Inform | June 2013 |
| ID Cards issued to all volunteers | EXC4.1 | | Inform | March 2013 |

| Operating activities and services | | | | | Performance Measurement |
|---|--|-------------------|------------------------|------------------|---|
| Title | Description | Customer(s) | Link to Corporate Plan | Engagement Level | Key Performance Indicator |
| Purchase of legal services | The buying of external legal services | External/Internal | EXC4.1 | Internal | Services costs within budget |
| Responses to subpoenas, orders for non party disclosure | Provision of documents as required | External/Internal | EXC4.1 | Internal | Information compliance by required or otherwise agreed date |
| Right to Information | Processing of Right to Information applications. | External/Internal | EXC4.1 | Inform | Compliance with RTI Act Less than 5% of applications require extension of time |

| Operating activities and services | | | | | | Performance Measurement |
|-----------------------------------|---|-------------------|------------------------|------------------|---|-------------------------|
| Title | Description | Customer(s) | Link to Corporate Plan | Engagement Level | Key Performance Indicator | |
| Information Privacy | Compliance with privacy principles | External/Internal | EXC4.1 | Inform | Less than 5 privacy complaints per annum | |
| Delegations | Delegations register complete and up to date. | Internal | EXC4.1 | Internal | Timely, appropriate and up-to-date delegations register | |
| Authorised Persons Powers | Authorised persons instruments of appointments maintained | Internal | EXC4.1 | Internal | Timely and up-to-date instruments of appointments | |
| Identification Cards | ID cards issued to all staff and councillors | Internal | EXC4.1 | Internal | New and replacement ID cards prepared and issued | |

ACTIVITY INTERNAL AUDIT

Mission: To assist Council in continuous improvement by conducting internal audit engagements for significant strategic and operational risk.

Officer Responsible: Manager Governance
Staffing level (FTE) 0.7 FTE

| Financial Summary | | 12/13 Budget |
|-------------------|--|--------------|
| Revenue | | Nil |
| Expenses | | 1,000 |
| Capital Projects | | Nil |

| Operating activities and services | | | | | Performance Measurement |
|-----------------------------------|---|---|------------------------|---|--|
| Title | Description | Customer(s) | Link to Corporate Plan | Engagement Level | Key Performance Indicator |
| Audit Plan | 3 Year Audit Plan | Internal Departments, Council, Audit Committee, External Auditors | EXC4.1 | Internal Engagement – Pre-Audit Notices Issues, Discussion Paper and Exit Meeting | Audit activities completed as per the schedule. 100% complete for the financial year 2012-13 activities. |
| Review Audit Plan | Annual review to ensure Audit Plan meets organisational requirements and addressing new and emerging risks. | Internal Departments, Council, Audit Committee, External Auditors | EXC4.1 | Internal Engagement with CEO & GM's | Audit Plan meets organisational requirements Review completed by June 2013 |

ACTIVITY MEDIA, COMMUNICATIONS, COMMUNITY ENGAGEMENT, MARKETING, PROMOTIONS AND CIVIC RECEPTIONS

Mission: To deliver quality media, communication, community engagement, marketing, promotions and civic receptions, to and behalf of Council.

Officer Responsible: Manager Governance
Staffing level (FTE) 0.3 FTE

| Financial Summary | | 12/13 Budget |
|-------------------|--|--------------|
| Revenue | | Nil |
| Expenses | | 101,700 |
| Capital Projects | | Nil |

| Initiatives/Special Projects | Link to Corporate Plan | Link to Associated Plans and Strategies | Engagement Level | Completion Date |
|------------------------------|------------------------|---|------------------|-----------------|
| Communication Plan 2013/14 | EXC4.1 | | Internal | June 2013 |
| Style Manual Version 2 | EXC4.1 | | Internal | June 2013 |

| Operational activities and services | | | | | Performance Measurement |
|-------------------------------------|--|---|------------------------|------------------|--|
| Title | Description | Customer(s) | Link to Corporate Plan | Engagement Level | Key Performance Indicator |
| Media Releases | Coordination, approval and release of proactive media releases | Community, Councillors, Internal Departments, CEO | EXC5.1 | Inform | 10% increase in number of proactive media releases |

| Operational activities and services | | | | | | | Performance Measurement | |
|---------------------------------------|--|--|------------------------|------------------|--|--|-------------------------|--|
| Title | Description | Customer(s) | Link to Corporate Plan | Engagement Level | Key Performance Indicator | | | |
| Advertising | Coordination, booking and placement of classified and display advertising in print and radio | Community, Councillors, Internal Departments, CEO, Council Committees | EXC5.1 | Inform | Delivery of advertising in accordance with budget | | | |
| Community Engagement Toolkit | Resources available for internal departments | Community, Councillors, Internal Departments, CEO, Council Committees | EXC5.1 | | Effectiveness of community engagement activities | | | |
| Corporate Image | Monitor adherence to prescribed corporate style guidelines. | Internal Departments, CEO | EXC5.1 | Inform | Compliance with style guidelines and logo use. | | | |
| Corporate Publications | Coordinate design and production of corporate publications including corporate Plan, Annual Report | Community, Councillors, Internal Departments, CEO, Council Committees | EXC5.1 | Inform | Delivery of corporate publications on time and within budget | | | |
| Staff Newsletter | Staff newsletter distributed to all staff | Employees, CEO | EXC3.4 | Inform | Monthly staff newsletter distributed to all staff | | | |
| eNewsletter | eNewsletter distributed to community members on email list | Community | EXC5.1 | Inform | eNewsletter distributed to community monthly | | | |
| Australia Day Awards and celebrations | Deliver or partner in a range of events to celebrate Australia Day | Councillors, VIPs, dignitaries, invited guests, community, Council employees | EC1.1 | Engage | | | | |

| Operational activities and services | | | | | Performance Measurement |
|-------------------------------------|--|--|------------------------|------------------|---------------------------|
| Title | Description | Customer(s) | Link to Corporate Plan | Engagement Level | Key Performance Indicator |
| Anzac Day | Deliver or partner in a range of civic events including Australia Day Celebrations, Anzac Day and Citizenship Ceremonies | Councillors, VIPs, dignitaries, invited guests, community, Council employees | EC1.1 | Engage | |
| Citizenship Ceremonies | Deliver Citizenship Ceremonies | Councillors, VIPs, dignitaries, invited guests, community, | | Engage | |
| Christmas Light Competition | Annual Christmas Light Competition | Community, Councillors | | Engage | |

ACTIVITY **AUDIT COMMITTEE**

Mission: To assist Council in obtaining assurance that internal control and risk management functions are operating effectively by reviewing the integrity of financial documents, monitoring internal audit and risk management functions and overseeing the effectiveness and objectivity of internal audit and risk management.

Officer Responsible: Risk & Internal Audit Coordinator
Staffing level (FTE) 0.1 FTE plus (Audit Committee)

| Financial Summary | | 12/13 Budget |
|-------------------|--|--------------|
| Revenue | | Nil |
| Expenses | | 1,500 |
| Capital Projects | | N/A |

| Operating activities and services | | | | | Performance Measurement |
|-----------------------------------|--|-----------------------------------|------------------------|--|--|
| Title | Description | Customer(s) | Link to Corporate Plan | Engagement Level | Key Performance Indicator |
| Audit Committee | Oversight function over internal audit and risk management. At least four meetings per year. | CEO, Councillors, Audit Committee | EXC4.1 | Internal Engagement with Audit Committee | Self evaluation of Audit Committee Performance - Completion of appraisal/survey of committee members of satisfaction with meeting conduct and content. Target: 75% satisfaction |
| Internal Audit Plan Review | Review the internal audit for the current financial year. | CEO, Councillors, Audit Committee | EXC4.1 | Internal Engagement with Audit Committee | Audit Plan reviewed and approved by Audit Committee. Completed by June 2013 |
| Internal Audit Progress Review | Review the internal audit progress report for the internal audit for the preceding financial year, including the recommendations in the report and the actions to which the recommendations relate | CEO, Councillors, Audit Committee | EXC4.1 | Internal Engagement with Audit Committee | Quarterly progress reports reviewed by Audit Committee |

| Operating activities and services | | | | | | Performance Measurement |
|--|--|---|------------------------|--|--|-------------------------|
| Title | Description | Customer(s) | Link to Corporate Plan | Engagement Level | Key Performance Indicator | |
| Draft Financial Statements reviewed by Audit Committee | Review draft Financial Statements prior to certification by Mayor and CEO under section 161(2) and given to the auditor-general for auditing. | Finance & Information Services Department, External Auditors (QAO), CEO, Council, Audit Committee | EXC4.1 | Internal Engagement with Audit Committee | Financial Statements reviewed by September 2012 prior to certification by Mayor and CEO | |
| Auditor General's report reviewed by Audit Committee | Review of Auditor General's report about the financial statements for 2011-12 | Finance & Information Services Department, External Auditors (QAO), CEO, Council, Audit Committee | EXC4.1 | Internal Engagement with Audit Committee | Auditor General's report reviewed in a timely manner to meet statutory requirement of adopting Annual Report by 30 November 2012 | |
| Minutes of Meeting | As soon as practicable after a meeting of the committee, give the Council a written report about the matters reviewed and the committee's recommendations about the matters. | CEO, Councilors, Audit Committee, External Auditors (QAO) | EXC4.1 | Internal Engagement with Audit Committee | Report to Council including minutes of meeting in the monthly meeting immediately after the Audit Committee Meeting | |

ACTIVITY **RISK MANAGEMENT**

Mission: To assist Council in the implementation and management of Enterprise Risk Management through the identification, assessment and treatment of Council's strategic, operational and new project risks.

| | |
|-----------------------------|-----------------------------------|
| Officer Responsible: | Risk & Internal Audit Coordinator |
| Staffing level (FTE) | 0.2 FTE |
| Financial Summary | |
| Revenue | 12/13 Budget |
| | Nil |
| Expenses | 1,500 |
| Capital Projects | N/A |

| Initiatives/Special Projects | Link to Corporate Plan | Link to Associated Plans and Strategies | Engagement Level | Completion Date |
|--|------------------------|---|------------------|-----------------|
| Risk Register developed for Operational Plan 2012-13 | EXC4.1 | | Internal | September 2012 |
| Risk Register developed for Corporate Plan 2013-18 | EXC4.1 | | Internal | April 2013 |
| Investigate the potential to use a computer based Risk Management System | EXC4.1 | | Internal | June 2013 |

| Operating activities and services | | | | Performance Measurement |
|--------------------------------------|---|--|------------------------|--|
| Title | Description | Customer(s) | Link to Corporate Plan | Engagement Level |
| Operational Risk Register Monitoring | Continuous updates on operational risk treatment plans (Including special projects) | Councillors, GM's, Managers, CEO and all Council employees | | Internal Engagement – All branches |
| | | | | Key Performance Indicator All branches update their risk treatment plans quarterly. Present to CEO. |

| Operating activities and services | | | | | | Performance Measurement |
|------------------------------------|---|--|------------------------|---------------------------------------|--|-------------------------|
| Title | Description | Customer(s) | Link to Corporate Plan | Engagement Level | Key Performance Indicator | |
| Strategic Risk Register Monitoring | Continuous updates on strategic risk treatment plan | Councillors, GM's, CEO | | Internal Engagement – All departments | All departments update their risk treatment plans biannually Present to Council. | |
| Risk Register Tools | Review Consequences/Impact Matrix | Councillors, GM's, Managers, CEO and all Council employees | | Internal Engagement – All departments | A revised Consequences/Impact Matrix completed by October 2012 and approved by the CEO | |

BRANCH HUMAN RESOURCES

Mission: To provide human resource services and promote a safety first environment across the organisation.

Officer Responsible: Manager Human Resources
Staffing Level (FTE) 9.24 FTE (Including Manager)

| Responsibilities |
|--|
| Employee Administration and Support Services |
| Workplace Health & Safety |
| Employee Relations |
| Payroll |

| Overall Financial Summary | Budget 2012/13 |
|---------------------------|----------------|
| Revenue | 66,000 |
| Expenses | 8,411,212 |
| Oncost Recoveries | (8,852,188) |
| Capital Projects | Nil |

| Management activities and services: | | | Performance Measurement |
|-------------------------------------|---|------------------------|--|
| Title | Description | Link to Corporate Plan | Key Performance Indicator |
| Workplace Health and Safety | Maintain a safe and healthy workplace for all employees and other persons affected by Branch operations Ensure employees participate in completing SafePlan2 Ensure that workplaces and equipment under control are safe and that lost time due to workplace injury is kept below targets. Branch budget performance | EXC3.2 | Lost Time Injury Frequency Rate: Zero (LTIFR) (with a reduction to 12 LTIFR by June 2013) Lost Days for the Year(LDFY): Zero days (with a reduction to 60 days LDFY by June 2013) |
| Financial Management | Branch procurement in accordance with applicable legislation, Council policies and procedures, financial delegations and budget allocations. Comply with Council's Records Management System Policy and Procedures. | EXC1.1 EXC4.1 | Lost Time Injuries for the Year(LTIY): Zero injuries (with a reduction to 7 LTIY by June 2013) Operating activities, capital works and the provision of services within budget, variances to be justified Compliance with Council's Procurement Policy |
| Records Management - | | EXC2.2, EXC4.1 | Compliance with Council's Record Management System Policies and Procedures |

| Management activities and services: | | Link to Corporate Plan | Performance Measurement |
|-------------------------------------|--|------------------------|---|
| Title | Description | | Key Performance Indicator |
| Legislative Compliance | Ensure that employees and key stakeholders are aware of the legislative requirements of the activities that they undertake for the Branch | EXC4.1 | Compliance with legislative requirements |
| Customer Service | Create and maintain a customer service culture within the branch that ensures the delivery of consistent and quality customer focused services whereby customers are dealt with promptly, courteously, honestly and efficiently. | SD1 | All requests and queries will receive an informative response in accordance with Council's Customer Service Charter |
| Risk Management | Identify, analyse, evaluate and document all risks relevant to branch. Incorporate risk management into the operational planning process Monitor Council's risk exposure related to major projects and contracts Maintain an awareness of relevant issues and developments that may have an impact in the achievement of Council's objectives | EXC4.2 | Treatment strategies, controls and mitigation plans implemented within required timeframes |
| Employee Management | Confirmation of existing Human Resource Management Standards Monitor performance against HR Standards Performance Appraisal process | EXC3.4 | Meet requirements of Human Resource Management Standards 2012 |
| Efficiency and Effectiveness | Ensure efficiency and effectiveness of Branch operations | EXC2 | Ongoing review of efficiency and effectiveness of operating activities, services and works programs. |
| Strategic Planning and Performance | Contribute to the strategic planning and performance management of the branch | EXC4.1 | Corporate Plan includes Branch directions. In relation to the individual Branch, completion of: Annual Operational Plan Operational Plan Quarterly Reviews Annual Performance Reporting |

ACTIVITY **EMPLOYEE ADMINISTRATION AND SUPPORT SERVICES**

Mission: To provide human resource services, consultancy and support by working in partnership with the organisation, to engage, value and retain our people.

Officer Responsible: Manager Human Resources
Staffing level (FTE) 5.24FTE (Including Manager)

| Financial Summary | Budget 2012/13 |
|-------------------|----------------|
| Revenue | 16,000 |
| Expenses | 1,336,061 |
| Oncost Recoveries | (1,211,000) |
| Capital Projects | Nil |

| Initiatives/Special Projects | Link to Corporate Plan | Link to associated Plans and Strategies | Engagement Level | Completion Date |
|---|------------------------|---|------------------|-----------------|
| Workforce Planning Framework | EXC3.1 | | Internal | June 2013 |
| Human Resource Policy and Procedures Manual | EXC3.1 | | Internal | June 2013 |
| Implement Human Resource Management Standards | EXC3.1 | | Internal | June 2013 |
| Recognition of Staff Service Awards | EXC3.4 | | Internal | April 2013 |
| Participate in TechOne – New Business System Implementation | EXC2.1 | | Internal | June 2013 |

| Operating activities and services | | | | | Performance Measurement |
|--|--|--|------------------------|-------------------|---|
| Title | Description | Customer(s) | Link to Corporate Plan | Engagement Level | Key Performance Indicator |
| Learning & Development | Learning and development support, coordination and delivery in line with Learning and Development Plan and budget allocation. | General Managers, Branch Managers, Supervisors, and Employees | EXC3.4 | Internal - Engage | 100% of Learning & Development Plan Delivered |
| Trainees & Apprentices | Manage traineeship and apprenticeship contracts and ensure trainees and apprentices are skilled to seek permanent employment on completion. | Trainees, Apprentices, Supervisors, Managers, General Managers | EXC3 EXC3.5 | | Completion of Apprentice and Trainees employment contracts within required timeframes |
| Employee recruitment, selection and retention services | Implement the recruitment, selection and retention policy. | General Managers, Branch Managers, Supervisors, and Employees | EXC3 | | 100% of advertised positions have candidate appointed |
| Human resources systems, support and administration services | An information system to develop, analyse and report on human resource measures that will assist and support effective management of labour resources. | General Managers, Branch Managers, Supervisors, and Employees | EXC4.1 | | Establish reporting system in new business system by June 2013 |

ACTIVITY **WORKPLACE HEALTH & SAFETY**

Mission: To achieve a 'zero harm' workplace supported by appropriate Workplace Health and Safety (WH&S) and rehabilitation advice, systems, processes and procedures.

Officer Responsible: Coordinator Workplace Health & Safety
Staffing level (FTE) 2

| Financial Summary | Budget 2012/13 |
|-------------------|----------------|
| Revenue | 50,000 |
| Expenses | 825,828 |
| Oncost Recoveries | (638,000) |
| Capital Projects | N/A |

| Initiatives/Special Projects | Link to Corporate Plan | Link to associated Plans and Strategies | Engagement Level | Completion Date |
|---|------------------------|---|-------------------|-----------------|
| Integrate WHS Harmonisation Legislation into Council's WH&S reporting processes | EXC3.2 | N/A | Internal - Inform | June 2013 |
| Implement the Health & Safety Strategic Plan | EXC3.2 | N/A | Internal - Inform | June 2013 |

| Operating activities and services | | | | | Performance Measurement |
|-----------------------------------|---|---|------------------------|------------------|---|
| Title | Description | Customer(s) | Link to Corporate Plan | Engagement Level | Key Performance Indicator |
| WH&S Training | Training delivered in line with Council's Safety System including external providers. | Employees, GM's, Managers, Councilors, Training Providers | EXC3.2 | Internal | <p>100% of all new employees to attend Corporate WH&S Induction</p> <p>100% of new employees to have site specific induction at commencement.</p> <p>100% coverage of GM's and Managers to receive their role and responsibilities for WH&S.</p> <p>90% attendance for all other training provided.</p> |
| WH&S Reports | Reports on Workplace Health & Safety measures that will assist and support effective management of Safeplan within the organisation | GM's, Managers, WH&S Committee | EXC3.2 | Internal | <p>WH&S injury and incident measures:</p> <p>Lost Time Injury Frequency Rate 12 by June 2013 (LTIFR)</p> <p>Days Lost for the Year(LDFY) 60 for 2013/13</p> <p>Lost Time Injuries for the Year(LTIY) 7 injuries</p> |

| Operating activities and services | | | | | | Performance Measurement |
|-----------------------------------|---|--|------------------------|------------------|---|-------------------------|
| Title | Description | Customer(s) | Link to Corporate Plan | Engagement Level | Key Performance Indicator | |
| WH&S System | Effective support, advice, policies, procedures and assistance in meeting all legislative requirements in relation to WH&S. | Employees, Managers, GM's, Councillors | EXC3.2 | Internal | Safepan Compliance Management. Compliance with Safepan system - Audit 80% Compliance Compliance with WH&S QLD inspections- Audit 80% Compliance | |
| Rehabilitation System | Effective consultancy, support, policies, procedures and assistance in meeting all legislative requirements in relation to Rehabilitation / Return to Work. | Employees, Managers, GM's | EXC3.2 | Internal | 100% compliance with legislative standards Reduction in the number of days to return to work rate | |

ACTIVITY **EMPLOYEE RELATIONS**

Mission: To provide employee relations, advice and support services.

Officer Responsible: Manager Human Resources

Staffing level (FTE): Branch Administration Staff as required

| Financial Summary | Budget 2012/13 |
|-------------------|----------------|
| Revenue | Nil |
| Expenses | 5,000 |
| Oncost Recoveries | (10,000) |
| Capital Projects | Nil |

| Initiatives/Special Projects | Link to Corporate Plan | Link to associated Plans and Strategies | Engagement Level | Completion Date |
|---|------------------------|---|-------------------|-----------------|
| Planning for Enterprise Bargaining Agreement 2014 | EXC3 | N/A | Internal - Engage | November 2014 |

| Operating activities and services | | | | Performance Measurement |
|--|--|------------------------|------------------------|-------------------------------|
| Title | Description | Customer(s) | Link to Corporate Plan | Engagement Level |
| Employee relations, advice and support | Employee / industrial relations support. | Employees, CEO, Unions | EXC3 | N/A |
| | | | | Key Performance Indicator |
| | | | | Support provided as requested |

ACTIVITY **PAYROLL**

Mission: To provide employees with payroll services and benefits and entitlements in accordance with legislation, relevant awards and Councils enterprise bargaining agreements (i.e. Certified Agreement Field Staff 2011 and Certified Agreement Officers 2011).

Officer Responsible: Manager Human Resources
Staffing level (FTE) 2

| Financial Summary | Budget 2012/13 |
|-------------------|----------------|
| Revenue | Nil |
| Expenses | 6,244,323 |
| Oncost Recoveries | (6,693,188) |
| Capital Projects | Nil |

| Initiatives/Special Projects | Link to Corporate Plan | Link to associated Plans and Strategies | Engagement Level | Completion Date |
|---|------------------------|---|-------------------|-----------------|
| Implement Human Resource Management Standards | EXC3 | N/A | Inform Internally | June 2012 |

| Operating activities and services | | | | | Performance Measurement | |
|-----------------------------------|---|--|------------------------|------------------|--|---------------|
| Title | Description | Customer(s) | Link to Corporate Plan | Engagement Level | Key Performance Indicator | Result Target |
| Payroll services | Provide an efficient fortnightly payroll to Council employees and Councilors. Process all leave requests and timesheets. | Councilors, General Managers, Branch Managers, Supervisors and Employees | EXC2 | | Accuracy of payments processed measured against the data provided to payroll. Payments made consistently into accounts on pay Wednesdays. | |

BRANCH STRATEGIC PROJECTS & GRANTS

Mission: To investigate and implement strategic projects and source and prepare funding submissions for Council.

Officer Responsible: Manager Strategic Projects and Grants
Staffing Level (FTE) 1 (Manager)

| | |
|----------------------------------|-----------------------|
| Overall Financial Summary | Budget 2012/13 |
| Revenue | 50,000 |
| Expenses | 197,300 |
| Capital Projects | Nil |

Responsibilities

| |
|--------------------|
| Strategic Projects |
| Grants |

| Management activities and services: | | Link to Corporate Plan | Performance Measurement |
|-------------------------------------|--|------------------------|--|
| Title | Description | | Key Performance Indicator |
| Workplace Health and Safety | Maintain a safe and healthy workplace for all employees and other persons affected by Branch operations Ensure employees participate in completing SafePlan2 Ensure that workplaces and equipment under control are safe and that lost time due to workplace injury is kept below targets. | EXC3.2 | Lost Time Injury Frequency Rate; Zero (LTIFR) (with a reduction to 12 LTIFR by June 2013) Lost Days for the Year(LDFY); Zero days (with a reduction to 80 days LDFY by June 2013) |
| Financial Management | Branch budget performance | EXC1.1 | Lost Time Injuries for the Year(LTIY); Zero injuries (with a reduction to 7 LTIY by June 2013) Operating activities, capital works and the provision of services within budget, variances to be justified |
| Procurement Management | Branch procurement in accordance with applicable legislation, Council policies and procedures; financial delegations and budget allocations. | EXC4.1 | Compliance with Council's Procurement Policy |
| Records Management - | Comply with Council's Records Management System Policy and Procedures. | EXC2.2, EXC4.1 | Compliance with Council's Record Management System Policies and Procedures |

| Management activities and services: | | Link to Corporate Plan | Performance Measurement |
|-------------------------------------|--|------------------------|---|
| Title | Description | | Key Performance Indicator |
| Legislative Compliance | Ensure that employees and key stakeholders are aware of the legislative requirements of the activities that they undertake for the Branch | EXC4.1 | Compliance with legislative requirements |
| Customer Service | Create and maintain a customer service culture within the branch that ensures the delivery of consistent and quality customer focused services whereby customers are dealt with promptly, courteously, honestly and efficiently. | SD1 | All requests and queries will receive an informative response in accordance with Council's Customer Service Charter |
| Risk Management | Identify, analyse, evaluate and document all risks relevant to branch. Incorporate risk management into the operational planning process Monitor Council's risk exposure related to major projects and contracts Maintain an awareness of relevant issues and developments that may have an impact in the achievement of Council's objectives | EXC4.2 | Treatment strategies, controls and mitigation plans implemented within required timeframes |
| Employee Management | Confirmation of existing Human Resource Management Standards Monitor performance against HR Standards Performance Appraisal process | EXC3.4 | Meet requirements of Human Resource Management Standards 2012 |
| Efficiency and Effectiveness | Ensure efficiency and effectiveness of Branch operations | EXC2 | Ongoing review of efficiency and effectiveness of operating activities, services and works programs |
| Strategic Planning and Performance | Contribute to the strategic planning and performance management of the branch | EXC4.1 | Corporate Plan includes Branch directions. In relation to the individual Branch, completion of: Annual Operational Plan Operational Plan Quarterly Reviews Annual Performance Reporting |

ACTIVITY STRATEGIC PROJECTS

Mission: To investigate and implement strategic projects to achieve Council's corporate objectives.

Officer Responsible: Manager Strategic Projects
Staffing level (FTE): 0.8 FTE – Additional staff seconded as required

| Initiatives/Special Projects | Link to Corporate Plan | Link to associated Plans and Strategies | Engagement Level | Completion Date |
|---|------------------------|---|-------------------|-----------------|
| Building, Property, Lease, Security and Safety Review | SD2.3, SD2.4, EXC4.2 | | Internal | June 2013 |
| Carbon Management and Energy Efficiency Strategic Project | ENV1.2, ENV1.3, ENV1.7 | | Internal | June 2013 |
| Participate on the One Council Steering Group – Implementation of New Business System | EXC2.1 | | Internal | June 2013 |
| Participate on the Towns Transformation Project | SD2, GO3.3 | Community Plan 1.4.2(a) | Engage | 5 year plan |
| Coordinate Recognition of Staff Service Awards Function | EXC3.4 | | Internal - Engage | April 2013 |
| Work with Kingaroy RSL Club on Statute for 100 th Year Anzac Ceremony | EC1.1 | | Engage | June 2013 |
| Investigate the opportunities available to preserve "Carols Cottage" | EC1.2 | | Engage | March 2013 |

| Operating activities and services | | | Performance Measurement | | | |
|-----------------------------------|---|--|-------------------------|----------------------------|---|-------------------|
| Title | Description | Customer(s) | Link to Corporate Plan | Community Engagement Level | Key Performance Indicator | Result Target |
| Strategic Workshops | Coordinate Councils strategic workshops | Councillors, Chief Executive Officer, General Managers | EXC4.1 | | Council & CEO satisfaction with workshops | To be determined. |

ACTIVITY GRANT MANAGEMENT

Mission: To source and prepare funding submissions for Council.

Officer Responsible: Manager Strategic Projects and Grants
Staffing level (FTE) 2

| Operating activities and services | | | | | | Performance Measurement | |
|--|--|--|------------------------|------------------|---|---------------------------------------|--|
| Title | Description | Customer(s) | Link to Corporate Plan | Engagement Level | Key Performance Indicator | Result Target | |
| Research funding opportunities for Council | Source grant programs and funding opportunities that contribute to the resourcing of appropriate services and programs for Council | Internal Departments; Community, Council | EXC1.2 | Internal | Grant programs sourced | To be determined | |
| Grant Applications | To assist internal departments in the preparation of funding submissions | Internal Departments; Community, Council | EXC1.2 | Internal | Comprehensive grant applications submitted. | Success rate target to be determined. | |

Resolution:

Moved Cr KM Campbell, seconded Cr CD Dalton.

That the Officer's Recommendation be adopted.

*Carried 6/0
FOR VOTE - Councillors voted unanimously
ABSENT. DID NOT VOTE - Cr DJ Palmer*

2.1.4 FO&P - 1286987 - Revenue Policy for the Financial Year ending 30 June 2013

Summary

Section 134 of the *Local Government (Finance, Plans and Reporting) Regulation 2010* requires a Local Government to adopt a Revenue Policy for each financial year. The Revenue Policy must include:

- Details of the principles that Council intends to apply for:-
 - ✓ Levying rates and charges;
 - ✓ Granting concessions for rates and charges; and
 - ✓ Cost-recovery fees; and
- The extent to which physical and social infrastructure costs for new development are to be funded by charges for the development and;
- The amount of each reserve to be kept in the operating fund, and the way in which Council intends to ensure funding is available to support the purpose of each reserve.

The policy has been prepared having regard to the current legislation and information provided by Council during rating workshops that have been conducted over the past weeks.

Officer's Recommendation

That in accordance with Section 134 of the *Local Government (Finance, Plans and Reporting) Regulation 2010* the following Revenue Policy for the year ending 30 June 2013 be adopted.

Resolution:

Moved Cr KM Campbell, seconded Cr DP Tessmann.

That the Officer's Recommendation be adopted

*Carried 6/0
FOR VOTE - Councillors voted unanimously
ABSENT. DID NOT VOTE - Cr DJ Palmer*



Revenue Policy 2012 2013

Table of Contents

| | |
|---------------------------------------|---|
| 1. LEGISLATIVE AUTHORITY | 1 |
| 2. BACKGROUND AND/OR PRINCIPLES..... | 1 |
| 3. POLICY STATEMENT..... | 1 |
| 4. SCOPE | 6 |
| 5. POLICY OBJECTIVES | 6 |
| 6. ASSOCIATED POLICY PROCEDURES | 6 |
| 7. DEFINITIONS | 6 |
| 8. RELATED POLICIES..... | 6 |
| 9. DATE REVIEWED..... | 6 |
| 10. NEXT REVIEW..... | 6 |

1. LEGISLATIVE AUTHORITY

Section 134 of the Local Government (Finance, Plans and Reporting) Regulation 2010

2. BACKGROUND AND/OR PRINCIPLES

The purpose of this Revenue Policy is to set out the principles used by Council for:

- the making and levying of rates and charges;
- the recovery of rates and charges; and
- exercising of its power to grant rebates and concessions for rates and charges.

3. POLICY STATEMENT

Introduction

The Local Government (Finance, Plans and Reporting) Regulation 2010 requires a local government to adopt a Revenue Policy for each financial year. This Revenue Policy must include:

- Details of the principles that Council intends to apply for: -
 - Levying rates and charges;
 - Granting concessions for rates and charges; and
 - Recovering overdue rates and charges; and
 - Cost-recovery fees; and
- The extent to which physical and social infrastructure costs for a new development are to be funded by charges for the development and;
- The amount of each reserve to be kept in the operating fund, and the way in which Council intends to ensure funding is available to support the purpose of each reserve

The intention is that the Revenue Policy forms the basis of the revenue measures adopted by the Council at the Budget Meeting and throughout the financial year it relates to.

The Revenue Policy may be changed by resolution at any time.

This Revenue Policy will specifically address the legislative requirements in respect of those policy matters detailed above. The Policy will clearly state the principles used in making, levying and recovery of rates and charges, as well as the principles governing any rebates and concessions provided, and any limitations on these matters.

The Levying of Rates and Charges

Rates and charges are determined after due consideration of the following:

- Council's legislative obligations.
- The needs and expectations of the general community as determined by formal and informal consultation and survey processes.
- The cost of maintaining existing facilities and necessary services.
- The need for additional facilities and services.
- Equity.

Council will also have regard to the principles of:

- Transparency of process.
- Simplicity and efficient administration.
- Flexibility to take account of changes in the local economy.

The Council will try to achieve an equitable distribution of the cost of its operations between different groups of ratepayers. It will achieve this by balancing the conflicting principles of User Pays where the cost of a service is born by each user of the service in proportion to the benefit that particular user obtains from the service, and Ability to Pay where the level of contribution to services provided for the benefit of the whole community is collected according to a measure of the funds likely to be available to each payer. In determining the measure of Ability to Pay Council will be guided by the unimproved capital value assigned to rateable land and such other measures as Council considers appropriate (*eg Average Household Income and the Socio Economic Indices for areas established by the Australian Bureau of Statistics*).

General Rates

General Rates revenue provides essential whole of community services not funded through subsidies, grants, contributions or donations received from other entities, or not provided for by other levies or charges. Council will consider all full cost recovery options before calculating the general rate.

Council is required to raise an amount of revenue it sees as being appropriate to maintain assets and provide services to the Region as a whole. In deciding how that revenue is raised, Council has formed the opinion that the differential general rating scheme provides the most equitable basis for the distribution of the general rate burden.

In formulating the differential general rating scheme Council has considered equity by implementing distribution of the general rate based on the land use. Where necessary a particular class of land use is further 'subdivided' on a geographic basis.

The Unimproved Valuation/Site Value for each property is the basis for determining the amount of the general rate levied. Council recognises that significant valuation fluctuations may have an adverse effect on customers. Council considers that this impact should be smoothed so that the impact in any one year is reduced. Council may achieve this by establishing new differential rating categories, averaging the valuation in accordance with sections 8 to 10 of the Local Government (Finance, Plans and Reporting) Regulation 2010 or by limiting rate increases in accordance with section 50 of the Local Government (Finance, Plans and Reporting) Regulation 2010.

Separate or Special Rates

Where appropriate, Council will fund certain services and facilities by means of separate or special rate or charge in accordance with Part 6 & Part 8 of the Local Government (Finance, Plans and Reporting) Regulation 2010. Council will levy special rates and charges on certain properties that are considered to be specially benefited by the provision of specific services, facilities or activities.

Special rates are based on the Unimproved Valuation/Site Value of the land and special charges are a flat charge per property, where this is considered to provide a more equitable basis for the sharing of the cost.

Other Charges

In general, Council will be guided by the principle of user pays in making all other charges. Provided however that where Council considers that moving to full cost recovery for a particular service may cause undue hardship Council will "phase in" the full cost recovery over a period of time.

The Levying of Rates and Charges

In levying rates and charges, Council will apply the principles of:

- consistency by scheduling the issue of rate notices on a quarterly basis;
- communication by advising ratepayers about rate notice issue dates and discount dates;
- clarity by providing meaningful information on or with rate notices to enable ratepayers to clearly understand their responsibilities; and
- flexibility by providing payment arrangements to ratepayers in financial difficulty, along with a wide array of payment options.

In making and levying rates and charges, Council will be guided by the principles of:

- Equitable distribution of the general rates burden;
- Transparency in the making and levying of rates;
- Flexibility, to take account of changes in the local economy;
- Clarity in terms of responsibilities (Council's and ratepayers') in regard to the rating process;
- National Competition Policy legislation where applicable; and
- Having in place a rating regime that is efficient to administer.

The Recovery of Rates and Charges

Council will exercise its rate recovery powers in order to reduce the overall rate burden on ratepayers. It will be guided by the principles of:

- Transparency - by making clear the obligations of ratepayers and the processes used by Council in assisting them meet their financial obligations;
- Simplicity – by making the processes used to recover outstanding rates and charges clear, simple to administer and cost effective;
- Capacity to pay - by determining appropriate arrangements for different sectors of the community;
- Equity - by providing the same treatment for ratepayers with similar circumstances;
- Flexibility - by responding where necessary to changes in the local economy.

The exercising of power to grant Rebates and Concessions for rates and Charges

Statutory provision exists for the Council to remit or postpone rates in certain circumstances. These provisions are detailed in Part 10 of the Local Government (Finance, Plans and Reporting) Regulation 2010.

In considering the application of concessions, Council will be guided by the principles of:

- Equity – by having regard to the different levels of capacity to pay within the local community;
- Consistency – by applying the same treatment for ratepayers with similar circumstances;
- Transparency - by making clear the requirements necessary to receive concessions;
- Flexibility – by allowing Council to respond to local economic issues.

The extent to which physical and social infrastructure costs for a new development are to be funded by charges for the development.

The Sustainable Planning Act 2009 requires Council to produce Priority Infrastructure Plans.

Under the Act, an infrastructure charges plan must –

- (1) Explain why an infrastructure charge is intended for the items; and
- (2) State the estimated proportion of the capital cost of the items to be funded by the charge; and
- (3) Include a schedule stating the estimated timing for, and estimated capital cost of, the items; and
- (4) State the method or methods by which the charge must be calculated; and
- (5) State each area in which the charge applies; and
- (6) Identify each type of lot, work or use in respect of which, the charge applies; and
- (7) For each type of lot, work or use in an area stated under paragraph (5) above – calculate the rate at which the charge applies using a method stated under paragraph (6) above; and
- (8) If the charge is payable by a person other than an applicant for a development approval – state when the charge is payable.

The Council is in the process of developing a new planning scheme for the whole of the local government area and associated infrastructure plans. These will be developed progressively in line with legislative requirements.

Until such time as these plans come into force, the existing Planning Scheme Policies for each of the former local government areas will continue to be the basis for Council's charging practices. Once the Priority Infrastructure Plans have been adopted the existing Planning Scheme Policies will be superseded.

The amount of each reserve to be kept in the operating fund, and the way in which Council intends to ensure funding is available to support the purpose of each reserve.

Council maintains a number of reserves within its operating fund. The amount of each reserve is detailed in the table below. In accordance with the Local Government (Finance, Plans and reporting) Regulations 2010, Council will ensure via a monitoring program, that sufficient funding is available to support the purpose of each reserve.

It should be noted that the estimated opening balance in the table below is a projection only until a final reconciliation is undertaken after 30 June 2012.

2.1.5 FO&P - 1287198 - Revenue Statement 2012-2013

Summary

Sections 106 and 107 of the *Local Government (Finance, Plans and Reporting) Regulation 2010* requires Council to prepare a Revenue Statement each financial year. The Revenue Statement for 2012/2013 is detailed in the following recommendation.

Officer's Recommendation

That Council adopt the attached Revenue Statement for the 2012/2013 financial year prepared in accordance with Section 106 and 107 of the *Local Government (Finance, Plans and Reporting) Regulation 2010*.

South Burnett Regional Council Revenue Statement 2012/2013

Introduction

Section 104 (2) of the *Local Government Act 2009* requires Council to have various financial management documents which includes a revenue statement.

Section 106 and 107 of the *Local Government (Finance, Plans and Reporting) Regulation 2010*, requires a local government to prepare a revenue statement each financial year. The revenue statement must state:-

- (a) If the local government levies differential general rates-
 - (i) The rating categories for rateable land in the local government area; and
 - (ii) A description of each rating category; and
- (b) If the local government levies special rates or charges for a joint government activity, a summary of the terms of the joint government activity; and
- (c) If the local government fixes a cost-recovery fee, the criteria used to decide the amount of the cost-recovery fee; and
- (d) If the local government conducts a business activity on a commercial basis, the fees the local government receives for the activity

The revenue statement for a financial year must include the following information for the financial year:

- a) An outline and explanation of the measures that the local government has adopted for raising revenue, including an outline and explanation of –
 - i. The rates and charges to be levied in the financial year; and
 - ii. The concessions for rates and charges to be granted in the financial year;
- (b) Whether the local government has made a resolution limiting an increase of rates and charges

Generally, this statement does not deal with specific dollar amounts. The Statement deals with the reasoning applied by Council in fixing rates and charges and if applicable, how the Council applies user pays principles to utility and general charges.

The revenue measures adopted are determined at the budget meeting and are based on the Council's Revenue Policy.

Revenue Raising Matters Adopted in the Budget Concerning the Making and Levying of Rates and Charges

Rates and Charges

1. General Principle

The general principle adopted by Council in determining rates and charges shall be that wherever possible, charges shall relate directly to the services provided, e.g. Water Supply, Waste Water Collection, Refuse Collection, etc. Costs which are not able to be recovered by cost recovery fees, business activity fees or utility charges shall be met by the levying of a general rate as hereinafter described.

It is therefore evident from this Revenue Statement that Council will use a combination of specific user charges, separate charges, special charges and differential general rates, as a means of spreading the rating burden in the most equitable and rational way possible.

2. Differential General Rates

(a) Reasons

In determining its general rating strategies, the Council recognises that:

- The valuation of the South Burnett Regional Council area which became effective from 1 July 2012 would lead to rating inequities and a distortion of the relativities in the amount of rates paid in the various parts of the local government area if only one general rate were adopted; and
- The level of services provided to that land and the cost of providing services compared to the rate burden that would apply under a single general rate; and
- The differing levels of demand that some land uses place on the services which Council is required to provide; and

Having regard to the above matters, and pursuant to Section 92 of the Local Government Act 2009 and Part 5 Division 1 of the Local Government (Finance, Plans and Reporting) Regulation 2010, it is considered that differential rating should form the basis of Councils general revenue raising.

For differential rating purposes it is proposed that rateable lands be divided into broad categories, these categories are:

- Residential Lands
- Commercial Lands
- Industrial Lands
- Rural Lands
- Other Lands.

The commercial, industrial and residential categories are further subdivided to reflect differing classes of land within those broader categories. This will allow a more equitable distribution of the cost of operations given that the unimproved value of the land does not fully reflect operational demands and service levels in various sectors of the community.

Pursuant to section 15 of the Local Government (Finance, Plans and Reporting) Regulation 2010, all rateable lands contained in the South Burnett Regional Council have been categorised into one of the following categories:

Category – Residential Land – Blackbutt

Description

All properties in this category are located within the Blackbutt Urban Locality and are used solely for residential purposes, or if vacant land, is zoned for residential use under the Planning Schemes relevant to South Burnett Regional Council, and intended for use for residential purposes only. Urban Localities are defined in “Individual Urban Locality” maps series. Council will be guided by the Department of Environment and Resource Management land use codes between 1 and 9 when determining the properties that fit into this category.

The intention of this description is:-

1. That this category will cover all land within the Blackbutt Urban locality, where the dominant purpose for which that land is used, or intended for use, is a residential purpose and not included in any other category
2. That such land in this category will in the main be owner occupied and where tenanted, the revenue earned is limited to rental income solely.
3. That in the case of land on which there is erected a single unit domestic dwelling to the extent that the dominant use of the land is residential, it will fall into this category regardless of the zoning of the land.

Category – Residential Land – Kingaroy

Description

All properties in this category are located within the Kingaroy Urban Locality and are used solely for residential purposes, or if vacant land, is zoned for residential use under the Planning Schemes relevant to South Burnett Regional Council, and intended for use for residential purposes only. Urban Localities are defined in “Individual Urban Locality” maps series. Council will be guided by the Department of Environment and Resource Management land use codes between 1 and 9 when determining the properties that fit into this category.

The intention of this description is:-

1. That this category will cover all land within the Kingaroy Urban locality, where the dominant purpose for which that land is used, or intended for use, is a residential purpose and not included in any other category.
1. That such land in this category will in the main be owner occupied and where tenanted, the revenue earned is limited to rental income solely.
2. That in the case of land on which there is erected a single unit domestic dwelling to the extent that the dominant use of the land is residential, it will fall into this category regardless of the zoning of the land.

Category – Residential Land – Murgon

Description

All properties in this category are located within the Murgon Urban Locality and are used solely for residential purposes, or if vacant land, is zoned for residential use under the Planning Schemes relevant to South Burnett Regional Council, and intended for use for residential purposes only. Urban Localities are defined in “Individual Urban Locality” maps series. Council will be guided by the Department of Environment and Resource Management land use codes between 1 and 9 when determining the properties that fit into this category.

The intention of this description is:-

1. That this category will cover all land within the Murgon Urban locality, where the dominant purpose for which that land is used, or intended for use, is a residential purpose and not included in any other category.
2. That such land in this category will in the main be owner occupied and where tenanted, the revenue earned is limited to rental income solely.
3. That in the case of land on which there is erected a single unit domestic dwelling to the extent that the dominant use of the land is residential, it will fall into this category regardless of the zoning of the land.

Category – Residential Land – Nanango

Description

All properties in this category are located within the Nanango Urban Locality and are used solely for residential purposes, or if vacant land, is zoned for residential use under the Planning Schemes relevant to South Burnett Regional Council, and intended for use for residential purposes only. Urban Localities are defined in “Individual Urban Locality” maps series. Council will be guided by the Department of Environment and Resource Management land use codes between 1 and 9 when determining the properties that fit into this category.

The intention of this description is:-

1. That this category will cover all land within the Nanango Urban locality, where the dominant purpose for which that land is used, or intended for use, is a residential purpose and not included in any other category
2. That such land in this category will in the main be owner occupied and where tenanted, the revenue earned is limited to rental income solely.
3. That in the case of land on which there is erected a single unit domestic dwelling to the extent that the dominant use of the land is residential, it will fall into this category regardless of the zoning of the land.

Category – Residential Land – Wondai

Description

All properties in this category are located within the Wondai Urban Locality and are used solely for residential purposes, or if vacant land, is zoned for residential use under the Planning Schemes relevant to South Burnett Regional Council, and intended for use for residential purposes only. Urban Localities are defined in “Individual Urban Locality” maps series. Council will be guided by the Department of Environment and Resource Management land use codes between 1 and 9 when determining the properties that fit into this category.

The intention of this description is:-

1. That this category will cover all land within the Wondai Urban locality, where the dominant purpose for which that land is used, or intended for use, is a residential purpose and not included in any other category.
2. That such land in this category will in the main be owner occupied and where tenanted, the revenue earned is limited to rental income solely.

3. That in the case of land on which there is erected a single unit domestic dwelling to the extent that the dominant use of the land is residential, it will fall into this category regardless of the zoning of the land.

Category – Village

Description

The property is used for any purpose; and located in any of the following villages: - Benarkin, Brooklands, Cloyna, Coolabunia, Crawford, Dandabah, Hivesville, Kumbia, Maidenwell, Memerambi, Moffatdale, Proston, Taabinga, Tingoorra, Winderera, Wooroolin. Village areas are defined in "Individual Village" maps series.

The intention of this description is:-

1. To cover all land used for any purpose that is situated in any of the villages located in the South Burnett Regional Council area and is not included in any other category.

Category – Rural Residential Land - Kingaroy

Description

All properties in this category are situated outside the Kingaroy Urban Locality and nearby village localities, but are used for residential purposes. Or if vacant land, it is zoned for rural residential use under the Planning Schemes relevant to South Burnett Regional Council, and intended for use for rural residential purposes. It includes all land used for rural residential purposes as defined on the map marked Rural Residential – Kingaroy. Council will be guided by the Department of Environment and Resource Management land use codes between 1 and 9, and 94 when determining the properties that fit into this category.

The intention of this description is:-

1. To cover all land used for rural residential purposes that is shown on the map marked Rural Residential – Kingaroy and is not included in any other category.

Category – Rural Residential Land - Nanango

Description

All properties in this category are situated outside the Nanango Urban Locality and nearby village localities, but are used for residential purposes. Or if vacant land, it is zoned for rural residential use under the Planning Schemes relevant to South Burnett Regional Council, and intended for use for rural residential purposes. It includes all land used for rural residential purposes as defined on the map marked Rural Residential – Nanango. Council will be guided by the Department of Environment and Resource Management land use codes between 1 and 9, and 94 when determining the properties that fit into this category.

The intention of this description is:-

1. To cover all land used for rural residential purposes that is shown on the map marked Rural Residential – Nanango and is not included in any other category.

Category – Rural Residential Land - Blackbutt

Description

All properties in this category are situated outside the Blackbutt Urban Locality and nearby village localities, but are used for residential purposes. Or if vacant land, it is zoned for rural residential use under the Planning Schemes relevant to South Burnett Regional Council, and intended for use for rural residential purposes. It includes all land used for rural residential purposes as defined on the map marked Rural Residential – Blackbutt. Council will be guided by the Department of Environment and Resource Management land use codes between 1 and 9, and 94 when determining the properties that fit into this category.

The intention of this description is:-

1. To cover all land used for rural residential purposes that is shown on the map marked Rural Residential – Blackbutt and is not included in any other category

Category– Rural Residential Land - Murgon

Description

All properties in this category are situated outside the Murgon Urban Locality and nearby village localities, but are used for residential purposes. Or if vacant land, it is zoned for rural residential use under the Planning Schemes relevant to South Burnett Regional Council, and intended for use for rural residential purposes. It includes all land used for rural residential purposes as defined on the map marked Rural Residential – Murgon. Council will be guided by the Department of Environment and Resource Management land use codes between 1 and 9, and 94 when determining the properties that fit into this category.

The intention of this description is:-

1. To cover all land used for rural residential purposes that is shown on the map marked Rural Residential – Murgon and is not included in any other category

Category – Rural Residential Land - Wondai

Description

All properties in this category are situated outside the Wondai Urban Locality and nearby village localities, but are used for residential purposes. Or if vacant land, it is zoned for rural residential use under the Planning Schemes relevant to South Burnett Regional Council, and intended for use for rural residential purposes. It includes all land used for rural residential purposes as defined on the map marked Rural Residential – Wondai. Council will be guided by the Department of Environment and Resource Management land use codes between 1 and 9, and 94 when determining the properties that fit into this category.

The intention of this description is:-

1. To cover all land used for rural residential purposes that is shown on the map marked Rural Residential – Wondai and is not included in any other category.

Category – Rural Residential Land - Other

Description

All properties in this category are located anywhere within the South Burnett Regional Council area and are outside any Urban Locality or nearby village localities or other defined Rural Residential Categories but are used for residential purposes. Or if vacant land, it is zoned for rural residential

use under the Planning Schemes relevant to South Burnett Regional Council, and intended for use for rural residential purposes. It includes all land used for rural residential purposes as defined on the map marked Rural Residential – Other. Council will be guided by the Department of Environment and Resource Management land use codes between 1 and 9, and 94 when determining the properties that fit into this category.

The intention of this description is:-

1. To cover all land used for rural residential purposes that is shown on the map marked Rural Residential – Other and is not included in any other category

Category – Commercial Land – Blackbutt

Description

All properties in this category are located within the Blackbutt Urban Localities and are used for business and commercial purposes, or if vacant land, is zoned for business and commercial purposes under the Planning Schemes relevant to South Burnett Regional Council, and intended for use for business and commercial purposes. Urban Localities are defined in “Individual Urban Locality” maps series.

This category includes properties that are used for a combined residential and a business or commercial purpose. Council will be guided by the Department of Environment and Resource Management land use codes between 10 and 15, 17 and 27, and 41 and 49 when determining the properties that fit into this category.

The intention of this description is:-

1. That this category will cover all land within the Blackbutt Urban locality, where the property is used for a business and commercial purpose; or
2. If vacant land, is zoned for a business and commercial purpose under the Planning Schemes relevant to South Burnett Regional Council, and intended for use for business and commercial purposes and:-
3. Is not included in any other category.

Category – Commercial Land – Kingaroy

Description

All properties in this category are located within the Kingaroy Urban Locality and are used for business and commercial purposes, or if vacant land, is zoned for business and commercial purposes under the Planning Schemes relevant to South Burnett Regional Council, and intended for use for business and commercial purposes. Urban Localities are defined in “Individual Urban Locality” maps series.

This category includes properties that are used for a combined residential and a business or commercial purpose. Council will be guided by the Department of Environment and Resource Management land use codes between 10 and 15, 17 and 27, and 41 and 49 when determining the properties that fit into this category.

The intention of this description is:-

1. That this category will cover all land within the Kingaroy Urban locality, where the property is used for a business and commercial purpose; or
2. If vacant land, is zoned for a business and commercial purpose under the Planning Schemes

relevant to South Burnett Regional Council, and intended for use for business and commercial purposes and:-

3. Is not included in any other category.

Category – Commercial Land – Murgon

Description

All properties in this category are located within the Murgon Urban Locality and are used for business and commercial purposes, or if vacant land, is zoned for business and commercial purposes under the Planning Schemes relevant to South Burnett Regional Council, and intended for use for business and commercial purposes. Urban Localities are defined in “Individual Urban Locality” maps series.

This category includes properties that are used for a combined residential and a business or commercial purpose. Council will be guided by the Department of Environment and Resource Management land use codes between 10 and 15, 17 and 27, and 41 and 49 when determining the properties that fit into this category.

The intention of this description is:-

1. That this category will cover all land within the Murgon Urban locality, where the property is used for a business and commercial purpose; or
2. If vacant land, is zoned for a business and commercial purpose under the Planning Schemes relevant to South Burnett Regional Council, and intended for use for business and commercial purposes and:-
3. Is not included in any other category.

Category – Commercial Land –Nanango

Description

All properties in this category are located within the Nanango Urban Localities and are used for business and commercial purposes, or if vacant land, is zoned for business and commercial purposes under the Planning Schemes relevant to South Burnett Regional Council, and intended for use for business and commercial purposes. Urban Localities are defined in “Individual Urban Locality” maps series.

This category includes properties that are used for a combined residential and a business or commercial purpose. Council will be guided by the Department of Environment and Resource Management land use codes between 10 and 15, 17 and 27, and 41 and 49 when determining the properties that fit into this category.

The intention of this description is:-

1. That this category will cover all land within the Nanango Urban locality, where the property is used for a business and commercial purpose; or
2. If vacant land, is zoned for a business and commercial purpose under the Planning Schemes relevant to South Burnett Regional Council, and intended for use for business and commercial purposes; and
3. Is not included in any other category

Category – Commercial Land – Wondai

Description

All properties in this category are located within the Wondai Urban Locality and are used for business and commercial purposes, or if vacant land, is zoned for business and commercial purposes under the Planning Schemes relevant to South Burnett Regional Council, and intended for use for business and commercial purposes. Urban Localities are defined in “Individual Urban Locality” maps series.

This category includes properties that are used for a combined residential and a business or commercial purpose. Council will be guided by the Department of Environment and Resource Management land use codes between 10 and 15, 17 and 27, and 41 and 49 when determining the properties that fit into this category.

The intention of this description is:-

1. That this category will cover all land within the Wondai Urban locality, where the property is used for a business and commercial purpose; or
2. If vacant land, is zoned for a business and commercial purpose under the Planning Schemes relevant to South Burnett Regional Council, and intended for use for business and commercial purposes and:-
3. Is not included in any other category

Category – Drive in Shopping Centre > 10,000 m²

Description

All properties in this category are classified as a Drive in Shopping Centre (a retail shopping and commercial complex) with more than 10,000 square metres of gross floor area and on-site parking for more than 500 vehicles.

Category – Drive in Shopping Centre 4,001 m² to 10,000 m²

Description

All properties in this category are classified as a Drive in Shopping Centre (a retail shopping and commercial complex) with a gross floor area of more than 4,000 square metres and less than 10,000 square metres and/or more than 150 on-site car parks or adjacent car parks which are maintained to service the specific shopping centre.

Category – Drive in Shopping Centre 1,500 m² to 4,000 m²

Description

All properties in this category are classified as a Drive in Shopping Centre (a retail shopping and commercial complex) with a gross floor area of more than 1,500 square metres and less than 4,000 square metres and/or more than 40 on-site car parks or adjacent car parks which are maintained to service the specific shopping centre.

Category – Industrial Land – Blackbutt

Description

All properties in this category are located within the Blackbutt Urban Locality and are used for industrial purposes, or if vacant land, is zoned for industrial purposes under the Planning Schemes

relevant to South Burnett Regional Council, and intended for use for industrial purposes. Urban Localities are defined in “Individual Urban Locality” maps series.

This category includes properties that are used for a combined residential and an industrial purpose. Council will be guided by the Department of Environment and Resource Management land use codes between 28 and 39 when determining the properties that fit into this category.

The intention of this description is:-

1. That this category will cover all land within the Blackbutt Urban Locality, where the property is used for industrial purposes; or
2. If vacant land, is zoned for industrial purposes under the Planning Schemes relevant to South Burnett Regional Council, and intended for use for industrial purposes and:-
3. Is not included in any other category

Category – Industrial Land - Kingaroy

Description

All properties in this category are located within the Kingaroy Urban Locality and are used for industrial purposes, or if vacant land, is zoned for industrial purposes under the Planning Schemes relevant to South Burnett Regional Council, and intended for use for industrial purposes. Urban Localities are defined in “Individual Urban Locality” maps series.

This category includes properties that are used for a combined residential and an industrial purpose. Council will be guided by the Department of Environment and Resource Management land use codes between 28 and 39 when determining the properties that fit into this category.

The intention of this description is:-

1. That this category will cover all land within the Kingaroy Urban locality, where the property is used for industrial purposes; or
2. If vacant land, is zoned for industrial purposes under the Planning Schemes relevant to South Burnett Regional Council, and intended for use for industrial purposes and:-
3. Is not included in any other Category.

Category– Industrial Land – Murgon

Description

All properties in this category are located within the Murgon Urban Locality and are used for industrial purposes, or if vacant land, is zoned for industrial purposes under the Planning Schemes relevant to South Burnett Regional Council, and intended for use for industrial purposes. Urban Localities are defined in “Individual Urban Locality” maps series.

This category includes properties that are used for a combined residential and an industrial purpose. Council will be guided by the Department of Environment and Resource Management land use codes between 28 and 39 when determining the properties that fit into this category.

The intention of this description is:-

1. That this category will cover all land within the Murgon Urban locality, where the property is used for industrial purposes; or

2. If vacant land, is zoned for industrial purposes under the Planning Schemes relevant to South Burnett Regional Council, and intended for use for industrial purposes and: -
3. Is not included in any other Category.

Category – Industrial Land –Nanango

Description

All properties in this category are located within the Nanango Urban Locality and are used for industrial purposes, or if vacant land, is zoned for industrial purposes under the Planning Schemes relevant to South Burnett Regional Council, and intended for use for industrial purposes. Urban Localities are defined in “Individual Urban Locality” maps series.

This category includes properties that are used for a combined residential and an industrial purpose. Council will be guided by the Department of Environment and Resource Management land use codes between 28 and 39 when determining the properties that fit into this category.

The intention of this description is:-

1. That this category will cover all land within the Nanango Urban Locality, where the property is used for industrial purposes; or
2. If vacant land, is zoned for industrial purposes under the Planning Schemes relevant to South Burnett Regional Council, and intended for use for industrial purposes and:-
3. Is not included in any other category.

Category – Industrial Land – Wondai

Description

All properties in this category are located within the Wondai Urban Locality or Wondai Industrial Estate and are used for industrial purposes, or if vacant land, is zoned for industrial purposes under the Planning Schemes relevant to South Burnett Regional Council, and intended for use for industrial purposes. Urban Localities are defined in “Individual Urban Locality” maps series.

This category includes properties that are used for a combined residential and an industrial purpose. Council will be guided by the Department of Environment and Resource Management land use codes between 28 and 39 when determining the properties that fit into this category.

The intention of this description is:

1. That this category will cover all land within the Wondai Urban locality or Wondai Industrial Estate, where the property is used for industrial purposes; or
2. If vacant land, is zoned for industrial purposes under the Planning Schemes relevant to South Burnett Regional Council, and intended for use for industrial purposes and:-
3. Is not included in any other category

Category – Extractive A

Description

All properties in this category are used for extractive industry purposes and include:

- (a) Mining leases with no activity

- (b) Gravel Pits than operate only sporadically
- (c) Small extractive operations such as quarries and mines which operate with an employee base of up to and including 5 workers (employees and/or contractors).

Council will be guided by the *Department of Environment and Resource Management* land use code of 40, together with data on the Number of Workers for Queensland Mines and Quarries published on the Queensland Government Mining and Safety website as at 30 September 2011 when determining the properties that fit into this category.

The intention of this description is:-

1. to cover all land used for the purpose of extracting resources from the ground and include:
 - (a) Mining leases with no activity
 - (b) Gravel Pits than operate only sporadically
 - (c) Small extractive operations such as quarries and mines which operate with an employee base of up to and including 5 workers (employees and/or contractors)

Category – Extractive B

Description

All properties in this category are used for extractive industry purposes, and include:

- (a) Operational Gravel Pits
- (b) Extractive operations such as quarries and mining operations with an employee base of between 6 and 50 workers (employees and/or contractors) and extraction volumes of less than 1 million tonnes per annum

Council will be guided by the Department of Environment and Resource Management land use code of 40, together with data on the Number of Workers for Queensland Mines and Quarries published on the Queensland Government Mining and Safety website as at 30 September 2011 when determining the properties that fit into this category.

The intention of this description is:-

1. To cover all land used for the purpose of extracting resources from the ground and include:
 - (a) Operational Gravel Pits
 - (b) Extractive operations such as quarries and mining operations with an employee base of between 6 and 50 workers (employees and/or contractors) and extraction volumes of less than 1 million tonnes per annum

Category – Extractive C

Description

All properties in this category are used for extractive industry purposes such as quarries and mining operations with between 51 and 300 workers (employees and/or contractors) according to data on the Number of Workers for Queensland Mines and Quarries published on the Queensland Government Mining and Safety website as at 30 September 2011 and/or extraction volumes of between 1 million and 2 million tonnes per year.

The intention of this description is:-

1. To cover all land used for the purpose of extracting resources from the ground, with operations that have between 51 and 300 workers (employees and/or contractors) and extraction volumes of between 1 million and 2 million tonnes per year.

Category – Coal Mines

Description

All properties in this category are used for the purpose of an Integrated Coal Mining operation with more than 300 workers (employees and/or contractors) according to data on the Number of Workers for Queensland Mines and Quarries published on the Queensland Government Mining and Safety website as at 30 September 2011 and/or production greater than 2 million tonnes per year.

The intention of this description is:-

1. To cover all land used for the purpose of an Integrated Coal Mining operation, with operations that have greater than 300 workers (employees and/or contractors) and extraction volumes of greater than 2 million tonnes per year.

A Coal Mine is defined as land that is the subject of a coal mining lease (issued pursuant to the Mineral Resources Act 1989) or other form of tenure that was used, is used, or intended to be used:-

as a coal mine (or for purposes ancillary or associated with coal mining such as, for example, washing down, stockpiling, haulage, water storage and rehabilitation); or in conjunction with other land (the subject of a coal mining lease) as part of an integrated coal mining operation.

An integrated coal mining operation is defined as land contained in more than one coal mining lease (issued pursuant to the Mineral Resources Act 1989) or other form of tenure which land was used, is used, or intended to be used in an integrated manner for the purposes of coal mining or purposes ancillary or associated with coal mining such as, for example, washing down, stockpiling, haulage, water storage and rehabilitation.

Category – Power Generation

Description

All properties in this category are located anywhere within the South Burnett Regional Council area and are used for the purpose of electricity generation by way of coal, gas or a combination of both coal and gas fired power station with a total maximum generating capacity of greater than 400 megawatts.

Category – Rural Land

Description

All properties in this category are located anywhere within the South Burnett Regional Council area, and are used for the business of primary production. Council will be guided by the Department of Environment and Resource Management land use codes between 60 and 71, 73 and 89, and 93 when determining the properties that fit into this category.

The intention of this description is:-

1. To cover all land in the region that is used for the business of primary production, including agricultural, grazing, horticulture, aquaculture and similar purposes and:-
2. Is not included in any other category.
3. Properties in this category must qualify for the Department of Environment and Resource Management primary producers' concession, and are identified by the land use codes above.

Category – Water Pumping and Storage

Description

All properties in this category are used for the purpose of water storage or water pumping. Council will be guided by the Department of Environment and Resource Management land use code of 95 when determining the properties that fit into this category.

The intention of this description is:-

1. To cover all land used for the purpose of water storage or water pumping and not included in any other category.

Category – Other Land

Description

Any land that cannot be included in any other category

(b) *Basis on Which Amounts Calculated*

General Rates are principally allocated to rateable properties in the Regional area based on the Unimproved Value (UV) of the land under the Valuation of Land Act, as supplied by the Lands Division of the Department of Environment and Resource Management. General Rates are used to fund the general operations of Council after allowing for the income from all other rates and charges and grants and subsidies. The term “rateable land” is defined by Section 93(2) of the *Local Government Act 2009*.

3. Minimum General Rate

(a) *Reason*

The Council recognises that all parcels of land will receive a benefit from services provided and that, in some instances; the levying of a rate based on the valuation will result in some lands not contributing to the cost of such services in proportion to the benefit received.

(b) *Basis on which Minimum General Rate Calculated*

In accordance with Chapter 2, Part 4 of the *Local Government (Finance, Plans and Reporting) Regulation 2010*, minimum general rates will be determined in each year based on the level of services provided in the budget for that year.

4. Averaging of land values over 3 years

(a) *Reason*

The Council recognises that as a result of the recent revaluation, some property owners face large increases in General Rates, as their property valuation has increased significantly higher than the average. In order to minimise the impact of significant valuation increases for these property owners, Council has decided to utilise the averaging tool set out in Chapter 2, Part 3 of the *Local Government (Finance, Plans and Reporting) Regulation 2010*.

(b) *Basis on which Averaging of Land Values is Calculated*

In accordance with Sections 8 and 10 of the *Local Government (Finance, Plans and Reporting) Regulation 2010*, differential general rates will be calculated based on a three year averaged valuation.

For properties that do not have three valuations on which to base an average, a 3-year averaging number will apply in accordance with section 10(2) of the *Local Government (Finance, Plans and Reporting) Regulation 2010*. For the 2012/13 financial year, the averaging factor will be 0.99.

5. Limitation of increase in amount of General Rates

(a) Reason

The Council recognises that as a result of the recent revaluation, some property owners face large increases in General Rates, as their property valuation has increased above the average. In order to minimise the impact of significant valuation increases for these property owners, Council has decided to place a limit on the increase in general rates applicable to each rate assessment as set out in Section 50 of the *Local Government (Finance, Plans and reporting) Regulation 2010*.

(b) Basis on which limitation is calculated

In accordance with section 50 of the *Local Government (Finance Plans and reporting) regulation 2010*;

- I. For land on which the rate levied for the previous financial year was for a full year the amount of the rate levied for the previous financial year plus 30%
- II. For land on which the rate was levied for the previous financial year was for a period less than the full year the corresponding annual amount for the rate levied for the previous financial year plus 30%
- III. For land which was not levied for a period of twelve (12) months the preceding financial year or to any separately valued parcel of land that is of different areas as to the time of rating for the immediately preceding financial year the limitation shall not apply.

6. Special Charges

6.1 Special Charge – Rural Fire Levy

(a) Reason

Subsequent to the amendment to the Fire Service Act 1990, allowing Local Governments to make and levy a charge on all parcels of rateable land serviced by a Rural Fire Brigade, the Council decided to impose such a charge on all rateable land not situated in an urban fire brigade area, as defined by the Queensland Fire and Rescue Service.

(b) Basis on which Special Rural Fire Charge Calculated

In accordance with Section 92(3) of the *Local Government Act 2009* and Chapter 2 Part 6 of the *Local Government (Finance, Plans and Reporting) Regulation 2010* and section 128A of the *Fire and Rescue Service Act 1990*, Council will make and levy a special charge of \$25.00, on all rateable land within the region, other than rateable land that is liable to pay an urban fire district levy (pursuant to section 107 of the *Fire and Rescue Service Act 1990*), to fund the ongoing provision and maintenance of rural fire fighting equipment for the rural fire brigades that operate throughout the rural areas of the region.

The overall plan for the Rural Fire Levy is as follows:-

- (a) The rateable land to which the plan applies is all rateable land within the region, other than rateable land that is liable to pay an urban district fire levy (pursuant to section 107 of the *Fire and Rescue Service Act 1990*).

- (b) The service, facility or activity for which the plan is made is the ongoing provision and maintenance of rural fire fighting equipment for the rural fire brigades that operate throughout the rural areas of the region.
- (c) The time for implementing the overall plan is 1 year commencing 1 July 2012 and ending 30 June 2013
- (d) The estimated cost of implementing the overall plan is \$222,000.00
- (e) The level of contribution each brigade receives will be decided by the Local Area Rural Fire Services Committee.

The Council is of the opinion that the rateable land to be levied with the special charge specially benefits from the fire emergency response capability that is provided by the rural fire brigades, which capability would be substantially (if not completely) diminished if the rural fire brigades did not receive the funding provided to them by Council as a direct consequence of the levying of the special charge.

7. Separate Rates or Charges

7.1. Separate Charge - Environmental Levy

(a) Reason

In Accordance with Section 92(5) of the *Local Government Act 2009* and Chapter 2, Part 8 of the *Local Government (Finance, Plans and Reporting) Regulation 2010*, the Council has determined that a separate charge will be levied equally on all rateable lands in the Region to enable Council to fund issues specifically for the protection of the environment.

- To design and implement natural resource management strategies or plans at a local or regional scale
- To implement on ground works for the enhancement and protection of areas identified as having significant environmental values within the South Burnett Region such as reserves, waterways, flora and fauna habitats, remnant vegetation, cultural or heritage significant sites etc.
- To design and implement renewable energy initiatives to address climate change issues
- To address salinity and water quality issues in the South Burnett Region
- To address declining remnant vegetation issues in the South Burnett Region
- To research control measures, carry out field trials and eradication works for environmental weeds identified in Council's Pest Management Plan
- To deliver Natural Resource Management training to Council staff and community organisations
- To develop education and awareness materials relevant to Natural Resource Management and Sustainable communities within the region
- To purchase of land for conservation purpose
- The time for implementing the overall plan is 1 year commencing 1 July 2012 and ending 30 June 2013
- The estimated cost of implementing the overall plan in 2012-2013 is \$820,889 which includes grant funds and carry over funds from 2011-2012

(b) Basis on which special environmental charge calculated

Revenue raised from this charge will only be used to fund either all or part of the costs associated with issues specifically for the protection of the environment. It is considered to be more appropriate to raise funds by a separate charge rather than from general funds to ensure the community is aware of the Council's commitment to the long-term sustainability of our environment. It also considers the benefit is shared equally by all parcels of land regardless of their

value. Full particulars of the environmental initiatives funded by the levy are set out in Council's budget papers.

7.2. Separate Charge - Waste Management Levy

(b) Reason

In accordance with Section 92(5) of the *Local Government Act 2009* and Chapter 2, Part 8 of the *Local Government (Finance, Plans and Reporting) Regulation 2010*, the Council has determined that a separate charge will be levied equally on all rateable lands in the Region to enable Council to fund issues specifically for the provision, improvement and management of waste management facilities.

(c) Basis on which special waste management charge calculated

Revenue raised from this charge will only be used to fund either all or part of the costs associated with provision, improvement and management of waste management facilities. It is considered to be more appropriate to raise funds by a separate charge rather than from general funds to ensure the community is aware of the Council's commitment to the long-term appropriate management of waste. It also considers the benefit is shared equally by all parcels of land regardless of their value. Full particulars of the waste management initiatives funded by the levy are set out in Council's budget papers.

7.3. Separate Charge – Community Rescue and Evacuation Levy

(a) Reason

In accordance with Section 92(5) of the *Local Government Act 2009* and Chapter 2, Part 8 of the *Local Government (Finance, Plans and Reporting) Regulation 2010*, the Council has determined that a separate charge will be levied equally on all rateable lands in the Region to enable Council to provide funds for the purpose of sponsoring the airborne emergency rescue and evacuation transport providers that service the South Burnett Region.

(b) Basis on which special medical evacuation calculated

Revenue raised from this charge will only be used to fund sponsorship of the airborne emergency rescue and evacuation transport providers that service the South Burnett Region. In Council's opinion, it is more appropriate to raise funds by a separate charge rather than from general funds to ensure the community is aware of the Council's commitment to ensure ongoing support for this vital community service. It also considers the benefit is shared equally by all parcels of land regardless of their value.

8. Utility Charges

8.3. Wastewater Utility Charges

(a) Reason

The Council operates separate waste water and composting effluent schemes set out in Schedule A – Defined Sewerage Areas and determines that the net cost of providing wastewater services to lands, including operating and maintenance costs, capital costs and debt servicing charges will be fully funded by a charge on those lands receiving the service or to which the service is deemed to be available.

(b) Basis on which wastewater charges calculated

Until otherwise determined by the Council the basis and principles of assessing charges to be levied under Section 92(4) of the *Local Government Act 2009* and Chapter 2, Part 7 of the *Local*

Government (Finance, Plans and Reporting) Regulation 2010 for the purpose of defraying the interest and redemption charges to loan liability incurred by the Council for Wastewater services (including Composting Effluent Systems) and the cost of operating and maintaining wastewater systems (including composting effluent systems) in the declared wastewater areas set out in Schedule A shall in respect of all land and premises in the area, whether the land on which any structure, building or place is situated, is or is not rateable under the Local Government Act, shall be as follows:-

- i. In respect of all lands and premises which are connected with Council's Wastewater Systems (including composting effluent systems)
 - A charge to be fixed by the Council, for each pedestal connected to the wastewater system, other than extra pedestals installed in a private residence for the sole use of the occupier and their family.
- ii. In respect of each allotment of Vacant Land rateable under the *Local Government Act 2009* situated within the declared wastewater areas:
 - A charge to be fixed by the Council.
- iii. Where any premises not connected to the Council's wastewater system, become connected during the year, the charges under Clause (i) shall become operative from the date of connection, with proportionate rebate from that date, of those made under Clause (ii).

8.4. Refuse Collection Charges – Residential and Commercial

(a) Reason

Council determines that the net cost of providing refuse collection services including operation and maintenance costs, capital costs and debt servicing costs will be funded by those lands receiving the service. Details of the areas receiving a refuse service are set out in Schedule B.

(b) Basis on which Refuse Collection Charges Calculated

Until otherwise determined by the Council the basis and principles of assessing charges to be levied under Section 92(4) of the *Local Government Act 2009* and Chapter 2, Part 7 of the *Local Government (Finance, Plans and Reporting) Regulation 2010*, for the purpose of defraying the cost of supplying a cleansing service for the removal of garbage or refuse in respect of all lands and premises as defined in the schedule of declared refuse areas (Schedule B) and those lands and premises outside the declared refuse areas where an optional cleansing service is requested shall be as follows: -

- i. In respect of all lands and premises contained within the declared refuse area
 - A charge to be fixed by the Council for each domestic refuse service for the declared refuse collection area.
- ii. In respect of all lands and premises outside the declared refuse areas where an optional cleansing service is requested.
 - A charge to be fixed pursuant to section (i).
- iii. In respect of all lands and premises either contained within a declared refuse area or outside a declared refuse area where garbage and refuse are removed other than in accordance with Clause (i) and (ii) (i.e. Commercial Waste Collection).
 - A charge fixed pursuant to section (i) for each equivalent 240 litre container provided.
 - A charge to be fixed by the Council for each 1m³; container provided.

- A charge to be fixed by the Council for each 1.5m³; container provided
 - A charge to be fixed by the Council for each 2.0m³; container provided
 - A charge to be fixed by the Council for each 3.0m³; container provided
- iv. The size of container and frequency of service pursuant to clause (iii) shall be determined by the Chief Executive Officer.

8.5. Water Supply Charges

(a) Reason

The Council operates separate water supply schemes set out in Schedule C - Defined Water Area, and determines that the net cost of providing a water supply including operation and maintenance costs, capital costs and debt servicing costs will be fully funded by charges on those lands receiving a supply or to which a supply is deemed to be available.

(d) Basis on which Water Supply Charges Calculated

- i. *Access Charge:* In accordance with Section 92(4) of the Local Government Act 2009 and Chapter 2, Part 7 of the *Local Government (Finance, Plans and Reporting) Regulation 2010*, the costs of administration, costs associated with the source of supply and depreciation will be funded by a fixed charge on those lands receiving the service or to which the service is deemed to be available in each scheme.

Council believes that it is logical and equitable for all users to contribute to the fixed costs of the water supply operation. The basis of apportionment of this cost shall be the supply capacity made available to the connected premises, as a measure of the proportionate share of the capacity of the system utilised by the connected property.

| Meter Size | Capacity Factor |
|---------------|-----------------|
| 20mm | 1.0 |
| 25mm | 1.6 |
| 32mm and 40mm | 2.5 |
| 50mm and 80mm | 6.5 |
| 100mm | 15.0 |
| Vacant | 0.5 |

This direct correlation is varied as follows:-

- (a) All connections below 25mm are deemed to be the same capacity;
- (b) Domestic properties which due to low pressure related matters only, require the installation of a larger than normal (20 mm) water meter, are to be charged the equivalent of a 20mm connection base charge;
- (c) Domestic properties which due to low pressure related matters only, require the installation of an additional water meter, are to be charged the equivalent of a single 20mm connection base charge only;
- (d) In the case of units as defined under the *Body Corporate and Community Management Act 1997* where the complex has a main meter, and individual units do not have an individual

meter, then the base water charge for each unit will be levied as if the unit had a 20mm service connected;

- (e) In the case where there are 2 or more lots and an improvement is constructed across a property boundary, provided that a connected access charge is being levied for one lot, then vacant charges will not apply to the other vacant lot.
- (f) In the case of properties defined as “Rural” under Council’s differential rating criteria where multiple services are connected a charge for each additional connection shall be 50% of a single 20mm base charge
- (g) In the case where a specifically dedicated metered service connection is provided for fire fighting capability a charge for each service shall be 50% of a single 20mm access charge.
- ii. Usage Charge: In Accordance with Section 92(4) of the *Local Government Act 2009* and Chapter 2, Part 7 of the *Local Government (Finance, Plans and Reporting) Regulation 2010*, the cost of reticulation of water supply will be funded by a per kilolitre charge for every kilolitre of water used as measured by a meter. Meters shall be read as near as practicable to June 30 and December 31 each year. Water Consumption charges will be included on the half yearly rate notice.

This charge is based on a six tier system, calculated on the volume of water used in kilolitres (000’s of litres).The step system rewards households with low water usage, and penalises households with high water usage. Council believes that the higher consumption charge for higher steps will be a significant incentive for residents to conserve water.

The tiers or steps that apply to all size connections are shown in the table below.

For connections greater than 20mm, the steps are increased proportionally with the capacity factor mentioned in (b) (i) above.

| Meter Size | Capacity Factor | Step 1 | Step 2 | Step 3 | Step 4 | Step 5 | 408 |
|---------------|-----------------|-----------|---------------|---------------|---------------|----------------|---------|
| 20mm | 1.0 | 0 - 80 | 81 – 120 | 121 – 300 | 301 – 500 | 501 – 1,700 | >1,700 |
| 25mm | 1.6 | 0 - 128 | 129 – 192 | 193 – 480 | 481 – 800 | 801 – 2,720 | >2,720 |
| 32mm and 40mm | 2.5 | 0 – 320 | 321 – 480 | 481 – 1,200 | 1,201 – 2,000 | 2,001 – 6,800 | >6,800 |
| 50mm and 80mm | 6.5 | 0 – 520 | 521 – 780 | 781 – 1,950 | 1,951 – 3,250 | 3,251 – 11,050 | >11,050 |
| 100mm | 15.0 | 0 – 1,200 | 1,201 – 1,800 | 1,801 – 4,500 | 4,501 – 7,500 | 7,501 – 25,500 | >25,500 |

9. Discount and Other Benefits for Prompt Payment of Rates

(a) Reason

To encourage early payment of rates, Council will offer ratepayers a discount on payments received during the nominated discount period in accordance with Section 64 of the *Local Government (Finance, Plans and Reporting) Regulation 2010*.

For discount to be allowed, full payment of all rates, (including overdue rates), charges, interest, fees and levies appearing on the rate notice must be received by Council on or before the due date at a Council office or approved agency by the close of business on the due date.

In the case of electronic payments, discount will be allowed if full payment as described above, is received and recorded on Council's accounts on or before the due date.

The discount period will be a period of at least thirty (30) clear days commencing from the issue date shown on the Rate Notice and concluding on the due date shown on the Rate Notice.

(b) Basis on which Discount Calculated

For payments made during the discount period – a period of at least thirty (30) clear days commencing from the issue date shown on the Rate Notice and concluding on the due date shown on the Rate Notice.

Discount will apply to the following rates and charges:

- General Rates levied – 10%
- Wastewater charge levied – 10%
- Water access charge levied – 10%
- Garbage charge levied – 10%

However, Discount does not apply to the following charges, which may appear on the rate notice:

- State Urban Fire Levy
- Rural Fire Brigade Levy
- Water Consumption charges
- Environmental Levy
- Community Rescue and Evacuation Levy
- Waste Management Levy
- Any property charge relating to the carrying out of works (e.g. Slashing / Grass cutting or eradication of noxious weeds)
- Legal costs incurred by Council in rate collection
- Interest charges on overdue rates

(c) Approval of Early Payment Discount for Late Payments

There are occasions when payment by the due date is not able to be achieved through circumstances beyond the control of the ratepayer. The *Local Government (Finance Plans and Reporting) Regulation 2010* provides Council with the discretionary power to allow discount in such circumstances.

Payments made after the Due Date

Discount may be allowed, if the full payment of the overdue rates and charges has been made or will be made within the period specified by Council AND the applicant provides proof of any of the following:-

- (a) Illness involving hospitalization and/or incapacitation of the ratepayer at or around the time of the rates being due for discount.
- (b) The death or major trauma (accident/life threatening illness/emergency operation) of the ratepayer and/or associated persons (Spouse/Children/Parents) at or around the time of the rates being due for discount.
- (c) The loss of records resulting from factors beyond their control (Fire/Flood etc).

Further, that Council is satisfied that the event is the cause of the applicants' failure to make full payment by the due date.

Late Payments due to Postal Difficulties

Discount will be approved if the non-receipt of the rate notice or rate payment or late receipt of the payment by Council where the reason for such non-receipt or late payment is separately substantiated by:-

- (a) Written concurrence of the applicable mail carrier that problems existed with the mail deliveries, or
- (b) Written evidence that a mail re-direction was current at that location at the time that the rate notice was issued, or when the rates were due for payment, or
- (c) The return of the rate notice to Council although correctly addressed, or
- (d) Other evidence that payment of the rates was made by the ratepayer at that time, but did not reach Council due to circumstances beyond the control of the ratepayer. In such circumstances, Council will consider the past payment history of the ratepayer, and whether such circumstances have been claimed before, or
- (e) Where an administrative error occurred at the Department of Environment and Resource Management that resulted in the rate notice being incorrectly addressed by Council.

Discount will **NOT** be allowed if the circumstances above are:-

- As a result of the failure of the Ratepayer to ensure that Council was given the correct notification of the address for service of notices prior to the issue of the rate notice, or
- As a result of a change of ownership, where Council received notification of the change of ownership after the issue of the Rate Notice.

Administrative Errors

An extended discount period will be allowed if Council has failed to correctly issue the rate notice in sufficient time to permit the ratepayer to make payment before the expiration of the discount period. The extended discount period will be equivalent to that period provided to other ratepayers and will commence from the date of the replacement notice.

Other Errors

Where there is an apparent accidental short payment of the rates resulting from a miscalculation of the net amount due on the part of the ratepayer, arising from the payment of a number of Rate Notices at one time (i.e. Addition error) OR the tendering of an incorrect amount for a single rate notice (i.e. Transposition error) THEN Discount will be allowed in the following manner:-

- a. Where the amount of the error is \$50.00 or less
Full Discount will be allowed and the underpaid amount will be treated as 'Arrears of Rates'.
- b. Where the amount of the error is more than \$50.00

The ratepayer will be advised in writing of the error and given 14 days to pay the shortfall. If the shortfall is paid by the extended due date, then full discount will be allowed.

The allowing of discount under these circumstances will **NOT** be allowed if any transposition error or addition error exceeds 20% of the total net rates payable on a single rate notice, or the number of rate notices paid at one time.

10. Interest on Overdue Rates

(a) Reason

The Council has determined that all rates and charges will be determined as overdue for the charging of interest if they remain unpaid after thirty (30) days from the due date of the relevant rate notice. (I.e. Sixty (60) days from the issue date of the relevant rate notice)

(b) Basis on which Interest Calculated

Interest will be charged on all overdue rates in accordance with Section 67 of the *Local Government (Finance, Plans and Reporting) Regulation 2009*. The interest shall be compound interest, calculated on daily rests. The interest rate shall be 11% per annum.

11. Collection of Outstanding Rates and Charges

Council requires payment of rates and charges within the specified period and it is Council's policy to diligently pursue the collection of overdue rates and charges. However, Council will take into account individual circumstances or the financial hardships faced by relevant ratepayers.

To cater for this, Council has established balanced administrative processes that allow flexibility in ratepayer payment options including payment by regular instalments. At the same time, these processes include a variety of options, including legal action, that allow the effective recovery of overdue rates, depending on the level of resistance experienced.

(a) Arrangements to Pay

Pursuant to Chapter 2, Part 10 of the *Local Government (Finance, Plans and Reporting) Regulation 2010*, arrangements to pay will be entered into where the Ratepayer and Council agree that such arrangements will allow the outstanding rates and charges to be paid in full by the end of the current half year rating period.

While a ratepayer maintains an arrangement to pay, Council will suspend all legal action, and will suspend all interest charges.

Council may also agree to enter into arrangements to pay where the outstanding rates and charges will not be paid in full by the end of the current half year period. These arrangements will be considered by Council on a case by case basis, and may require the ratepayer to make an initial lump sum payment of up to 50% of the outstanding rates.

Where a ratepayer defaults on an arrangement to pay, in the first instance, Council will attempt to make contact with the ratepayer, and negotiate for the return of the arrangement to an "up to date" position.

If the ratepayer fails to rectify the arrangement, or repeatedly defaults on the arrangement, then the arrangement to pay will be cancelled, and the suspension on interest charges and legal action will be lifted. Additionally, Council will not enter into any further rate arrangements until such time as all outstanding rates and charges are paid in full.

12. Payment Methods

Council offers ratepayers a wide and varied range of payment methods to pay rates. This includes Cash, Cheque or Money Order; Credit and Debit Card via EFTPOS at Council's Administration Offices; Credit Card or Debit Card over the telephone or internet via BPAY; payment at any Bank in Australia (transfer fees may apply), or payment by cash, cheque, Credit Card or Debit Card at any Australia Post outlet in Australia, or payment by Credit Card or Debit Card via Telephone or Internet via Australia Post Bill Pay.

For house bound or frail ratepayers, Council does offer Credit Card payments over the telephone by contacting Council's Rates Staff.

Other additional payment options will be considered and implemented where appropriate.

12.3. Payments in advance

Council does accept payments in advance – either the estimated amount of future rate levies or smaller amounts paid by instalments. Credit Interest is not payable to ratepayers on any credit balances held.

12.4. Issue of Rate Notices

(a) Quarterly Rate Notices

Council will issue separate rate notices (quarterly) for each three months of the year. The timing of the rate notice issues will generally be as follows; for the first three months of the financial year (July to September) the rate notice will be issued in early August each year. The rate notice for the second three months of the financial year (October to December) will be issued in early November each year. The rate notice for the third three months of the financial year (January to March) will be issued in early February each year. The rate notice for the fourth three months of the financial year (April to June) will be issued in early May each year.

The first (August) and the third (February) quarterly rate notice will also include water consumption charges for the previous six month period.

(b) Monthly Water Consumption Notices

For selected large water consumers, where the cumulative cost of water consumed for the regular six month period would be prohibitive and cause undue hardship, Council will consider the monthly issue of rate notices for this purpose.

(c) Pro Rata / Supplementary Rate Notices

Council will issue Supplementary Rate Notices for adjustments and variations in rates and charges on an "as required" basis during the year.

In accordance with section 92(4) of the *Local Government Act 2009* and Section 33 of the *Local Government (Finance, Plans and Reporting) Regulation 2010*, where the use made of particular land varies (e.g. Vacant land has a building constructed, or an existing building is altered), utility charges will be amended as follows:

i. Garbage Services

Where the garbage charge payable in respect of a particular premises is situated inside a declared garbage collection area, then the new service, or alteration/reduction to an existing service, shall be charged (or refunded as the case may be) on a pro rata basis and become operative from the date of commencement/alteration to the service.

ii. Water Supply Services

In the case of a new service being connected to a property situated within a declared water area, the new service shall be charged on a pro rata basis and become operable from the date of installation of the service.

In the case of an alteration to an existing service to a property situated within a declared water area, the addition/reduction of the service shall be charged on a pro rata basis and become operable from the date of installation/disconnection of the service.

In the case of land being subdivided (Including Group Title) within a declared water area, the water charge shall be charged on a pro rata basis and become operable from the date of the sales of the new lots.

In the case where there has been an identified problem with a water meter, the consumption charge shall be calculated on a pro rata basis according to the average daily consumption over the previous three (3) years, or for whatever period is applicable to the current owner if less than three (3) years. Otherwise, it will be at the discretion of the Chief Executive Officer or his delegate.

In the case there has been an undetected water leak, plumbing failure or actions outside of the control of the ratepayer, the amount of relief from payment of the measured water consumption charge will be calculated on a pro rata basis according to the average daily consumption over the previous three (3) years, or for whatever period is applicable to the owner if less than three (3) years. However, the amount of relief cannot be more than 50% of the difference between the average consumption and the consumption actually registered for the relevant period.

iii. Wastewater Services

In the case of a new building constructed on a property situated within a declared wastewater area, the new service shall be charged on a pro rata basis and become operable from the date of connection/connection (final inspection) of the service to the wastewater scheme.

In the case of an alteration to an existing building on a property situated within a declared wastewater area, the addition/reduction of the service shall be charged on a pro rata basis and become operable from the date of connection/disconnection of the service to the wastewater scheme.

In the case of land being subdivided (Including Group Title) within a declared wastewater area, the wastewater charge shall be charged on a pro rata basis and become operable from the date of the sales of the new lots.

13. Cost Recovery Fees and Business Activity Fees

13.3. Cost Recovery Fees

Council imposes cost recovery fees for services and facilities supplied by it under the Local Government Act and Local Laws for things such as applications, approvals, consents, licenses, permission, registration, information given, admission to certain structures or places or inspection made.

These Cost Recovery Fees are set at or below a level which is based as far and accurately as possible on the actual cost of providing the particular service to which the fee relates. All Cost Recovery Fees are listed in Council's Register of Charges.

13.4. Business Activity Fees

Council has the power to conduct business activities and make business activity fees for services and facilities it provides on this basis. Business activity fees are made where Council provides a service and the other party to the transaction can choose whether or not to avail itself of the service. Business activity fees are a class of charge, which are purely commercial in application and are subject to the Commonwealth's Goods and Services Tax.

Business activity fees include but are not confined to the following: rents, plant hire, private works and hire of facilities.

14. Rebates and Concessions on Rates and Charges

14.1. Pensioner Concession

It is Council's policy to provide assistance by way of a remission of rates to pensioners who meet the administrative guidelines for the Queensland Government pensioner rate subsidy scheme.

The Council rebate is in addition to the State Government approved pensioner rate subsidy.

For 2012/2013 the remission has been set at 10% of the rate levy to a maximum of \$100 per annum. This remission is granted pursuant to section 96 of the *Local Government Act 2009* and Chapter 2, Part 10 of the *Local Government (Finance, Plans and Reporting) Regulation 2010*. The rebate will be distributed equally across each of the quarterly rate notices issued.

In summary, applications for the Pensioner Concession are to be made on the appropriate application form. Approved Pension cards include a current Centre link Queensland Pensioner Concession Card; a Department of Veterans' Affairs Gold Card or a Department of Veterans' Affairs Pensioner Concession Card.

The dwelling for which the remission is claimed shall be the principal place of residence for the applicants. Where an eligible pensioner/s resides some or all of the time in a Nursing Home or with family due to ill health, the residence may be regarded as the principal place of residence, as long as it is not occupied on a paid tenancy basis.

Applications should be received by 30 June in each year to be considered for the forthcoming year.

In the case of an approved pensioner/s who buys, sells or becomes deceased, a pro rata adjustment shall be made from the date of the transfer or death.

Where the property is held in joint ownership, then a pro rata remission shall be granted in proportion to the share of ownership, except where the co-owners are an approved pensioner and his/her spouse. (Including defacto relationships as recognized by Commonwealth Legislation)

In the case of exclusive occupancy or life tenancy granted by a will, a certified copy of same must be furnished to Council before a full remission will be granted.

14.2. Concession on Vacant Water and Wastewater Charges for Developers

The Council has determined that where developers are required to reticulate water and sewerage to a subdivision, an exemption from vacant water and sewerage charges will apply for a period of up to five (5) years unless there is a prior sale of such allotments and will apply from the date of registration of the plan.

14.3. Concession on Special, Separate and Utility Charges

The Council has determined that certain rateable land held in the ownership of groups or organizations, which provide a public service or community benefit, will be exempted from the requirement to pay certain special, separate and utility charges. Organisations qualifying for exemption from utility charges are listed in Schedule “D”. The exemption is granted in accordance with the provisions of the *Local Government Act 2009* Section 93 (3) and Section 7 of the *Local Government (Finance, Plans and Reporting) Regulation 2010*.

This concession is granted in accordance with Section 54(1)(d) of the *Local Government (Finance, Plans and Reporting) Regulation 2010*.

14.4. Waiving of Water Usage Charges – Haemodialysis Machines

The Council has determined that where ratepayers or residents require the use of a Haemodialysis machine for health reasons, then Council will grant a remission of water consumption charges.

For compassionate reasons, Council will allow an annual remission of 190kl on the water usage to any patient who qualifies for and operates a home Haemodialysis machine supplied by Queensland Health.

This concession is granted in accordance with Section 54(1)(c) of the *Local Government (Finance, Plans and Reporting) Regulation 2010*.

14.5. Waiving of Minimum General Rate – bore and pump sites, small parcels etc

The Council has determined that the following classes of land will be exempted from the requirement to pay the minimum general rate levy, but will pay a valuation based differential general rate which will be less than the minimum.

- (a) Any rateable land held as a Permit to Occupy for water facility purposes, namely bore and pump site and associated purposes only.
- (b) Properties that are small parcels of land worked in conjunction with properties held in the same ownership and identified in Schedule E

This concession is granted in accordance with Section 54(1)(c) of the *Local Government (Finance, Plans and Reporting) Regulation 2010*

15. Land Exempted from Rating

15.1. Exemption from General Rating

In accordance with the provisions of the *Local Government Act 2009* Section 93 (3) and Section 7 of the *Local Government (Finance, Plans and Reporting) Regulation 2010*, the Council has determined that land held in the ownership of groups or organizations which provide a public service or community benefit will be exempted from the requirement to pay general rates. Details are listed in Schedule “D”

16. Limitations on Increases in Rates and Charges

Pursuant to Section 50 of the *Local Government (Finance, Plans and Reporting) Regulation 2010*, the Council will limit rate increases for all differential rating categories as follows:

- (a) for land on which the rate levied for the previous financial year was for the full year the amount of the rate levied for the previous financial year plus 30%; or
- (b) for land on which the rate levied for the previous financial year was for a period less than the full year the corresponding annual amount for the rate levied for the previous financial year plus 30%

17. Schedules:

| Schedule A – Defined Sewerage Areas | |
|--|--|
| Scheme | Evidence |
| Nanango | Each parcel of land: i) Contained within the contribution area for Nanango identified in the Nanango IPA Planning Scheme Policy Map PSP-4-1a. ii) Determined by Council resolution from time to time as being within the defined sewerage area for Nanango and being capable of being connected to the relevant sewerage system. |
| Blackbutt | Each parcel of land: i) Contained within the contribution area for Blackbutt identified in the Nanango IPA Planning Scheme Policy Map PSP-4-1b. ii) Determined by Council resolution from time to time as being within the defined sewerage area for Blackbutt and being capable of being connected to the relevant sewerage system. |
| Kingaroy | Each parcel of land: i) Contained within the contribution area for Kingaroy identified in the Kingaroy IPA Planning Scheme Policy Map PSP-4-1.or ii) Determined by Council resolution from time to time as being within the defined sewerage area for Kingaroy and being capable of being connected to the relevant sewerage system. |
| Wondai | Each parcel of land: i) Contained within the contribution area for Wondai identified in the Wondai IPA Planning Scheme Policy Map PSP-4-1a. ii) Determined by Council resolution from time to time as being within the defined sewerage area for Wondai and being capable of being connected to the relevant sewerage system. |
| Proston CED | Each parcel of land: i) Contained within the contribution area for Proston identified in the Wondai IPA Planning Scheme Policy Map PSP-4-1b. ii) Determined by Council resolution from time to time as being within the defined CED area for Proston and being capable of being connected to the relevant sewerage system. |
| Murgon | Each parcel of land: i) Contained within the contribution area for Murgon identified in the Murgon IPA Planning Scheme Policy Map PSP-4-1. ii) Determined by Council resolution from time to time as being within the defined sewerage area for Murgon and being capable of being connected to the relevant sewerage system. |

| Schedule B – Defined Refuse Collection Areas | |
|---|---|
| Area | Evidence |
| Kingaroy | Each parcel of occupied land or land containing a structure that is i) located in the town of Kingaroy as identified in the Kingaroy Shire IPA Planning Scheme - Locality and Zoning Map 1B ii) determined by Council resolution from time to time within the defined refuse area for Kingaroy |
| Nanango | Each parcel of occupied land or land containing a structure that is i) located in the town of Nanango as identified in the Nanango Shire IPA Planning Scheme - Locality and Zoning Map 1B ii) determined by Council resolution from time to time within the defined refuse area for Nanango |
| Murgon | Each parcel of occupied land or land containing a structure that is i) located in the town of Murgon as identified in the Murgon Shire IPA Planning Scheme - Locality and Zoning Map 1A ii) determined by Council resolution from time to time within the defined refuse area for Murgon |
| Wondai | Each parcel of occupied land or land containing a structure that is i) located in the town of Wondai as identified in the Wondai Shire IPA Planning Scheme - Locality and Zoning Map 1 ii) determined by Council resolution from time to time within the defined refuse area for Wondai |
| Blackbutt | Each parcel of occupied land or land containing a structure that is i) located in the town of Blackbutt as identified in the Blackbutt Shire IPA Planning Scheme - Locality and Zoning Map 1B ii) determined by Council resolution from time to time within the defined refuse area for Blackbutt |
| Villages | Each parcel of occupied land or land containing a structure that is i) located in the villages of Kumbia, Wooroolin, Memerambi, Crawford, Coolabunia, Maidenwell, Brooklands, Dandabah, Taabinga or Boondooma as identified in the "Individual Villages" map series ii) determined by Council resolution from time to time within the defined refuse area |

| Schedule C – Defined Water Area | |
|--|---|
| Water Area | Evidence |
| Nanango | Each parcel of land: i) Contained within the contribution area for Nanango identified in the Nanango IPA Planning Scheme Policy Map PSP-3-1a;.or ii) Determined by Council resolution from time to time as being within the defined water area for Nanango and capable of being connected to the relevant water scheme. |
| Blackbutt | Each parcel of land: i) Contained within the contribution area for Blackbutt identified in the Nanango IPA Planning Scheme Policy Map PSP-3-1b;.or ii) Determined by Council resolution from time to time as being within the defined water area for Blackbutt and capable of being connected to the relevant water scheme. |
| Kingaroy | Each parcel of land: i) Contained within the contribution area for Kingaroy identified in the Kingaroy IPA Planning Scheme Policy Map PSP-3-1; or ii) Determined by Council resolution from time to time as being within the defined water area for Kingaroy and capable of being connected to the relevant water scheme. |

| Schedule C – Defined Water Area | |
|--|--|
| Water Area | Evidence |
| Kumbia | Each parcel of land: i) Contained within the contribution area for Kumbia identified in the Kingaroy IPA Planning Scheme Policy Map PSP-3-1.or ii) Determined by Council resolution from time to time as being within the defined water area for Kumbia and capable of being connected to the relevant water scheme. |
| Wooroolin | Each parcel of land: i) Contained within the contribution area for Wooroolin identified in the Kingaroy IPA Planning Scheme Policy Map PSP-3-1; or ii) Determined by Council resolution from time to time as being within the defined water area for Wooroolin and capable of being connected to the relevant water scheme. |
| Wondai/ Tingoora | Each parcel of land: i) Contained within the contribution area for Wondai/Tingoora identified in the Wondai IPA Planning Scheme Policy Map PSP-3-1a;.or ii) Determined by Council resolution from time to time as being within the defined water area for Wondai/Tingoora and capable of being connected to the relevant water scheme. |
| Proston/ Proston Rural | Each parcel of land: i) Contained within the contribution area for Proston identified in the Wondai IPA Planning Scheme Policy Map PSP-3-1b;.or ii) determined by Council resolution from time to time as being within the defined water area for Proston or Proston Rural Water Supplies and capable of being connected to the relevant water scheme. |
| Boondooma Dam | Each parcel of land: i) contained within the Boondooma Dam Special Development Area under Wondai IPA Planning Scheme; or ii) Determined by Council resolution from time to time as being within the defined water area for Boondooma Dam and capable of being connected to the relevant water scheme. |
| Murgon | Each parcel of land: i) Contained within the contribution area for Murgon identified in the Murgon IPA Planning Scheme Policy Map PSP-3-1;.or ii) Determined by Council resolution from time to time as being within the defined water area for Murgon and capable of being connected to the relevant water scheme. |

Schedule D – Exemptions from General Rates, Special, Separate and Utility Charges

The *Local Government Act 2009 (LG Act 2009)* Section 93(3)(j)(2) and Part 2 of the *Local Government (Finance, Plans and Reporting) Regulation 2010 (LG FP&R)* exempt certain classes of land from being charged General and Other Rates. Council has determined the following exemptions or rate remissions:

Land Owned By a Religious Entity:

(a) Churches, Church Halls and Pastor's Residences

- Exempted from General Rates by *LG Act 2009* Section 93(j)(2) and *LG (F,P&R) Regulation 2010* Section 7(a)(1)
- Remission of Environmental Levy, Waste Management Levy and Community Rescue and Evacuation Levy

(b) Schools (including vacant land used in conjunction with School)

- Exempted from General Rates by *LG Act 2009* Section 93(j)(2) and *LG (F,P&R) Regulation 2010* Section 7(a)(2)
- Remission of Environmental Levy, Waste Management Levy and Community Rescue and Evacuation Levy

(c) Aged Care Facilities

- Exempted from General Rates by *LG Act 2009* Section 93(j)(2) and *LG (F,P&R) Regulation 2010* Section 7(a)(2)
- Remission of Environmental Levy, Waste Management Levy and Community Rescue and Evacuation Levy

Identified Properties

| Assess No | Owner | Property Description and Location |
|-----------|---|--|
| 10842-9-0 | Uniting Church in Australia | Canowindra Nursing Home - 43 Windsor Circle Kingaroy |
| 11312-0-0 | Uniting Church in Australia | Lifeline Community Care - 1 Victoria Street Kingaroy |
| 11545-0-0 | Corporation of Trustees of Roman Catholic Archdiocese | Centacare - 14 Mary Street Kingaroy |
| 12048-0-0 | Lutheran Church of Aust (Qld Dist) | Orana Nursing Home - 18 Macdiarmid Street Kingaroy |

Land Owned by a Community Entity**(a) Queensland Country Women Associations**

- Exempted from General Rates by *LG Act 2009* Section 93(j)(2) and *LG (F,P&R) Regulation 2010* Section 7(a)(2), or *LG Act 2009* Section 93(h)(2).
- Remission of Environmental Levy, Waste Management Levy and Community Rescue and Evacuation Levy
- Remission of Water Access Charges, Sewerage Charges and Waste Collection Charges.

| Assess No | Owner | Property Description and Location |
|-----------|------------------------|-----------------------------------|
| 10341 | QCWA (Hall) Kingaroy | 122 Kingaroy Street, Kingaroy |
| 10415 | QCWA (Hostel) Kingaroy | 103 Kingaroy Street, Kingaroy |
| 12842 | QCWA (Hall) Kumbia | Bell Street, Kumbia |
| 12981 | QCWA (Hall) Wooroolin | Bunya H'Way, Wooroolin |
| 20089 | QCWA Blackbutt | Coulson Street, Blackbutt |
| 20718 | QCWA Nanango | 59 Fitzroy Street, Nanango |
| 30124-12 | QCWA Murgon | 81 Macalister Street, Murgon |
| 40040 | QCWA Hivesville | 12 Main Street, Hivesville |
| 40541 | QCWA Wondai | 86 Mackenzie Street, Wondai |

(b) Scout Associations, Girl Guides Associations and Blue Light Organisations

- Exempted from General Rates by *LG Act 2009* Section 93(j)(2) and *LG (F,P&R) Regulation 2010* Section 7(a)(2), or *LG Act 2009* Section 93(h)(2).
- Remission of Environmental Levy, Waste Management Levy and Community Rescue and Evacuation Levy
- Remission of Water Access Charges, Sewerage Charges and Waste Collection Charges

| Assess No | Owner | Property Description and Location |
|-------------|---|-----------------------------------|
| 10253 | Girl Guides Kingaroy | 2 Mant Street, Kingaroy |
| 10796 | Scouts Kingaroy | 2-8 James Street, Kingaroy |
| 13032 | Scouts Wooroolin | 23-27 Kate Street, Wooroolin |
| 20101-9-022 | Quail/B/Butt District Tourist Association | Bowman Road, Blackbutt |
| 20632 | Scouts Nanango | 40 Henry Street, Nanango |
| 20635 | Blue Light Skating Rink | George Street, Nanango |
| 30293 | Girl Guides | Macalister Street, Murgon |
| 30787 | Scouts Murgon | 13 Rose Street, Murgon |
| 40401 | Scouts and QCWA combined | 37 Rodney Street, Proston |
| 41019 | Scouts | 14 McCord Street, Wondai |

(c) Kindergarten, Child Care, Endeavour, Senior Citizen and other Welfare Facilities (Identified in Table below)

- Exempted from General Rates by *LG Act 2009* Section 93(j)(2) and *LG (F,P&R) Regulation 2010* Section 7(a)(2), or *LG Act 2009* Section 93(h)(2).
- Remission of Environmental Levy, Waste Management Levy and Community Rescue and Evacuation Levy
- Remission of Water Access Charges, Sewerage Charges and Waste Collection Charges

Identified Properties

| Assess No | Owner | Property Description and Location |
|-----------|---|--|
| 10258-0-0 | (QHC) South Burnett CTC | Youth Hostel – 38 Markwell Street, Kingaroy |
| 10290-0-0 | Kingaroy and District Senior Citizens Assoc | Senior Citizens - 90 Kingaroy Street, Kingaroy |
| 10349-0-1 | South Burnett Child Care Assn | Child Care Centre - Pound Street, Kingaroy |
| 10371-0-0 | Endeavour Foundation | Workshop - 22 Kingaroy Street, Kingaroy |
| 10385-0-0 | Endeavour Foundation | Workshop - 17 Kingaroy Street, Kingaroy |
| 10729-0-0 | Kingaroy Kindergarten Assoc | Kindergarten - 90 First Avenue, Kingaroy |
| 10834-0-0 | Endeavour Foundation | Residence – 8 Windsor Circle, Kingaroy |
| 10997-0-0 | South Burnett CTC | CROSB House - Respite Services - 18 Gladys Street, Kingaroy |
| 20383-0-0 | The Crèche and Kindergarten Association | Kindergarten - 36 Sutton Street, Blackbutt |
| 20569-5-0 | (Education Qld) South Burnett CTC | Child Care Centre and Community Hub - 42 Drayton Street, Nanango |
| 20760-0-0 | Nanango Shire Council | Nanango Kindergarten Assoc |
| 30119-0-0 | South Burnett CTC | Murgon Cherbourg Community Centre - 35 Lamb Street, Murgon |
| 30278-1-0 | South Burnett CTC | "Gumnut Place" - 22 Gore Street, Murgon |
| 30331-0-0 | South Burnett Regional Council | Murgon Kindergarten - 42 Macalister Street, Murgon |
| 30332-0-1 | Qld Police Citizens Youth Welfare Assoc | Murgon Pulse - 40 Macalister Street, Murgon |
| 30470-0-0 | (QHC) Graham House | Community Centre - 21 Taylor Street East, Murgon |
| 40273-0-0 | Recreation Reserve - Trustee Wondai Shire Council | Proston Play Group - 5 Blake Street Proston |
| 40526-0-1 | South Burnett CTC | Partners in Foster Care - 7 Bramston Lane, Wondai |
| 40882-0-0 | Wondai Kindergarten Assn | Kindergarten - 60 Baynes Street, Wondai |

Land used for Showgrounds or Horseracing:**(a) Showground's**

- Exempted from General Rates by *LG Act 2009* Section 93(h)(1)
- Remission of Environmental Levy, Waste Management Levy and Community Rescue and Evacuation Levy
- Remission of 75% of cost of water access, sewerage and waste collection charges provided to showground's facility. Services provided to commercial activities such as caravan parks, sub-leases or recreational facilities are not exempt.

(b) Race grounds

- Exempted from General Rates by *LG Act 2009* Section 93(h)(1)
- Remission of Environmental Levy, Waste Management Levy and Community Rescue and Evacuation Levy
- Remission of Water Access Charges, Sewerage Charges and Waste Collection Charges

Land used for Charitable Purposes:**(a) Aged Care Facilities – Non Religious (Identified in Table below)**

- Exempted from General Rates by *LG Act 2009* Section 93(i)
- Remission of Environmental Levy, Waste Management Levy and Community Rescue and Evacuation Levy

Identified Properties

| Assess No | Owner | Property Description and Location |
|-----------|---|--|
| 10016-0-0 | Board of Benevolence and Aged Masons and Orphans Fund | Aged Care Units - Haly Street, Kingaroy |
| 21247-1-0 | Karinya Aged Care Inc | Aged Care - Brisbane Street, Nanango |
| 23970-0-0 | Blackbutt Benarkin Aged Care Assoc Inc | Agess Care - Greenhills Drive, Blackbutt |
| 31015-0-0 | Southern Cross Care (Qld) | Castra Retirement Home - 2 Coopers Street, Murgon |
| 40213-1-0 | Wondai Shire Council | Proston Aged Home Units - Beresford Street, Proston |
| 40797-0-0 | Wondai District Homes for the Aged | Aged Care Units - 33 Bramston Street, Wondai |
| 40855-0-0 | Reserve - Trustees Wondai Shire Council | Barambah Accommodation Support Service - 25 Pring Street, Wondai |

(b) Charitable Organisations (Identified in Table Below)

- Exempted from General Rates by *LG Act 2009* Section 93(i)
- Remission of Environmental Levy, Waste Management Levy and Community Rescue and Evacuation Levy

Identified Properties

| Assess No | Owner | Property Description and Location |
|-----------|-----------------------------------|---|
| 10542-0-0 | Kingaroy Masonic Lodge | Masonic Lodge - 22 William Street, Kingaroy |
| 11438-0-0 | St Vincent De Paul Society Qld | St Vinnie's Store - 48 King Street, Kingaroy |
| 13162-0-7 | RSPCA South Burnett Branch | RSPCA Centre - Kingaroy Aerodrome |
| 20377-0-0 | Trustees Blackbutt Masonic Lodge | Masonic Lodge - 37 Sutton Street, Blackbutt |
| 20756-0-0 | Trustees Nanango Masonic Lodge | Masonic Lodge - 42 Gipps Street, Nanango |
| 30521-0-0 | Graham House Community Centre Inc | Graham House (Vacant Land used as car parking) - 24 Pearen Street, Murgon |
| 41002-0-0 | Wondai Masonic Lodge | Masonic Lodge - 39 Cadell Street, Wondai |

Land used for other Community Purposes:**(a) Community Owned Halls (Identified in Table Below)**

- Exempted from General Rates by *LG Act 2009* Section 93(j)(2) and *LG (F,P&R) Regulation 2010* Section 7(b)(1) or *LG Act 2009* Section 93(h)(2).
- Remission of Environmental Levy, Waste Management Levy and Community Rescue and Evacuation Levy

Identified Properties

| Assess No | Owner | Property Description and Location |
|-----------|---|---|
| 12857-0-0 | Kumbia and District Memorial School of Arts Inc | Kumbia Hall - Bell Street, Kumbia |
| 12989-0-0 | Reserve for Memorial Hall | Wooroolin Hall - 23 Alexander Street, Wooroolin |
| 13183-0-0 | Reserve for Public Hall | Goodger School - Kingaroy Cooyar Road, Kingaroy |
| 13845-0-0 | The Ironpot Hall Association Inc | Ironpot Hall - Jarail Road, Kingaroy |
| 14451-0-0 | Farmers Hall Inverlaw | Inverlaw Hall - Burrandowan Road, Kingaroy |
| 21867-0-0 | Reserve - Trustee South Burnett Regional Council | Booie Hall - 1867 Booie Road, Booie |
| 31303-0-0 | Tablelands Public Hall Assoc | Tableland Hall- 459 Crownthorpe Road, Crownthorpe |
| 42362-0-0 | Reserve-Brigooda Recreation Hall | Hall - 2473 Proston Boondooma Road, Proston |
| 40202-0-0 | Reserve - The Trustees Proston Sub Branch RSSAILA | Hall - 23 Collingwood Street, Proston |
| 40576-0-0 | Reserve - Wondai Sub Branch Returned Services League Aust | RSL Club - 87 Mackenzie Street, Wondai |

(a) Museums, Theatres etc (Identified in Table Below)

- Exempted from General Rates by *LG Act 2009* Section 93(j)(2) and *LG (F,P&R) Regulation 2010* Section 7(b)(1) or *LG Act 2009* Section 93(h)(2).
- Remission of Environmental Levy, Waste Management Levy and Community Rescue and Evacuation Levy
- Remission of Water Access Charges, Sewerage Charges and Waste Collection Charges

Identified Properties

| Assess No | Owner | Property Description and Location |
|------------|---|--|
| 11498-0-0 | Edward Carroll | Carroll Cottage - 6 Edward Street, Kingaroy |
| 20381-01-0 | Nanango Theatre Company | Reserve - George Street, Nanango |
| 20903-0-0 | Ringsfield Historic Museum | Museum – 45 Alfred Street, Nanango |
| 31104-0-0 | Reserve for Park- Trustee Qld Dairy and Heritage Museum | Qld Dairy and Heritage Museum - 2 Sommerville Street, Murgon |

(b) Sporting Groups and Associations (Identified in Table Below)

- Exempted from General Rates by *LG Act 2009* Section 93(j)(2) and *LG (F,P&R) Regulation 2010* Section 7(b)(1) or *LG Act 2009* Section 93(h)(2).
- Remission of Environmental Levy, Waste Management Levy and Community Rescue and Evacuation Levy
- Remission of Water Access and Sewerage Charges.

| Assess No | Owner | Property Description and Location |
|------------|--|---|
| 10217-0-0 | Kingaroy Sporting Club | Kingaroy Sporting Club – 1 Markwell Street, Kingaroy |
| 10489-0-1 | Kingaroy Cricket and Sports Club | Lyle Vidler Cricket Oval - 10 Youngman Street, Kingaroy |
| 10489-0-2 | Kingaroy Rugby League Football Club | Rugby League Football Oval - 20 Youngman Street, Kingaroy |
| 10489-0-3 | Kingaroy Soccer Club | Senior Soccer Oval - 7 Oliver Bond Street, Kingaroy |
| 10489-0-5 | Kingaroy and District Lawn Tennis Assoc | Tennis Courts 1 Oliver Bond Street, Kingaroy |
| 10489-0-7 | Kingaroy Junior Soccer Club | Soccer Oval - 2 Oliver Bond Street, Kingaroy |
| 11570-0-0 | Kingaroy Bowls Club Inc | Bowls Club - 145 Kingaroy Street, Kingaroy |
| 12881-0-1 | Reserve - Trustees Kumbia Cricket Club | Cricket Oval - Gordon Street, Kumbia |
| 12986-0-0 | Recreation Reserve - Wooroolin Community Association Inc | Tennis Courts - 22 Alexander Street, Wooroolin |
| 13143-0-0 | The South Burnett Pistol Club | Pistol Club - Redmans Road, Kingaroy |
| 13162-0-2 | Reserve - Trustees Kingaroy Shire Council | Kingaroy and District Motorcycle Track - Warren Truss Drive, Kingaroy |
| 13194-0-0 | Reserve - Trustees Kingaroy Clay Target Club Inc | Rifle Club - Aerodrome Road Kingaroy |
| 13281-0-0 | Kingaroy Golf Club Inc | Golf Club - Bunya Highway, Kingaroy |
| 14173-0-0 | Recreation Reserve - Wooroolin Community Association Inc | Wooroolin Sports Ground |
| 20105-0-0 | Blackbutt Tennis Club Inc | Tennis Club - 61 Hart Street, Blackbutt |
| 20148-0-0 | Reserve - Trustees Nanango Shire Council | Timbertown Combined Sports Assn - Railway and Charles Street, Blackbutt |
| 20617-19-0 | Nanango and District Darts Assn | Nanango Darts Club - George Street, Nanango |
| 20621-0-0 | Reserve - Trustee Nanango Shire Council | Nanango Sporting Club (Soccer) - Burnett Street, Nanango |
| 20649-0-0 | Reserve - Trustee Nanango Shire Council | Bowls Club - 2 Henry Street, Nanango |
| 21546-0-0 | Reserve - Trustee Nanango Shire Council | Nanango Netball Assn - 55 Appin Street, Nanango |
| 21590-0-0 | Nanango Shire Council | Rugby League Club - 6 Wills Street, Nanango |
| 22844-0002 | South Burnett Western Performance Club Inc. | South Burnett Western Performance Club Inc - Racecourse Road Nanango |
| 22956-0-0 | Nanango Golf Club Inc | Golf Club - 6 Wills Street, Nanango |
| 24165-2-0 | Blackbutt Golf Club Inc | Golf Club - 51 Langtons Road, Blackbutt |
| 30175-0-0 | Murgon Golf Club Inc | Golf Club - 192 Lamb Street, Murgon |
| 30278-0-0 | Reserve for Recreation | Tennis Club - 32 Gore Street, Murgon |
| 30291-11-0 | Trustees Murgon Bowls Club | Murgon Bowls Club - 103 Macalister Street, Murgon |
| 30332-0-2 | Reserve for Recreation and Showground | Murgon Sports - 38 Macalister Street, Murgon |
| 40004-0-0 | Wondai Shire Council | Durong Bowls Club |

| | | |
|-----------|--|--|
| 40384-0-0 | Reserve - Proston Sports Ground Committee | Proston Sports Ground (Showgrounds) - 41 Proston Boondooma Road, Proston |
| 40388-0-0 | Proston Golf Club | Proston Golf Club - 81 Proston Boondooma Road, Proston |
| 40397-0-0 | Proston Bowls Club Inc | Proston Bowls Club - 22 Murphys Way, Proston |
| 40690-0-0 | Reserve Recreation -Wondai Sportsground Advisory Committee | Wondai Sportsground (Soccer, Football, Lions Club) - Bunya Highway, Wondai |
| 40692-5-0 | Karate Union of Australia | Wondai Karate Club - 2 Bunya Avenue, Wondai |
| 40694-0-0 | Wondai Country Club | Wondai Bowls and Golf Club - Bunya Highway, Wondai |
| 41047-0-1 | Reserve- Trustees South Burnett Regional Council | Wondai Tennis Club, Netball Courts, Cricket Oval - 14 South Street, Wondai |
| 41944-0-0 | Reserve - Wondai Rifle Club Inc | Rifle Range - Rifle Range Road, Wondai |

Schedule E - Exemptions from Minimum Rating

In accordance with Section 54(1)(c) of the *Local Government (Finance, Plans and Reporting) Regulation 2010* the Council has determined that certain classes of land will be exempted from the requirement to pay the minimum general rate levy, but will pay a valuation based differential general rate which will be less than the minimum.

- (i) Properties that are small parcels of land worked in conjunction with properties held in the same ownership and identified in table hereunder:

| Assess No | Owner | Property Description and Location |
|-----------|--|-----------------------------------|
| 24961 | J Otto | L155 New England Highway |
| 30009 | Eat W F Green Decd | 5 Main Street, Cloyna |
| 31177-9 | D and R Parker | Silverleaf Road, Silverleaf |
| 31384 | S Silburn | Boundary Road, Tablelands |
| 31590-3 | B and P Markwell | Roses Road, Moffatdale |
| 31598-1 | A Bradley and C Ewart and J and I Hinricks | Bradleys Road, Woorooden |
| 31632 | M Woolrych, J Pennell, E Innes | A Pearson Morgans, Windera |

Resolution:

Moved Cr KM Campbell, seconded Cr KA Duff.

That the Officer's Recommendation be adopted.

*Carried 6/0
FOR VOTE - Councillors voted unanimously
ABSENT. DID NOT VOTE - Cr DJ Palmer*

2.1.6 FO&P - 1287586 - Debt Policy 2012-2013

Summary

The *Local Government (Finance, Plans and Reporting) Regulation 2010* requires Local Governments to prepare a Debt Policy in each financial year. The following extract from Section 133 of the Regulation outlines the requirements of the policy:

1. *“The debt policy must state –*
 - *the new borrowings planned for the current financial year and the next 9 financial years; and*
 - *the time over which the local government plans to repay existing and new borrowings”*

The following Debt Policy has been developed as required by Section 133 of the Local Government (Finance, Plans and Reporting) Regulation 2010. The proposed 10 year borrowing program has been formulated to support the financial needs of Council to achieve the long term Asset Management Plan.

All new borrowings have been factored into the long term financial plan component of Council's Financial Plan.

This policy will be reviewed on an annual basis or amended as required.

Officer's Recommendation

That the Debt Policy as attached be adopted.



Debt Policy

Table of Contents

| | |
|--------------------------------------|---|
| 1. LEGISLATIVE AUTHORITY | 1 |
| 2. BACKGROUND AND/OR PRINCIPLES..... | 1 |
| 3. POLICY STATEMENT..... | 1 |
| 4. SCOPE | 3 |
| 5. DEFINITIONS..... | 3 |
| 6. DATE REVIEWED..... | 3 |
| 7. NEXT REVIEW..... | 3 |

1. LEGISLATIVE AUTHORITY

Local Government Act 2009 Section 105 Part 5
 Local Government (Finance, Plans and Reporting) Regulation 2010 Section 133
 Local Government (Financial Management Sustainability) Guideline 2011
 Statutory Bodies Financial Arrangements Act 1982

2. BACKGROUND AND/OR PRINCIPLES

The *Local Government (Finance, Plans and Reporting) Regulation 2010* requires Local Governments to prepare a Debt Policy each financial year. This policy applies to the use of loan borrowings by Council to fund infrastructure and other capital projects.

POLICY OBJECTIVE

The objective of this policy is to ensure the sound management of Council's existing and future debt including the prudent use of debt to meet community demand for infrastructure.

3. POLICY STATEMENT

Purpose of the borrowings

Loan funds can be raised to finance a range of infrastructure assets over the maximum time frames stated.

Borrowings will only be used to finance capital works that will provide services now, and into the future. No borrowings will be used to finance recurrent expenditure and the operational activities of the Council.

Inter-Generational Projects – spreading the cost of these capital projects over a long term will minimise the revenue impact on the community, as well as addressing the need of providing for infrastructure development immediately to meet expected future demographic needs. Council will need to increase existing debt levels through additional borrowings to fund these projects.

Asset Management – The *Local Government (Finance, Plans and Reporting) Regulation 2010* requires Councils to effectively plan and manage their infrastructure assets, focusing particularly on ensuring the sustainable management of the assets mentioned in the local government's asset register and infrastructure of the local government. This may require the Council to consider borrowings to fund identified priority infrastructure projects.

Risk Management - Council is committed to the management of risk so it is important that management policies, procedures and practices are in place to minimise Council's exposure to

risk. Council will take into account the adopted Risk Management Framework, Long Term Financial Forecast and relevant Financial Sustainability Ratios and Measures.

Debt Pool Payments

Existing and new debt will be repaid to the Queensland Treasury Corporation (QTC) Debt Pool annually in advance in September each year.

Loan Repayment Term

| | |
|--------------|---|
| General: | Between 9 and 20 years dependent on asset |
| Bridgeworks | 20 Years |
| Roadworks | 10 Years |
| Water: | 20 years |
| Waste Water: | 20 years |
| Waste: | 15 – 20 years dependent on asset |

All external borrowings will be raised at the most competitive rates available, in accordance with the requirements of the State Government.

When seeking long-term funding for the construction of infrastructure assets, Council will, wherever possible, use internal reserves (where such utilisation would not cause any financial impediment to the reserves' requirements). Where internal reserves are used the following will apply:

- Interest will be payable to the reserve at the existing ten (10) year loan borrowing interest rate at the time of borrowing, on the reducing balance of the amount borrowed;
- Principal repayments will be made (together with interest) on a quarterly basis on 15 September, 15 December, 15 March and 15 June each year;
- The annual principal repayments will be the equivalent of the one-tenth of the original principal amount borrowed;
- Repayments of the outstanding balances may be made at any time during the 10 year period when funds are made available for such purposes. The repayments will be at the face value of the outstanding amount.

Proposed New Borrowings

New borrowings planned for the current year and the following 9 financial years are as per Attachment A:

Loan Drawdowns

Queensland Treasury Corporation (QTC) and the Department of Local Government (DLG) approve proposed borrowing for a particular financial year. In order to minimise finance costs, loan drawdowns should be deferred as long as possible after taking into consideration Council's overall cash flow requirements.

Existing Loans

All existing loans are held by the QTC within the appropriate Debt Pool to minimise exposure and to ensure optimal performance of the loans for repayment timeframe and interest rate. Expected final repayment dates for existing loans vary with all existing debt due for repayment by 30 September 2028

4. SCOPE

In accordance with the *Local Government (Finance, Plans and Reporting) Regulation 2010*, local governments must adopt a policy about borrowings. The policy must be adopted by Council and be in accordance with Section 133 which states:

1. A local government must prepare a debt policy each financial year.
2. The debt policy must state –
 - The new borrowings planned for the current financial year and the next 9 financial years; and
 - The time over which the local government plans to repay existing and new borrowings.

5. DEFINITIONS

To assist in interpretation the following definitions shall apply:

Council shall mean *South Burnett Regional Council*.

The Act shall mean *Local Government Act 2009*

DATE REVIEWED

30 June 2012

NEXT REVIEW

30 June 2013



MINUTE NUMBER:
ADOPTED ON:

Debt Policy

Attachment A - PROJECTED BORROWINGS 2012/2013 – 2021/2022

Attachment A SOUTH BURNETT REGIONAL COUNCIL PROJECTED BORROWINGS 2012/2013 – 2021/2022

| Project | 2012/2013 | 2013/2014 | 2014/2015 | 2015/2016 | 2016/2017 | 2017/2018 | 2018/2019 | 2019/2020 | 2020/2021 | 2021/2022 | Total |
|--|------------------|------------------|------------------|------------------|------------------|------------------|------------------|----------------|----------------|----------------|-------------------|
| Flood Damages Roads Complementary Works | 1,000,000 | | | | | | | | | | 1,000,000 |
| Bridge Replacement Program | | 750,000 | 750,000 | 750,000 | 750,000 | 750,000 | 750,000 | 750,000 | 750,000 | 750,000 | 6,750,000 |
| Kingsley Water Supply - Dial Plant | 700,000 | | | | | | | | | | 700,000 |
| Kingaroy Water Supply - Treatment Plant Upgrade | | | 700,000 | 2,200,000 | | | | | | | 2,900,000 |
| Kingaroy Water Supply - New Reservoir | | | 1,500,000 | | | | | | | | 1,500,000 |
| Kingaroy Water Supply - Containment Dam Wall Upgrade | | 500,000 | | | | | | | | | 500,000 |
| Kingsley Water Supply - Rising Main Stuart River | 2,300,000 | | | | | | | | | | 2,300,000 |
| Kingaroy Water Supply - Rising Main Hwy Street | | 600,000 | | | | | | | | | 600,000 |
| Wondai Water Supply - New Reservoir | | | | 500,000 | | | | | | | 500,000 |
| Nanango Water Supply - McCulloch Water Pipeline | | | | | | 2,500,000 | | | | | 2,500,000 |
| Nanango Water Supply - McCulloch Water Treatment Plant | | | | | | 3,000,000 | | | | | 3,000,000 |
| Nanango Water Supply - Rising Main Borefield | | | | | 1,500,000 | | | | | | 1,500,000 |
| Murgon Water Supply - Treatment Plant Upgrade | | | | | | | 650,000 | | | | 650,000 |
| Nanango Waste Water - Treatment Upgrade | | | | | 2,000,000 | | | | | | 2,000,000 |
| Blackbutt Waste Water - Sewer Extension to Denation | | | | | | 750,000 | | | | | 750,000 |
| Kingaroy Waste Water - Treatment Plant | | 700,000 | 200,000 | | | | | | | | 9,000,000 |
| Murgon Waste Water - Treatment Upgrade | | | | 600,000 | | | | | | | 600,000 |
| Wondai Waste Water - Treatment Plant Expansion | | | | | 500,000 | | | | | | 500,000 |
| Total | 4,000,000 | 9,850,000 | 4,950,000 | 3,450,000 | 4,750,000 | 7,000,000 | 1,400,000 | 750,000 | 750,000 | 750,000 | 36,350,000 |

Resolution:

Moved Cr KM Campbell, seconded Cr BL Green.

That the Officer's Recommendation be adopted.

*Carried 6/0
FOR VOTE - Councillors voted unanimously
ABSENT. DID NOT VOTE - Cr DJ Palmer*

2.1.7 FO&P - 1272088 - Investment Policy 2012

Summary

In accordance with the Local Government Finance (Finance, Plans and Reporting) Regulation 2010, Local Governments must adopt a policy about investments. The policy must be adopted by Council and be in accordance with Section 132 which states:

1. A Local Government must prepare an investment policy each financial year
2. The investment policy must;
 - (a) Identify the Local Governments:-
 - I. Philosophy and strategy for investment; and
 - II. Overall risk philosophy; and
 - III. Investment objectives and expectations; and
 - (b) State: -
 - I. Procedures for achieving the goals related to investment stated in the policy; and
 - II. How to follow the procedures

This policy will be reviewed on an annual basis and amended as required.

Officer's Recommendation

That the following Investment Policy 2012 be adopted.



Investment Policy 2012

Table of Contents

| | |
|---------------------------------------|----|
| 1. LEGISLATIVE AUTHORITY | 1 |
| 2. BACKGROUND AND/OR PRINCIPLES | 1 |
| 3. SCOPE | 1 |
| 4. POLICY STATEMENT | 2 |
| 5. POLICY OBJECTIVES | 3 |
| 6. PORTFOLIO IMPLEMENTATION..... | 4 |
| 7. INVESTMENT PARAMETERS | 5 |
| 8. INVESTMENT GUIDELINES | 8 |
| 9. REPORTING | 9 |
| 10. DEFINITIONS..... | 10 |

1. LEGISLATIVE AUTHORITY

All investments are to be made in accordance with:

Statutory Bodies Financial Arrangements Act 1982

Statutory Bodies Financial Arrangements Regulation 2007

2. BACKGROUND AND/OR PRINCIPLES

The intent of this document is to outline South Burnett Regional Council's investment policy and guidelines regarding the investment of surplus funds, with the objective to maximise earnings within approved risk guidelines and to ensure the security of funds.

The activities of the investment officers or fund managers responsible for stewardship of South Burnett Regional Council's funds will be measured against the standards in this Policy and its objectives.

3. SCOPE

For the purpose of this policy, investments are defined as arrangements that are undertaken or acquired for producing income and apply to the cash investments of South Burnett Regional Council. This policy applies to the investment of all surplus funds held by South Burnett Regional Council.

4. POLICY STATEMENT

4.1 ETHICS AND CONFLICTS OF INTEREST

4.1.1 Prudent Person Standard

The standard of prudence is to be used by investment officers when managing the portfolio. Investments will be managed with the care, diligence and skill that a prudent person would exercise in managing the affairs of other persons. This includes having in place appropriate reporting requirements that ensure the investments are being reviewed and overseen regularly.

Investment Officers are to manage the investment portfolios not for speculation, but for investment and in accordance with the spirit of this Investment Policy. Investment officers are to avoid any transaction that might prejudice South Burnett Regional Council. They will consider the safety of capital and income objectives when making an investment decision.

4.1.2 Ethics and Conflicts of Interest

The Investment officer shall refrain from personal activities that would conflict with the proper execution and management of South Burnett Regional Council's Investment Portfolio. This includes activities that would impair the investment officer's ability to make impartial decisions.

This policy requires that investment officials disclose to the Chief Executive Officer any conflict of interest that could be related to the Investment Portfolio.

4.1.3 Delegation of Authority

Authority from implementation of the Investment policy is delegated by Council to the Chief Executive Officer in accordance with the Local Government Act 2009, Section 259 (1) (d) – Delegation by Local Government.

Authority for the day to day management of Council's Investment Portfolio is to be delegated by the Chief Executive Officer to the Manager Financial Operations and subject to regular reviews with the General Manager of Finance & Information Services and Chief Executive Officer.

5. POLICY OBJECTIVES

5.1 INVESTMENT OBJECTIVES

South Burnett Regional Council's overall objective is to invest its funds at the most advantageous rate of interest available to it at the time, for that investment type, and in a way that it considers most appropriate given the circumstances with the parameters set down by clause 7.4 of this policy.

In priority, the order of investment activities shall be preservation of capital, liquidity, and return.

5.1.1 Preservation of capital

Preservation of capital shall be the principal objective of the investment portfolio. Investments are to be performed in a manner that seeks to ensure security of principal of the overall portfolio. This would include managing credit and interest rate risk with given risk management parameters and avoiding any transactions that would prejudice confidence in Council or its associated entities

5.1.2 Credit Risk

The Investment Officer will evaluate and assess credit risk prior to investment. Credit risk is the risk of loss due to the failure of an investment issuer or guarantor.

5.1.3 Interest Rate Risk

The Investment Officer shall seek to minimise the risk of a change in the market value of the portfolio due to a change in interest rates. This would be achieved by considering the cash flow requirements of Council and structuring the portfolio accordingly.

5.1.4 Maintenance of liquidity

The Investment Officer shall maintain sufficient liquidity to meet all reasonable anticipated operational cash flow requirements of Council, as and when they fall due

5.1.5 *Return on Investments*

The portfolio is expected to achieve a market average rate of return and take into account South Burnett Regional Council's risk tolerance and current interest rates, budget consideration, and the economic cycle. Any additional return target set by Council will also consider the risk limitations, prudent investment principles and cash flow characteristics identified within this Investment Policy.

5.1.6 *Comparison of Performance*

For performance purposes, the portfolio will be compared to the UBS Australia Bank Bill Index over a rolling one year period. The UBS Australia Bank Bill Index has a modified duration of 45 days and comprises thirteen 90 Day Bank Bills. The benchmark target is to be set equal to or above the benchmark yield and consider the expected types of securities held in each portfolio.

6. PORTFOLIO IMPLEMENTATION

6.1 Authorised Personnel

The Manager Financial Operations and Delegated Investment Officers are authorised to invest South Burnett Regional Council's operational funds in investments consistent with this Investment Policy and legislation.

The Manager Financial Operations will report to Council's Finance Portfolio Group the status of investments and their performance in relation to the benchmarks set in this policy.

6.2 Internal controls

The General Manager of Finance & Information Services of South Burnett Regional Council shall establish internal controls and processes that will ensure investment objectives are met and that the investment portfolios are protected from loss, theft or inappropriate use.

The established processes will include monthly and quarterly reporting (including compliance reporting), as well as annual review of the Investment Policy. The internal controls will address the following:

- Control of collusion
- Separate the transaction authority from accounting and record keeping
- Clearly delegate authority to Investment Officers
- Compliance and oversight of investment parameters, and
- Reporting of breaches.

7. INVESTMENT PARAMETERS

7.1 Funds available for Investment

For the purposes of this policy, funds available for investment are the investment moneys available at any time and include South Burnett Regional Council's bank account balance. Not included in this balance is any moneys held by Council in trust on behalf of external parties.

The funds available for investment should match the cash flow needs of Council allowing for working capital requirements. The investment strategy takes into account the Council's investment needs. Once the Manager Financial Operations has determined that the cash flow forecast can be met, if required, funds may be invested for the required term. In this regard, it is appropriate for the Manager Financial Operations to be conservative (i.e. it is unlikely that investments are to be broken to meet cash flow obligations).

It is the responsibility of the Manager Financial Operations to assess the cost of direct investment management by Council relative to the return generated. This should be compared with the cost of investing funds with a capital guaranteed cash fund for example QTC Capital Guaranteed Cash Fund.

Amounts less than \$5 million are to be invested in a capital guaranteed cash fund or an approved cash management product. Category 1 investment power allows for investment with QTC Capital Guaranteed Cash Fund or QIC's Cash Fund without further approval.

Investment funds available will never fall below the total \$ value of funds listed as being held in reserve.

7.2 Authorised Investments

Without specific approval from Council or the Treasurer, investments are limited to those prescribed by Part 6 of the Act for local governments with Category 1 investment power, which include:

- Interest bearing deposits
- QIC Cash Fund, and
- QTC Capital Guaranteed Cash Fund, debt offset facility, fixed rate deposit (up to 12 months and QTC Working Capital Facility)

7.3 Prohibited Investments

This Investment Policy prohibits any investment carried out for speculative purposes. The following investments are prohibited by this investment policy:

- Derivative based instruments (excluding floating rate notes)
- Principal only investments or securities that provide potentially nil or negative cash flow
- Stand alone securities issued that have underlying futures, options, forward contracts and swaps of any kind, and
- Securities issued in non-Australian dollars.

7.4 Portfolio investment parameters and credit requirements

The flowing table shows the credit ratings and counterparty limits for South Burnett Regional Council:

| Short Term Rating (Standard & Poor's) or equivalent | Individual Counterparty Limit | Total Limit (Max % of Portfolio) | Maximum Funds (any one institution) |
|---|-------------------------------|----------------------------------|-------------------------------------|
| A1+ | 25% - 35% | 100% | \$ 20M |
| A1 | 10% - 20% | 50% | \$ 20M |
| A2 – Financial Institutions only | 5% - 15% | 30% | \$ 10M |
| A3 – Financial Institutions only | 2% - 7% | 10% | \$ 10M |
| Unrated | Nil | Nil | Nil |
| QIC/QTC Pooled Cash Management Fund | 100% | 100% | No Limit |

A Financial Institution is defined as an authorised deposit taking institution within the meaning of the Banking Act 1959 (Cwth), Section 5.

It is noted that for the purpose of this investment portfolio, the percentage limits apply effective from the date of purchase as a percentage of the total value of the portfolio.

7.5 Maturity

The Maturity structure of the portfolio will reflect a maximum term to maturity of one year and includes an interest rate reset of no longer than six months.

7.6 Liquidity requirement

Given the nature of the funds invested, no more than 20 per cent of the investment portfolio will be held in non liquid securities and at least \$5 million of the portfolio is to be on call or will mature within 0 – 7 days.

The Manager Financial Operations shall prepare and maintain the following approved counterparty lists for the investment of funds:

- Approved Banks
- Approved Credit Unions.

7.7 Breaches

Any breach of this Investment Policy is to be reported to the General Manager of Finance & Information Services and Chief Executive Officer and, if required, rectified as soon as practicable. The Finance Portfolio Group will report any breach that needs to be rectified to Council at the next meeting.

Where Council holds an investment that is downgraded below the minimum acceptable rating level, as prescribed under regulation for the investment arrangement, Council shall within 28 days after the change becomes known to the local government, either obtain Treasurer's approval for continuing with the investment arrangement or sell the investment arrangement (including, for example, withdrawing a deposit).

8. INVESTMENT GUIDELINES

Council's investment portfolio should be realisable, without penalty, in a reasonable time frame. The term to maturity of Council's fixed term investments should not exceed 1 year. The Manager Financial Operations may reduce these maturity limits to a shorter period.

Treasury and Council approval is required for investments with a period of greater than 12 months. This means approval is required from Council prior to submission to the Treasurer for approval.

8.1 Short Term Debt Ratings

(Short term refers to investments with an initial maturity of less than 1 year)

| Grade | Standard & Poor | Moody's | Fitch |
|------------|-----------------|---------|-------|
| Superior | A1+ | P-1 | F1+ |
| | A1 | | F1 |
| Strong | A2 | P-2 | F2 |
| Acceptable | A3 | P-3 | F3 |

(S & P short term ratings or equivalents to Moody's & Fitch)

9. REPORTING

9.1 Reporting

The Manager Financial Operations will prepare a monthly report and evaluation of the transactions, performance and compliance of the investment portfolio. The report is to be provided to the Executive Team with 14 days of the period end. The report will include:

- Interest rate of all deposits
- List of all Deposits and the Financial Institution were held

On a quarterly basis, the Manager Financial Operations will provide the Finance Portfolio Group and Council with a detailed report on the investment portfolio. The report is to list deposits held by institute, maturity date, interest rate and dollar amount invested.

On an annual basis, the Investment policy will be reviewed and amended where required; any amendments are to be approved by Council prior to the implementation of the revised investment policy.

10. DEFINITIONS

| | |
|-------------------------|--|
| At Call | Where the investment can be redeemed and the money invested can be retrieved by the investor from the financial institution within 30 days without penalty. |
| Benchmark | A predetermined set of securities, which is based on published indices or customised for an investment strategy, for performance comparisons. |
| Book value | Amount shown in the accounts as the cost of an asset. |
| Capital guaranteed | An investment fund which promises that the individual will be repaid the full capital value of the investment. |
| Category 1 | Investment power that permits a local government to invest in a range of highly secure investments either at call or for a fixed time of not more than one year. |
| Conflict of Interest | A situation where an official's private interests may benefit from decisions or actions that they are entrusted to take. |
| Investment Officer | Individual responsible for the Investment portfolio. Could be an employee of the local government or an external fund manager. |
| Investment Portfolio | A collection of investments |
| Market risk | The risk that the value of an investment will decrease due to movements in market factors such as interest rates, foreign exchange rates, equity prices and commodity prices. |
| 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. |

Prudent person A legal standard restricting the investing and managing of a client's account to what a prudent person seeking reasonable income and standard preservation of capital might exercise for his or her own investment.

Yield The annual rate of return on an investment.

Resolution:

Moved Cr KM Campbell, seconded Cr KA Duff.

That the Officer's Recommendation be adopted.

*Carried 6/0
FOR VOTE - Councillors voted unanimously
ABSENT. DID NOT VOTE - Cr DJ Palmer*

2.1.8 FO&P - 1289083 - Asset Management Plans

Summary

The following extract from the Local Government (Finance, Plans and Reporting) Regulation 2010 establishes the requirement to develop Asset Management Plans.

“135 Preparation of long-term asset management plan

- (1) A local government must prepare and adopt a long-term asset management plan.*
- (2) A long-term asset management plan continues in force:
 - (a) for the period of at least 10 years stated in the plan; or*
 - (b) until the earlier adoption of a new long-term asset management plan.**

136 Long-term asset management plan contents

The long-term asset management plan must:

- (a) provide for strategies to ensure the sustainable management of the assets mentioned in the local government's asset register and infrastructure of the local government; and*
- (b) state the estimated capital expenditure for renewing, upgrading and extending the assets for the period covered by the plan; and*
- (c) be integrated with the long-term financial forecast.”*

Asset Management Plans have been developed for all significant asset classes. These plans will be the subject of ongoing improvement to better meet the needs of the organisation and the expectations of legislation.

Officer's Recommendation

That the Asset Management Plans be adopted.

September 2011

ASSET & SERVICES MANAGEMENT PLAN

Prepared by

CT Management Group

for

**South Burnett Regional
Council**



| DOCUMENT CONTROL | |
|---|---|
| CT Management Group (Qld) P/L PO Box 3302 VICTORIA POINT WEST QLD 4165 Mobile: 0421 312 410 Email: dennisk@ctman.com.au Web: www.ctman.com.au | Document: Draft 'core' Asset and Services Management Plan for Roads and Buildings |
| | Project Manager: Dennis Kirby |
| | Author: Owen Harvey |
| | Date: 29/09/2011 |
| | Synopsis: This plan records the management framework for the following asset classes: <ul style="list-style-type: none"> • transport (including roads, airports, culverts, floodways, bridges and grids) and stormwater drainage system • buildings and other structures |

CONSULTANTS DISTRIBUTION SCHEDULE

| Version No. | Date | Distribution | Reference |
|-------------|---|----------------------------------|-----------|
| V1 | 29/09/2011 | Draft version for client review | |
| V2 | 4/07/2012 | Council Workshop – Final Version | |
| | Click here to enter a date. | | |

SCHEDULE OF ADOPTION

| Version No. | Date | Comment | TRIM Reference |
|-------------|---|---------|----------------|
| | Click here to enter a date. | | |
| | Click here to enter a date. | | |

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TABLE OF CONTENTS

| | |
|---|----|
| PART A – GENERIC PLAN (GENERAL INFORMATION) | 1 |
| 1 EXECUTIVE SUMMARY | 2 |
| 1.1 Transport..... | 3 |
| 1.2 Buildings | 3 |
| 1.3 Future Demand | 4 |
| 1.4 Levels of Service..... | 4 |
| 1.5 Risk Management..... | 4 |
| 1.6 Lifecycle Management Plan..... | 5 |
| 1.7 Financial Summary | 6 |
| 1.8 Improvement Plan..... | 6 |
| 1.9 Summary..... | 7 |
| 2 INTRODUCTION..... | 12 |
| 2.1 Background..... | 12 |
| 2.2 Asset and Services Management Plan..... | 12 |
| 2.3 Purpose and Scope of the Plan | 14 |
| 2.4 Links to Corporate Strategies..... | 15 |
| 2.5 Corporate and Strategic Goals..... | 16 |
| 2.6 Plan Format | 16 |
| 2.7 Core and Advanced Asset Management..... | 17 |
| 2.8 Function and Hierarchy..... | 17 |
| 2.9 Key Stakeholders..... | 19 |
| 2.10 Customer Research | 20 |
| 3 LEVELS OF SERVICE | 21 |
| 3.1 The Framework..... | 21 |
| 3.2 Strategic Levels of Service..... | 25 |
| 3.3 Current Levels of Service..... | 26 |
| 3.4 Agreed Levels of Service..... | 26 |
| 3.5 Performance Management..... | 27 |
| 3.6 Asset Hierarchy..... | 27 |
| 3.7 Recognising Changes in the Service Potential of Assets..... | 27 |
| 4 FUTURE DEMAND | 29 |
| 4.1 Demand Forecasts..... | 29 |
| 4.2 Priority Infrastructure Planning..... | 30 |
| 4.3 Gap Analysis – Capital / New / Upgrade..... | 30 |
| 4.4 Change Factors | 31 |
| 4.5 Demand Planning..... | 31 |
| 4.6 Demand Management Strategy | 32 |
| 4.7 Gap Analysis – Operations and Maintenance..... | 32 |
| 5 RISK MANAGEMENT..... | 33 |
| 5.1 Risk Principles and Process..... | 33 |
| 5.2 Risk Management Framework | 33 |
| 5.3 Enterprise Risk Management Framework within Council..... | 35 |
| 5.4 Conclusion | 37 |
| 6 LIFE CYCLE MANAGEMENT PLAN | 39 |
| 6.1 Physical Parameters | 39 |
| 6.2 Asset Owner / Custodianship / Service and Maintenance / Responsibility..... | 39 |
| 6.3 Asset Capacity / Performance..... | 40 |
| 6.4 Condition..... | 40 |
| 6.5 Valuation..... | 41 |
| 6.6 Revaluation..... | 42 |
| 6.7 Work Category Definitions | 42 |
| 6.8 Maintenance | 42 |
| 6.9 Renewals and Replacements | 44 |
| 6.10 New, Upgrade and Disposal..... | 45 |
| 6.11 Planning Criteria and Assumptions | 45 |

| | | |
|--|---|-----|
| 7 | FINANCIAL PROJECTIONS | 47 |
| 7.1 | Current Financial Position | 47 |
| 7.2 | Funding Capacity | 47 |
| 7.3 | Funding Options and Strategy | 48 |
| 7.4 | 20 Year Expenditure Projections | 49 |
| 8 | ASSET MANAGEMENT PRACTICES, PERFORMANCE AND IMPROVEMENT | 53 |
| 8.1 | Asset Management Practices | 53 |
| 8.2 | Data Systems | 57 |
| 8.3 | Asset Management Improvement | 58 |
| 8.4 | Monitoring and Review Procedures | 58 |
| PART B – TRANSPORT PLAN | | 61 |
| 1 | EXECUTIVE SUMMARY | 62 |
| 2 | INTRODUCTION | 63 |
| 2.1 | Purpose and Scope of Plan | 63 |
| 2.2 | Corporate and Strategic Goals | 63 |
| 2.3 | Function and Hierarchy | 63 |
| 2.4 | Stakeholders | 65 |
| 2.5 | Customer Research and Regional Issues | 65 |
| 3 | LEVELS OF SERVICE | 66 |
| 3.1 | Current Levels of Service | 66 |
| 3.2 | Community Consultation | 72 |
| 3.3 | Agreed Levels of Service | 72 |
| 3.4 | Gap Analysis – Service Standards | 72 |
| 4 | FUTURE DEMAND | 73 |
| 4.1 | Demand Forecasts | 73 |
| 4.2 | Demand Planning | 73 |
| 4.3 | Demand Management Strategy | 74 |
| 4.4 | Changes in Technology | 75 |
| 4.5 | Gap Analysis – Operations and Maintenance | 76 |
| 5 | RISK MANAGEMENT | 77 |
| 5.1 | Risk Assessment | 78 |
| 5.2 | Risk Treatment | 81 |
| 6 | LIFE CYCLE MANAGEMENT PLAN | 83 |
| 6.1 | Physical Parameters | 83 |
| 6.2 | Operations and Maintenance Plan | 84 |
| 6.3 | Asset Renewal | 87 |
| 6.4 | New, Upgrade and Disposal | 87 |
| 7 | FINANCIAL PROJECTIONS | 88 |
| 7.1 | Asset Valuations | 88 |
| 7.2 | Current Financial Position | 89 |
| 7.3 | Ten Year Projections | 89 |
| 7.4 | Funding Options and Strategy | 93 |
| 8 | ASSET MANAGEMENT PRACTICES, PERFORMANCE AND IMPROVEMENT | 94 |
| 8.1 | Asset Management Practices | 94 |
| 8.2 | Data Systems | 94 |
| 8.3 | Asset Management Improvement | 94 |
| 8.4 | Monitoring and Review Procedures | 94 |
| PART C – BUSINESS & COMMERCIAL BUILDING ASSETS | | 97 |
| 1 | EXECUTIVE SUMMARY | 98 |
| 2 | INTRODUCTION | 99 |
| 2.1 | Purpose and Scope of Plan | 99 |
| 2.2 | Corporate and Strategic Goals | 99 |
| 2.3 | Function and Hierarchy | 100 |
| 2.4 | Stakeholders | 100 |
| 2.5 | Customer Research and Regional Issues | 100 |
| 3 | LEVELS OF SERVICE | 101 |
| 3.1 | Current Levels of Service | 101 |
| 3.2 | Agreed Levels of Service | 101 |
| 3.3 | Fittings and Equipment | 101 |
| 4 | FUTURE DEMAND | 103 |

South Burnett Regional Council - Asset and Services Management Plan – Contents

| | | |
|---|---|-----|
| 4.1 | <i>Demand Forecasts</i> | 103 |
| 4.2 | <i>Demand Planning</i> | 103 |
| 4.3 | <i>Demand Management Strategy</i> | 103 |
| 5 | RISK MANAGEMENT | 104 |
| 5.1 | <i>Risk Assessment</i> | 104 |
| 5.2 | <i>Risk Treatment</i> | 104 |
| 6 | LIFECYCLE MANAGEMENT PLAN | 107 |
| 6.1 | <i>Operations and Maintenance Plan</i> | 107 |
| 6.2 | <i>Asset Renewal</i> | 107 |
| 6.3 | <i>New, Upgrade and Disposal</i> | 107 |
| 7 | FINANCIAL PROJECTIONS | 109 |
| 7.1 | <i>Asset Valuations</i> | 109 |
| 7.2 | <i>Current Financial Position</i> | 110 |
| 7.3 | <i>Ten Year Projections</i> | 110 |
| 7.4 | <i>Funding Options and Strategy</i> | 112 |
| 8 | ASSET MANAGEMENT PRACTICES, PERFORMANCE AND IMPROVEMENT PLAN | 113 |
| 8.1 | <i>Asset Management Practices</i> | 113 |
| 8.2 | <i>Data Systems</i> | 113 |
| 8.3 | <i>Asset Management Improvement</i> | 113 |
| 8.4 | <i>Monitoring and Review Procedures</i> | 113 |
| PART D – COMMUNITY & CORPORATE BUILDING ASSETS | | 115 |
| 1 | EXECUTIVE SUMMARY | 116 |
| 2 | INTRODUCTION | 117 |
| 2.1 | <i>Purpose and Scope of Plan</i> | 117 |
| 2.2 | <i>Corporate and Strategic Goals</i> | 118 |
| 2.3 | <i>Function and Hierarchy</i> | 118 |
| 2.4 | <i>Stakeholders</i> | 118 |
| 2.5 | <i>Customer Research and Regional Issues</i> | 118 |
| 3 | LEVELS OF SERVICE | 119 |
| 3.1 | <i>Current Levels of Service</i> | 119 |
| 3.2 | <i>Community Consultation</i> | 126 |
| 3.3 | <i>Agreed Levels of Service</i> | 126 |
| 4 | FUTURE DEMAND | 128 |
| 4.1 | <i>Demand Forecasts</i> | 128 |
| 4.2 | <i>Demand Planning</i> | 128 |
| 4.3 | <i>Demand Management Strategy</i> | 128 |
| 5 | RISK MANAGEMENT | 129 |
| 5.1 | <i>Risk Assessment</i> | 129 |
| 5.2 | <i>Risk Treatment</i> | 129 |
| 6 | LIFECYCLE MANAGEMENT PLAN | 132 |
| 6.1 | <i>Operations and Maintenance Plan</i> | 132 |
| 6.2 | <i>Asset Renewal</i> | 132 |
| 6.3 | <i>New, Upgrade and Disposal</i> | 132 |
| 7 | FINANCIAL PROJECTIONS | 134 |
| 7.1 | <i>Asset Valuations</i> | 134 |
| 7.2 | <i>Current Financial Position</i> | 135 |
| 7.3 | <i>Ten Year Projections</i> | 135 |
| 7.4 | <i>Funding Options and Strategy</i> | 137 |
| 8 | ASSET MANAGEMENT PRACTICES, PERFORMANCE AND IMPROVEMENT PLAN | 138 |
| 8.1 | <i>Asset Management Practices</i> | 138 |
| 8.2 | <i>Data Systems</i> | 138 |
| 8.3 | <i>Asset Management Improvement</i> | 138 |
| 8.4 | <i>Monitoring and Review Procedures</i> | 138 |

PART A – GENERIC PLAN (GENERAL INFORMATION)

1 EXECUTIVE SUMMARY

The South Burnett Regional Council was formed in March 2008 as a result of state-wide local government amalgamations. Located north-west of Brisbane, the South Burnett region is only a short drive away from Brisbane, Toowoomba and the Gold and Sunshine Coasts

The amalgamation created a significant portfolio of assets under the care and control of the Council, including the comprehensive range of services derived from the assets which form an integral part of the lifestyles for the residents of the region and its townships as well as visitors to the region.

The Council's goal is to manage the assets and services to meet agreed Levels of Service for present and future residents, in the most cost effective manner.

A significant proportion of the assets have been in existence for many years. The assets originated from a combination of Council construction and development activity within the region.

This Asset and Services Management Plan records the management framework for the following asset classes:

- Transport (Road network, airport, stormwater drainage system)
- Buildings and Facilities

There is a considerable legislative framework which underpins the planning process for assets and services, with substantial initiatives provided by both the Commonwealth and State Governments to improve the understanding of the sustainability of the current Levels of Service on behalf of the community having regard to the current state of the assets and services.

The Local Government industry is also actively improving asset and services management outputs and outcomes. South Burnett Regional Council is a member of the Local Government Association of Queensland's LG Asset Advanced program which was designed as a 'capacity building' program for Local Government, and to offer the opportunity for the organisation to determine and develop best 'appropriate' practice.

More detailed information for the asset classes in the plan is recorded below.

1.1 Transport

South Burnett Regional Council covers an area of approximately 8,400 square kilometres and has a road network replacement value currently of **\$57.6M**.

The transport elements and asset groups addressed in this plan are:-

- 1. Road Network**
 - *Culvert*
 - *Footpath*
 - *Formation*
 - *Kerb & Channel*
 - *Median*
 - *Pipe*
 - *Road Surface (Sealed)*
 - *Roundabout*
 - *Sealed Pavement*
 - *Signage*
 - *Unsealed*

- 2. Stormwater Drainage System**
 - *Pipes*
 - *Pits*

- 3. Airstrips**
 - *Pavement/Hardstand*

1.2 Buildings

Council is the custodian of an extensive range of corporate and community buildings and other structures that facilitate the delivery of services to the community. **The current replacement value of all the council owned building stock is \$154.35M.**

The plan includes the following types of buildings and structures:-

- 1. Business & Commercial Assets**
 - *Pools*
 - *Cattle Saleyard*
 - *Rental Properties*
 - *Aerodromes (Buildings)*
 - *Commercial Buildings (Shops)*
 - *Hospital*

- 2. Community & Corporate Assets**
 - *Visitor Information Centres*
 - *Art Galleries*
 - *Museums*
 - *Halls*
 - *Libraries*
 - *Homesteads*
 - *Customer Service Centres*
 - *Depots/Workshops & Stores*

1.3 Future Demand

The potential Demand Forecasts which will impact on assets and services management have been identified and recorded, with applications to the individual asset classes.

Population statistics are recognised as the accepted indicator for trend information for assets and services.

The plan also recognises potential change factors that may impact on assets and services.

The Wide Bay Burnett Regional Plan when completed will be assessed to ascertain the impacts from the directions of that plan because of the regional and State consistency that may be achieved by reference to that plan.

1.4 Levels of Service

This core Asset and Services Management Plan records the first phase of development of Levels of Service for the majority of assets and services represented in the plan using the Levels of Service Framework. This framework ensures the essential links between the strategic outcomes / vision for the Council and the community and the physical and operational outputs for the assets and services.

The framework builds on the directions from the International Infrastructure Management Manual, with initial recognition of Customer and Technical Service Standards derived from strategies and plans from the organisation or former Councils. Where the standards did not exist, new standards have been recorded as 'suggested' standards for consideration and adoption as appropriate as the planning and consultative processes mature.

The second phase of development of the framework, the Service Targets, has also been initiated, together with the first attempts to set cost capture processes so that the costs of services can be determined with confidence.

It is intended that data which supports the determination of service outputs be progressively collated and compared with cost factors to better understand the costs of services in readiness for sharing information with the community as part of the consultative process for confirmation of agreed Levels of Service.

It is specifically noted that the community consultation process will be an essential step in the process where it is determined that the current Levels of Service are not sustainable or not affordable from the community's perspective.

The overall process of change management will be an imperative as the elements of this plan and the associated processes are rolled out.

1.5 Risk Management

This plan recognises risk management as a major consideration for improved asset and services management for South Burnett Regional Council. There are elements of risk embedded with all asset classes. This plan and the separate asset class chapters follow the provisions of AS / NZS ISO 31000:2009 Risk Management – Principles and Guidelines.

Section 102 (a) of the Local Government Act 2009 and Section 97 (1) of the Local Government (Finance Plans and Reporting) Regulation 2010 require the prudent management of financial risks and the record keeping of the risks Council's operations are exposed to, to the extent they

are relevant to financial management and the control measures adopted to manage the risks. In compliance with legislation, Council has adopted a Risk Management Policy and established a Risk Management Committee.

Council is committed to embed the risk management process into:

- Organisational culture
- Decision making processes
- Strategic Planning
- Operational Planning
- Projects, Programs and Events
- Business and Financial Processes
- Risk assessment will be conducted:
 - When major decisions are to be made
 - When key strategies are to be developed
 - As part of operational planning
 - Prior to commencement and at key milestones of important projects and programs
 - When existing processes are improved or upgraded
 - When new processes are designed or developed

The risks referenced in the plan include:

- Risks associated with the loss of service by the failure of critical assets;
- Financial risks from a lack of due diligence in the management of funding for the renewal, maintenance and operation of the assets to provide agreed Levels of Service; and
- Operational risks where data and information are not maintained to standards which enable competent management outputs.

The management of risks in this plan is designed to increase confidence in the outputs and total management framework, leading to improved operational and financial performance.

There are opportunities to improve the accountability for asset and services management, at all levels, which will support the mitigation of risks with the management of assets and services. This first core Asset and Services Management Plan develops the management framework to better assign the accountabilities and to install processes for increased strategic and tactical planning for all respondents.

1.6 Lifecycle Management Plan

The development of this plan has enabled overall management of assets and services to be better structured to accord with best appropriate practice for South Burnett Regional Council. That outcome includes acknowledgement of the need for improved asset dimensional data and asset condition data – knowing what we are responsible for and what condition it is in.

The plan records the physical and financial management criteria for assets and services, qualified by the status of information available for the first 'assessment'.

Lifecycle Management Plans are recorded in the separate chapters for all asset classes.

The Lifecycle Management Plans, Levels of Service Frameworks and the Renewal Gap charts will form the key components for improved asset and services management decision-making.

1.7 Financial Summary

This compilation plan has enabled a first assessment of the financial liability for all assets and services. The financial compilation is for the 10-year period from 2011/12 (Table 1.2). The intention is to progressively validate the figures with detailed Renewal Gap calculations based on asset condition criteria. The calculations will be refined as the data integrity improves and stronger financial links are forged with asset and services management.

(Table to be included)

Table 1.1: Financial Management Sustainability Return to Department of Infrastructure and Planning 2009

The initial conclusions drawn regarding the funding of depreciation as recorded in Table 1.1, including how renewal work is accounted for, ie the separation from maintenance and operational expenditure, provide an interesting perspective. Addressing such matters becomes part of the ongoing change management exercise and Continuous Improvement Program.

1.8 Improvement Plan

The plan development process identified and recorded the Improvement Opportunities that would increase the integrity of asset and services data, improve quality processes and risk management, and strengthen the financial links with the operational aspects of assets and services to improve confidence in the financial forecasting to be included in the Long Term Financial Plan. The improvements are recorded at the end of Part A of the plan, and individually for each asset class.

The Improvement Plan has also been validated against the outputs from the National Asset Management Assessment Framework findings, (NAMAF). The NAMAF process records the status of the Council against 11 Key Elements for asset and services management, including:

- Community Plan / Corporate Plan
- Annual Budget
- Annual Report
- Asset and Services Management Policy
- Asset and Services Management Strategy
- Asset and Services Management Plans
- Governance and Management
- Levels of Service
- Data and Systems
- Skills and Processes
- Evaluation

The first assessment undertaken on 16 June 2011 is displayed in Figure ES1.9.1.

The Priority Action Plan is recorded in Table ES1.8.

| Priority Council Actions | | | | |
|--------------------------|---|------------------|------------------------------|--------------|
| Priority | Description | Who | Resources | When |
| 1 | ASMStrategy - Reconstitute the Asset Management Working Group. | LS | Time allocation by key staff | 30 Sept 2012 |
| 2 | ASMPolicy - Review Asset Management Policy and develop an Asset Management Strategy that links into the Asset Management Policy and budgeting processes, etc. | AM Working Group | Internal | Ongoing |
| 2 | ASMPPlans – Complete Core Asset Management Plans for key asset groups. | AM Working Group | TBA | 30 Sep 2011 |
| 2 | D&S - Review business software and GIS applications to develop a corporate system with shared data platforms. | AM Working Group | IT & PM | 30 Dec 2012 |
| 3 | S&P - Undertake training and awareness for Council, senior management and key staff, (Corporate Buy-in). | AM Working Group | TBA | 15 July 2012 |
| Signed: | | | Date: | |
| CEO: | | | | |

Figure A1.8: NAMAf Scorecard Sign-off for SBRC as at 16 June 2011

The assessment process was also used to identify the essential Improvement Opportunities and develop a prioritised Action Plan for the organisation to ensure continuous improvement. The challenge for the organisation is to resource the improvements.

1.9 Summary

This 'first cut' / core Asset and Services Management Plan provides a management framework which records and builds on established processes and community relationships to extend the organisational confidence and capacity to manage the needs for assets and services in a sustainable manner for the long term future.

Understanding this information will enable the Council to address the 'hard' questions associated with sustainability and affordability of all of the assets and services provided and required for the region.

This first phase has achieved a good start to the program. The move to advanced maturity must continue to build on these substantial foundations with increasing awareness at the Council level, ongoing organisational development, and a meaningful information sharing and feedback program with the community.

1.9.1 Asset and Services Management Plan – Financial Projections Summary
 Projected Renewal Expenditure – 10-Year Period 2011/12 to 2020/21 – Transport and Building Asset Classes

RENEWALS/REFURBISHMENTS/UPGRADES

| Asset Group | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 |
|------------------|--------------------|--------------------|--------------------|---------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Transport Group | \$5,075,000 | \$4,615,000 | \$7,863,000 | \$6,037,000 | \$5,087,000 | \$4,887,000 | \$4,137,000 | \$4,137,000 | \$4,137,000 | \$4,137,000 |
| Buildings Groups | \$2,315,000 | \$2,020,000 | \$1,970,000 | \$6,670,000 | \$935,000 | \$725,000 | \$705,000 | \$635,000 | \$635,000 | \$635,000 |
| Total | \$7,390,000 | \$6,635,000 | \$9,833,000 | \$12,707,000 | \$6,022,000 | \$5,612,000 | \$4,842,000 | \$4,772,000 | \$4,772,000 | \$4,772,000 |

NEW ASSETS

| Asset Group | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 |
|------------------|--------------------|--------------------|------------------|------------------|--------------------|--------------------|------------------|------------------|------------------|------------------|
| Transport Group | \$400,000 | \$500,000 | \$400,000 | \$400,000 | \$650,000 | \$850,000 | \$400,000 | \$400,000 | \$400,000 | \$400,000 |
| Buildings Groups | \$1,913,000 | \$1,230,000 | \$540,000 | \$445,000 | \$820,000 | \$595,000 | \$570,000 | \$570,000 | \$595,000 | \$570,000 |
| Total | \$2,313,000 | \$1,730,000 | \$940,000 | \$845,000 | \$1,470,000 | \$1,445,000 | \$970,000 | \$970,000 | \$995,000 | \$970,000 |

Table A1.1: Financial Summary for Transport and Building Asset Classes

NB: Data source was 10-Year Capex Plan 2011/12.

National Asset Management Assessment Framework Evaluation

The survey information recorded below records the status of asset and services management for South Burnett Regional Council, compared with all Queensland Councils, (41 Councils surveyed to date).

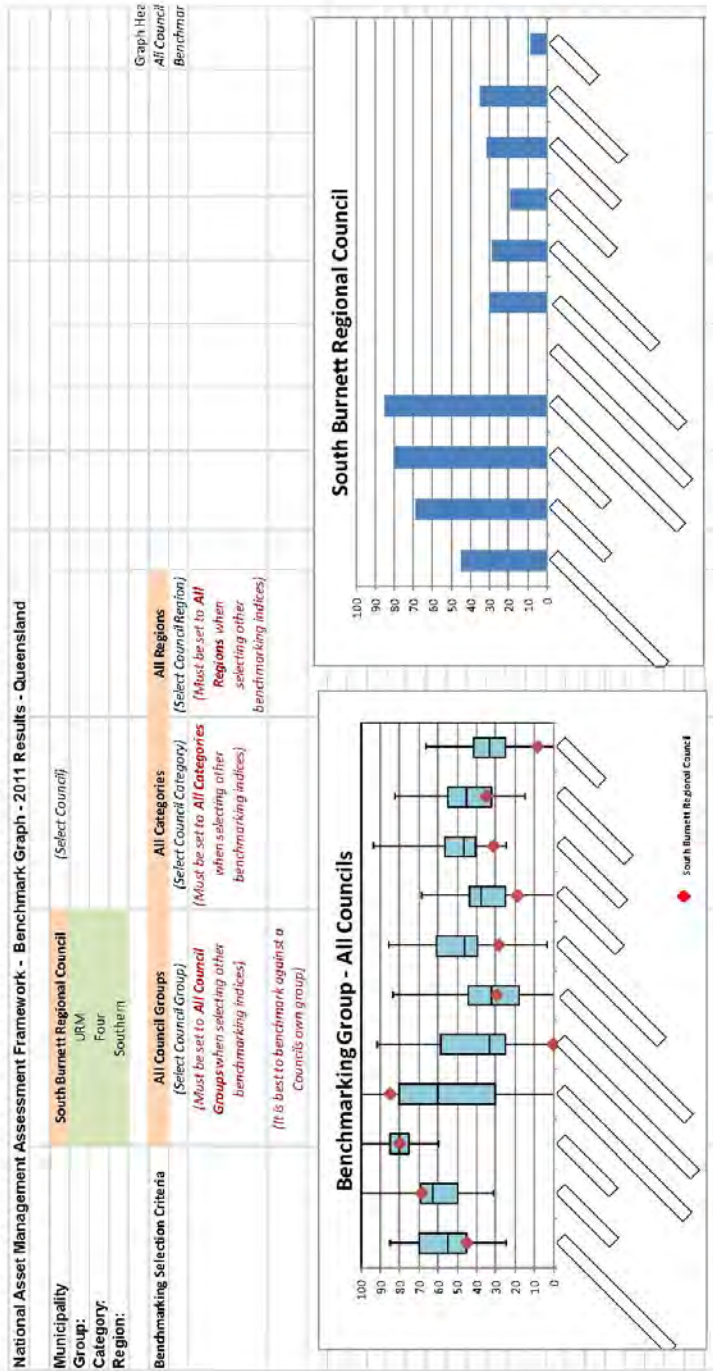


Table A1.2: Benchmarking Graph for South Burnett Regional Council, (as at 16 June 2011 - compared with all Councils at September 2011)

1.9.2 Asset and Services Management Plan – Improvement Plan Summary

The following information summarises the key issues from the individual asset class Improvement Plans. Detailed information for each asset class is included with the individual Asset and Services Management Plan.

| ISSUE | Tasks / Processes | Timeframe | Responsibility | Status |
|--------------------------|---|----------------------------------|-------------------------------|--|
| POLICY | Apply current Asset and Services Management Policy to organisational activities. (i.e. Council Agenda Items) | Regular input to Council agendas | CEO / Directors | Policy in draft form Draft agenda template completed |
| | Sharing information with the Council | Ongoing | CEO / Directors | Commenced and ongoing |
| STRATEGY | Establish the corporate language for asset and services management | Ongoing | CEO / Directors | Part of Continuous Improvement Program |
| | Use the National Assessment Framework to identify and prioritise improvement opportunities for asset and services management. | Progressive – June 2012 | Cons/ Directors | 'First cut' Scorecard completed and reported |
| | Develop changes to the General Ledger framework to improve the integrity of data capture. | June 2011 and ongoing | Finance Manager | Updated chart of accounts to be developed for 2011 / 2012 budget. |
| | Initiate 'Whole of Life' analysis for all major projects in the Capital Works Program. | January 2013 | CEO / Directors | To be developed |
| | Establish Long Term Financial Plans using the Renewal Gap calculations. | January 2013 | Finance Manager | To be developed |
| PLANS | Complete 'core' Asset and Services Management Plans | September 2011 | Cons/Directors | Draft plan developed |
| Future Demand | Complete 'advanced' Asset and Services Management Plans | Ongoing | CEO / Directors | Build on core plans |
| | Review PIFU data at least annually to ascertain any relevant trend information for reference to the demand planning process for assets and services. | Ongoing | CEO / Directors | To commence |
| | Review other relevant statistical and regional development / demographic data. | Ongoing | CEO / Directors | To commence |
| Levels of Service | Complete Levels of Service Framework for major assets and facilities. | December 2012 | CEO / Directors | To commence |
| | Determine costing for current Levels of Service | December 2012 | Directors / FM | Initiated |
| | Consult with community regarding Levels of Service and affordability. Adjustments to Levels of Service to be reflected in the Operational Plan as they are agreed with the community. | Ongoing | Councillors / CEO / Directors | To commence |
| Risk Management | Maintain Risk Register for asset and services management | June 2012 | CEO / Directors / FM | Initial register developed and reported – working in conjunction with Enterprise program |

South Burnett Regional Council - Asset and Services Management Plan – Part A: Generic Plan

| Issue | Tasks / Processes | Timeframe | Responsibility | Status |
|-----------------------------|--|---------------|----------------------|---|
| Data | Ensure risk management is applied to all assets and services. | Ongoing | CEO / Directors / FM | Build on initial Risk Register |
| | Continue to increase the integrity of asset and services data | Ongoing | Directors / FM | Confidence Factors to be developed |
| | Maintain Asset Inventories for asset management purposes with complementary information in Asset Register | December 2011 | Directors / FM | Dedicated data collection program to commence |
| | Asset Accounting Policy determines asset condition inspection and valuation / revaluation cycles | December 2011 | FM | Condition data cycle to be enabled – have regard for wet season 'factors' |
| Financial Management | Process reviews to ensure data is consistent and accurate across all functions, eg asset handover, as constructed drawings, etc. | June 2012 | Cons | Part of Continuous Improvement Program |
| | Determine costs for services – an essential element of the determination of the Levels of Service, (may require new disciplines for cost capture as well revised GL accounts); | December 2011 | Cons / FM | Initiated |
| OPERATIONS | Apply Renewal Gap calculation process for each asset class | June 2012 | Cons / FM | Initial data recorded in core ASMP |
| | Staff training and mentoring to ensure accurate interpretation and capture of data, (both condition and defect inspections). | Ongoing | Cons | To commence |
| | Review information systems to ascertain improvement opportunities for asset and services data management. | Ongoing | Cons / DCS / FM | To commence |
| | Establish templates and processes to provide regular reports on asset and services management status and practices improvements program, plus overall and individual asset and services performance. | Ongoing | CEO / Directors / FM | To commence |

Table A1.3 Improvement Plan Summary

2 INTRODUCTION

2.1 Background

The South Burnett Regional Council was formed in March 2008 as a result of state-wide local government amalgamations.

Located north-west of Brisbane, the South Burnett region is only a short drive away from Brisbane, Toowoomba and the Gold and Sunshine Coasts and is surrounded by breathtaking views and rich agricultural land. South Burnett is one of Queensland's largest wine regions and home to some of the state's biggest vineyards. The region boasts an extensive selection of award-winning tourism facilities including the popular Lake Boondooma and Yallakool Park on the foreshores of Bjelke-Petersen Dam. To the south of the region is the Bunya Mountains National Park providing visitors with spectacular views and an opportunity to explore and experience this unique rainforest.

The region services a population of around 32,495 and covers an area of 8,400 square kilometres. Combining quality living and working environments, the region's relaxed country lifestyle, strong community values and outstanding cultural and natural attractions continue to encourage economic growth within the region. The strong and diverse economy offers many exciting opportunities for investors and new industry alike.

Kingaroy is the regional centre of South Burnett with services including a commercial aerodrome, shopping facilities, government services and many of the industries generally expected in much larger centres.

All townships within the region support a vigorous sporting, cultural and social lifestyle with facilities including a range of heritage museums, art galleries, craft outlets, shopping malls, indoor and outdoor sporting and fitness opportunities, local theatre groups, annual festivals and music venues. There is also a wide variety of wineries, cafes and restaurants spread throughout the region that serve a range of gourmet dishes prepared with delicious local produce.

The region's strong and diverse economy offers many exciting opportunities for investors and new industry alike. The South Burnett region is experiencing unprecedented growth, proving to be a region of choice for lifestyle, employment and investment opportunities.

Council employs approximately 350 staff, and has an operating budget of \$49 million and a capital budget of \$17 million. Council has a Mayor and six councillors elected by the community, who meet for General Council Meetings every three weeks to plan for the delivery of services and discuss strategic priorities for the future.

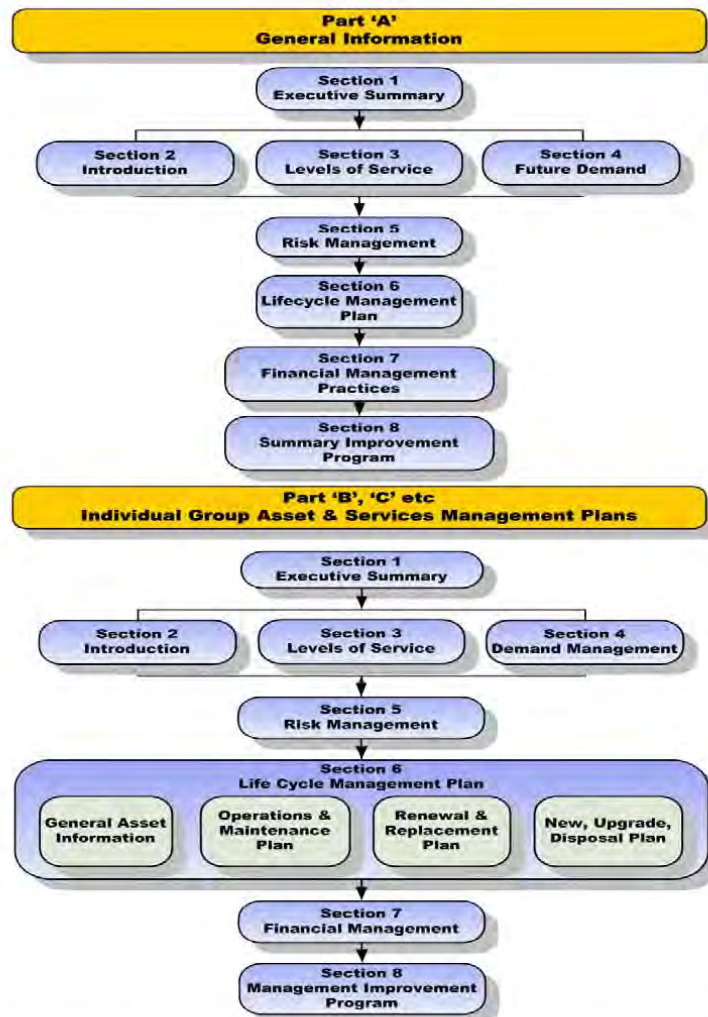
2.2 Asset and Services Management Plan

This is the first compilation of asset and services management criteria for the asset and services under the care and control of South Burnett Regional Council.

The plan includes a strong emphasis on both assets and services, because the two factors are integrally linked in all aspects of planning and management, strategically, tactically, operationally and financially, and it is appropriate to have a single, consistent management framework.

This plan is a record of all assets and services managed by South Burnett Regional Council, documented in the structure shown below:

Figure 1: Asset and Services Management Plan Structure



Part A of the plan includes all of the corporate intent and strategic directions for asset and services management – only the relevant criteria need to be replicated in the management plans for the individual asset classes and services.

The total plan provides the management framework for the following asset classes:

- Part A Generic Plan (General information)
- Part B Transport (Road network, airport, stormwater drainage system)
- Part C Buildings

Summary information from the individual plans for inclusion in the Long Term Financial Plan and Improvement Plan is recorded in Part A.

2.3 Purpose and Scope of the Plan

Council’s primary goal in managing assets is to meet the required Level of Service in the most cost effective manner for present and future residents, and visitors.

The key elements of asset and services management are therefore:

- Providing defined Levels of Service for all services, (linked with the relevant asset class);
- Taking a “whole of life” costing approach;
- Developing cost-effective management strategies for the long term;
- Understanding and meeting the demands of growth through management and infrastructure investment;
- Continuous improvement in asset and services management practices;

This Asset and Services Management Plan, provides:

- a compilation report of the current status of assets and services management for South Burnett Regional Council,
- the framework for financial sustainability for the assets and services,
- the improvements required to meet ‘advanced’ standards, (as defined in the International Infrastructure Management Manual), and
- the mechanisms to achieve those improvements.

The full planning process is displayed in Figure 2.1.

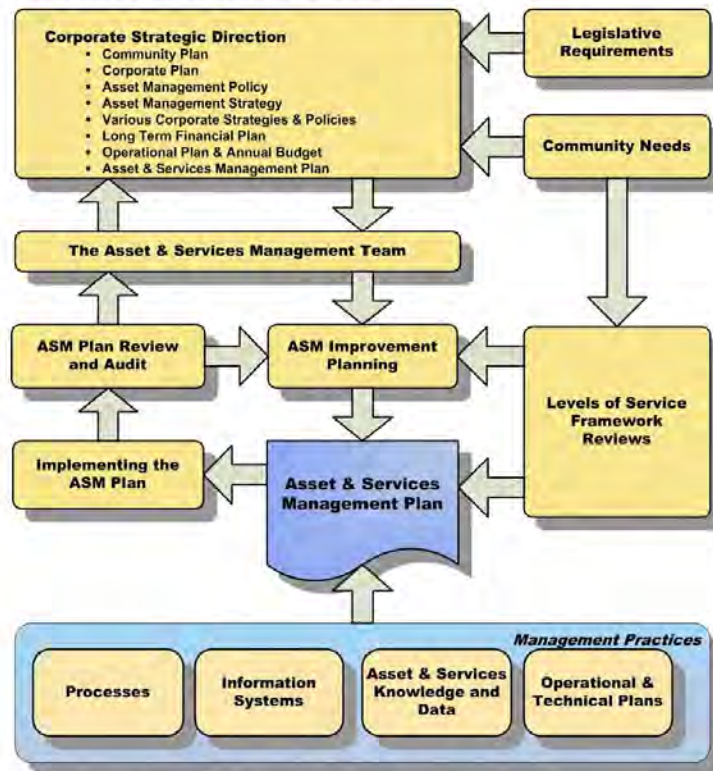


Figure 2.1: Planning Process for Asset and Services Management Plan

The plan acknowledges the recommended framework and timeframes of the Department of Infrastructure and Planning’s Asset Management Advancement Program 2011 – 2012, (AMAP).

The plan also acknowledges changes to the Local Government Act (Queensland), from 01 July 2010, which require preparation of:

- a Community Plan based on extensive community engagement and application of community forums to guide future directions. The intent of the Community Plan is to reach the 10 to 20 year planning horizons for the Council and the regional community;
- Long Term Financial Plans based on the financial projections derived from the Asset and Services Management Plans.

South Burnett Regional Council has been proactive in the development of its current Corporate Plan with initiation of the Community Plan components and development of longer term strategies for the period 2009 to 2019.

2.4 Links to Corporate Strategies

The Asset and Services Management Plan was prepared using the Council’s vision, mission and values’ statements from the Corporate Plan 2009-2013.

Vision:

"Individual communities building a strong and vibrant region."

Values:

Corporate values are fundamental to Councils’ decision-making processes, guiding the way we do business. Our values form the acronym ACHIEVE, which is what we aspire to do as we deliver outcomes for the region and our community.

| | |
|------------------------|---|
| Accountability | We accept responsibility for our decisions and actions |
| Community | Building partnerships, supporting communities and delivering quality services |
| Harmony | Our people working cooperatively to achieve common goals in a supportive and safe environment |
| Innovation | Encouraging an innovative and resourceful workplace and community |
| Ethical Conduct | We behave fairly with open, honest and accountable behaviour and consistent decision-making |
| Vision | Our vision is the driving force behind our action and responsibilities |
| Excellence | Striving to deliver excellent environmental, social and economic outcomes |

2.5 Corporate and Strategic Goals

Corporate Plan

Key Outcomes recorded in the Corporate Plan 2009–2013 have been used to provide direction for this Asset and Services Management Plan, including:

| | |
|--|--|
| Service Delivery and Infrastructure | The provision of quality services and infrastructure for our growing community that is planned, provided and managed on sound asset management principles |
| Goal | Strategies |
| SD1 <i>Quality customer service</i> | SD1.1 Establish customer service standards within resource capabilities that promote the delivery of quality services to all customers |
| SD2 <i>Infrastructure that meets our communities needs</i> | SD2.1 Partnering to provide a transportation network that allows safe and efficient access to residential, employment and recreational destinations SD2.2 Planning and providing water and wastewater systems that meet the economic, environmental and social requirements of the community SD2.3 Plan for and develop service levels for plant and buildings SD2.4 Develop and implement Asset Management Plans for all classes of assets |

Table 2.5: Extract from Corporate Plan 2009–2013

Operational Plan

The 2011/12 Operational Plan extends from the Corporate Plan 2009–2019 with the organisational responsibilities and performance measures for the Key Outcomes. The Operational Plan also describes the activities which will contribute to the outcomes as well as the links to Council Programs and the Annual Budget. The relevant components from the Operational Plan will be used in the detailed / asset class plans.

2.6 Plan Format

The plan is based on the format described in the International Infrastructure Management Manual, (IIMM), to reflect the best appropriate standard for South Burnett Regional Council.

A single plan has been developed with a common 'front end' and detailed asset class 'plans' for the Transport and Building assets. This format provides a single set of corporate directions for asset and services management which removes the replication of corporate statements which would otherwise appear in each separate Asset and Services Management Plan. The format also provides summarised financial forecasts and improvement program as well detailed plans for each of these asset classes.

The key elements of the Asset and Services Management Plan are described in Figure 2.4.

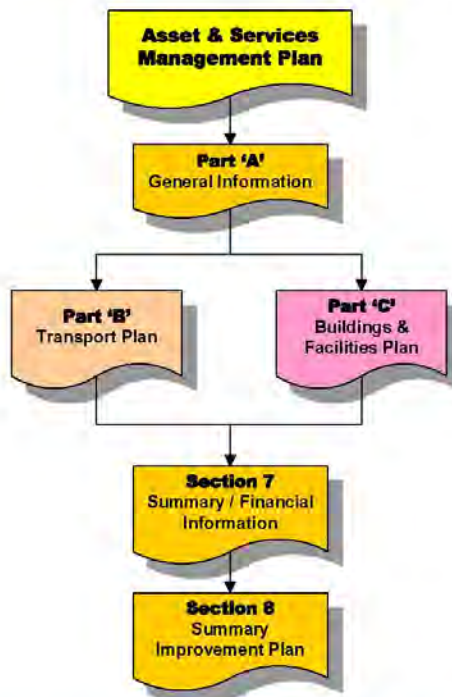


Figure 2.4: Asset and Services Management Plan Format

2.7 Core and Advanced Asset Management

This Asset and Services Management Plan is prepared as a 'core' Asset and Services Management Plan in accordance with the International Infrastructure Management Manual. It has been prepared to meet legislative and organisational requirements for sustainable service delivery, asset management and planning and long term financial planning and reporting.

Future revisions of this Asset and Services Management Plan will move towards an 'advanced' plan using outputs derived from high quality data for individual asset classes to optimise activities and programs to meet the agreed Levels of Service.

The National Assessment Framework will be regularly engaged to assess the status of asset and services management against nominated industry standards interpreted as best appropriate practice for South Burnett Regional Council.

2.8 Function and Hierarchy

South Burnett Regional Council manages a comprehensive suite of asset classes as shown in the tables below. The tables record the assets as Asset Class, Asset Group, Asset Type and all Components.

Service Standards are recorded for the individual asset classes to reflect the service needs assessed for this core plan.

2.8.1 Transport

Transport assets include all urban and rural road related infrastructure assets. The components are recognised for typical 'useful life', and the assets are recorded in segments to facilitate management at both the network and segment level.

| Asset Class | Asset Group | Asset Type | Component |
|----------------------------|--------------------------------------|---------------------------------|------------------|
| Transport | Urban Roads and Streets | Sealed Urban Streets | Bitumen Seal |
| | | | Pavement |
| | | | Kerb and Channel |
| | | | Formation |
| | | Unsealed Urban Streets | Drainage |
| | | | Pavement |
| | Rural Roads | Sealed Rural Roads | Formation |
| | | | Drainage |
| | | | Gravel pavement |
| | | | Pavement |
| | | Unsealed Rural Roads | Formation |
| | | | Drainage |
| | Bridges – Weirs | Bridges | Earthwork |
| | | | Bridge Structure |
| | | Weirs | Pavement |
| | | | Earthworks |
| | Airport / Airstrips | Airports | Pipework |
| | | | Runway Seal |
| | | Aprons and Tie Down Areas | Pavement |
| | | | Runway Lighting |
| | | Airstrips | Runway Seal |
| | | | Pavement |
| | Footpaths, Bikeways and Streetscapes | Footpaths and Bikeways | Bitumen Seal |
| Concrete Pavement | | | |
| Pavement | | | |
| Streetscapes | | Pavers | |
| | Street Furniture | | |
| Grids | Town and Rural Grids | Trees | |
| | | Abutments | |
| | | Grid | |
| Stormwater Drainage System | Underground | Approaches | |
| | | Pipes and Culverts | |
| | | Pits | |
| | Above ground | Open drains/channels | |
| | | Headwalls (Inlets and Outflows) | |
| | | Grates/Safety fences | |

Table 2.8.1: Transport Assets

2.8.2 Buildings

The Council manages a comprehensive suite of buildings and facilities across the region. The buildings and facilities have been categorised as recorded in Table 2.6.5. The asset schedule records common building groupings.

| Asset Class | Asset Group | Component |
|------------------|------------------------------|---|
| Buildings | Business & Commercial Assets | Aerodromes (Buildings) |
| | | Cattle Saleyard |
| | | Commercial Buildings (Shops) |
| | | Hospital |
| | | Pools |
| | | Rental Properties |
| | Community & Corporate Assets | Art Galleries |
| | | Customer Service Centres |
| | | Depots/Workshops & Stores |
| | | Halls |
| | | Homesteads |
| | | Libraries |
| | | Museums |
| | | Other Structures |
| | | Public Conveniences (Toilets/Amenities) |
| | | Visitor Information Centres |

Table 2.6.2: Buildings Assets

Further work is required to improve the buildings data in the Asset Inventory, with further records of individual buildings and attributes, eg structure, roof, mechanical services and fit-out, and the respective condition ratings, to facilitate distinct management of the assets and services used and provided, to enable accurate renewal plans, maintenance programs and financial planning.

2.9 Key Stakeholders

The key stakeholders for each of the asset classes are recognised in the individual plans. The key stakeholders would typically comprise:

- (a) The Council
- (b) The Community/User Groups
- (c) Government Agencies, (specifically identified within the asset class plans);
- (d) Staff
- (e) Emergency Services
- (f) Council insurers

The contribution by and involvement of the key stakeholders in this plan is limited to the relationships and communications currently shared with relevant representatives. It is intended to identify the specific matters that would benefit from increased liaison with the stakeholders and determine the processes to increase the opportunity for more productive relationships.

2.10 Customer Research

Council has not carried out any research on specific customer needs for asset and services management. This will be programmed for inclusion in future updates of the Asset and Services Management Plan and the Community Plan / Corporate Plan.

Council currently uses general forms of contact, (telephone, counter discussion and correspondence), in relation to public enquiry and complaint. Council uses a complaint logging system which provides a primary source of information in developing references for management plans and in the allocation of resources for budget preparation. In the longer term, the intention is to design and use the research and review format to include feedback on assets and services related matters.

3 LEVELS OF SERVICE

Levels of Service and Service Standards are defined as:

Levels of Service – the defined service quality for a particular activity against which service performance may be measured - a high level statement linking strategic objectives with service delivery, (the qualitative statement - International Infrastructure Management Manual);

The Levels of Service model is described conceptually in Figure A3.



Figure A3: Corporate Level View of Levels of Service Framework (Source: CT Management Group)

The optimal way of describing these matters is in a framework format.

It is important to understand the Levels of Service in the whole of organisation approach depicted below:

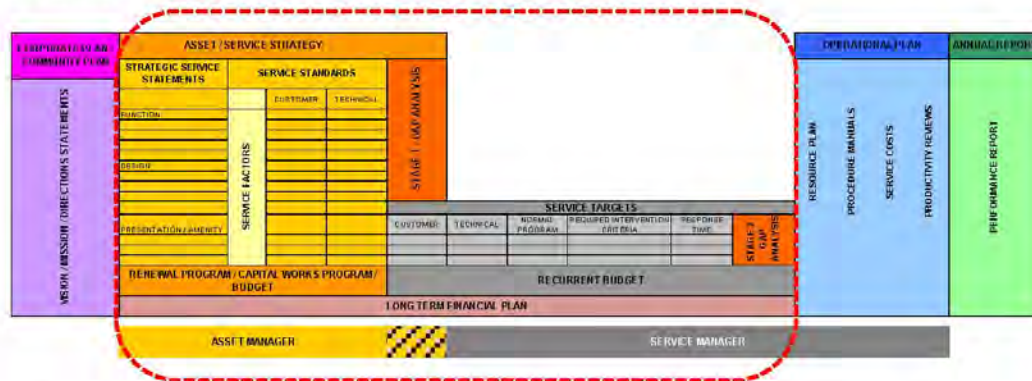


Figure A3.1: Corporate Level View of Levels of Service Framework (Source: CT Management Group)

3.1 The Framework

The framework for the Levels of Service / Service Standards was developed from the guidelines in the International Infrastructure Management Manual. The framework was developed for

application to all assets and services to provide a consistent recording and reporting mechanism.

The framework further builds on the work completed by CT Management Group as an extension of the asset management programs conducted for the State Local Government Associations in Queensland, Victoria, Tasmania and Western Australia.

3.1.1 Framework – Level 1



Typically a high level statement of intent – linking corporate and strategic objectives with service delivery:

- e.g.: Parks
- 'Great parklands – healthy people'
- 'Healthy Lifestyle through leisure and activity'

3.1.2 Framework – Level 2

The International Infrastructure Management Manual describes the framework of Levels of Service as Customer Service Standards and Technical Service Standards.

Customer Service Standards are the standards set by consultation with the community or key stakeholders – how the customer relates to the services provided.

Technical Service Standards provide the guidance for the detailed management for the provision, maintenance, operation and renewal of assets to provide the services according to the Lifecycle Management Plan for individual asset classes - how the services are provided.

Service Standards are recorded in Planning Scheme Policies, Strategies and Plans for specific assets and services, e.g. Open Space and Recreation Strategy, Transport Strategy, including reference to the asset hierarchy for differing standards.

The framework is therefore further developed as described below:

| | |
|------------------|-------------------|
| Level of Service | Service Standards |
| | Customer |
| | Technical |

3.1.3 Framework – Level 3

The Customer and Technical Service Standards are then further categorised as:

| Service Standards | Description |
|-----------------------|---|
| Function | The purpose of the asset / service. |
| Design | The requirements / provisions of the asset / service |
| Performance / Amenity | The effectiveness of the provision of the service The efficiency of service delivery The presentation of the asset / program / activity |

The framework now includes the third level as shown in the figure to the right. The categories are used in both the Customer and Technical Service Standards consistency of interpretation.

| Level of Service | Service Standards | |
|------------------|------------------------|------------------------|
| | Customer | Function |
| | | Design Presentation |
| Technical | Function | |
| | Design Presentation | |

in
for

3.1.4 Framework – Level 4

The services are further linked by way of the secondary definitions for Function, typically described as, (Parks example shown):

Location – the location within the community and possibly surrounding land uses, to describe the optimum availability of the asset or service;

Features – the key inclusions for the asset or services to ensure that they do provide services according to the needs, e.g. limited access roads, major sporting fields;

Distribution – the allocation of the assets or services across the region or townships aligning with population centres and needs, e.g. arterial road network, major parks and facilities, community buildings;

Accessibility – the type of access that should optimise use and occupancy of the asset or service, e.g. visible and available from arterial road network, connections to pedestrian and bicycle ways;

| Level of Service | Service Standards | |
|---|------------------------|---|
| | Customer | Function |
| | | Location Distribution Features Accessibility |
| | Technical | Function |
| Location Distribution Features Accessibility | | |
| | Design Presentation | |

Table A3.4.1: Service Standards Categorisation – (Source: CT Management Group)

The framework is then extended to include the Design criteria shown in Figure A3.4.2.

| Level of Service | | Service Standards | | | |
|------------------|---------------|--------------------|------------------|----------|--|
| | | Customer | Function | Location | |
| | Distribution | | | | |
| | Features | | | | |
| | Accessibility | | | | |
| Design | Park Layout | Barbeques | Water Features | | |
| | Carparking | Seating | Natural Bushland | | |
| | Toilets | Landscaping | Bollards | | |
| | Playgrounds | Wildlife Corridors | Kiosk / Café | | |
| Presentation | | | | | |
| Technical | Function | Location | | | |
| | | Distribution | | | |
| | | Features | | | |
| | | Accessibility | | | |
| Design | Park Layout | Barbeques | Water Features | | |
| | Carparking | Seating | Natural Bushland | | |
| | Toilets | Landscaping | Bollards | | |
| | Playgrounds | Wildlife Corridors | Kiosk / Café | | |
| Presentation | | | | | |

Table A3.4.2 Service Standards Categorisation – (Source: CT Management Group)

The full Levels of Service Framework is displayed in Table A3.4.3, which includes the Presentation / Amenity criteria from the Parks example.

Table A3.4.3: Service Standards Categorisation – Parks Presentation (Source: CT Management Group)

That information conforms with the following diagrammatic representation:

| ASSET / SERVICE STRATEGY | | | |
|--|-------------------|----------|-----------|
| SERVICE CATEGORIES | LEVELS OF SERVICE | | |
| | | CUSTOMER | TECHNICAL |
| FUNCTION | SERVICE FACTORS | | |
| | | | |
| | | | |
| | | | |
| DESIGN | | | |
| | | | |
| | | | |
| | | | |
| PRESENTATION / AMENITY | | | |
| | | | |
| RENEWAL PROGRAM / CAPITAL WORKS PROGRAM / BUDGET | | | |

Table A3.4.4 Service Standards Framework

3.2 Strategic Levels of Service

Strategic outcomes important to the categorising the Levels of Service, include:

- Appropriateness of service;
- Accessibility of service – within reasonable hours;
- Affordability – acknowledging that assets and services may need to perform to different levels across the community to accord with demographic profiles;
- Relevance of the services provided – in terms of demand characteristics, future demographics and renewal profiles;
- Ensuring that quality processes and risk management principles are appropriate and applied as required;

Strategic Levels of Service are fundamental to the provision of the services, and must be applied to the current stock of assets and services and those that are planned for the future.

The Strategic Levels of Service are the first area to be addressed in this program, albeit determining the cost-effectiveness is a major task for the future.

Determination of the Strategic Levels of Service should be recorded for each asset class, but calculated when data and information is available. Coupling with the risk management framework is most important in the first instance.

Typical Strategic Service Standards are recorded in Table A3.2:

| Service Criteria | Council Action | Performance Measure |
|-------------------------------|--|--|
| Legislative Compliance | To ensure that all open spaces comply with all relevant legislative provisions | Annual audit based on periodical inspections / records; 100% compliance with all Legislative Acts, Regulations and Codes; |
| Cost effectiveness | To provide the Levels of Service in the most cost-effective manner | Demonstration of costs of services, costs of adjustments, effectiveness of services, (compared with best appropriate practice), and optimum allocation of available funding; The development of 'productivity ratios' for maintenance / operational activities; |
| Customer | To ensure that Levels of | Customer surveys indicate community |

| | | |
|--|--|---|
| satisfaction | Service align with customer needs | acceptance of Service Standards and Service Targets; Performance measures should align with current industry standards; |
| Asset conditions | Monitoring asset condition profiles to understand trends during the reporting period | Set standards for average asset condition profiles based on Levels of Service, (not budget); |
| Maintenance and Operational / Risk Responsiveness | Maintain Risk Register and monitor effectiveness of risk treatments | Risk will be managed for maintenance and operational activities – success indicators are aligned with effectiveness and efficiency of the treatments; |

Table A3.2: Strategic Levels of Service

3.3 Current Levels of Service

The plan development process uses the conceptual framework for Levels of Service, with an initial assessment of 'current' Service Standards. This conceptual framework will be progressively updated with actual inputs from the field, as well as from the community engagement processes. As financial data related to performance of the assets and services and the associated costs matures, it will become possible to confirm the 'current' Levels of Service.

It is important that the Levels of Service reflect the community needs for services, and the assets are provided to meet the needs. Therefore, when the Council is confident that it has an accurate assessment of the current Levels of Service and the cost of provision of the services, plus the sustainability of the services to those standards, then the community will be engaged to ascertain the suitability of the services and potential changes to the services and standards. That first cut of information is important to enable meaningful engagement with the community.

Once the community input has been assessed against the services and costs, then adjustments can be made to the Levels of Service and included in the Operational Plan. The 'agreed' Levels of Service will apply from that time, and be continuously monitored and reviewed, both internally and with the community. The process will be managed as part of the Community Plan and regular community surveys.

The conceptual framework also provides for improved resource planning for the services required, as well as productivity reviews as part of the Continuous Improvement Program. The ultimate outcome is to enable meaningful performance reporting, related to both services, (effectiveness and efficiency), and assets, (sustainability and affordability).

The framework deliberately leads to the need for increased strategic and tactical planning for assets and services.

3.4 Agreed Levels of Service

The community consultation program provides guidance regarding the community 'satisfaction' with the current Levels of Service, or highlights where changes need to be made to the standards to match 'needs', (not expectations). Decisions regarding fixing of Levels of Service must be based on the full picture including the costs of the services and the forward projections for the cost of renewal of the assets plus the cost of the proper operation and maintenance of the assets to sustain the services. The community is to be involved with the determination of 'affordability' of the total asset and services management / Levels of Service framework.

The planning process may realise that the current Levels of Service are not affordable.

Once there is consensus on the standards and costs / sustainability / affordability, the framework will be endorsed by the Council as the 'agreed' Levels of Service.

The agreed Levels of Service will apply from that date, with regular monitoring and review to maintain their validity.

Where the agreed Levels of Service do include reductions from current Levels of Service, then the changes will be incrementally implemented.

3.5 Performance Management

The Levels of Service have been defined in a way which facilitates assessment of actual performance against both the Customer and Technical Service Standards.

It is important that the initial performance framework describe the 'gap' between current Service Standards and the agreed Service Standards, and the endeavours to bridge the gap with new, upgraded or donated assets, or changes to the Levels of Service.

This will ensure that priorities are allocated for the immediate and medium term needs rather than fuelling the expectations which are beyond the capacity of the specified Service Standards, and the community affordability.

Measurement of asset performance, (including the Technical Service Standards), will be based on a history of condition data collection and financial information to enable calculation of meaningful outputs, (eg productivity, the right equipment for the job, trends in asset condition profiles and customer service requests). Customer surveys undertaken within the corporate framework and for specific projects will provide information regarding performance against Customer Service Standards.

Performance will be assessed against the Service Standards, the Service Targets, the condition profiles of the assets, and the costs for services – all used to determine the sustainability of the assets and services.

The Improvement Plan records the process to achieve that degree of performance management.

3.6 Asset Hierarchy

Levels of Service relate directly to the asset hierarchy, albeit, the Service Categories remain the same – it is the quality and quantity of the assets and services that may vary, eg a Regional Park and a District park may both include barbeque facilities, but a Local Park normally would not.

For the road network, the pavement area and the type and quality of road furniture may vary across the asset hierarchy.

3.7 Recognising Changes in the Service Potential of Assets

The service potential describes the output or service capacity of an asset. Decline in service potential is usually a function of asset usage, (consumption), or time. Service potential can change through the following factors:

- Nominated changes in the Levels of Service to be provided;
- The impact of technical or commercial obsolescence;

- The maintenance provided for the asset, (or lack of maintenance); and
- Improvements in the technology applied to maintain the asset.

The Levels of Service must account for these factors and the conceptual changes which occur for these assets, including:

- Historically customer requests drove Levels of Service - the best fit for the community may no longer be represented by those standards;
- Decision making is integrated with risk management; and
- Any review of service provision needs to build in redundancy provisions.

Assets may be relatively long-lived, with different management criteria, eg some assets are managed to failure or to such condition that renewal is essential, compared with other major assets which have a 'Retreatment Intervention Condition Level', (RICL), ie the condition at which serious risk management intervention or maintenance management is required to prevent the asset from declining to a condition where it cannot support the specified Level of Service.

Simple examples such as building spouting / drainage blockages may be able to be remedied by short term repairs or replacement of sections of spout / drain, but the integrity of the system may only be able to be provided with a renewal or replacement program.

Equipment is another asset which goes through 'trends' of colours and styles, and it is important to recognise the amenity or 'appeal' factors for such assets.

Condition monitoring is an important factor for the assets, but for these assets, continuing performance is the key to providing services.

The application of the risk management and whole of life asset management philosophy will determine the best appropriate practice for the individual circumstance. This methodology will support the continuous improvement process which is critical for demonstrating value for money services.

4 FUTURE DEMAND

Recognition of future demand in this Asset and Services Management Plan is primarily targeted at the renewal of assets to sustain the Levels of Service, but the plan acknowledges the need for the upgrade, augmentation and new asset components which may be required from time to time. The Council needs to understand future demand to support the determination of:

- Levels of Service – are these likely to change because of external factors impacting on the regional community?
- Community needs versus community expectations;
- External factors which may impact on the region, eg agriculture, mining, etc.

The determination will have regard to available data indicating sources of demand, as well as potential changes in demand reflected in trend information.

Future demand can also be identified with regard to 'change' factors.

4.1 Demand Forecasts

Demand Forecasts are derived from the factors affecting demand, including population change, seasonal factors, economic factors, agricultural practices and consumer practices and needs / expectations.

Population projections

Projections released in 2011 indicate that by 2010 the Estimated Resident Population of South Burnett Regional Council will be 33,040 (Table A4.1.1). By 2031 this is expected to change to between 37,600 and 43,600 people (low and high series).

Appendices A to D: Queensland Government population projections to 2031: local government areas 2011 edition (based on 2008 ASGC) produced by the Office of Economic and Statistical Research, Queensland Treasury.

Table A4.1.1 Estimated Resident Population and Components of Change (Source: PIFU)

| Local government area (LGA) | Estimated resident population (ERP) at 30 June | | | | | | | | | |
|-----------------------------|--|--------|--------|--------|--------|--------|---------|---------|---------|---------|
| | 1981 | 1986 | 1991 | 1996 | 2001 | 2006 | 2007(r) | 2008(r) | 2009(r) | 2010(p) |
| | no. | no. | no. | no. | no. | no. | no. | no. | no. | no. |
| South Burnett (R) | 20,198 | 23,257 | 25,494 | 27,131 | 28,191 | 30,778 | 31,286 | 31,812 | 32,495 | 33,040 |

| Average annual population change 5 years to 30 June | | | | 4 years to 30 June | |
|--|------|------|------|-----------------------|-----|
| 1991 | 1996 | 2001 | 2006 | 2010(p) | |
| no. | no. | no. | no. | no. | % |
| 447 | 327 | 212 | 517 | 566 | 1.8 |

Table A4.1.2: Population Projections (Source: PIFU)

| Local government area (LGA) | ERP | Projected resident population | | | | | Average annual population change 5 years to 30 June | | | | | 10 years to 30 June | |
|-----------------------------|--------|-------------------------------|--------|--------|--------|--------|---|------|------|------|------|---------------------|-----|
| | | 2011 | 2016 | 2021 | 2026 | 2031 | 2011 | 2016 | 2021 | 2026 | 2031 | 2021 | |
| South Burnett (R) | no. | no. | no. | no. | no. | no. | no. | no. | no. | no. | no. | no. | % |
| Low Series | 30,778 | 33,017 | 34,175 | 35,283 | 36,439 | 37,599 | 448 | 232 | 222 | 231 | 232 | 227 | 0.7 |
| High Series | 30,778 | 33,247 | 35,753 | 38,331 | 41,002 | 43,663 | 494 | 501 | 516 | 534 | 532 | 508 | 1.4 |

Age structure

The median age of South Burnett Regional Council population is projected to increase from 40.3 years to 43.8 over the 25 year period 2006 to 2031. The median age for Queensland in 2031 is projected to be 41 years, under the medium series. (Table A4.1.3)

Table A4.1.3: Population by Age Group, South Burnett Regional Council (Source: PIFU)

| Local government area (LGA) | 2006 | | | | | | | 2031 | | | | | | |
|-----------------------------|-------------------|-------|-------|-------------|-------|--------|-----------|------------|-------------------|-------|-------------|--------|--------|-----------|
| | Age group (years) | | | | | | TOTAL (a) | Median Age | Age group (years) | | | | | TOTAL (a) |
| 0-19 | 20-34 | 35-49 | 50-64 | 65 and over | 0-19 | 20-34 | | | 35-49 | 50-64 | 65 and over | | | |
| South Burnett (R) | 8,641 | 4,695 | 6,081 | 6,538 | 4,823 | 30,778 | 40.3 | 10,040 | 6,354 | 6,786 | 7,397 | 10,017 | 40,592 | 43.8 |

Dwelling Projections

Dwellings numbers are projected to increase by a significant 33% over the 25 year period 2006 to 2031 (Table A4.1.4).

Table A4.1.4: Dwelling Projections – South Burnett Regional Council (Source: PIFU)

| Local government area | Total private dwellings | | | | | | Change to dwellings | | Average occupancy rate | |
|-----------------------|-------------------------|--------|--------|--------|--------|--------|---------------------|------|------------------------|------|
| | 2006 | 2011 | 2016 | 2021 | 2026 | 2031 | — 2006–2031 — | | 2006 | 2031 |
| (2008 ASGC) | — number — | | | | | | number | % | — ratio — | |
| South Burnett (R) | 13,068 | 14,337 | 15,304 | 16,084 | 16,774 | 17,378 | 4,310 | 33.0 | 2.36 | 2.20 |

4.2 Priority Infrastructure Planning

The Council has not undertaken the development of Priority Infrastructure Plans for Kingaroy township or the regional communities.

4.3 Gap Analysis – Capital / New / Upgrade

Confirmation of the Levels of Service will enable a 'gap analysis' to measure the difference between the current Service Standards and those required to provide the complete framework of services and Service Standards.

The gap analysis process may result in development of a program of additional capital works, (new and upgrade works), to bridge the gap between current and agreed Service Standards.

Alternatively, the Council may elect to accept the gaps in services and Service Standards, (in part or in full), on the basis that community feedback indicates low level demand for any changes to the current facilities or additional assets or services. This decision can be confidently made once the standards are documented and the Council better understands community needs across the asset classes.

4.4 Change Factors

Demand planning may also have regard for other factors / changes that may be recognised by the Council, or imposed upon the Council as described in Table A4.4.

| Change Factor | Potential Impact on Assets and Services |
|-----------------------|---|
| Climate Change | Need to reduce dependence on fossil / non-renewable energy sources, while still achieving the required work outputs. |
| Technological Change | This is difficult to predict and necessitates monitoring internal and external trends to establish where new technologies may be applied to enhance the Council assets and services, eg improvements such as increased information technology applications for planning and management purposes. |
| Legislative Change | Environmental requirements such as reduced carbon footprint or payment for carbon emissions. |
| Customer Expectations | This is largely governed by community service requirements and the need to have sustainable assets and services. Changes to service delivery or new services may require different applications. It is worthwhile noting that it will always be difficult to meet all customer expectations – the emphasis should be on customer <u>needs</u> unless the customer has stated that they are willing to pay for their 'expectations'. |

Table A4.4: Change Factors for Assets and Services

4.5 Demand Planning

The success of this Asset and Services Management Plan is dependent upon the comprehensive analysis of all demand factors to quantify their impact in terms of the following criteria:

- The effect of the growth of the asset network;
- Any possible future need to increase or decrease infrastructure; and
- The implementation of non-asset solutions, such as managing demand.

In addition to the factors mentioned above, risk affects demand for services and consequently the following must be taken into account.

- The methodology and accuracy of forecasts;
- The currency of forecasts;
- The uncertainty of forecasts; and
- Any unforeseen natural factors.

The statistics recorded in Tables in Section 4.1 above indicate that demand for assets and services is not likely to change based on the current levels of regional activity, (from a purely

statistical perspective). Therefore the initial gap analysis is required to ascertain any outstanding demand for additional assets and services.

This planning will confirm a structured approach to asset and services planning with complimentary forecasts for the Long Term Financial Plan. The plans will be reviewed, at least on a half-yearly basis, to provide a manageable, sustainable profile for asset renewal and maintenance as well as services operations. The low level of demand will certainly influence the renewal needs for assets and services.

The Council will continually re-establish and review the strategies and plans guiding the services and facilities provided to the community, which may realise the need for renewed, new, additional or upgraded assets.

Future planning may identify the need for new assets to meet growth or changing regional circumstances. The provision of these assets will require a separate planning process.

4.6 Demand Management Strategy

The objective of demand management is to actively seek to modify customer demands for services in order to:

- Optimise the utilisation / performance of existing assets;
- Reduce or defer the need for new assets;
- Meet the organisation's strategic objectives;
- Deliver more sustainable services;
- Respond to customer needs;

Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand. Demand management practices may also include:

- non asset solutions;
- insuring against risks; and
- managing failures.

A complete Business Case is required to justify the need for additional assets or services. The Business Case will have regard to:

- the demand for the asset or service as interpreted from the Community Plan, Corporate Plan and any formal strategy or plan;
- a determination against the relevant Levels of Service;
- any community consultation process observed for the asset or service;
- all funding details, capital and recurrent, and short term and long term, specifically relating to the whole of life costs for the asset or service.

4.7 Gap Analysis – Operations and Maintenance

The second stage of the gap analysis is the review of the operations and maintenance activities to provide an overview of the effectiveness and efficiency of the services against budgets and long term plans, (Service Targets). This analysis will be based on a combination of financial and service data to ensure that Levels of Service are properly understood and acknowledged.

The analysis requires strong disciplines to achieve reasonably accurate results, and may be best supported by electronic systems linked with the GIS to support demonstrations of field performance.

5 RISK MANAGEMENT

Risk management is one of the fundamentals of asset and services management, and is observed to the highest possible level using industry standard practices. It is appropriate that formal risk management processes be applied to support decision making in all areas and at all levels of the organisation. The processes need to be ingrained in the daily activities for the organisation.

Risks can typically be categorised as:

- **Natural Events.** Council has virtually no control over the timing or extent of the event, however, the probabilities may be understood;
- **External Impacts.** Council has some control over these risks, associated with other organisations providing goods and services to Council;
- **Physical Failure Risk.** Where conditions or performance of an asset could lead to failure. Council can control these risks through maintenance and renewal funding levels;
- **Operational Risk.** Where management of the asset or asset management activities might impact on an asset. Council can control these risks through maintenance and renewal funding levels.

The structured planning process is designed primarily to address the risks associated with 'physical failure risk' and 'operational risk'. The risk management structure records primary risks and critical risks associated with the assets and services.

5.1 Risk Principles and Process

For South Burnett Regional Council, the primary risks for the assets and services identified are:

- **Risks associated with the loss of service by the failure of critical assets;**
- **Financial risks from a lack of due diligence in the management of funding for the renewal, maintenance and operation of the assets to provide agreed Levels of Service;** and
- **Physical risks where data and information are not maintained to standards which enable competent management outputs.**

The structured management process is designed to address these risks as standards which provide that the organisation and the community can be confident of consistent functional outcomes required from the assets and services.

5.2 Risk Management Framework

This risk management framework for this plan is based on the provisions of AS / NZS ISO 130 31000 Risk Management – Principles and Guidelines.

The principles and processes described in the standard are displayed in Figure A5.2 below. The elements are further described as:

- **Risk Management Context.** Establishes the objectives, stakeholders, key issues and criteria against which risks will be evaluated;
- **Identify the Risk.** Identifies what risk events are likely to impact on assets and services;
- **Analyse the Risk.** Reviews the existing controls and then analyses the likelihood of an event occurring and the consequence of the event to determine the level of risk;
- **Assess the Risk.** Assesses and ranks the identified risks in a Risk Register;
- **Treat the Risks.** Identifies actions to reduce / control the risk.

This section follows the process outlined in AS/NZS 4360, illustrated in the figure below:

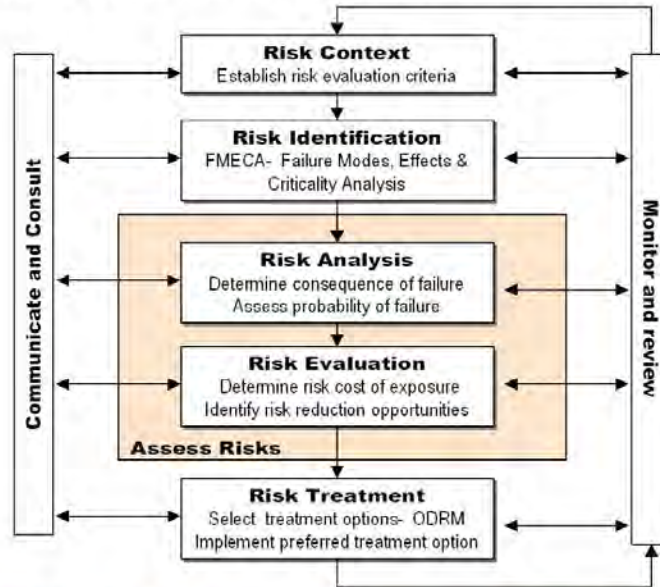


Figure A5.2: Risk Management Framework (Source: AS / NZS ISO 31000:2009)

5.2.1 Risk Assessment

Risk assessment is based on the formal assessment processes described in the standard and represented in Figure A5.3.1 below:

| LIKELIHOOD | CONSEQUENCES | | | | |
|-------------------|--------------|-------|----------|-------|--------------|
| | 1 | 2 | 3 | 4 | 5 |
| | Negligible | Minor | Moderate | Major | Catastrophic |
| A. Rare | L | L | L | M | H |
| B. Unlikely | L | L | M | H | H |
| C. Possible | L | M | M | H | E |
| D. Likely | M | M | H | E | E |
| E. Almost Certain | M | H | H | E | E |

Figure 5.3.1: Risk Assessment Process (Source: AS/ NZS 4360:2004 Risk Management)

5.2.2 Risk Treatment

The following treatment strategies are applicable for the levels of risk:

| Risk Category | Control / Treatment |
|----------------------|---|
| L = Low Risk | <ul style="list-style-type: none"> Manage risk by routine procedures Typical response within 3 hours |
| M = Moderate Risk | <ul style="list-style-type: none"> Management responsibility must be specified Typical response within 2 hours |
| S = Significant Risk | <ul style="list-style-type: none"> Risk and management strategy identified in Asset & Services Management Plan Failure management plans available Typically immediate to short term response, (make safe) |
| H = High Risk | <ul style="list-style-type: none"> Risk and management strategy identified in Asset & Services Management Plan Failure management plan specifically addressing event in place Typically immediate response and remedy as far as is practicable |

Figure 5.3.2: Risk Assessment Process (Source: AS/ NZS ISO 31000:2009)

An assessment of risks associated with service delivery from assets has identified the critical risks associated with the asset and services. The risk assessment process identified credible risks, the likelihood of the risk event occurring, and developed a risk rating and a risk treatment plan for non-acceptable risks.

The critical risks identified for asset and services management and the relevant corrective actions are summarised in Table A5.3.

5.3 Enterprise Risk Management Framework within Council

Enterprise risk management (*ERM*) emerges from Council's intent to effectively and efficiently manage risks that may have an impact in the achievement of strategic priorities, goals and objectives as defined in the Corporate Plan.

The South Burnett Regional Council's *ERM* Framework determines the accountability and authority for managing risk. It also specifies the responsibility for implementing the risk management process.

Council recognises that effective risk management is the responsibility of everyone in Council. Mandate for the implementation of enterprise risk management is granted by Council through the approval of the Risk Management Policy and Risk Management Committee Terms of Reference.

The Executive Team is responsible for promoting a strong culture and awareness of risk at all levels in the organisation. It will involve encouraging a risk informed workforce and demonstrating a commitment to *ERM*. The Chief Executive Officer provides direction in determining the strategic approach to risk and in setting the organisation's risk appetite.

The Corporate Governance Manager and the Risk Management Coordinator are responsible for developing the Risk Management Framework and Plan in consultation with the Risk Management Committee. The coordination of *ERM* activities, communication to all stakeholders, documentation of the internal risk policies and structures and the compilation of risk information and reports are the accountability of the Risk Management Coordinator.

Providing training to internal stakeholders related to risk management also form part of the Risk Management Coordinator's responsibility.

The **Directors, Managers and Supervisors** need to develop a risk aware culture within their respective units and will be responsible for ensuring that employees implement risk management in their particular work areas and that the **ERM** process is integrated into their departments' operations and planning processes. They will encourage honesty, openness and transparency in the reporting and escalation of strategic, operational and project risks.

Individual employees are responsible for understanding, accepting and implementing the **ERM** processes. Employees need to meet the key performance indicators stated in their position descriptions. Risk registers are to be completed upon conclusion of the risk process.

The **Audit Committee** exercises an oversight function over the risk management process. The scope of its responsibility includes the review and monitoring of the ERM Framework and Plan to ensure that these are up to date and relevant to Council Operations. The **Risk Management Committee (RMC)** provides feedback to the Audit Committee with regard to risk concerns and priorities. It also assists in the development, dissemination and implementation of the Risk Management Policy, Framework and Plan.

Internal Audit is responsible for the preparation of a risk based internal audit program in accordance with the appropriate professional standard and relevant legislation as stipulated in the Internal Audit Policy and Terms of Reference. It will review the efficiency and effectiveness of internal controls within Council. The recommendations incorporated in the risk reports and internal audit reports are utilised in the strategic planning process for future Corporate Plans.

5.3.1 Corporate Risk

Council has in place corporate processes to manage risks within the organisation comprising:

- corporate risk register
- risk policy
- risk register.

5.3.2 Risk Management Policy

Council adopted its Risk Management Policy on 20 July 2011.

This policy was formulated to meet the requirements of Section 102 (a) Local Government Act 2009 regarding prudent management of financial risks; Chapter 3 Part 1 Section 97(1) of Local Government (Finance Plans and Reporting) Regulation 2010 regarding the requirement to keep a record of the risks Council's operations are exposed to, to the extent they are relevant to financial management and the control measures adopted to manage the risks. This policy also adheres to the AS/NZS ISO 31000:2009 Risk management – Principles and guidelines

The objective of this policy is to establish an enterprise risk management that incorporates principles to ensure the effective and efficient assessment, evaluation and treatment of Council's operational and strategic risks. It also aims to establish the integration of risk management practices and procedures into all organisational processes. The policy intends to align risk management with future Corporate Plans following community consultation.

An effective enterprise risk management will:

- Contribute to the achievement of strategic priorities as specified in Council's Corporate Plan

- Facilitate open and transparent communication and consultation between Councillors, the Executive Team, managers and employees in defining aspects related to the identification, analysis, evaluation and treatment of strategic and operational risks Council is exposed to
- Enhance corporate governance by promoting a structured and systematic approach to Council's decision making processes
- Promote a proactive and dynamic perspective in handling and monitoring emerging new risks
- Recognise the capabilities, perceptions and intentions of external and internal stakeholders that can facilitate or deter the achievement of organisational objectives
- Facilitate continual improvement of the organisation

5.3.3 Risk Management Implementation Plan

Council intends to develop risk management implementation plans for principal infrastructure and services to minimise the likelihood of non-achievement of critical business objectives. The risk management implementation plan will be designed to ensure that:

- All significant operational and organisational risks are understood and identified.
- The highest risks within a one year planning horizon are identified and addressed.
- Risk reduction treatments are implemented which best meet business needs.
- Responsibilities for implementing and managing risks are allocated to specific staff.

5.3.4 Risk Assessment Process

Council is currently undertaking a review for potential risks. Any risks identified will be described and their potential impacts and current controls assessed in the corporate Risk Register.

Defects identified during programmed inspections will be manually recorded into a database. The risk analysis considers both the likelihood and consequences of events and asset risk.

5.4 Conclusion

Despite the increasingly challenging risk environment, the observation of these principles will address the key issues for the organisation and provide the framework of remedial actions to ensure that assets and services can be sustained and the organisation and the community is not unnecessarily exposed to risk situations.

Table 5.3. Critical Risks and Treatment Plans – Transport & Buildings

| Asset at Risk | Critical Incident | Cause | Likelihood | Risk Rating | Risk Treatment Plan |
|-----------------------------|---|---|------------|-------------|--|
| Buildings | Destruction of Corporate building (Office, Child Care Centre) | Fire / Flood | Possible | Very High | <ul style="list-style-type: none"> ▪ Maintain adequate insurance ▪ Disaster Management Plan updated and current ▪ Offsite storage of data backups |
| Buildings | Damage to buildings causing closure of infrastructure | Vandalism Act of God | Possible | High | <ul style="list-style-type: none"> ▪ Staff temporarily repair damage. ▪ Contractor engaged. ▪ Routine maintenance inspections. |
| Buildings | Increased injury risk to users due to age and condition | Inadequate maintenance program. | Unlikely | Low | <ul style="list-style-type: none"> ▪ Capital works and maintenance program in place. ▪ Communication with clubs and lease holders. |
| Sealed Roads | Pavement failure and potholes causing vehicle damage and increasing risk of traffic accidents | Extreme weather conditions. Lack of maintenance and reseal program. | Possible | High | <ul style="list-style-type: none"> ▪ Immediate response by on call staff in the event of a major storm – flood event. ▪ Make road safe and repair as soon as possible. ▪ Regular inspections and ongoing capital works and maintenance program. |
| Unsealed Roads | Corrugations, loss of pavement shape and rutting. | Large amounts of heavy traffic. Extended periods of dry weather. | Probable | Medium | <ul style="list-style-type: none"> ▪ Maintenance grading program. ▪ Routine road inspections. |
| Unsealed Roads | Washouts during extreme weather conditions | Storm – flood damage | Possible | High | <ul style="list-style-type: none"> ▪ Immediate response by on call staff in the event of a major storm / flood event. ▪ Make road safe and repair as soon as possible. ▪ Regular inspections and ongoing capital works and maintenance program. |
| Kerb and Channel | Failure of kerb - Local ponding | Water soakage under pavement. Heavy traffic damage. Ground movement from large trees. | Possible | Low | <ul style="list-style-type: none"> ▪ Routine inspections. ▪ Ongoing maintenance programs. |
| Footpaths / Bikeways | Pedestrian tripping due to path condition. | Ground movement. Failure of pavement materials. | Possible | Medium | <ul style="list-style-type: none"> ▪ Annual inspections and programmed maintenance. ▪ Dangerous situations to be rectified immediately. |

6 LIFE CYCLE MANAGEMENT PLAN

The Life Cycle Management Plan details how the South Burnett Regional Council plans to manage and operate the assets to provide the agreed Levels of Service.

6.1 Physical Parameters

South Burnett Regional Council is responsible to ensure that all assets continue to function and meet the community needs as well as maintaining the assets in a safe and usable condition.

The asset groups that are covered by this Asset and Services Management Plan are Transport and Buildings. The individual plans detail the physical parameters for the individual asset classes.

6.2 Asset Owner / Custodianship / Service and Maintenance / Responsibility

Allocating responsibility for the management, renewal, maintenance and operation of the assets and services is a critical function, so that the organisation is assured that all asset and services management responsibilities will be effectively discharged and the appropriate level of expertise is available for the functions to be discharged.

Implementation of this Asset and Services Management Plan will be the responsibility of a number of Council Officers.

Chief Executive Officer (CEO) - will be responsible for ensuring that the actions are coordinated and that the major strategic objectives are achieved. The CEO will report progress against the strategic objectives on an annual basis to Council.

Directors and functional Managers - will be responsible for the assets and services allocated to them, plus the update and review of the relevant chapter of the Asset and Services Management Plan, as well as:

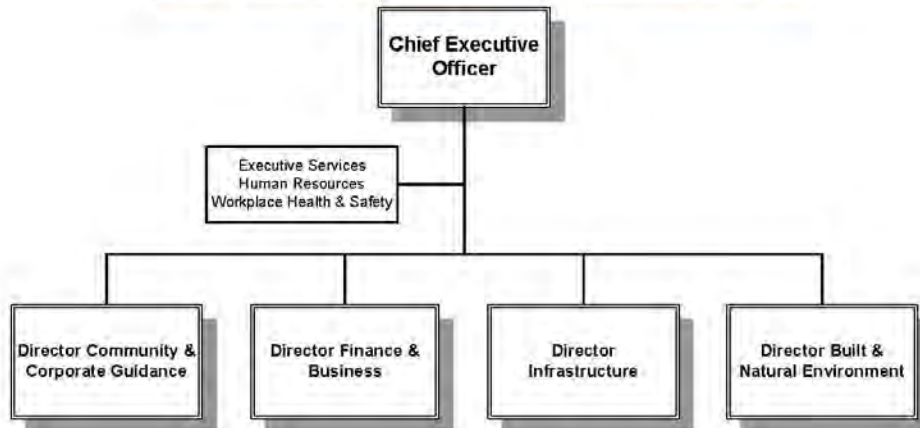
- the essential strategic and tactical planning for the assets and services, including maintenance of the asset class inventory based on regular review, plus programmed condition and defect inspections;
- the implementation of asset and services management, development and improvement actions;
- day-to-day operation and maintenance of the asset and services networks and programs;
- operational planning and scheduling to meet the Service Targets;
- monitoring and reporting on operational parameters detailed in the Asset and Services Management Plan for the individual asset classes.

Director of Finance - will be responsible for:

- overseeing the annual update of the total Asset and Services Management Plan and a comprehensive review of the document every three years;
- half-yearly reporting to the CEO on the progress and performance of asset and services management;
- the overall budget control and performance of assets and services;
- population and implementation of the Long Term Financial Plan; and
- provision of financial management support for Council's asset and services undertakings.

The lines of accountability for implementation of the Asset and Services Management Plan are outlined in the Organisational Chart outlined in figure 6.2.

Figure A6.2: South Burnett Regional Council – Organisational Structure 2011



6.3 Asset Capacity / Performance

Council's services are generally provided to meet design standards where these are available. The Levels of Service Framework records the function and design criteria for the Customer and Technical Service Standards to quantify the capacity of assets to deliver services. The Amenity / Presentation factors relate directly to the operational aspects for the assets.

6.4 Condition

The full condition profile of all of Council's assets has not been assessed. Future revisions of the Asset and Services Management Plan will include condition ratings for all asset groups.

At the time of preparation of this core plan, the data had been and was being compiled for the transport, stormwater and sewerage assets. Much of the data had been collected but needed to be entered into the Asset Inventories in a useable form.

A first cut estimate of the condition of the buildings assets was developed from the valuation data and local knowledge of the individual buildings / attributes.

The preferred option for condition rating is to use Council staff or 'local' condition assessors to be sure that the local factors are accounted for as far as possible, (rather than by external, corporate agents), and to allow capacity for historical factors to be accounted for where known.

Council staff will be trained and regularly 'tested' to ensure that consistent industry standard condition assessments are provided. It is intended to train a number of staff, including the development of knowledge across a number of asset classes to achieve continuity as well as consistency.

Where special equipment is required to assess condition, such as CCTV for underground drainage system assessment, the first cut will be by external provider.

Condition is rated using a 0 to 10 rating system. The condition rating is based on remaining useful life and condition as a measurement of capability to effectively and consistently provide services as recorded in Table 6.1.4 below:

| Condition Score | Generic Condition of Asset Condition |
|-----------------|---|
| 0 | A new asset or an asset recently rehabilitated back to new condition. |
| 1 | A near new asset with no visible signs of deterioration often moved to Condition 1 based on the time since construction rather than condition decline |
| 2 | An asset in excellent overall condition, with only slight condition decline - it would be obvious that the asset was no longer in new condition |
| 3 | An asset in very good overall condition with some early stages of deterioration which is relatively minor in nature and causes no serviceability problems |
| 4 | An asset in good overall condition but with obvious deterioration – serviceability very slightly impaired |
| 5 | An asset in fair overall condition – deterioration in condition is obvious and there would be some serviceability loss |
| 6 | An asset in fair to poor overall condition - deterioration is quite obvious – asset serviceability now affected with increasing maintenance costs |
| 7 | An asset in poor overall condition – deterioration is quite severe and starting to limit serviceability of the asset – maintenance costs are high |
| 8 | An asset in very poor overall condition with serviceability heavily impacted by the poor condition - maintenance costs would be very high and the asset would be at the point where it needed renewal |
| 9 | An asset in extremely poor condition with severe serviceability problems and needing renewal immediately – may pose a risk to remain in service |
| 10 | An asset that has failed and is no longer serviceable and should not remain in service – there would be an extreme risk in leaving the asset in service. |

Table A&A: Condition Rating Scale

6.5 Valuation

A revaluation of South Burnett Regional Council's transport & building assets as at the 30th June 2011 is summarised below:-

TRANSPORT NETWORK

| | |
|------------------------------|-------|
| ▪ Current Replacement Cost | \$TBA |
| ▪ Current Written Down Value | \$TBA |

BUILDINGS

| | |
|------------------------------|---------------|
| ▪ Current Replacement Cost | \$154,345,151 |
| ▪ Current Written Down Value | \$136,671,518 |

6.6 Revaluation

The Asset Accounting Policy includes an asset revaluation schedule which accounts for the Asset Classes, Asset Groups and Components, with specific reference to the timeframes and local and environmental factors that influence the deterioration / consumption of the assets.

For the transport assets, it is important to appreciate the impact of flooding which can be a regular event, across the entire region or sections of the region. Such events may mean that damaged assets are renewed to restore Levels of Service, which has a profound impact on valuations. The revaluation cycle and records need to be adjusted accordingly. Unit rates for restoration works may not represent 'normal' rates for asset renewal – care will be exercised when recording such matters.

It is important also to ensure that the processes for recording assets / the condition of assets, are robust and provide updated information in a timely manner so that Asset Inventories and the Asset Register are maintained current, and revaluations reflect current and actual circumstances.

6.7 Work Category Definitions

Work categories have been broken down into the following criteria:-

Maintenance: The day to day work required to keep operating at required service levels and falls into 4 broad categories:-

- Preventative
- Reactive
- Planned
- Routine / Cyclic

Operations: Operations have no effect on the 'condition' of the asset but may impact on the serviceability, to keep the asset properly utilised, as well as to reflect improved amenity and standards of presentation of the assets and services.

Renewals: The replacement of the asset or a significant asset component to its original size and capacity.

New Works: The extension or upgrading of assets required to cater for growth or additional levels of service.

Asset Disposal: Costs associated with the removal or disposal of decommissioned assets.

6.8 Maintenance

Maintenance is work undertaken to ensure that an asset continues to meet the required performance and standard throughout its useful life.

Maintenance includes preventative, reactive, planned and cyclic maintenance work activities.

Preventive Maintenance – maintenance performed to retain an asset in its original condition as far as practicable by performing inspections to detect and prevent failure.

The emphasis for future maintenance for the South Burnett Regional Council will be of a preventative regime. Maintenance programs aligned to the Asset and Services Management Plan will ensure the most efficient and effective means to optimise the cost of assets and services.

Reactive Maintenance – maintenance performed as a result of failure to restore, as far as practical, an asset to its original condition.

This unplanned repair work is carried out in response to service requests and in line with management or supervisory direction.

Planned Maintenance – repair work that is identified and managed through a maintenance management system. These activities may include defect inspections, condition assessments, scheduling and prioritising work and reporting the work completed to develop a maintenance history record.

Cyclic / Routine Maintenance – is the replacement or upgrade of asset components under taken on a regular cycle, eg repainting or programmed maintenance to heating or cooling systems.

6.8.1 Maintenance Strategy

Each of the specific Asset and Services Management Plans includes an Operations and Maintenance Plan for the asset class. This plan records the Customer and Technical Service Targets to be provided to maintain the asset and Levels of Service to be provided.

A proposed Resource Plan will be extracted from the Operations and Maintenance Plan, describing the staff and resources required to provide the asset maintenance and operational services at the specified frequency and standards.

The proposed Resource Plan will be used to support detailed costing for the provision of services, as well as one of the lead documents in the performance management framework, specifically related to the non-financial parameters.

The plan should also have reference to the typical materials components for the services.

It is important to develop costing structures to ensure that maintenance costs are not contaminated with operating costs. Operational costs do not impact on asset consumption but do impact on the presentation and amenity Service Factors and are an important component of the Levels of Service.

6.8.2 Maintenance Agreement

The South Burnett Regional Council contracts out only a small portion of its maintenance works to access specialist services which are not normally available locally. The management of these contracts is undertaken in-house by the Director of the relevant business unit.

6.8.3 Inspections

Inspections are an important activity in the total management program, and are categorised into two activities:

1. **Condition inspections** – programmed inspections to assess the condition of the assets, at asset class level, asset group level and component level – the frequency of inspections may vary for these elements. The intention is to record data which supports an appreciation of the status of the asset / component in its useful life;
2. **Defect inspections** – programmed inspections to assess the current level of defects affecting the asset, specifically directed at the maintenance requirements to be undertaken in the immediate to short term. Where defects are assessed that have the potential to create the risk of injury, or inconvenience to the public, the necessary remedial work is programmed and undertaken in accordance with current maintenance standards and best practice. The quality and type of work undertaken is dependent on the needs of the network, maintenance strategies, maintenance intervention levels and available funding.

The type and frequency of defects does impact on maintenance trends and can be used as an indicator of asset consumption. Likewise, the remedial works for defects need to account for programmed renewal so that funds are not wasted.

Where possible, the inspection categories will complement each other – the records from both inspection rounds need to be available for the other category. This advantage is best realised by using Council staff for all inspections as appropriate.

The Council GIS is the ideal repository for the data from both categories of inspections to enable spatial assessment of the renewal and maintenance factors.

The inspection categories are complemented by customer and stakeholder requests and comments – again dealt with in the framework of defect management and maintenance and the program for asset renewal. The Levels of Service factors are the principal criteria for this exchange.

6.9 Renewals and Replacements

This Asset and Services Management Plan is primarily about the renewal and replacement of assets to sustain Levels of Service. The intent is to understand the framework for renewal of assets based on consumption of the current stock and the varying factors that influence the useful life and deterioration of the assets.

The renewal and replacement program is then structured around these factors plus reference to the financial parameters, and perhaps constraints, that the Council must acknowledge on behalf of the community.

6.9.1 Renewal Strategy and Plan

Renewal expenditure is major work which does not increase the assets design capacity but restores, replaces or renews an existing asset to its original service potential. Work over and above restoring an asset to original service potential is considered an upgrade or an expansion / augmentation of service.

Assets requiring renewal are currently identified by reference to the remaining useful life estimates obtained from the Asset Register. Works identified by this method are ranked by priority and scheduled in future works programs.

As the confidence in the data available increases, it is intended to improve the renewal evaluation process by including consideration of condition ratings as well as the remaining useful life of the asset, to enable increased reference to the service potential of the individual and network level assets.

Wherever practical renewal will be undertaken using 'low cost' renewal methods. The aim of 'low-cost' renewals is to restore the service potential of the asset by means other than replacement.

6.10 New, Upgrade and Disposal

The following definitions are relevant to this plan:

New works create a new asset and / or service in such cases as:

- the asset or service did not previously exist;
- new, additional works which add to an existing asset or service beyond its current capacity to increase the Level of Service;

Upgraded assets and services may result from regional or local needs for higher Levels of Service to meet changes in population profiles, industry needs or environmental requirements.

The demand for new and upgraded assets and services may originate from various sources, including:

- demographic profile changes, growth and changing social and environmental requirements;
- the gap analysis of strategic plans or specific programs applied to various locations, identifying the assets required to meet agreed Levels of Service;
- community requests or proposals linked with Operational Plan;
- new Federal and State Government or local community programs;
- funding initiatives from external sources;

The acquisition of new assets and services commits Council to ongoing operations and maintenance costs for the period that the service provided from the assets is required. The costs are calculated from historical costs for similar services and forward projections / estimates for changed Levels of Service.

Proposals for new assets and services must be supported by Business Case documentation, including reference to:

- the justification for the new project or program based on achieving Community Plan and Corporate Plan outcomes;
- initial 'whole of life' costing estimates;
- community consultation processes and outcomes;

Fully costed and confirmed proposals are evaluated against the 'quadruple bottom line' for alignment with the relevant social, economic, environmental and governance factors, as well as having regard to the appropriate risk elements and funding availability, to establish the ranking and priority for the proposals. All proposals are then recorded in the appropriate year of the Capital Works Program and Long Term Financial Plan.

Disposals include any activity associated with the disposal of a decommissioned asset including sale, demolition or relocation. Prior to disposal the asset should be further investigated to determine if any other options are available for an alternate service delivery.

6.11 Planning Criteria and Assumptions

The primary purpose of this Asset and Services Management Plan is to develop and enable a planning framework to provide accurate forward projections for the provision of services to the community to meet specified standards, and the management of the assets which are used to provide the services.

For the assets, that means a renewal and maintenance framework to sustain the services outputs.

For the services it means regular consultation with the community to ensure that services remain relevant and are seen to offer value for money and satisfy local and regional needs.

Certain key assumptions were made in compiling the information and conclusions contained in this Asset and Services Management Plan and in preparing the forecasts of required operating and capital expenditure. Understanding these assumptions and the drivers behind the assumptions enables improving levels of confidence in the data behind the financial forecasts.

The assumptions made in the compilation of the financial forecasts for capital and recurrent expenditure included in this plan include:

- the plan is built on the data available at the time of preparation – the confidence factors for the operational and financial data for the asset classes was estimated as:

| Asset Class / Service | Operational Data Confidence Factor (Asset Register) | Operational Data (Condition) Confidence Factor | Financial Data Confidence Factor |
|--------------------------|---|--|----------------------------------|
| Transport | TBC | TBC | TBC |
| Buildings and Facilities | TBC | TBC | TBC |

Table A6.10.1: Confidence Factors for Asset and Services Operational and Financial Data

- operational and financial data, funding levels and renewal / replacement plans may be subjected to changes which were not apparent at the time of compilation of this plan;
- current asset values, depreciation expense and carrying amount estimates were used for calculation of the financial forecasts;
- expenditure in the capital and maintenance programs was 'interpreted' as far as possible based on local knowledge in the first instance to achieve the first cut financial projections, pending further application of changes to refine expenditure capture better against the assets and services;
- seasonal conditions can have a major impact on the condition data;
- natural disasters are a regular occurrence which can change the condition profile of the assets substantially, including the financial forecasting because of asset renewal from NDRRA funding;
- the organisation has and retains the capacity to provide the maintenance to the required standards, (some renewal by contract).

The planning is reflected in the succeeding parts of the plan representing the individual asset classes.

The improvement plan records the opportunities for improved planning and building capability to increase confidence in and accuracy of the outputs from the plans.

7 FINANCIAL PROJECTIONS

Initial capital cost for assets constitutes a significant up-front cost and often dominates the decision making process when acquiring new assets, however ongoing recurrent expenses, (including depreciation), usually represent a high portion of the total life cycle costs of many assets. It is important that they be included in the financial analysis undertaken to evaluate asset investment options. There may also be substantial costs associated with disposal at the end of the assets useful life (e.g. demolition costs).

Asset accounting policies are also currently under review and will guide the activities and processes necessary to support appropriate corporate reporting.

The following Australian Accounting Regulations currently apply to Local Government in Queensland:

- Local Government Financial Standard (2005)
- AASB 116 Property, Plant & Equipment – *prescribes requirements for recognition and depreciation of property, plant and equipment assets*
- AASB 136 Impairment of Assets – *aims to ensure that assets are carried at amounts that are not in excess of their recoverable amounts*
- AASB 1021 Depreciation of Non-Current Assets – *specifies how depreciation is to be calculated*
- AAS 1001 Accounting Policies – *specifies the policies that Council is to have for recognition of assets and depreciation*
- AASB 1041 Accounting for the reduction of Non-Current Assets – *specifies the frequency and basis of calculating depreciation and revaluation basis used for assets*
- AAS 1015 Accounting for acquisition of assets – *method of allocating the value to new assets on acquisition*
- AAS 27 Financial reporting by Local Government
- AAS 1010 Recoverable Amounts of Non-Current Assets – *specifies requirement to test the reasonableness of valuations.*

The financial processes and systems acknowledged in this plan are developed within the framework set by these standards and policies.

7.1 Current Financial Position

Council is currently fully funding the depreciation on behalf of all asset classes, based on the information in the Asset Register.

7.2 Funding Capacity

Council's capacity to fund the plans to provide consistent and sustainable Levels of Service across the community will be determined by the financial forecasts of this plan, read in conjunction with the asset condition profiles and consumption trends.

It is anticipated that the current program of data collection, condition ratings and valuations will increase the integrity of the information available to enable consolidation of this position.

Review of the Asset register indicates that there may be opportunities to revise some parameters for the assets, such as extended useful lives, higher retreatment intervention condition criteria, and reference to the renewal programs that occur regularly with the impact of natural disasters on the transport assets.

7.3 Funding Options and Strategy

The focus of this Asset and Services Management Plan is to identify the optimum investment level for the maintenance of Council's assets to produce the desired level of service. How the maintenance is funded is a matter for Council under separate consideration.

Current funding sources available to Council include:-

- Rates (General, Special, Differential)
- Federal Government Funding
 - *Roads to Recovery*
- State Government Grants
 - *Financial Assistance Grants*
 - *Direct Grants*
 - *Main Roads Funding*
- Private Contributions
 - *Developer Contributions*

Projects that these funding sources support may not necessarily contribute to asset renewal. New works will effectively increase maintenance and renewal responsibilities to Council. This must be taken into consideration under the whole of life cost approach before such projects are undertaken.

7.4 20 Year Expenditure Projections

Estimates of expenditure for Operations, Maintenance, Planned Renewals, Planned Capital Upgrade / Expansion and Planned Disposals for a 20 year period are provided in the following tables:

Disposals (\$,000) – Years 1 to 10

| Asset Group | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 |
|--|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| Transport – Roads, Drainage & Aerodromes | | | | | | | | | | |
| Buildings – Business & Commercial | | | | | | | | | | |
| Buildings – Community & Corporate | | | | | | | | | | |
| Total | | | | | | | | | | |

Disposals (\$,000) – Years 11 to 20

| Asset Group | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 |
|--|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| Transport – Roads, Drainage & Aerodromes | | | | | | | | | | |
| Buildings – Business & Commercial | | | | | | | | | | |
| Buildings – Community & Corporate | | | | | | | | | | |
| Total | | | | | | | | | | |

Operational and Maintenance Expenses (\$,000) – Years 1 to 10

| Asset Group | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 |
|--|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| Transport – Roads, Drainage & Aerodromes | | | | | | | | | | |
| Buildings – Business & Commercial | | | | | | | | | | |
| Buildings – Community & Corporate | | | | | | | | | | |
| Total | | | | | | | | | | |

Operational and Maintenance Expenses (\$,000) – Years 11 to 20

| Asset Group | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 |
|--|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| Transport – Roads, Drainage & Aerodromes | | | | | | | | | | |
| Buildings – Business & Commercial | | | | | | | | | | |
| Buildings – Community & Corporate | | | | | | | | | | |
| Total | | | | | | | | | | |

Renewals (\$,000) – Years 1 to 10

| Asset Group | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 |
|--|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| Transport – Roads, Drainage & Aerodromes | | | | | | | | | | |
| Buildings – Business & Commercial | | | | | | | | | | |
| Buildings – Community & Corporate | | | | | | | | | | |
| Total | | | | | | | | | | |

Renewals (\$,000) – Years 11 to 20

| Asset Group | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 |
|--|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| Transport – Roads, Drainage & Aerodromes | | | | | | | | | | |
| Buildings – Business & Commercial | | | | | | | | | | |
| Buildings – Community & Corporate | | | | | | | | | | |
| Total | | | | | | | | | | |

New / Upgrade / Expansion (\$,000) – Years 1 to 10

| Asset Group | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 |
|--|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| Transport – Roads, Drainage & Aerodromes | | | | | | | | | | |
| Buildings – Business & Commercial | | | | | | | | | | |
| Buildings – Community & Corporate | | | | | | | | | | |
| Total | | | | | | | | | | |

New / Upgrade / Expansion (\$,000) – Years 11 to 20

| Asset Group | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 |
|--|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| Transport – Roads, Drainage & Aerodromes | | | | | | | | | | |
| Buildings – Business & Commercial | | | | | | | | | | |
| Buildings – Community & Corporate | | | | | | | | | | |
| Total | | | | | | | | | | |

8 ASSET MANAGEMENT PRACTICES, PERFORMANCE AND IMPROVEMENT

8.1 Asset Management Practices

8.1.1 National Framework for Sustainability

The Commonwealth and State Governments signed an "Inter-Governmental Agreement Establishing Principles Guiding Intergovernmental relations on Local Government Matters" in April 2006.

Amongst the principles enshrined in the agreement, local governments commit to sound public governance through:

- good fiscal management by working towards:
 - prudent management of assets and liabilities;
 - ensuring that revenue and spending decisions have regard to their effect on future generations and ongoing financial sustainability;
 - ensuring that its decisions on service delivery and the provision and maintenance of infrastructure are made with due regard to available, existing and anticipated future financial resources and competing priorities.
- improving its practices including strategic planning at local and regional levels, prudent borrowing and appropriate pricing regimes; and
- being responsible for funding functions it chooses to undertake in an area of responsibility of other spheres of government, in addition to funding its existing core functions.

In March 2007, the Local Government and Planning Minister's Council (LGPMC) endorsed national frameworks for assessing financial sustainability, asset planning and management and financial planning and reporting. It is proposed that these frameworks for (i) assessing financial sustainability; (ii) asset planning and management; and (iii) financial planning and reporting be applied within each jurisdiction.

According to LGPMC, the development of these draft frameworks has demonstrated that, in the main, local governments in Australia have robust reporting, planning and asset management frameworks in place. The draft frameworks therefore complement current practices of each State and Territory. A national framework in each area will:

- assist States and Territories to achieve a consistent approach to assessing financial sustainability of councils, including the ability to assess where councils may require additional assistance; and
- provide a basis for States and Territories to assist councils to fulfil their commitment to sound public governance under Clause 11 of the Intergovernmental Agreement on local government matters.

The national frameworks provide a basis for all local governments in Australia to adopt relatively similar practices in a number of key areas. For the most part, the frameworks represent a minimum standard and do not represent more complete standards of good practice.

The National Framework promotes three principles;

- long term asset management and reporting,
- financial management and reporting; and
- integrated planning, including budgeting.

Progress on the implementation of the national frameworks is reported to the Local Government and Planning Ministers' Council on a regular basis.

Queensland intends to incorporate the national frameworks within an evaluation process that will focus on sustainable councils, sustainable communities and good governance. Indigenous local councils will also be subject to evaluation.

8.1.2 Local Government Act 2009

The new *Local Government Act 2009* introduces a new range of financial, planning and accountability documents to assist with the achievement of the objectives of the national frameworks in Section 104 which outlines the requirements for financial, planning and accountability documents.

The following documents of a local government must comply with the requirements prescribed under a regulation:

- the financial management documents;
- the planning and accountability documents.

The *financial management documents* include the following documents:

- an annual budget;
- a general purpose financial report;
- a financial forecast;
- an asset register that records:
 - capital expenditure; and
 - depreciation charges; and
 - revaluation increments and decrements;
- a revenue statement.

The *planning and accountability documents* include the following documents:

- an annual report;
- a 5 year corporate plan;
- an annual operational plan;
- a long-term community plan;
- a long-term financial plan;
- a long-term asset management plan; and
- a report on the results of an annual review of the implementation of the long term plans mentioned in this section.

A *long-term community plan* is a document that:

- outlines the local government's goals, strategies and policies for implementing the local government's vision for the future of the local government area, during the period covered by the plan; and
- covers a period of at least 10 years after the commencement of the plan.

A *long-term financial plan* is a document that:

- outlines the local government's goals, strategies and policies for managing the local government's finances, during the period covered by the plan, including the following policies:
 - an investment policy;
 - a debt policy;
 - a procurement policy;
 - a revenue policy; and
- covers a period of at least 10 years after the commencement of the plan.

A **long-term asset management plan** is a document that:

- outlines the local government's policies and strategies for ensuring the sustainable management of the local government's assets and infrastructure, during the period covered by the plan; and
- covers a period of at least 10 years after the commencement of the plan.

A local government must annually conduct, and report on the results of, a review of the implementation of the local government's long-term plans mentioned in this section.

The interrelationships of all of these documents are illustrated in the Table below.

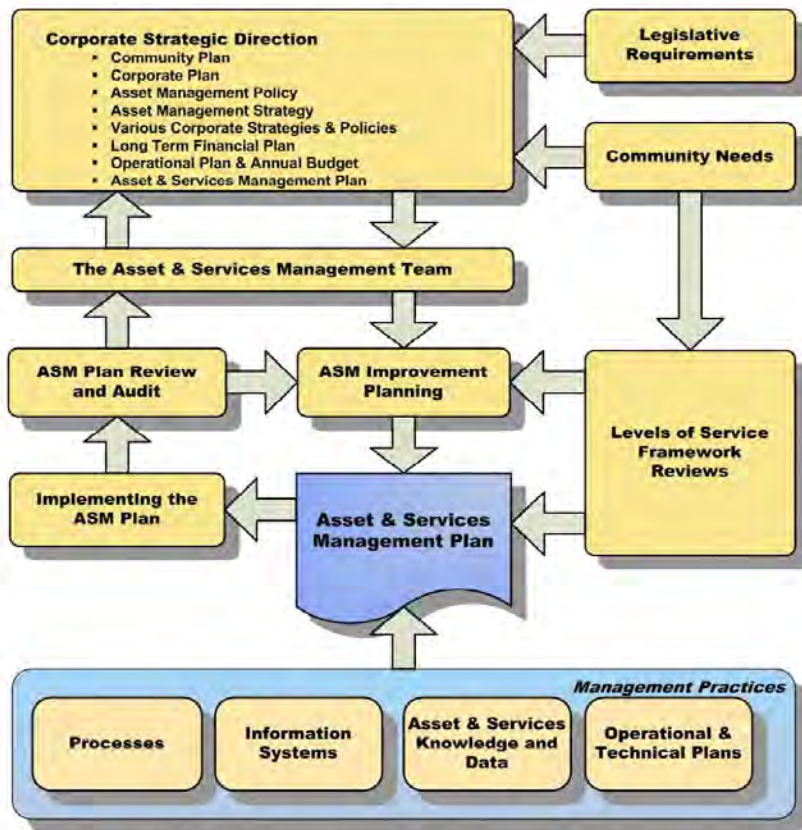


Figure A8.1.2: Local Government Corporate Planning and Performance Framework

8.1.3 Department of Local Government and Planning Requirements

The Department of Local Government and Planning (DLGP) asset management framework for Local Government, (Asset Management Advancement Program – AMAP), nominates a clear direction to provide that ten year financial plans are underpinned by robust estimates and forecasts produced from Asset Management Strategies and Asset Management Plans.

The service delivery strategy incorporating the asset management strategy must align with the Council's Corporate Plan, goals and objectives, and include a gap analysis of the current and expected future infrastructure asset status and an assessment of the activities to be undertaken to achieve that future state.

The Asset Management Plans provide the detail of actions to manage the asset base in order to provide the desired Levels of Service over the timeframe of the plan. The DLGP requirements for this plan are shown in the table below.

Figure A8.1.3: DLGP Requirements (Source: Local Government Act 2009 / DLGP AMAP 2011 – 2012)

| Service Function | Sub-Function | DLGP Requirements |
|---------------------------|---|--|
| Stakeholder Management | Stakeholder engagement | <ul style="list-style-type: none"> Active community engagement |
| Asset Management | Service Standards | <ul style="list-style-type: none"> The expected or required Levels of Service for the included assets; The actual Levels of Service being achieved by the asset / asset class |
| | System Overview | <ul style="list-style-type: none"> The classes and sub-classes of assets included in the plan Quantitative data with respect to the asset classes and sub-classes Strategic Framework Gap Analysis |
| | Maintaining Current Services | <ul style="list-style-type: none"> Description of program Timing of program Maintenance expense per asset class and sub-class |
| | New and Upgraded Services | <ul style="list-style-type: none"> Future requirements associated with Corporate Plan and Operational Plan Known or possible areas for expansion <ul style="list-style-type: none"> Asset classes and potential acquisition dates Cost estimates Impact on Levels of Service, asset lifecycle and financial considerations New or upgrade capital expenditure |
| | Renewal and Replacement of Current Services | <ul style="list-style-type: none"> Renewals capital expenditure Proposed timing of asset retirement or disposal Estimated residual values at retirement or disposal |
| Sustainability Management | Financial Management | <ul style="list-style-type: none"> Useful life <ul style="list-style-type: none"> Estimated useful life for each asset class and sub-class Estimated remaining useful life for each asset class and sub-class Annual depreciation expense per asset class and sub-class Valuation of each asset class and sub-class <ul style="list-style-type: none"> Valuation Date of valuation and valuation methodology employed 10 year financial plan |
| | Risk Management | <ul style="list-style-type: none"> Identification of risks Identification of risk mitigation strategies |
| Corporate Management | Information Management | <ul style="list-style-type: none"> Information systems to be used and the standards guidelines used to make decisions on asset management |
| | Performance Management | <ul style="list-style-type: none"> Identification of any known issues with the quality of data, forecasts, estimates, etc Actions taken to mitigate the known issues Commentary on the reliability of the estimates contained within the plan |

8.1.4 Council's Asset Management Practices

Council's adopted corporate structure provides for asset accounting responsibilities to be resourced and coordinated within the Finance Department. Information on asset acquisitions, modifications, upgrades, renewals and disposals is provided to the Finance Department by the staff responsible for asset and services management functions within the operational units.

The key issues highlighted by this Asset and Services Management Plan are:

- the need to document current processes and practices;
- the need to seek Council endorsement of the principles of asset and services management through application of the Asset and Services Management Policy and Asset and Services Management Practices Improvement Strategy;
- the need to consult with stakeholders regarding:
 - the value and importance placed on specific assets and services;
 - the Level of Service required from the assets and services; and
 - the cost to provide the nominated services, (value for money).

The Asset and Services Management Practices Improvement Strategy recognises the need to document and consistently improve the processes for asset and services management in a Continuous Improvement Program.

A draft Asset Accounting Policy has been developed and is intended to be adopted by Council as one of the identified Asset Management Improvement Strategies. This policy includes provisions for programmed audits of asset data in the Asset Inventories, which is rolled up into the Asset Register to ensure accuracy for financial management. The audits are designed to validate asset dimensions and condition data and trends to facilitate the management processes, plus support identification and validation of the immediate and short term renewal priorities and associated maintenance requirements. The data is also used to support the revaluation programs for the asset classes.

8.2 Data Systems

South Burnett Regional Council is currently using the PCS financial system for asset accounting processes and related reporting functions. Asset data included in the system is directly integrated with the financial system. It is understood that Council is currently calling tenders for a new financial system.

Further development between the existing and any new operating systems is required as separate, duplicate information for road infrastructure is maintained and should be integrated into one system. This issue is being addressed and will be finalised in conjunction with the Advanced Asset and Services Management Plan.

The organisation does not have an asset management system for any asset class, and does not have an immediate need to acquire such system.

The intention is to record, further develop and consolidate the processes used for asset and services management, and then review the systems available which will complement those processes. The timeframe for that review will be established in the Asset and Services Management Practices Improvement Strategy.

8.3 Asset Management Improvement

Council has a draft Asset and Services Management Practices Improvement Strategy designed to improve asset and services management outcomes to accord with the directions of Council's Corporate Plan 2009–2013 and the draft Asset and Services Management Policy. The strategy is the 'roadmap' for the organisation to improve and progress asset and services management and improve confidence in the outputs and outcomes.

A key benefit of implementing this strategy is the resultant ability for Council to align its resources and needs against a key set of actions to implement asset and services management planning techniques that can also be monitored for their performance and cost effectiveness.

The strategy includes a capability building program for the organisation, staff and Councillors to ensure that the intent of these plans is competently delivered. The program uses the LG Asset Advanced program to access best appropriate practice for South Burnett Regional Council.

Council agenda items for changes and updates to programs and projects are presented in a report template which must have regard to:

- Fit against Corporate Plan
- Fit against Asset and Services Management Policy
- Compliance with Asset and Services Management Plan criteria
- Fit against Levels of Service
- Inclusion in Capital Works Program / Long Term Financial Plan
- Degree of community consultation and results
- Whole of life costing
- Risk management
- Capability and capacity
- GIS be used to record and demonstrate assets, asset attributes and associated factors.

The improvement opportunities identified in the planning process are recorded in Table 8.3 below.

8.4 Monitoring and Review Procedures

This core plan will be reviewed and replaced with an advanced plan by 30 June 2012.

The Plan will be then be reviewed annually during budget preparations and amended in need to recognise any changes in service levels and resources as a result of the budget decision process.

Performance reporting will be developed to demonstrate achievements, including:

- Annual Report
- Services provided
- Value for money
- Effectiveness
- Efficiency
- Asset condition profiles / trends (have regard for useful life / reporting period).

Asset and Services Management Plan – Improvement Plan

Table A8.3 Asset & Services Management Plan – Improvement Plan

| POLICY | Apply current Asset and Services Management Policy to organisational activities, (i.e. Council Agenda Items). | Regular input to Council agendas | CEO / Directors | Policy in draft form. Draft agenda template completed. |
|--------------------------|--|----------------------------------|-------------------------------|--|
| STRATEGY | Sharing information with the Council | Ongoing | CEO / Directors | Commenced and ongoing |
| | Establish the corporate language for asset and services management | Ongoing | CEO / Directors | Part of Continuous Improvement Program |
| | Use the National Assessment Framework to identify and prioritise improvement opportunities for asset and services management | Progressive – June 2012 | Cons/ Directors | 'First cut' Scorecard completed and reported. |
| | Develop changes to the General Ledger framework to improve the integrity of data capture. | June 2011 and ongoing | Finance Manager | Updated chart of accounts to be developed for 2011 / 2012 budget. |
| | Initiate 'Whole of Life' analysis for all major projects in the Capital Works Program. | January 2013 | CEO / Directors | To be developed |
| | Establish Long Term Financial Plans using the Renewal Gap calculations. | January 2013 | Finance Manager | To be developed |
| PLANS | Complete 'core' Asset and Services Management Plans. | September 2011 | Cons/Directors | Draft plan developed |
| | Complete 'advanced' Asset and Services Management Plans | Ongoing | CEO / Directors | Build on core plans |
| Future Demand | Review PIFU data at least annually to ascertain any relevant trend information for reference to the demand planning process for assets and services. | Ongoing | CEO / Directors | To commence |
| | Review other relevant statistical and regional development / demographic data. | Ongoing | CEO / Directors | To commence |
| Levels of Service | Complete Levels of Service Framework for major assets and facilities. | December 2012 | CEO / Directors | To commence |
| | Determine costing for current Levels of Service | December 2012 | Directors / FM | Initiated |
| | Consult with community regarding Levels of Service and affordability. | Ongoing | Councillors / CEO / Directors | To commence |
| | Adjustments to Levels of Service to be reflected in the Operational Plan as they are agreed with the community. | Ongoing | Councillors / CEO / Directors | To commence |
| Risk Management | Maintain Risk Register for asset and services management | June 2012 | CEO / Directors / FM | Initial register developed and reported – working in conjunction with Enterprise program |
| | Ensure risk management is applied to all assets and services. | Ongoing | CEO / Directors / FM | Build on initial Risk Register |
| Data | Continue to increase the integrity of asset and services data | Ongoing | Directors / FM | Confidence Factors to be developed |
| | Maintain Asset Inventories for asset management purposes with complementary information in Asset Register | December 2011 | Directors / FM | Dedicated data collection program to commence |
| | Asset Accounting Policy determines asset condition inspection and | December 2011 | FM | Condition data cycle to be enabled – have |

South Burnett Regional Council - Asset and Services Management Plan – Part A: Generic Plan

| | valuation / revaluation cycles | June 2012 | Cons | regard for wet season factors |
|-----------------------------|---|--|--|---|
| Financial Management | Process reviews to ensure data is consistent and accurate across all functions, eg asset handover, as constructed drawings, etc. Determine costs for services – an essential element of the determination of the Levels of Service. (may require new disciplines for cost capture as well revised GL accounts). Apply Renewal Gap calculation process for each asset class | December 2011 | Cons / FM | Initiated |
| OPERATIONS | Staff training and mentoring to ensure accurate interpretation and capture of data. (both condition and defect inspections) Review information systems to ascertain improvement opportunities for asset and services data management Establish templates and processes to provide regular reports on asset and services management status and practices improvements program, plus overall and individual asset and services performance. | June 2012 Ongoing Ongoing Ongoing | Cons / FM Cons Cons / DCS / FM CEO / Directors / FM | Initial data recorded in core ASMP To commence To commence To commence |

- *Tables in italics are suggested only and are subject to review*

PART B – TRANSPORT PLAN

1 EXECUTIVE SUMMARY

This plan is dedicated to the management of transport assets and services related to the following Asset Groups:

1. **Road Network**
 - *Culvert*
 - *Footpath*
 - *Formation*
 - *Kerb & Channel*
 - *Median*
 - *Pipe*
 - *Road Surface (Sealed)*
 - *Roundabout*
 - *Sealed Pavement*
 - *Signage*
 - *Unsealed*
2. **Stormwater Drainage System**
 - *Pipes*
 - *Pits*
3. **Airstrips**
 - *Pavement/Hardstand*

The primary issues for the transport assets and services are the fundamentals of:

- Good data – dimensional and condition data stored in an Asset Inventory that can be uploaded to the Asset Register;
- Increasing the strategic and tactical management of the assets and services – understanding the renewal and maintenance needs for the network and actively managing those needs, both operationally and financially;
- Levels of Service for the transport assets and services, expressed as Service Standards and Service Targets;
- An appreciation of the cost of provision of the services;
- The future demand for the assets and services, understanding the growth and change factors that influence the management regime;
- Forecasting the renewal and maintenance costs for the next 20 – 50 years, and understanding the affordability and sustainability of the assets and services to the current levels;

This plan is about improving our knowledge of the assets and services and increasing our confidence in the management regime, as well as improving process management for the transport assets and services.

2 INTRODUCTION

This plan is specifically for the management of transport assets and services. The plan is a summarised and more technical document because all of the corporate functions are included in Part A of the plan, and there is no need to replicate them in this part.

The plan follows the same format as for Part A and as described in Figure 1.

2.1 Purpose and Scope of Plan

The purpose of this dedicated Transport Plan is to:

- (a) Improve our understanding of the transport assets and services managed by ensuring access to quality data describing the network and the network condition, as well as the condition of all asset attributes;
- (b) Provide a framework of alignment for the transport assets and the Levels of Service derived from the assets;
- (c) Improve the organisational capabilities for the management of the transport asset and services;
- (d) Improve confidence levels in forward works programs for renewal and maintenance programs and the associated funding requirements for the management options; and
- (e) Provide guidance for the Council and the organisation in continuous improvement and toward advanced asset management planning.

2.2 Corporate and Strategic Goals

Key Outcomes recorded in the Corporate Plan 2009–2013 have been used to provide direction for this Asset and Services Management Plan, including:

| | |
|--|---|
| Service Delivery and Infrastructure | The provision of quality services and infrastructure for our growing community that is planned, provided and managed on sound asset management principles |
| Goal | Strategies |
| SD2 <i>Infrastructure that meets our communities needs</i> | SD2.1 Partnering to provide a transportation network that allows safe and efficient access to residential, employment and recreational destinations SD2.4 Develop and implement Asset Management Plans for all classes of assets |

Table B2.2: Extract from Operational Plan 2009 / 2010 - Transport Assets

2.3 Function and Hierarchy

The asset hierarchy follows the corporate model and the financial management practices described in the Asset Register and Asset Accounting Policy. The hierarchy records all associated major infrastructure assets in the transport class.

Table B2.3: Transport Assets

| Asset Class | Asset Group | Asset Type | Component |
|--------------------------------------|-------------------------|-------------------------------|-------------------------------|
| Transport | Urban Roads and Streets | Sealed Urban Streets | Bitumen Seal |
| | | | Pavement |
| | | | Kerb and Channeling Formation |
| | | | Drainage |
| | | Unsealed Urban Streets | Pavement |
| | | | Formation |
| | Drainage | | |
| | Rural Roads | Sealed Rural Roads | Bitumen Seal |
| | | | Pavement |
| | | | Formation |
| | | | Drainage |
| | | Unsealed Rural Roads | Gravel pavement |
| | | | Formation |
| | Drainage | | |
| | Bridges – Weirs | Bridges | Earthwork |
| | | | Bridge Structure |
| | | | Pavement |
| | | Weirs | Earthworks |
| | | | Pipework |
| | Airport / Airstrips | Airports | Runway Seal |
| | | | Pavement |
| | | Aprons and Tie Down Areas | Bitumen Seal |
| | | | Pavement |
| Runway Lighting | | | |
| Airstrips | | Runway Seal | |
| | Pavement | | |
| Footpaths, Bikeways and Streetscapes | Footpaths and Bikeways | Bitumen Seal | |
| | | Concrete Pavement | |
| | | Pavement | |
| | | Pavers | |
| | Streetscapes | Street Furniture | |
| | | Trees | |
| Grids | Town and Rural Grids | Abutments | |
| | | Grid | |
| | | Approaches | |
| Storm Water | Underground | Cylindrical Pipes | |
| | | Concrete Box Culverts | |
| | Above Ground | Open Drains | |
| | | Headwalls (Inlet and Outflow) | |
| | | Grates | |

2.4 Stakeholders

Key Stakeholders for the transport network comprise:

- (a) The Council - as the custodians of the assets and services, providing the interface with the community related to Levels of Service and good governance / management practices;
- (b) The Community – as the users of the assets and services – including the resident regional community and visitors to the region;
- (c) State and Commonwealth Government - including the Department of Transport and Main Roads and other agencies active in the management of transport assets and services across the region;
- (d) Council Staff – who are directly involved with the renewal, maintenance and operation of the network and the management framework, both operationally and financially;
- (e) Emergency Services – using the transport network to safely respond to community needs and emergency situations.
- (f) Council's Insurers

The involvement of the external Key Stakeholders in this plan is limited to the formal and informal relationships that currently exist. The strongest relationships with the State and Commonwealth Government agencies relate to the management of roads and the airport.

The relationships with the community are also aligned with the major infrastructure assets and services, but the community also has a strong interest in the amenity of the transport corridors and strengthening the image and character of the region.

It is acknowledged that improved relationships with all Key Stakeholders will add value to the total management framework. The Improvement Plan includes identification of the benefits from increased liaison with the Key Stakeholders and identification of the simple processes to facilitate improved relationships and communications in accordance with the appropriate priorities.

2.5 Customer Research and Regional Issues

Council has not carried out specific research on customer needs for the transport assets and services. Because accessibility is by far the major need for the regional community, transport is a topical issue which receives considerable attention in terms of the management regime. However, the informal nature of this approach can be improved.

Information regarding transport network issues that are important to the community are interpreted from the customer service records, however, this is a simple process that may only respond to the vocal minority. The trends from this information need to be supported by field data, network and local condition reports and the defect logging that is undertaken as part of the maintenance management regime.

A considerable amount of information from the community arrives as reports rather than complaints because the community does have a strong interest in the condition and amenity of the assets, and the consistent provision of services.

Regional issues are derived from reports and findings across a range of forums, including:

- Main Roads forums;
- Transport and Local Government industry workshops and meetings; and
- Appropriate 'user' groups

It will be opportune that as the community engagement process increases with the roll-out of the Community Plan and strategic planning forums by Council, for transport related issues be canvassed in those meetings as a primary source of feedback.

3 LEVELS OF SERVICE

The Levels of Service for the Transport network are based on the framework as described in Part A of this plan.

The following discussion on Levels of Service provides an understanding of the framework concept. The introductory material is included in this plan to generate discussion related to ongoing improvements to the plan and management processes, plus introducing community consultation at the appropriate stage. These tables will be further customised to suit Winton Council Council following that consultation with the community.

3.1 *Current Levels of Service*

The following tables record the 'first draft' of the Service Standards for the transport network. These draft Service Standards are a guide from which Council can formally adopt what it deems as suitable for South Burnett Regional Council. Standards are based on the infrastructure hierarchy of:

- Sealed Roads
- Unsealed Roads
- Formed and Gravelled Rural Roads
- Stormwater Drainage System
- Airports

Table B3.1.f: Draft Service Standards – Sealed Roads

| Transport Classification | Sealed Roads | |
|---|--|--|
| Service Statement | Safe, convenient traffic between principal destinations | |
| Service Factors | Customer Service Standards | Technical Service Standards |
| Function | | |
| Activity | Safe transport between properties and destinations | Road network provides for traffic volumes, needs and local conditions |
| Connectivity | Street layout connects all major features and properties | Optimum use of road network between local destinations and properties |
| Frontage / Access, (may relate to industrial, commercial or residential properties) | Direct access from urban streets to all properties most of the time. | Road network and pavement standards enable reasonable property access in most conditions. |
| Design | | |
| Cross section | Sealed 2 lane road trafficable in most conditions | Road profile formed to match terrain, with side drains and culverts as required |
| Safety | Safe transport during day and night | Layout characteristics / intersection controls to Main Roads standards |
| Kerb and Channel | Most urban streets have kerb and channel for stormwater drainage and amenity | Kerb and channel on both sides of street Stormwater drainage network and pits to remove stormwater from road surface and kerb and channel |
| Footpath | Provide network to connect major features and town centres | Footpath on one side of major street access to town centres |
| Traffic Speed | Safe travel speed for vehicles and other road users | Generally limited to 50 kph |
| Traffic Volumes | Low traffic volumes | Generally up to 50 vpd |
| Heavy Vehicles | Designated streets for road trains and heavy vehicles | Most urban streets do not provide for heavy vehicle access Transport corridors recognise needs for heavy vehicles on an ad hoc basis |
| Dangerous Goods | Property access only | Individual travel requirements for load types as per regulations. |
| Signage | Easy to read advance warning signs and road names Attractions and features signed well in advance of access points. | Code standard signage and approved signs only. |
| Amenity / Presentation | | |
| Comfort | Ride characteristics accord with local accessibility and conditions | Use local materials and treatments where possible. |
| Roadside Amenity | Roadsides maintained to reasonable standards within budget limitations. Minimal litter accumulation. | Roadsides and verges graded, mowed and slashed to maintain a tidy appearance and for safety purposes. Routine litter collection and also on demand. |

Table B3.1.2: Draft Service Standards – Unsealed Roads

| Transport Classification | Unsealed Roads |
|-------------------------------|--|
| Service Statement | Safe, convenient traffic movement between rural properties and access to main roads. |
| Service Factors | Customer Service Standards |
| Function | Technical Service Standards |
| Activity | Road network provides for traffic volumes, needs and local conditions. |
| Connectivity | Optimum use of road network between townships and rural properties. |
| Frontage / Access, | Road network and pavement standards enable reasonable property access in most conditions. |
| Design | |
| Gross section | Road profile formed to match terrain, with side drains and culverts where required. |
| Safety | Layout characteristics / intersection controls to Main Road standards. Road and side drainage caters for a majority of normal rainfall events. Proper clearance provided from through traffic. |
| Traffic Speed | Typically up to 100 kmh. |
| Traffic Volumes | Typically up to 20 vpd. |
| Heavy Vehicles | Preferred routes identified to optimise road usage. |
| Dangerous Goods | Individual travel requirements for load types as per regulations. |
| Signage | Code standard signage and approved signs only. |
| Amenity / Presentation | |
| Comfort | Source local materials and local contractors when applicable. |
| Roadside Amenity | Roadsides and verges graded and slashed to maintain a tidy appearance and for safety purposes. Litter collection on demand. Clearance corridor provided on roadside minimising the risk of animal strikes. |

Table B3.1.3: Draft Service Standards – Formed Only Roads

| Transport Classification | Formed Only Roads |
|-------------------------------|--|
| Service Statement | Safe, convenient traffic movement between rural properties and access to main roads. |
| Service Factors | Customer Service Standards |
| Function | Technical Service Standards |
| Activity | Road network provides for traffic volumes, needs and local conditions. |
| Connectivity | Optimum use of road network between townships and rural properties. |
| Frontage / Access, | Road network and pavement standards enable reasonable property access in most conditions. |
| Design | |
| Gross section | Road profile formed to match terrain, with side drains and culverts where required. |
| Safety | Layout characteristics / intersection controls to Main Road standards. Road and side drainage caters for a majority of normal rainfall events. Proper clearance provided from through traffic. |
| Traffic Speed | Typically up to 100 kmh. |
| Traffic Volumes | Typically up to 20 vpd. |
| Heavy Vehicles | Preferred routes identified to optimise road usage. |
| Dangerous Goods | Individual travel requirements for load types as per regulations. |
| Signage | Code standard signage and approved signs only. |
| Amenity / Presentation | |
| Comfort | Source local materials and local contractors when applicable. |
| Roadside Amenity | Roadsides and verges graded and slashed to maintain a tidy appearance and for safety purposes. Litter collection on demand. Clearance corridor provided on roadside minimising the risk of animal strikes. |

Table B3.1.4: Draft Service Standards – Stormwater Drainage System

| Classification | Storm Water Network | Customer Service Standards | Technical Service Standards |
|-------------------------------------|---|----------------------------|---|
| Level of Service | Safe collection, transportation and disposal / discharge of storm water runoff in managed drainage systems | | |
| Service Factors | Customer Service Standards | | |
| FUNCTION | | | |
| Operations | Drainage network provided to:- - Protect people and property - Limit local flooding - Limit the impact of drainage overflows onto private property or occupied public spaces | | Drainage network recognises catchment characteristics and existing flow paths to optimise property protection with efficient runoff collect and discharge. |
| Location | House connections available to street gutter or drainage network for all properties. | | <ul style="list-style-type: none"> Drainage network matches needs for current and future catchment potential Property connections provided for all properties. |
| Public Health | Minimal public health risks from:- - Infestations of vermin and other pests - Mosquitoes - Rubbish dumped in open drains | | <ul style="list-style-type: none"> Maintenance programs developed to match acceptable risk profile for catchment, drain classification and location. Vermin breeding sites removed or controlled. |
| DESIGN | | | |
| Capacity | Drainage standard to Qld Urban Drainage Manual standards. | | <ul style="list-style-type: none"> Drain capacity matches current design standards and criteria. Drainage network matches current and future catchment potential. Routine drain inspections to ensure capacity and free flow. |
| Nuisance | Minimal ponding within drains. | | Stormwater flow retained within flow paths and plans cater for 'hot spots' at high rainfall intensity to QUDM standards. |
| Safety | <ul style="list-style-type: none"> No danger to public from flowing or empty drains. Regular and appropriate warning signs related to potential dangers. | | <ul style="list-style-type: none"> Structurally safe, including grates barriers and head / end walls. Community education on danger of drains Signage consistent and appropriately located. |
| Environmental Responsibility | Drainage discharges consistently meet environmental guidelines. | | Drain design matches environmental capacity minimises damage to habitat and improve environmental outcomes. |
| AMENITY / PRESENTATION | | | |
| Profile | Drains match location profile. | | Drainage profiles blend in with surrounding area. |
| Clean and Tidy | <ul style="list-style-type: none"> Drains and inlets are free from rubbish and litter. Rubbish and litter intercepted before washing into rivers and creeks. | | <ul style="list-style-type: none"> Drainage network maintained in good operational condition. Regular inspection cycle for all drainage components. Street cleaning cycle minimises rubbish and litter in drains. Routine pit cleansing removes rubbish and litter from drainage network. |