



**ACT**  
Government

**Territory and Municipal Services**

# 2014–15 Annual Report

Volume 1





# **Territory and Municipal Services**

## **Annual Report 2014–15**

**Volume 1: Territory and Municipal Services**  
ACT Veterinary Surgeons Board  
Animal Welfare Authority

Territory and Municipal Services acknowledges the Ngunnawal people as the traditional owners and custodians of the Canberra region and that the region is also an important meeting place and significant to other Aboriginal groups. We respect the Aboriginal and Torres Strait Islander people, their continuing culture, and the contribution they make to the Canberra region and the life of our city.

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**ACT**  
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Territory and Municipal Services

Mr Shane Rattenbury, MLA  
Minister for Territory and Municipal Services  
ACT Legislative Assembly  
London Circuit  
CANBERRA CITY ACT 2601

Mr Mick Gentleman, MLA  
Minister for Roads and Parking  
ACT Legislative Assembly  
London Circuit  
CANBERRA CITY ACT 2601

Dear Ministers

**Transmittal Certificate**

The Territory and Municipal Services (TAMS) Directorate's Annual Report 2014–15 has been prepared under section 5(1) of the *Annual Reports (Government Agencies) Act 2004* and in accordance with the requirements of the Annual Report Directions and other legislation applicable to the preparation of the annual reports.

I certify that information in the attached annual report, and information provided for whole-of-government reporting, is an honest and accurate account and that all material information on the operations of the Directorate during the period 1 July 2014 to 30 June 2015 has been included.

I hereby certify that fraud prevention has been managed in accordance with Public Sector Management Standards, part two.

The report has been produced in two volumes:

- Volume 1 contains the annual report of TAMS and the annexed reports of the Animal Welfare Authority and the ACT Veterinary Surgeons Board
- Volume 2 contains the annual report of the ACT Public Cemeteries Authority.

These public authorities are referred to in TAMS' report but further, specific information will be found in these authorities annexed reports.

Section 13 of the *Annual Reports (Government Agencies) Act 2004* requires that you cause a copy of the report to be laid before the Legislative Assembly within four months of the end of the financial year.

Yours sincerely

Gary Byles  
Director-General

29 September 2015



## About this report

The Territory and Municipal Services (TAMS) Directorate Annual Report 2014–15 is published in two volumes.

Volume 1 contains the report of the Territory and Municipal Services Directorate and the annexed reports of the ACT Veterinary Surgeons Board and the Animal Welfare Authority

Volume 2 contains the report of the ACT Public Cemeteries Authority.

The contents pages and alphabetical index of this document will help you navigate to specific information in the report, while the compliance statement lists the annual reporting requirements for 2014–15 and the page numbers where the information appears.

All data included in this report has been sourced from the ACT Government unless otherwise indicated.

## Accessibility

TAMS is committed to making its information accessible to as many people as possible. This report is available as a printed document and as an accessible PDF on our website at:  
**[www.tams.act.gov.au](http://www.tams.act.gov.au)**

If you have difficulty reading a standard print document and need alternative formats; if you are deaf or hearing impaired; or if English is not your first language; you can get help from the following services:

**Canberra Blind Society:** T (02) 62474580

**National Relay Service:** T 133677

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## For other sources of information:

T 132281 **Access Canberra** or visit one of Access Canberra's shopfronts at Belconnen, Dickson, Gungahlin, Tuggeranong or Woden for a range of printed publications. Alternatively, you can access one of these websites.

**[www.tams.act.gov.au](http://www.tams.act.gov.au)**

**[www.act.gov.au](http://www.act.gov.au)**

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**[www.bookings.act.gov.au](http://www.bookings.act.gov.au)**

**[www.canberracemeteries.com.au](http://www.canberracemeteries.com.au)**

**[www.accesscanberra.act.gov.au](http://www.accesscanberra.act.gov.au)**

**[www.directory.act.gov.au](http://www.directory.act.gov.au)**

**[www.library.act.gov.au](http://www.library.act.gov.au)**

**[www.librarycatalogue.act.gov.au](http://www.librarycatalogue.act.gov.au)**

**[www.nationalarboretum.act.gov.au](http://www.nationalarboretum.act.gov.au)**

**[www.territoryrecords.act.gov.au](http://www.territoryrecords.act.gov.au)**

**[www.tidbinbilla.com.au](http://www.tidbinbilla.com.au)**

**[www.transport.act.gov.au](http://www.transport.act.gov.au)**

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# The Big Picture: Overview of TAMS

Our Responsibilities  
Our Structure  
Leadership and Planning  
The Year in Review  
Outlook for 2015-16



### Our Responsibilities

Territory and Municipal Services (TAMS) plays a key role in building and maintaining Canberra's social, cultural and economic capital. We provide healthy living spaces for the enjoyment of the people of Canberra and we ensure the ACT's natural and cultural environments are protected, preserved and enhanced. We deliver a diverse range of services to the community including infrastructure maintenance and management of Territory assets including recreational facilities.

TAMS is responsible for planning, building and maintaining roads, stormwater infrastructure, bridges, cycling and community paths and the streetlight network. We deliver public transport through ACTION buses; provide public library services; and collect and recycle household and other waste through ACT NOWaste. TAMS provides operational and strategic management of parks and reserves across the ACT including the National Arboretum Canberra, Tidbinbilla Nature Reserve, Namadgi National Park and Canberra Nature Park as well as promoting their recreational, educational and scientific use.

As a regulator, TAMS ensures compliance with Territory and national standards. We support the appropriate use, management and conservation of unleased and urban public lands and open spaces as well as Canberra's extensive urban forest. We also process land development applications; manage biosecurity issues and domestic animal control and welfare; issue permits for public land use; and deliver city ranger services.

Capital Linen Service and Yarralumla Nursery are managed by TAMS and we also have administrative responsibility for the ACT Veterinary Surgeons Board, the Animal Welfare Authority and the ACT Public Cemeteries Authority which operates Woden, Gungahlin and Hall cemeteries. The annual report of the ACT Veterinary Surgeons Board and the Animal Welfare Authority appear as annexed reports to this volume and that of ACT Public Cemeteries Authority is published in Volume 2 of this report.

To ensure services meet community needs and expectations TAMS engages and consults with customers using a variety of mechanisms such as letterbox drops, online and hard copy surveys, information displays at shopping centres and community meetings and drop in consultations.

During the year there were a number of machinery of government changes which saw ACT Property Group and Canberra Connect transfer from TAMS to the Chief Minister, Treasury and Economic Development Directorate (CMTEDD) on 7 July 2014 and 15 December 2014 respectively. Their reports for 2014–15 will appear in the annual report of CMTEDD<sup>1</sup>. In addition, responsibility for the National Arboretum Canberra was transferred from the Chief Minister to the Minister for the Territory and Municipal Services, Mr Shane Rattenbury, MLA on 7 July 2014.

On 21 January 2015 new ministerial arrangements came into effect which saw Mr Mick Gentleman, MLA taking responsibility for roads and parking. Roads are part of TAMS Output 1.2 Roads and Sustainable Transport.

<sup>1</sup> Note that financial information for ACT Property Group and Canberra Connect are reported in TAMS financial statements for the period prior to transfer to CMTEDD.

One Team—Many Services—Great Results	
Vision	A high performing responsive TAMS working to make Canberra Australia's most liveable city
Values	Respect Integrity Collaboration Innovation
Goals	Deliver great services Bring out the best in our people Work smartly and efficiently Better community engagement Be responsive
Clients and stakeholders	Chief Minister Minister for Territory and Municipal Services Minister for Roads and Parking ACT Legislative Assembly ACT Government directorate's ACT residents Visitors to the ACT ACT businesses Community organisations and peak representative groups Australian Government agencies Suppliers and contractors Professional bodies and unions Local media outlets
Outcomes	High levels of customer satisfaction Government priorities delivered on time and within budget Value for money service provision Innovative sustainable solutions Improved organisational capability and performance

### Our Structure

TAMS underwent an organisational restructure which came into effect on 1 April 2015. The aim of the restructure was to create greater efficiencies and better alignment of functions across the whole organisation. A central part of the restructure was the formation of a new Capital Works Design and Delivery Unit within the Infrastructure, Roads and Public Transport Division to improve coordination of capital works across the organisation.

As a result of the restructure and with the retirement of Ms Fay Steward as Executive Director, Parks and City Services Division, one Executive Director position was abolished and the four divisions were merged into three.

The **Director-General, Mr Gary Byles** is responsible for the strategic direction and the efficient and effective administration of TAMS. Mr Byles and other Directors-General are members of the ACT Public Service (ACTPS) Strategic Board, which provides whole-of-government leadership and direction to the ACTPS.

The **Executive Director, Corporate and Business Enterprises Division, Mr Kim Smith** is responsible for the administration of corporate and operational support to TAMS. The position also has responsibility for management of Capital Linen Service which is a commercial business and administrative oversight of the ACT Veterinary Surgeons Board and the ACT Public Cemeteries Authority.

Mr Smith commenced acting in the Deputy Director-General position, ACT Health, in June 2015 and **Mr Gordon Elliott** is currently the Acting Executive Director, Corporate and Business Enterprises Division.

The **Executive Director, Infrastructure, Roads and Public Transport Division, Mr Paul Peters** is responsible for the administration of many aspects of transport for the ACT including infrastructure management (roads, bridges and stormwater) capital works design and delivery and public transport through the ACTION network as well as asset information and management for TAMS. Mr Peters also holds the role of **Coordinator-General Roads**.

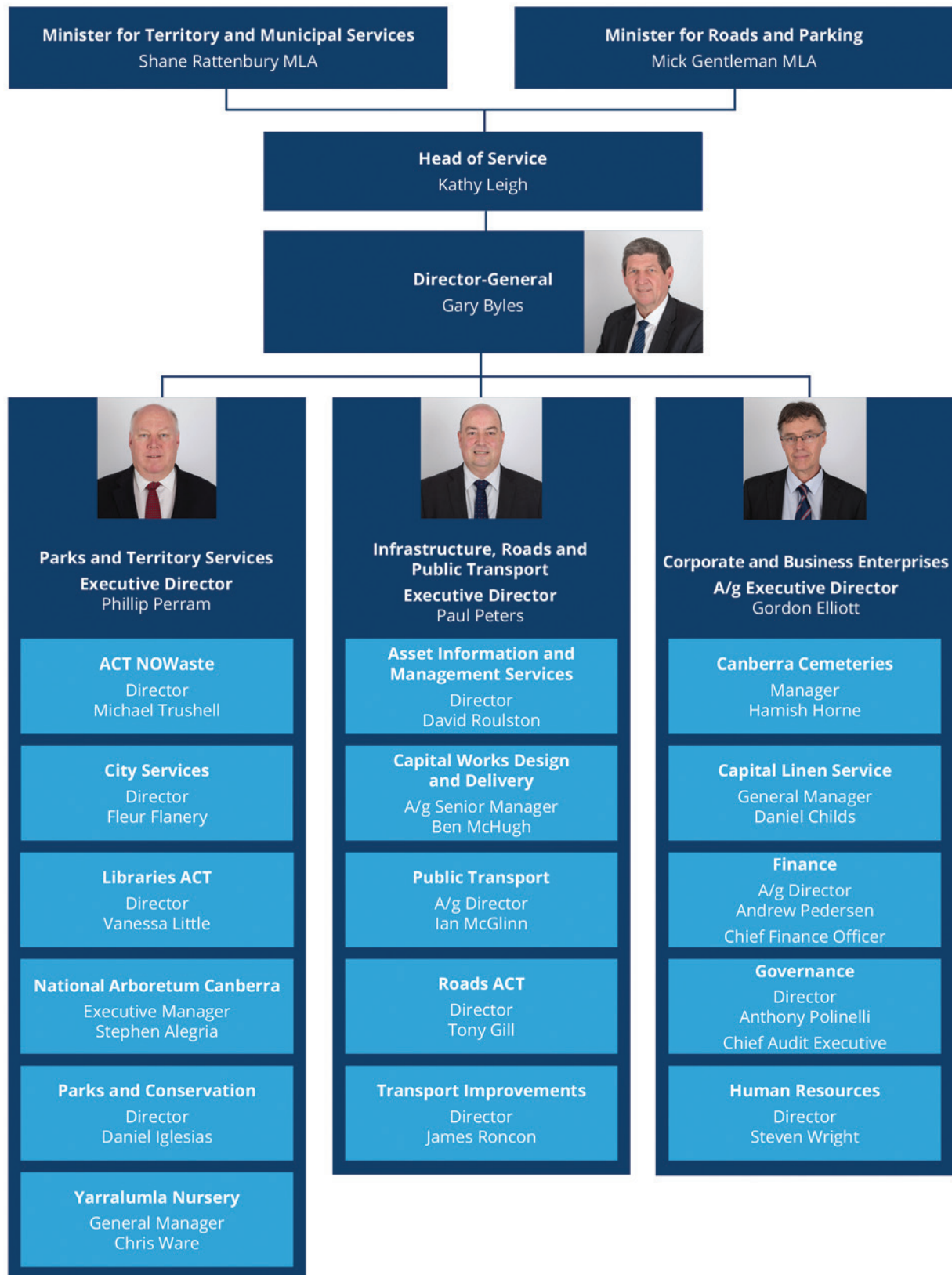
The **Executive Director, Parks and Territory Services Division, Mr Phillip Perram** is responsible for Parks and Conservation, City Services, the National Arboretum Canberra, ACT NOWaste and Libraries ACT. Mr Perram is also responsible for the management of Yarralumla Nursery which is an ACT Government owned business. In addition Mr Perram holds the statutory responsibility for the Animal Welfare Authority.

### Executive remuneration

The ACT Remuneration Tribunal is an independent statutory tribunal with responsibility for setting the remuneration, allowances and entitlements, for various public officials in the ACT including the executives in the ACT Government. Further information can be found at: [www.cmd.act.gov.au/governance/remtrib/home](http://www.cmd.act.gov.au/governance/remtrib/home)



The chart below shows our structure as at 30 June 2015.



### Leadership and Planning

The ACT Government sets annual priorities for each directorate that contribute to achieving its goal of making Canberra one of Australia's most liveable cities through:

- enhancing liveability and opportunity
- growing the economy
- encouraging a healthy and smart community
- ensuring continuing urban renewal.

The **Executive Leadership Team (ELT)** is the key decision making body and comprises the Director-General, the three Executive Directors, the Chief Finance Officer and the Director of Human Resources. They meet weekly to review all aspects of business and ensure they are operating efficiently. The ELT develops an annual Statement of Intent which establishes priorities based on the ACT Government's priorities and TAMS budget statements. These are expanded into annual business plans and staff performance management and development plans that help to ensure our priorities align with those established by the ACT Government.

#### TAMS Planning Hierarchy

ACT Government goals, priorities and other whole-of-government strategic plans such as *The Canberra Plan: Towards our Second Century* and *Transport for Canberra: transport for a sustainable city*



2014-15 Budget Papers



TAMS Statement of Intent



Annual business plans



Staff performance management and development plans

The ELT is supported by eight senior management committees, which are as follows.

The **Internal Audit Committee (IAC)** oversees our governance, risk and internal control environment on behalf of the Director-General and provides assurance on its effectiveness. The IAC meets six times per year.

The **Finance Committee** meets monthly, providing a strategic coordination role and facilitates ELT decisions and recommendations.

The **Capital Works Committee** meets monthly and oversees our capital works program budget and project management.

The **Information and Communications Technology (ICT) Committee** meets monthly and advises the ELT on ICT strategy and policy.

The **Strategic Asset Management Committee** advises the ELT on our asset management policy and processes on a bi-monthly basis.

The **Workplace Health and Safety Steering Committee** meets quarterly and provides leadership and direction in the management of workplace health and safety across TAMS.

**TAMS Consultative Committee** provides a forum for consultation between TAMS and unions on a quarterly basis.

The **Risk Management Committee** meets quarterly and oversees risk management processes within TAMS and reports to the ELT and IAC on key risks.

TAMS also works closely with other ACT Government directorates, particularly the CMTEDD, the Environment and Planning Directorate (EPD), and the Justice and Community Safety Directorate (JACS) to deliver transport and conservation policies and projects including the ACT Government's Transport for Canberra policy and waste management and recycling programs.

To enhance collaboration across Government in line with the 'one Government' direction, and to improve coordination of the ACT Government and private sector projects a **Coordinator-General Roads** role was established within TAMS. Director-Generals from TAMS, EPD and Capital Metro Agency, meet on a bi-monthly basis to collaborate on joint initiatives and projects that could affect each or all directorates. These meetings are classified as 'cluster' meetings.

## The Year in Review

TAMS undertook a number of projects to increase the capacity of the ACT's road network and improve safety.



Bunda Street is now open to pedestrians, cyclists and cars

The **Bunda Street shareway**, which is the fourth and final stage of the Civic Cycle Loop, was completed. The shared zone is designed to increase the amenity of the area, while encouraging walking and cycling. The project was a finalist in the 2015 Planning Institute of Australia National Awards for Planning Excellence.



The Majura Parkway's final stages include the bridges across the Molonglo River in Canberra

Work continued on the \$288 million **Majura Parkway** project which is being jointly funded by the ACT and Australian Governments. Work progressed well during 2014–15 with the main section of Majura Parkway opening to traffic between Fairbairn Avenue and the Federal Highway. An off-road, shared use path was also completed on the same section of road and work progressed on the construction of the Molonglo River bridge and Fairbairn Avenue bridge.

Significant progress was made on the \$42 million **Constitution Avenue** upgrade, which is also jointly funded with the Australian Government. Preliminary works to prepare Constitution Avenue for major construction were completed and work to upgrade the road from Vernon Circle to Anzac Parade commenced. Once complete this upgrade will provide a major thoroughfare for pedestrians, cyclists, public transport and motorists.



Stage one of the **Ashley Drive** and **Erindale Drive** upgrade was completed during the year which included duplicating Erindale Drive between Sternberg Crescent and Ashley Drive.

Following a community consultation process, 40 kilometre per hour speed limits were introduced in 18 group centres<sup>2</sup> across Canberra to improve safety, particularly for pedestrians and cyclists.

Several projects were completed along the **Gungahlin to city corridor**, including design for the duplication of a section of Gungahlin Drive; a new three dimensional digital survey of the entire corridor; the completion of the Well Station Drive site design; and the development of a services master plan for the corridor. This plan will identify the locations and timing requirements for capacity improvements to key utilities such as electricity and water to support urban renewal. A new 345 space Park and Ride facility at Gungahlin town centre was also opened.

Improving public transport was a key focus for the year. **ACTION's Network 14** was implemented in September 2014, the first network to be designed using MyWay travel data. The new network provides extra weekday and weekend services, as well as enhanced services to a number of locations including Gungahlin, Molonglo and the Parliamentary Triangle. In May 2015, the network was enhanced to improve punctuality and reduce waiting times between services. Improved services to the Parliamentary Triangle coincided with the introduction of paid parking to the area and saw an average increase of 8,600 passengers per week.

A very successful trial of a demand responsive **flexible transport** initiative operated from September 2014. The trial aimed to offer better transport services for the aged, people with disabilities, Aboriginal and Torres Strait Islander people and other Canberrans who may find difficulty accessing other forms of public transport.

The flexible transport network provides a booking system which records the details and travel requirements of eligible passengers and, where possible, matches their requirement with other passengers. Wheelchair accessible mini buses were used and over 8,000 people boarded the buses during the trial period. The success of the trial means the service will continue in 2015–16.

Other public transport highlights included:

- finalising the implementation of the **NXTBUS system** which provides real time passenger information for ACTION users
- completing construction of a dedicated bus lane on Canberra Avenue between Hindmarsh Drive and the Monaro Highway.

A number of **upgrades in public spaces** were completed during the year which included Chapman shopping centre. Additionally 24 drinking fountains were installed in various locations around Canberra and new outdoor fitness stations in Belconnen, Theodore and Tuggeranong were installed. The Beijing Garden at Lennox Gardens, a gift from Canberra's sister city, was also completed and demonstrates the close bond between the two cities.

The **Majura Pines upgrade** was opened, with 16 kilometres of trails for mountain bike riders, runners, bush walkers, horse riders and orienteers. This project was the culmination of work carried out by TAMS and passionate volunteers from the mountain biking community.

<sup>2</sup> As detailed in the Territory Plan each district is made up of residential suburbs clustered around local, group and town centres. Group centres provide shops and services for a 'group' of up to three to five suburbs.



TAMS maintain mountain bike trails throughout our urban reserves and plantation forests

The **National Arboretum Canberra** continued to welcome guests to our region and celebrated its one millionth visitor in February 2015. To support the Arboretum's growth and provide long-term water security, a major irrigation project was progressed to stage four which saw the transfer of water from a nearby bore to the Arboretum's dam before it is pumped up to the underground storage tank on Dairy Farmers Hill, to be gravity-fed to the forests as required.

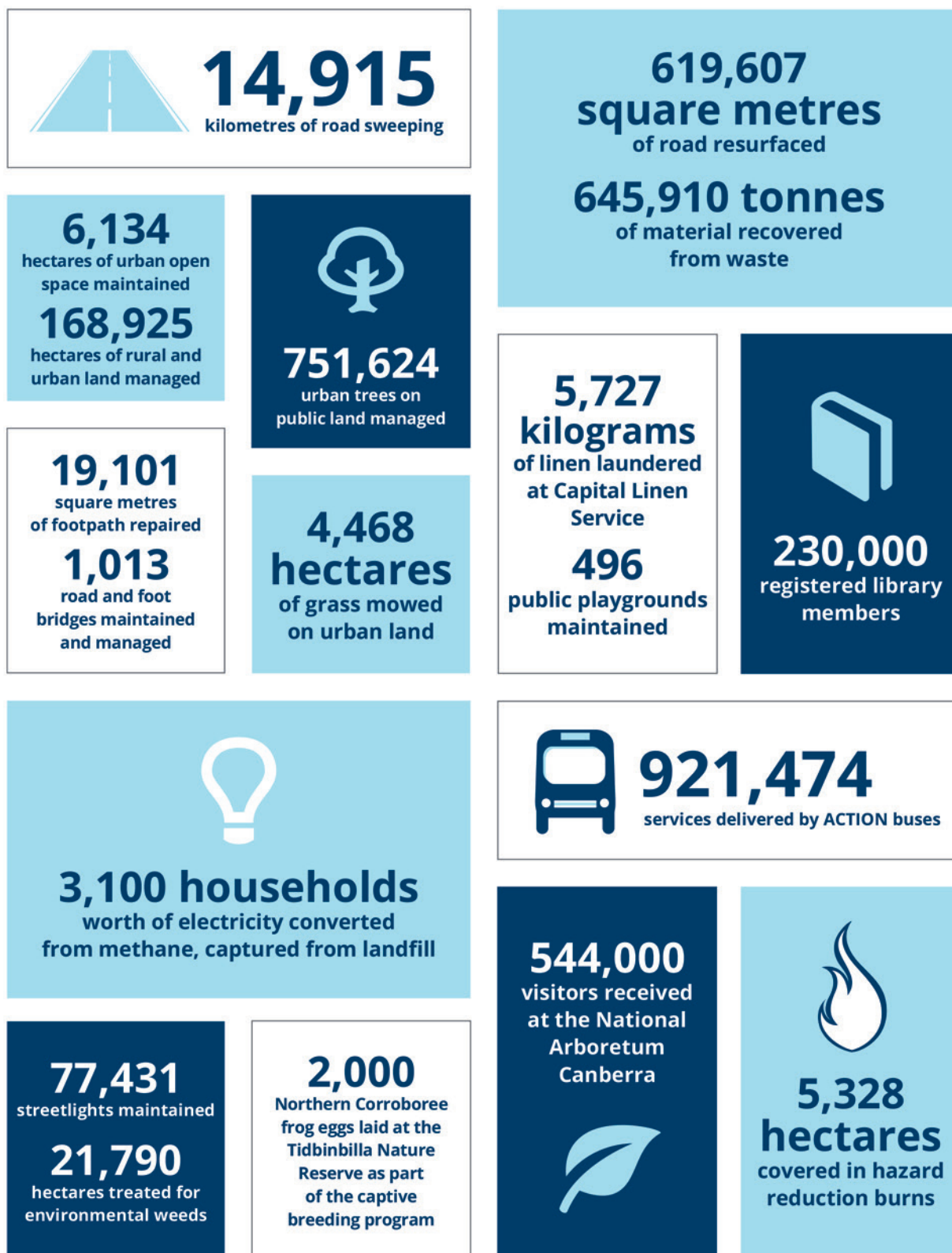
Our fire unit undertook a season of large scale **controlled burns** covering 5,328 hectares at 33 burn sites across the ACT to manage bushfire risk.

In October 2014 **Namadgi National Park** celebrated 30 years as a national park.

**Tidbinbilla Nature Reserve** won the ecotourism award in the 2014 Canberra and Capital Region Tourism Awards. The award recognises ecologically sustainable tourism which fosters environmental and cultural understanding, appreciation and conservation. Tidbinbilla also received a visitor experience award which is presented to the top three tourism operators or businesses based on a visitor experience survey as part of the tourism awards program.

***The Domestic Animal (Breeding) Legislation Amendment Act 2015*** which aims to prevent the intensive breeding of puppies or kittens for the pet market was enacted on 24 March 2015. ***The Domestic Animals Act 2000*** and ***Magistrates Court (Domestic Animals Infringement Notices) Regulation 2005*** were also amended to differentiate between the seriousness of attacks and increase penalties for dog attacks that result in serious injury.

Table 1: The year in figures\*



\*All figures are approximate.



## Outlook for 2015–16

TAMS strategic and operational priorities for next year, as described in the 2015–16 budget papers are to:

- continue capital works projects to maintain a safe and efficient road network, including completion of the new Majura Parkway and upgrade of Constitution Avenue, bridge strengthening works on the Monaro Highway, work on the duplication of Ashley Drive, duplication of Gundaroo Drive from Mirrabai Drive to Gungahlin Drive and other forward design work on intersection upgrades, road duplications and road network augmentations
- upgrade the cycle path at Sullivan's Creek and construct new shared walking and cycling paths at Bowen Park, carry out design work on the Molonglo to the city cycle highway as well as a feasibility study on a cycle path linking West Belconnen to the city, and improve cycling connections at Woden and Belconnen town centres
- invest in active travel initiatives by designing and constructing age-friendly road crossings and path widening
- support the Capital Metro Agency in the development of a light rail network, including developing options for integrated transport networks, fare and ticketing strategies, and upgrading the public transport information, communication and technology (ICT) system
- continue to support infrastructure development through industry consultation and timely assessment of development application approvals related to infrastructure assets
- provide bus services that offer value for money, encourage the uptake of patronage and provide a seamless journey for passengers
- continue ACTION's fleet replacement program with new climate controlled Euro 6 buses to improve customer comfort and ensure bus services are accessible to all prospective users
- continue the flexible public transport service to those in the community who are unable to use regular ACTION route services
- regularly monitor the MyWay and NXTBUS information to improve bus punctuality
- actively seek customer feedback from ACTION patrons to identify opportunities to improve the customer experience
- progress the ACT Waste Management Strategy 2011–2025 by investigating future waste management and resource recovery strategies
- develop the Mugga Lane Resource Management Centre to ensure ongoing landfill capacity and continue the bulky waste collection service
- reduce the ACT's vulnerability to bushfire by sustained and strategic fire management activities
- actively manage the Lower Cotter Catchment area following the construction of the enlarged Cotter Dam to ensure water quality
- continue to improve the long-term condition and sustainability of endangered species by undertaking habitat improvement works, associated with environmental offset programs, including:
  - the golden sun moth habitat within Kinlyside Nature Reserve
  - extending Mulligans Flat and Goorooyarroo nature reserves
  - improving Justice Robert Hope Park, Isaacs and the Pinnacle Nature Reserves.
- continue to support the Royal Society for the Protection of Cruelty to Animals (RSPCA) ACT to provide animal welfare services to the ACT community
- continue to provide support to volunteer groups in the ACT's parks and reserves.

### For more information:

T (02) 62075040 Director, Governance



# The Performance Story

## Overview

Output 1.1: Information Services (Libraries ACT)

Output 1.2: Roads and Sustainable Transport

Output 1.1: Public Transport (ACTION)

Output 1.3: Waste and Recycling

Output 1.4: Land Management

Output 1.5: Regulatory Services

Output 1.6: Capital Linen Service



## Overview

The ACT Government's long-term vision for the ACT is outlined in The Canberra Plan: Towards our Second Century and articulates seven strategic themes that contribute towards the ACT Government's goal of making Canberra one of Australia's most liveable cities. They are:

- quality health care
- a fair and safe community
- excellent education, quality teaching and skills development
- a strong dynamic economy
- a vibrant city and great neighbourhood
- a sustainable future
- high quality services.

The ACT Government's strategic priorities for each directorate are described in the budget papers and define the high level policy focus which is reviewed and refined annually. This allows the Government to clarify and reinforce the priorities we are expected to deliver.

Our strategic planning focuses on the contribution we make towards the Government's long-term goals, and the strategic priorities, objectives and indicators identified in the budget papers.

TAMS has three strategic objectives that underpin our planning and service delivery; and four strategic indicators that help us measure our success in achieving these objectives. They are:

### Strategic Objective 1: Deliver high-quality services

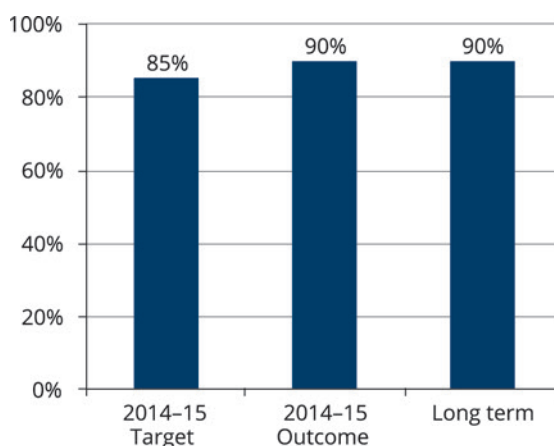
One of the seven strategic themes in the Canberra Plan refers to high quality services. One of our objectives is to ensure that services are of consistently high quality, timely, effective and efficient and meet the needs of the community; that the city is well maintained and its assets protected; and that members of the community are able to participate in the decision making process.

There are two strategic indicators that measure our success against this strategic objective:

**Strategic Indicator 1.1: Customer satisfaction continues to demonstrate improvement.**

Overall satisfaction with our services is measured through a customer satisfaction survey that focuses on our core service delivery responsibilities which include library services, infrastructure services (including roads, stormwater, community paths, traffic lights and street signs), waste collection, ACTION bus services and parks and reserves.

Figure 1: Strategic Indicator 1.1 Customer satisfaction continues to demonstrate improvement

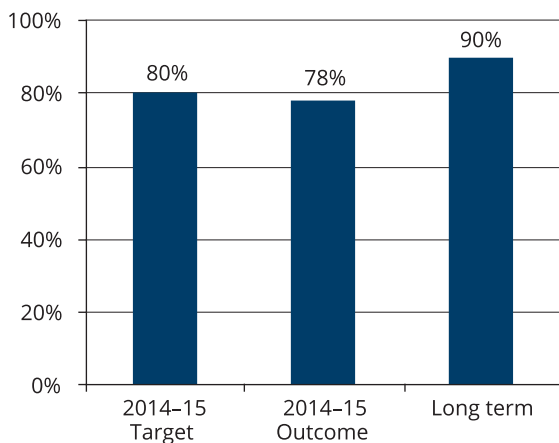


In 2014-15 the areas people were most satisfied with included the National Arboretum Canberra, library services, recycling facilities at Mugga Lane and Mitchell, waste collection services and access to cycle and walking paths.

### Strategic Indicator 1.2: Satisfaction with community engagement continues to demonstrate improvement.

This indicator is measured through a range of community engagement activities undertaken during the year including public meetings, forums, online and hardcopy surveys, telephone surveys, discussion groups, focus groups, seminars and workshops using local and social media, as well as through overall satisfaction with the community engagement process for those participating members of the public. The satisfaction level is measured through a feedback process that is integrated into major consultation activities.

Figure 2: Strategic Indicator 1.2 Satisfaction with community engagement continues to demonstrate improvement



Some of the major consultations this financial year included the Lyneham food forest proposal, Woden Cemetery extension proposal, a review of dog exercise areas and the carriage of animals on buses. The results for satisfaction with community engagement in 2014-15 are two percent below this year's target. In an effort to improve the satisfaction with community engagement outcomes TAMS will continue to use a wider variety of channels including more digital methods to engage with stakeholders.

### Strategic Objective 2: A sustainable future

A sustainable future is also one of the Government's strategic themes articulated in the Canberra Plan. Its objective is to ensure that Canberra becomes a fully sustainable city and region and that future development is environmentally sensitive; that we maintain and protect natural assets, both flora and fauna; and respond to the challenges of climate change. A reduction in the amount of waste going to landfill is one of the strategic progress indicators towards achieving this objective.

There is one strategic indicator that measures our performance against this objective:

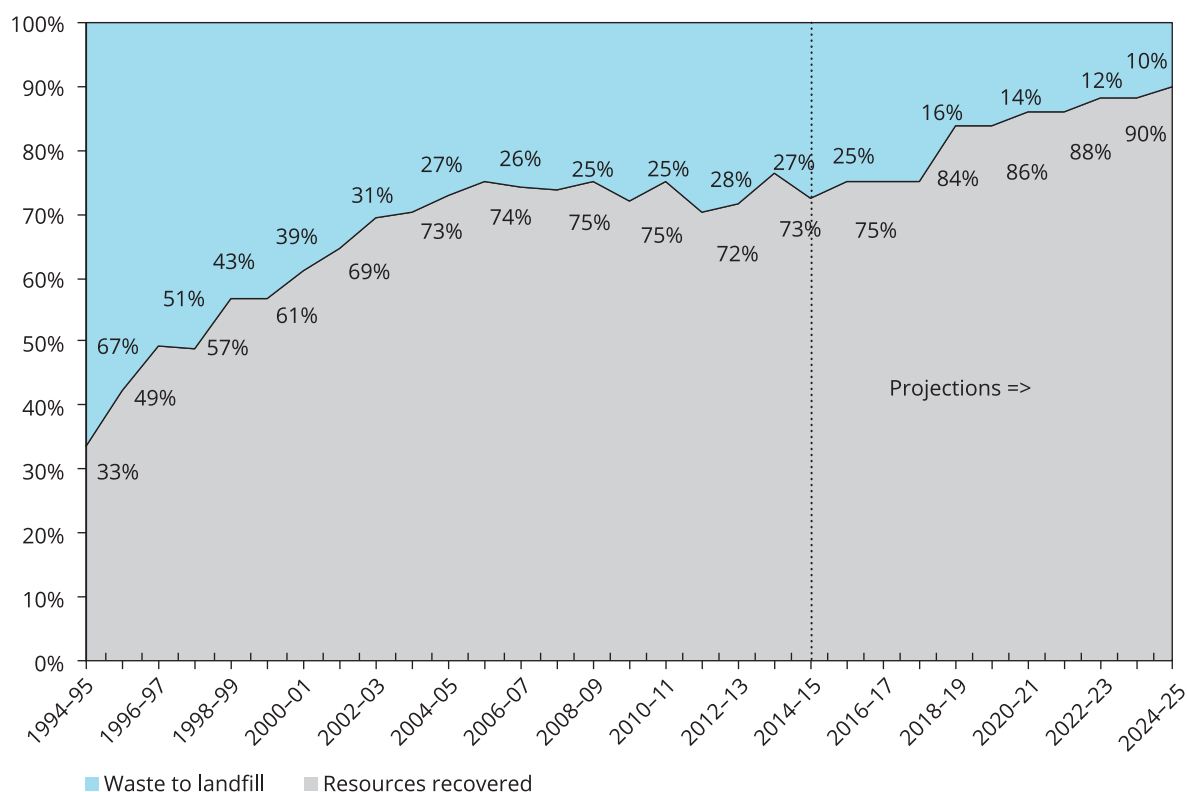
#### Strategic Indicator 2.1: Reduction in waste going to landfill as a proportion recovered from the waste stream.

This indicator is calculated using weighbridge data of waste to landfill, and data provided by local ACT resource recovery and recycling industries.<sup>3</sup> The waste to landfill and resource recovery data are combined to provide a total waste generation level. Government initiatives aim to continue to reduce the proportion of waste going to landfill. A feasibility study to be completed in 2016-17 will look into the Territory's waste streams and determine the best strategies for the ACT to achieve its target of 90 percent resource recovery by 2024-25. This feasibility study will look at, among other options, the development of an advanced waste treatment facility along with continuing the ACTSmart business recycling initiative jointly coordinated with the Environment and Planning Directorate to continue to reduce waste going to landfill.

<sup>3</sup> The total tonnage of resource recovery is determined by an annual survey of over 100 businesses involved in reuse and recycling in the ACT.

The following graph shows the 2014–15 target and result against Strategic Objective 2.

Figure 3: Strategic Indicator 2.1 Reduction in waste going to landfill as a proportion recovered from the waste stream



Resource recovery activities by the ACT Government and the private sector continued to grow, with a waste recovery figure of more than 72.60 percent, a decrease of 1.2 percent. A total of 645,910 tonnes of material was recovered from the waste stream with 243,793 tonnes of material sent to landfill. Overall community satisfaction with waste and recycling services remains high at 88 percent.

It should be noted that the projections do not include the potential impact of increased tonnage going to landfill as a result of the Mr Fluffy asbestos demolition program.

## Strategic Objective 1: Increasing patronage<sup>4</sup>

Public transport makes an important contribution to the city's life. Factors that contribute to increasing the attractiveness of public transport include the:

- reliability and frequency of network services
- accessibility and comfort provided by the bus fleet
- accessibility and amenity provided by the infrastructure supporting public transport.

ACTION actively considers these factors as it works towards increasing the number of people using its services through implementation of a better timetable, continuing to replace its ageing bus fleet and promoting use of NXTBUS real time passenger information system.

<sup>4</sup> Note that ACTION is shown separately in the ACT Government's budget paper hence the number of the objective is not sequential.

### Strategic Indicator 1: Total yearly passenger boarding.

During the year there were major changes to ACTION services including the introduction of a new network in September 2014 and a timetable change in May 2015. ACTION uses the MyWay ticketing system to measure the total number of individual passenger trips. The key indicator that is used to measure ACTION's performance is Total Yearly Passenger Boardings.

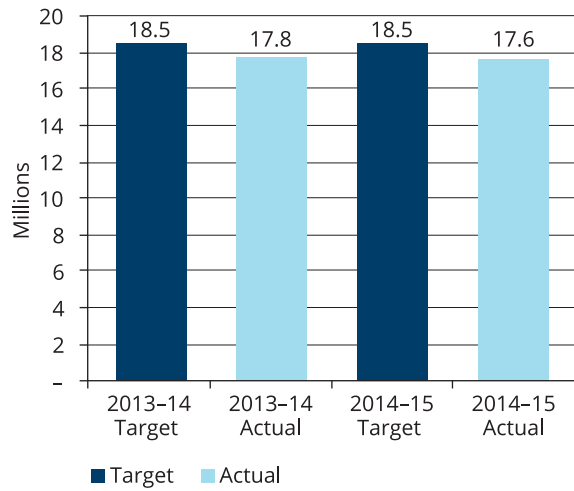
### Changes to TAMS output classes and outputs

TAMS has formulated accountability indicators for each output to measure its performance in meeting the Government's long-term vision for the Territory. These indicators are audited and can be found in the Statement of Performance.

As a result of new Administrative Arrangements coming into effect during 2014–15 and an organisation restructure, TAMS reclassified Yarralumla Nursery and Capital Linen Service from Output Class 2 - Enterprise Services to Output Class 1 - Municipal Services.

The following pages provide specific details on the services delivered through each of the outputs in place at 30 June 2015.

Figure 4: Strategic Indicator 1 Total yearly passenger boardings



## Output 1.1 Information Services (Libraries ACT)

Libraries ACT is made up of nine public libraries, the Home Library Service and the ACT Heritage Library, as well as a suite of eResources for library members accessible through the library website. During the year, a new strategic plan for the library services was approved. Its four focus areas are:

- celebrating reading and literacy in all its forms and contributing to literacy and language development
- being a catalyst for lifelong learning by connecting people with information and ideas in various formats and supporting learning outside formal education pathways
- fostering digital services to develop digital skills, incorporating emerging technologies into the library and providing electronic access and a quality digital user experience
- taking our place in the national record by documenting, preserving and providing access to the ACT's heritage.

TAMS continues to respond to change as evidenced by the continued popularity of electronic resources: 252,136 electronic files were downloaded and 158,011 electronic resources were visited. The library also continues to maintain an active social media presence to engage with library users and share news and information about library services and resources.

The ACT Digital Hub located at Gungahlin Library delivered 124 group and 280 one-on-one digital training sessions to the community during the year demonstrating the opportunities of National Broadband Network (NBN) enabled applications. Australian Government funding for the Digital Hubs project ceased in March 2015. Since then, digital programs from the ACT Digital Hub have been expanded into other libraries, improving accessibility across Canberra.

The ACT Heritage Library continues to be a rich source of information and resources for the community and includes a growing collection of more than 80,000 publications, 400 archival collections, 300,000 images, 3,000 maps and plans, and 50,000 items of ephemera.

The ACT Heritage Library also manages the ACT Memorial database which includes more than 3,600 names of local returned service men and women. The database attracted 1.65 million hits in 2014–15 and a substantial increase in the last quarter of the year in response to an initiative for the ANZAC Centenary that acknowledges and honours men and women of the ACT who served in World War I by calling the roll on the library blog and sharing on social media. The calling the roll initiative, which began in April 2015, will continue until November 2015.

The Home Library Service, coordinated monthly deliveries of books, audio books and other material to 320 housebound members of the community including those who are aged, ill, physically unable to get about, or unable to handle print material.

Priorities for 2015–16 include:

- implementation of the strategic plan
- implementation of a centralised online booking system for using library community rooms
- participation in the National and State Libraries Australasia proof of concept for a shared digital preservation system.

### Libraries reach out to the community

One of the many programs provided free of charge to the Canberra community through Libraries ACT is the English Conversation Groups. These groups offer our many non English speaking community members an opportunity to learn and practice every day English. This helps them to settle into their new lives and feel part of our community.

The amazing volunteers at the Woden Conversation Group have welcomed over 550 people from 39 different countries to this class during the last 12 months. This is a wonderful reflection of the diversity of our community and reflects the importance of these sessions.

Another excellent program provided is the Home Library Service which delivers a range of library items to members of our community who are house-bound or living in nursing homes.

As part of the registration process, customers provide details of their likes and dislikes with regard to books, DVDs, magazines etc. This information is then used to select a range of items that may be of interest. Once the selection is made by our staff the items are sent to our library branches where volunteers and staff ensure they are delivered to the customer.

Programs such as these help people to feel included and part of their community.





## Output 1.2: Roads and Sustainable Transport

This output covers business units that are responsible for the ACT's road and associated assets, stormwater infrastructure, community paths, bridges, traffic signals, streetlights and car parks.

### Road design and building

During the year work progressed on the delivery of Majura Parkway, Constitution Avenue, Ashley Drive and Cotter Road upgrades with Majura Parkway north of Fairbairn Avenue opened to traffic in May 2015; Constitution Avenue early works completed; Ashley Drive stage one and Cotter Road upgrades completed.

Draft municipal infrastructure design standards were completed at the end of December 2014. The majority of draft technical specifications were completed in June 2015 following consultation with

other government agencies, Consult Australia, the Master Builders Association, the Property Council of Australia, supplier organisations and industry groups.

Audits to establish the suitability of existing road infrastructure (paths, underpasses, crossings, lights and seats etc) for older people were conducted in the suburbs of Ainslie and Weston. The aim is to create two best practice 'age friendly suburbs', with lessons that can later be implemented in other Canberra suburbs. With the cooperation of the Council of the Ageing, Weston Creek Community Council, North Canberra Community Council and Ainslie Residents Association, consultation regarding the audit findings began in May 2015. The findings will help determine the priorities for future construction works in 2015–16.



Where possible road works happen at night, when traffic is at a minimum



## Road maintenance and safety

TAMS carried out a large number of assessments on the condition of local streets, main roads, unsealed roads, community paths, bridges, street lights, road barriers and dams to identify defects and set work priorities.

We are responsible for managing, monitoring and maintaining the physical condition of the municipal stormwater network, which comprises sumps, pipes, stormwater channels, water quality pond embankments, cut off drains, retarding basins, gross pollutant traps, dams and weirs. TAMS sets standards for the construction of new stormwater assets ensuring the safe and effective functioning of the stormwater network as a whole. More details on the stormwater network can be found at:

**[http://www.tams.act.gov.au/roads-transport/Road\\_Infrastructure\\_and\\_Maintenance/stormwater/stormwater-network](http://www.tams.act.gov.au/roads-transport/Road_Infrastructure_and_Maintenance/stormwater/stormwater-network)**

Road maintenance and safety works completed during 2014–15 include:

- local area traffic management works to provide traffic control devices to ensure safety and amenity in local streets in Kaleen and Wanniasa
- three new variable message signs installed and activated in March 2015 on William Hovell Drive, Yarra Glen and Hindmarsh Drive
- forty kilometre per hour speed zones introduced in 18 group centres<sup>5</sup> building on the slower speed zones already implemented in town centres.

In addition, TAMS also carried out work funded under the Australian Government's Black Spot Program. With this year's funding of \$966,000 improvements were made at four locations across the ACT. Work carried out included installing traffic signs, intersection modifications and animal fencing to reduce the risk of accidents involving animals. TAMS continued to manage the road infrastructure and capital works programs that are designed to reduce road congestion, improve safety for all users and service new and urban infill development areas.

During the year TAMS sweeps every street in Canberra at least twice to remove leaves and debris from gutters along our road network. During the May to August period our efforts concentrate on the removal of leaf litter from the deciduous street trees in the inner north and south suburbs.

Details regarding the ACT street sweeping program may be found at:

**[http://www.tams.act.gov.au/roads-transport/Road\\_Infrastructure\\_and\\_Maintenance/street-sweeping](http://www.tams.act.gov.au/roads-transport/Road_Infrastructure_and_Maintenance/street-sweeping)**



Keeping Canberra's leafy suburbs clean can be a big job

<sup>5</sup> As detailed in the Territory Plan each district is made up of residential suburbs clustered around local, group and town centres. Group centres provide shops and services for a 'group' of up to three to five suburbs.

### Sustainable transport

Sustainable transport initiatives delivered by TAMS during the year included the completion of the Bunda Street shareway and stage four of the Civic Cycle Loop in May 2015 and numerous other walking and cycling path improvements.

Construction works continued on Constitution Avenue and bridge strengthening works were also completed on the Eastbound carriageway of Barry Drive over Sullivan's Creek.

Roads and Sustainable Transport priorities for 2015–16 are to:

- continue delivery of the Constitution Avenue project
- complete the Majura Parkway project
- begin delivery of Ashley Drive stage two and Gundaroo Drive stage one
- continue implementation and trial of the Municipal Infrastructure Standards and Specifications over a two year period
- begin construction of the Barton Highway-Gundaroo Drive intersection upgrade
- continue to deliver improvements to the city's walking and cycling infrastructure.



The City Cycle Loop helps make the road safer for cyclists and drivers



## Output 1.1 Public Transport (ACTION bus service)<sup>6</sup>

ACTION's principal objective is to provide public transport services to the ACT community that consist of scheduled route bus services, school bus services, special needs transport and management of the ACT rural school bus contract.

### Meeting community needs

The Community Transport Coordination Centre began operation on 1 September 2014 and provides accessible transport for those in the

Canberra community who are at risk of social isolation. The centre supports the elderly, disabled and Aboriginal and Torres Strait Islander people with daytime shuttle services from their homes to shopping centres, hospitals and medical appointments. A new electronic booking system for the service became operational on 15 June 2015. The Community Transport Coordination Centre also manages delivery of special needs transport services on behalf of the Education and Training Directorate.

### ACTION's Flexible Bus Service

The new Flexible Bus Service is designed to improve the transport options for people who are 70 years and older, people with a disability and Aboriginal and Torres Strait Islander people. The service is free, and as its name suggests can be 'tailored' to individual needs, picking passengers up from their homes.

The new service includes a fleet of wheelchair accessible minibuses with low steps and drivers that are able to help passengers if required. The service is about far more than the practicalities of going shopping, getting to medical appointments or even social functions. It is a chance for some of the more isolated in our community to meet others, travel together and to feel part of their neighbourhood.

With over 8,000 boardings since its commencement in September 2014 the Flexible Bus Service is achieving great results. The service operates Monday to Friday in Belconnen, the Inner South, Woden, Weston and Tuggeranong. Passengers wishing to travel must make a booking two days in advance. The rest you can leave with the Flexible Bus Service team.

For more information or to make a booking: **T** 62053555 **E** [flexiblebuservice@act.gov.au](mailto:flexiblebuservice@act.gov.au)



<sup>6</sup> Note that ACTION is separately shown in the ACT Government budget papers hence the number of the output is not sequential.

Network 14 was introduced on 1 September 2014 and the new weekend network on 6 September 2014. Since the implementation of Network 14, ACTION has been monitoring network use via data available from the MyWay system to identify areas that can be improved. Further timetable adjustments and service improvements to Network 14 weekday services were implemented on Monday 18 May 2015. Xpresso, Blue and Red Rapid services to the city and local centres were increased at peak times. Data from the MyWay ticketing system was also used to identify the optimal running times for the timetable.

The NXTBUS system monitors the location of all ACTION buses during operation and provides passengers with real time information. The system was launched in August 2014 and passengers can access information via the NXTBUS website, passenger information displays, kiosks and SMS. Twenty passenger information displays have been installed at bus stations and major bus stops, and touch screen kiosks have been installed in the city, Tuggeranong, Woden and Westfield Belconnen bus stations. ACTION also installed 100 braille embossed bus stop identification plates at stops surrounding the Canberra Hospital and key group centres.

Canberrans were encouraged to use ACTION services in a number of ways. Free travel was provided for all Seniors Card holders during Seniors Week (14 – 22 March 2015). Residents of Gungahlin received a letterbox drop advertising the direct services between Gungahlin and Belconnen and Park and Ride locations.

Nightrider, for people travelling home from Christmas and New Year celebrations, operated again during December 2014. Nightrider patronage for 2014–15 was 3,117 which is the highest total reported since its commencement. This represents a growth of 21 percent on the previous year's total patronage. A Nightrider service also operated during the 2015 National Multicultural Festival (13 –15 February 2015) with 206 passengers using the service.

Thirty new Euro 6 Scania buses were delivered during the year to replace older buses in the ACTION fleet. These new environmentally friendly buses have many new safety features, are wheelchair accessible and provide a safer and more comfortable environment for all ACTION patrons.



ACTION's new fuel efficient Euro 6 bus

## Maintenance and development

Works to design new above ground diesel fuel tanks at ACTION's Tuggeranong depot began during the year. The new fuel facility will be built and commissioned in the third quarter of 2015–16. Once operational, work to remove the existing ageing underground tanks will commence and is scheduled to be completed in 2015–16.

Upgrades at Belconnen bus depot were completed during the year and include the electrical switchboards and refurbishment of staff work areas and facilities.

Other capital upgrades include the completion of a new closed circuit television (CCTV) system and public address system at the Cohen Street, Belconnen bus station, upgrades to the bus CCTV systems and upgrade of workshop equipment such as a new bus hoists, energy efficient air compressors and tooling and equipment.

At the end of June 2015, ACTION had 416 buses in service. This included 281 wheelchair accessible buses and 349 buses with bike racks. While overall passenger boardings decreased from 17.8 million in 2013–14 to 17.6 million in 2014–15, there was an increase in boardings by adults and tertiary students. Priorities for 2015–16 include:

- continuation of the fleet replacement program with Euro 6 Scania buses
- provision of bus services that offer value for money and increase patronage
- continuation of the flexible transport service to those in the community who are unable to use regular ACTION route services
- continued monitoring of MyWay and NXTBUS information to improve bus on time running
- working with Capital Metro Agency to integrate future bus and light rail networks
- all buses to have bike racks.

## Output 1.3: Waste and Recycling

ACT NOWaste manages domestic rubbish and recycling collections for around 389,700<sup>7</sup> Canberrans. We support the recycling sector and help the community recycle through the collection and analysis of data about waste and recycling; our education and promotional activities and the development of new recycling initiatives and facilities.

TAMS operates three resource management centres located at Mitchell, Mugga Lane and West Belconnen which contain recycling and reuse drop-off facilities, transfer stations and landfill operations. TAMS also operates five additional recycling drop-off centres throughout the Territory as well as a material recovery facility.

During the year TAMS facilitated the safe disposal of asbestos materials by undertaking necessary works such as internal road upgrades and water management systems to prepare the West Belconnen Resource Management Centre to safely receive asbestos from Mr Fluffy homes.

### Resource recovery and recycling

TAMS continued to implement the ACT Waste Management Strategy 2011–2025, and resource recovery activities by the ACT Government and private sector delivered excellent results during the year. Over 10 million household rubbish and recycling collections were made during the year with a total of 645,910 tonnes of material recovered from the waste stream with an additional 243,793 tonnes sent to landfill. The overall waste recovery rate was 72.60 percent, down from 73.78 percent in 2013–14. This continues the long-term result of over 70 percent resource recovery since 2003–04.

Overall, waste generation was 889,703 tonnes which was a decrease from 2013–14. While waste from households decreased by approximately 4.4 percent in 2014–15 waste to landfill increased slightly and volumes recovered for recycling decreased by approximately 3.70 percent. There was a notable increase in the recycling of motor oils and paint, oil filters and other metals.

<sup>7</sup> Source estimate based on Australian Bureau of Statistics end December 2014 quarter taking into account a population increase of 1.1% per annum.



TAMS collected over 4,800 tonnes of cardboard for recycling through the regional drop-off centres. This is an increase of approximately 20 percent from 2013–14.

The construction of two landfill cells at Mugga Lane will provide an additional 30 months capacity. TAMS also called for tenders for the remediation of Mugga 2 Quarry with works due to begin in 2015–16.

During the year, TAMS continued to develop the regional drop-off centres by upgrading facilities with new CCTV cameras to improve security and monitor and reduce illegal dumping at the sites.

### Waste reduction

TAMS provides information and education to increase recycling and ensure waste management services and facilities are used appropriately.

Information about recycling on the TAMS website received more than 322,260 page views, amounting to more than 15 percent of all viewings of the site. Additionally TAMS delivered presentations and tours to over 7,400 visitors and provided around 300 email responses to waste and recycling queries.

Data from the Materials Recovery Facility that processes the kerbside recycling indicates that education has been effective with more than 46,500 tonnes of material dispatched for recycling. The education strategy is being continually reviewed to improve these results.

TAMS continued to capture methane for the generation of electricity from landfill gas production at both the Mugga Lane and West Belconnen sites. TAMS captured 24,500 mega watt hours during the year which was converted into enough electricity for approximately 3,100 average households.

The free electronic waste (e-waste) recycling service continued as part of the National Television and Computer Recycling Scheme. A total of 810 tonnes of televisions, computers, printers and computer products were recycled during the year.

Funding continued for the bulky waste collection service (provided by the Green Shed) which provided one free collection for eligible residents.

There were over 3,300 free collections during the year. The eligibility criteria for this service are a Centrelink Pensioner's Concession Card, an ACTION Seniors MyWay card or a Department of Veteran Affairs Gold Card.

Free green waste disposal drop-off points recovered 227,000 tonnes of garden waste during the year.

Our priorities for 2015–16 include:

- development of the next new landfill cell at Mugga Lane Resource Management Centre
- completing a feasibility study to identify options for increasing resource recovery and reducing waste to landfill
- conducting a feasibility study into future waste management strategies, including facilities and operating models to increase the level of recycling in the Territory
- implementing improvements to control contamination, illegal dumping and maximise recycling of waste at recycling drop-off facilities in line with the ACT Waste Management Strategy 2011–2025
- upgrading infrastructure at the Mitchell Resource Management Centre to enhance safety
- introducing separation of leachate at the Mugga Lane Resource Management Centre through the diversion of spring water
- upgrading the motor oil recycling facilities at the Mugga Land Resource Management Centre to enhance safety and reduce environmental risks
- upgrading the water management systems at West Belconnen Resource Management Centre to address changing operational demands as a result of the Mr Fluffy program
- upgrading road infrastructure at the resource management centres
- continuing the Bulky Waste Collection Scheme
- ensuring the safe internment of the Mr Fluffy homes under the asbestos eradication program.

### Waste minimisation contraventions

No contraventions of a notice under the *Waste Minimisation Act 2001* were issued during the reporting year.

## Output 1.4: Land Management

This output incorporates planning and management of the ACT's parks, reserves, National Arboretum Canberra, open space systems, pine plantations, rural lands and associated community infrastructure and management of the Yarralumla Nursery. The land manager role includes maintaining the look and safety of the city; management of land for recreational use; conservation management; management of national parks, nature reserves and the urban forest; fire management, rural lease liaison and pest and weed control.

### Public land management plans

TAMS is a custodian with administrative responsibility for land in the ACT as defined under section 333 of the *Planning and Development Act 2007*. As part of our custodial responsibilities we must prepare plans of management and reserve management plans, under the Planning and Development Act (321) and the *Nature Conservation Act 2014* (section 177) respectively. Both the Planning and Development Act and the Nature Conservation Act detail what must be included in their respective management plans for public land.

Public land management plans at Table 2, shows those plans administered by TAMS, their year of commencement and a link to the online location of the plan.

### Our fire fighters

Every year, members of our staff help other national and international jurisdictions tackle major bush fires. In February 2015, a group of eight of our fire specialists joined a 200 person contingent from 11 different agencies on Australia's east coast to provide much needed help and relief to the Western Australian ground crews that had been dealing with a number of significant fires for over two weeks.

Our team was deployed at the Lower Hotham fire which had a perimeter of over 140 kilometres and an area of 56,000 hectares and consisted of a mix of grazing, heavily timbered and open grass land. The area was also the site of two vital infrastructure components; the major electricity supply line to central Western Australia and a 51 kilometre conveyer belt that carries Bauxite (raw aluminium ore) from the mine near Boddington to the smelter in Worsley.

Our team worked for seven days, 13 hours a day, with temperatures reaching over 40 degrees on some, to manage and maintain road access in the fire zone. Using their specialist skills they worked closely with the community to reassure them of their safety and identify and map remedial work such as, fencing, clearing and maintenance of grader lines that needed to be completed once the fire had subsided.





Table 2: Public land management plans

<p>Woden and Weston Creek's Urban Parks and Sportsgrounds and Belconnen's Urban Parks, Sportsgrounds and Lake Ginninderra</p> <p><b>Year of commencement</b> 1998</p> <p><a href="http://www.legislation.act.gov.au/di/1998-242/default.asp">http://www.legislation.act.gov.au/di/1998-242/default.asp</a></p>
<p>Murrumbidgee River Corridor Plan of Management 1998</p> <p><b>Year of commencement</b> 1998</p> <p><a href="http://www.legislation.act.gov.au/di/1997-268/19971212-9336/pdf/1997-268.pdf">http://www.legislation.act.gov.au/di/1997-268/19971212-9336/pdf/1997-268.pdf</a></p>
<p>Canberra Nature Park Management Plan 1999</p> <p><b>Year of commencement</b> 1999</p> <p><a href="http://www.tams.act.gov.au/_data/assets/pdf_file/0004/398524/canberra_nature_park_management_plan.pdf">http://www.tams.act.gov.au/_data/assets/pdf_file/0004/398524/canberra_nature_park_management_plan.pdf</a></p>
<p>Inner Canberra's and Tuggeranong's Urban Parks and Sportsgrounds</p> <p><b>Year of commencement</b> 2000</p> <p><a href="http://www.legislation.act.gov.au/di/2000-143/default.asp">http://www.legislation.act.gov.au/di/2000-143/default.asp</a></p>
<p>Lower Molonglo River Corridor Plan of Management 2001</p> <p><b>Year of commencement</b> 2001</p> <p><a href="http://www.legislation.act.gov.au/di/2001-298/20010927-704/pdf/2001-298.pdf">http://www.legislation.act.gov.au/di/2001-298/20010927-704/pdf/2001-298.pdf</a></p>
<p>Canberra's Urban Lakes and Ponds</p> <p><b>Year of commencement</b> 2001</p> <p><a href="http://www.legislation.act.gov.au/di/2001-173/default.asp">http://www.legislation.act.gov.au/di/2001-173/default.asp</a></p>
<p>Urban Open Space and Public Access Sportsgrounds in the Gungahlin Region</p> <p><b>Year of commencement</b> 2007</p> <p><a href="http://www.legislation.act.gov.au/di/2007-298/default.asp">http://www.legislation.act.gov.au/di/2007-298/default.asp</a></p>
<p>Namadgi Plan of Management 2010</p> <p><b>Year of commencement</b> 2010</p> <p><a href="http://www.tams.act.gov.au/parks-recreation/parks_and_reserves/namadgi_national_park/namadgi_national_park_plan_of_management_2010">http://www.tams.act.gov.au/parks-recreation/parks_and_reserves/namadgi_national_park/namadgi_national_park_plan_of_management_2010</a></p>
<p>Jerrabomberra Wetlands Nature Reserve Plan of Management 2010</p> <p><b>Year of commencement</b> 2010</p> <p><a href="http://www.tams.act.gov.au/parks-recreation/parks_and_reserves/canberra_nature_park/jerrabomberra_wetlands/jerrabomberra_wetlands_plan_of_mgt">http://www.tams.act.gov.au/parks-recreation/parks_and_reserves/canberra_nature_park/jerrabomberra_wetlands/jerrabomberra_wetlands_plan_of_mgt</a></p>
<p>Tidbinbilla Plan of Management 2012</p> <p><b>Year of commencement</b> 2012</p> <p><a href="http://www.tidbinbilla.act.gov.au/_data/assets/pdf_file/0007/573325/Tidbinbilla-Plan-of-Management-2012.pdf">http://www.tidbinbilla.act.gov.au/_data/assets/pdf_file/0007/573325/Tidbinbilla-Plan-of-Management-2012.pdf</a></p>

## Urban land management

TAMS continues to promote recreational opportunities on the land we manage and maintain, which includes examples such as parks, nature strips, local shopping centres, road median strips and verges. TAMS ensures that Canberra's public places are well maintained through the services it provides including mowing; cleaning public toilets, shopping centres and barbecues; maintaining playgrounds and other assets such as seats, signage and bollards and the maintenance of urban lakes and wetlands. We also complete horticultural work which includes weed and pest control and tree protection and assessment.

During the year 4,468 hectares of grass was mowed on urban land.

Seasonal effects saw an increase in the activity of European wasps across Canberra during 2014–15, with a total of 928 nests reported to the European wasp hotline, compared to 383 in 2013–14 (142 percent increase).

TAMS managed and maintained 496 playgrounds (489 in urban areas) using a programmed inspection and compliance schedule that complies with the Australian Standard (AS/NZS 4486.1:1997). More than 24,000 assessments on playground equipment were undertaken during the year. An audit of Canberra's 19 skate parks was completed to guide their future management. Safety repairs were carried out on playgrounds and skate parks highlighted in the safety audits. New barbecues were installed in Yerrabi Ponds, Yarralumla Bay, Lake Ginninderra, Bowen Park and Lennox Gardens.

Maintenance of 435 hectares of lakes and ponds and sections of the Molonglo River foreshore was undertaken including measures to prevent nutrients and sediment entering the river, enhancing their recreational and environmental amenity. Key activities included a weekly litter removal program along with a biannual program for the removal of larger objects, particularly shopping trolleys. Inspections for weed species such as alligator weed and weed control operations for woody weeds were conducted as required. Follow up spraying for weeds around new plantings along the Molonglo River foreshore was also carried out.



TAMS works day and night to keep our city clean and safe

TAMS continued to service and maintain the recycling bins that were installed in the city in 2012–13 and is continuing to review graffiti management with new legal graffiti sites being opened and several sites being closed while undergoing a review of public safety in these locations.

Specialist horticultural services were used in the construction and maintenance of the 2014 Floriade which had 'Passion' as its theme. The displays were constructed in approximately 8,000 square metres of garden beds filled with more than one million bulbs and annuals.

Canberra has one of the largest and most diverse urban forests in Australia consisting of some 300 species and approximately 751,624 trees within urban areas (excluding urban reserves). Specialist arboriculture and forestry skills within TAMS are used to manage and maintain this most valued asset. Maintenance of the trees was a major focus throughout the year with approximately 8,000 tree maintenance enquiries being received, approximately 3,000 new trees planted and more than 25,000 developing trees watered. Work continued on the ACT Government tree protection and management policy and procedures guide which will be finalised during 2015–16.

We continued to deliver core tree maintenance with a stronger emphasis on programmed maintenance which has delivered cost efficiencies and improved the health of trees. We also undertook a scheduled program to remove dead, dying or damaged trees during the year.

TAMS continued to review the four design standards for urban infrastructure which include urban open space; soft landscape design; toilets; and street and park furniture and barbeques. The review included a comprehensive industry consultation process which considered comments received as part of this process in finalising these standards.



Maintaining the bush capital trees

Urban land management priorities for 2015–16 include:

- continuing to improve the amenity of the city through increased mowing, removal of graffiti, programmed tree maintenance around signage and along main corridors and the cleaning of bus shelters
- continuing to increase the amount of programmed tree maintenance work in order to extend the useful life of Canberra's urban trees
- finalising the four design standards for urban infrastructure
- finalising the ACT Government tree protection and management policy and procedures guide
- continuing renewal of open space furniture, signage, seating and bollards
- an upgrade to the public toilet on the western foreshores of Lake Ginninderra
- upgrading pieces of play equipment to ensure they are safe including replacement of bolts, bars and chains and top-ups of soft fall.

### Design and development

During the year TAMS carried out a range of capital works including the completion of upgrades at the Chapman, Charnwood (local centre on Tillyard Drive), Griffith and Theodore shopping centres and the detailed design of minor upgrade works to the Cook, Rivett and Mannheim Street, Kambah centres.

In February 2015 we also completed a major upgrade to Corroboree Park, a very popular inner city neighbourhood park. The upgrade included the removal of the majority of previous play equipment, installation of a new climbing structure, spinning net and an upgrade to the existing swing set. During the year we also worked on improving the function and safety of Canberra's skate parks which included improving the skating surfaces and installing safety panels.



New barbeques were installed in open spaces at Yarralumla Bay, Lake Ginninderra, Bowen Park, Yerrabi Pond District Park and Lennox Gardens and the barbeques were refurbished in Umbagog District Park. Improvements were made to the picnic areas around the new barbeques. Tuggeranong District Park underwent major improvements with the construction of a new shared lakeside pathway, major shade structure over the playground, new open space fitness equipment, information signage at the entry and exit points and within the park confirming the gate opening and closing times.

Construction of stage two Weston Park was completed which focussed on upgrades to the picnic areas and pathways throughout the park. Open space fitness stations were also constructed at John Knight Park and Theodore neighbourhood oval. A very popular video was released on the TAMS website that demonstrated how to use the equipment at all the fitness stations.

Work on the new dog park in O'Connor was completed taking the number of fully fenced dog parks in the ACT to six.

Twenty-four water stations equipped with a drinking fountain and water refill nozzles were installed across Canberra. Locations include high profile public spaces such as City Walk, the National Arboretum Canberra and town centres.

New gate closure signs were installed at Tuggeranong District Park, Kambah Adventure Playground, Fadden Pines and Point Hut Park. The new signs are easier to understand and let users know when the vehicle access gates will be closed during the seasonal change to daylight saving.

TAMS carried out a number of projects in the national park and reserve areas of the ACT. Works were implemented to upgrade the final section of the Mount Franklin Road as required by the Strategic Bushfire Management Plan. Work was carried out, with the Woodland and Wetlands Trust, on Jerrabomberra Wetlands infrastructure including the baseline studies to identify the hydrology, vegetation, heritage, land form of the area and development of a concept plan. There were upgrades to visitor facilities such as the bird hides, walking paths, car parks as well as enhancements to security with fences and upgrades at the Jerrabomberra Wetlands office.



Public fitness stations have been built around Canberra for the public to use whenever they wish

Recreational improvements were made to return Majura Pines to the popular and well used recreational venue it once was, prior to the disturbance caused by forestry work and the Majura Parkway construction. User experience and safety has been improved through trail work, new signage, improvements to fencing, access and car parking, and installation of a water station and rest areas. Sixteen kilometres of mountain bike specific trails were jointly built by the ParkCare group, the Majura Pines Trail Alliance, and a trail building contractor. Majura Pines is now open for walking, running, and mountain bike and horse riding.

### Keeping the balance

Through its Parks and Territory Services Division, TAMS oversees the sustainable management of Canberra's conservation reserves and rural lands including Canberra Nature Park.

Every day, our Rangers perform a wide variety of tasks to help keep the balance between the modern world and the wonderful Australian bush that surrounds our city.

Some of these tasks include building and maintaining walking tracks in our many reserves, repairing fences and maintaining the boundary areas between our suburbs and the bush, conservation of native flora and fauna, the treatment or removal of injured wildlife and the patrolling of these areas to ensure the public are complying with rules and regulations regarding our natural assets.

One such task is ensuring that dogs are kept on their leads in designated nature parks. Introduced species, like domestic dogs and cats, can have a devastating effect on native flora and fauna and importantly keeping dogs on a lead can keep them safe from some of the perils of the Australian bush.

It is a complex and challenging task that our Rangers perform, and one that plays a vital role in ensuring the equilibrium of our bush capital is preserved for the future.



A number of projects to enhance the flora and fauna in the ACT, including various environmental offset works<sup>8</sup>, were begun. These included work to extend the Gungaharra Grasslands and Mulanggari Nature Reserves and monitor the population of the striped legless lizard. TAMS carried out work identified in the management plan for the Jarramlee Nature Reserve, which included constructing fences, installing stock water infrastructure, weed and pest animal control, establishment of tracks and trails and managing the ecology. Riparian restoration works and extension of the golden sun moth habitat areas along Gooroomon Ponds Creek and Ginninderra Creek were also carried out.

We continued to deliver the establishment and protection measures for the Molonglo River Reserve agreed by the ACT and Australian Governments. The measures will ensure the protection of items of national environmental significance.

The following documents were completed during the year:

- a draft plan of management for the Molonglo River and Kama Nature Reserves
- a procedures manual for monitoring vegetation and habitat condition
- ecological guidelines and an operational plan for the Molonglo River Reserve.

Design and development of recreational infrastructure, fire protection and restoration of natural habitats in the Molonglo River Park continued including the completion of new walking trails, an elevated lookout, a boardwalk, picnic shelters and signage in the areas adjacent to Coombs. The restoration of the pink-tailed worm-lizard habitat also continued and as well as restoration and research into the conservation and management of box gum woodlands; vegetation condition and threatened species monitoring; habitat protection works; research relating to natural temperate grasslands; and development of a low-impact monitoring technique for pink-tailed worm-lizards and pest plant and animal control.

<sup>8</sup> Offsets are defined as measures that compensate for the residual adverse impacts of an action on the environment.

Priorities for 2015–16 include:

- upgrading irrigation to Black Mountain Peninsula District Park; signage infrastructure in the Lower Cotter Catchment; open space street furniture and public toilets at high use parks and precincts which have forward designs completed
- continuing to install water stations in high use areas; and installing outdoor fitness equipment in Yerrabi District Park (Gungahlin) and Eddison Park (Woden)
- replacing the flying fox with new play equipment at Point Hut District Park
- improving the highly used informal mountain bike trail network within Isaacs Pines
- minor upgrade work to address the higher risk items in Canberra's playgrounds to make them safer.

## Parks and Conservation

TAMS is responsible for the planning and management of parks, reserves and rural lands. It protects and conserves the natural and cultural resources of the ACT, manages biosecurity threats, conserves ecosystems and sites and landscapes of cultural importance, supports a sustainable rural industry and promotes appropriate healthy recreational, educational and scientific uses of parks and reserves.

We manage 146,611 hectares of parks and reserves including Namadgi National Park, Tidbinbilla Nature Reserve, Canberra Nature Park which includes land managed by TAMS as a reserve in NSW such as the Googong Dam foreshores (4,527 hectares).

Under the *Nature Conservation Act 2014*, the Conservator of Flora and Fauna (a statutory office holder held in the Environmental Protection Authority) is required to prepare a biodiversity and research program that includes monitoring the effectiveness of nature conservation in the ACT. We work closely with ecologists in the Environment and Planning Directorate to monitor and assess the condition of nature reserves, the pressures they face and the effectiveness of management programs at limiting the impact of these pressures. This ensures effective, accountable nature conservation in the ACT.

We continue to support the Murumbung Yurung Murra (Ngunnawal language for Good, Strong, Pathways) staff network, commonly known as the Murumbung Rangers. In addition to their ongoing operational work 'Caring for Country', the Murumbung Rangers conducted tours and interpretive activities in various parks and reserves throughout the year and at several community engagement events including the Heritage Festival, Tidbinbilla Extravaganza and NAIDOC week.

This year the Murumbung Rangers also conducted tours for Minister Shane Rattenbury and Minister Yvette Berry and ran a number of cultural appreciation sessions on 'Country' for other directorates. They also provided input into discussions about the cultural landscape; various signs and internal publications; they held information sessions and conducted field trips for local elders and other member of the broader Aboriginal and Torres Strait Islander community; and hosted several visiting traditional custodians and other Aboriginal and Torres Strait Islander groups. During 2015 Parks and Conservation recruited an Aboriginal woman through the ACT Public Service graduate program, supported the drafting of the ACT Aboriginal Fire Management Framework and conducted a workshop into a review of the Murumbung Yurung Murra Cultural Tour program.

Development work continued on the Conservation Effectiveness Monitoring Program. This work has provided the framework for systematically assessing the condition of nature reserves and evaluating the effectiveness of reserve management programs by gathering information from monitoring programs and qualitative sources from government and non government groups to make structured assessments. This information supports adaptive, evidence-based decision making and informs reserve operational plans.



Our work strengthens biodiversity in Canberra's natural areas through targeted plant and animal pest management programs and through the provision of policy and expert technical advice on pests, weeds and rural matters. In 2014–15 we implemented the Invasive Weed Control Operations Plan at a cost of \$2.1million for 784 projects. These projects covered 21,790 hectares of land and allowed for over 5,000 hectares of invasive weeds to be destroyed. More information can be found at the 2014–15 invasive weeds web map link: <http://actgov.maps.arcgis.com/apps/webappviewer/index.html?id=d89fa9407afb453c92201991589cd3fb>

Approximately \$480,000 was spent during 2014–15 on managing the impacts of vertebrate pest animals on public land in the ACT. These programs targeted rabbits, wild dogs and foxes as well as feral pigs, deer, horses and goats. This expenditure is in addition to the employment of a full-time field officer undertaking baiting and trapping of wild dogs and foxes, and a full-time technical officer coordinating vertebrate pest management programs.



TAMS Rangers work hard to keep introduced species under control

An extensive monitoring and baiting program targeting the European red fox was the focus of the vertebrate pest program over this period with preliminary results indicating a reduced number of foxes and thus predatory pressure on a recovering landscape.

TAMS continued to coordinate kangaroo management on rural and government lands. Kangaroo population control on nature reserves aims to preserve sustainable numbers of eastern grey kangaroos in priority nature reserves in the Territory. The ACT Government is committed to investigating alternative non-lethal control methods for kangaroos and has been actively exploring and funding long-term solutions to kangaroo over-population since 1998. The ACT Government, through the Environment and Planning Directorate, has contributed financially to CSIRO-led trials on fertility agents. Over the next year, the ACT Government and CSIRO will be undertaking further research for kangaroo fertility control.

Success of the threatened species captive breeding programs at Tidbinbilla Nature Reserve continued with solid results from the southern brush-tailed rock-wallaby, eastern bettong and corroboree frog programs. A record number of 600 frogs were released into the wild in Namadgi National Park, as well as a record number of 18 rock-wallabies being bred at Tidbinbilla, highlighting the importance of these programs. Visitors continue to enjoy the koala enclosure which, in keeping with the reserve's general philosophy, shows koalas in a natural setting.

As a result of two community days involving participants from Greening Australia, the Uriarra Village and the broader Canberra community planted approximately 5,000 native tree species in the Lower Cotter Catchment. Over this same period TAMS undertook considerable blackberry and pine wilding control in this area. Water quality monitoring as a measure of catchment health was also carried out by the University of Canberra.

### Southern brush-tailed rock-wallaby

Apart from its breathtaking natural beauty Tidbinbilla Nature Reserve, which covers over 5,000 hectares, is considered a leader in the captive breeding of endangered species in part through its work on the southern brush-tailed rock-wallaby program.

Southern brush-tailed rock wallabies are critically endangered and it is estimated there only a few dozen left in the wild. The dedicated team at Tidbinbilla is working hard to save this species from extinction.

Over the past 20 years the Tidbinbilla team has mastered an accelerated breeding technique called 'cross-fostering'. This technique, which has been developed in collaboration with the CSIRO, Adelaide University and Adelaide Zoo, employs a foster mother from a more abundant species (in this case the yellow-footed rock-wallaby) to rear a brush-tailed rock-wallaby joey. This technique frees up the highly endangered brush-tailed rock-wallaby mother and allows her to increase her production rate.

This program has seen impressive results over recent years with over 72 joeys being born since 2010. In a joint program with the Victorian Government some of these wallabies have been released back into the wild in an effort to re-establish a population in the Grampians, Victoria.

Visitors can see these delightful wallabies and learn more about this program, on the 'Discover our Wild Side' tour at Tidbinbilla. Details of the tour can be found by calling Access Canberra on 132281 or visiting the Tidbinbilla website at [www.tidbinbilla.act.gov.au](http://www.tidbinbilla.act.gov.au)



The One Million Trees program had another successful year with some 30,000 trees being planted along the Murrumbidgee River corridor. This was predominantly new plantings with a smaller number of follow up plantings for those species that did not survive the harsher conditions of 2014–15. To facilitate the seedlings chance of survival weed spraying at a cost of \$80,000 was undertaken to fight against competitive pressures from species such as blackberry, African love grass and serrated tussock.

In October 2014, 11 bush stone curlews (a locally extinct bird) were sourced from the Riverina region of NSW and released into the Mulligans Flat Woodland Sanctuary under the leadership of the Woodlands and Wetlands Trust which works co-operatively with the ACT Government.

The Woodlands Restoration Project has also continued to improve the access corridors that allow wildlife to move safely between man-made infrastructures and green areas. The southern

Canberra area has been a focus with works including the placement of fallen timber and the planting of native trees and shrubs in a number of priority areas including Issacs Ridge, Wanniasa Hills, Cooleman Ridge, Urambi Hills and Red Hill.

TAMS provided support for ParkCare and Urban Landcare groups involved in the management of ACT parks and reserves. There are currently a total of 40 community volunteer groups registered with the ACT Government ParkCare and Urban Landcare programs. A dedicated Park Care Coordinator and Park Care Support Officer facilitate community involvement in weed control, growing and planting seedlings for bush regeneration, mapping rabbit warrens, restoring and maintaining early European settlement heritage sites, and trail maintenance. A new ParkCare group was established for Urambi Hills Reserve, and the Majura Pines Trails Alliance and Tuggeranong Trail Rats were also established to help in maintaining a network of mountain bike trails.

### Ron Reynolds Centre – a little piece of our history

Ronald Leslie Reynolds joined the Public Service in Canberra in 1944 at the age of 15. He originally worked as a courier for the Patents Office and in 1950 began work with what was Parks and Gardens.



Ron spent over 40 years maintaining our parks and city areas, which included planting a significant number of the street trees around Canberra and those along Northbourne Avenue. Towards the end of his career, he was the head gardener at Cityscapes' Phillip Depot. Ron retired in 1993 at the age of 64, and to recognise his extensive service to the Canberra community, the Curtin Depot was named after him when it was re-commissioned as a training facility some years later.

The site underwent expansion during 2014–15 as part of a Australian Government funding program to increase disaster resilience across the ACT. The Centre is now a fit-for-purpose facility that can be used as an operations centre by ACT Government directorates to manage all-hazard events affecting the Territory. It also allows for the coordination of incidents which affect local government and municipal services including traffic management and safety, public transport, and rural fire suppression.

Ron passed away on 17 September 2011 at the age of 82, but his name lives on as a little piece of our history.

We are responsible for the management of biosecurity threats. We try to minimise the risk of the entry, establishment or spread of exotic pests and diseases that have the potential to cause significant harm. TAMS also manage emergency preparedness and responses through our community engagement programs. During the year the ACT Biosecurity Emergency Plan was finalised and a draft ACT biosecurity strategy prepared. This draft strategy will be released for public and industry consultation in July 2015. The ACT also participated in Exercise Odysseus, one of a series of exercises held across Australia aimed at enhancing national (government and industry) preparedness for a national livestock 'standstill' in response to an outbreak of foot-and-mouth disease.

Our priorities for 2015–16 include:

- finalisation of a draft plan of management for the Lower Cotter Catchment
- reviewing the fire management trail network, and delivery of repairs and maintenance to priority sediment control structures in the Lower Cotter Catchment in liaison with Icon Water, the Emergency Services Agency and the Environment and Planning Directorate
- delivery of a comprehensive pest plant and animal control strategy throughout all protected areas
- continued support of key endangered species recovery programs, including partnership work associated with the eastern bettong, southern brush-tailed rock-wallaby, bush stone curlew and corroboree frogs
- delivery of environmental protection planning advice associated with environmental offsets
- completion of reforms to government oversight of land management agreements over rural leases
- finalisation of the ACT Biosecurity Strategy
- upgrading of fencing and other infrastructure at ACT Government horse paddocks and agistments
- upgrading of the water facilities at the Athllon depot veterinary laboratory.





National Arboretum Canberra

## National Arboretum Canberra

The National Arboretum Canberra (the Arboretum) is home to 94 forests of rare, endangered and symbolic trees from around Australia and the world. More than 44,000 trees have been planted on the 250 hectare<sup>9</sup> site at the western end of Lake Burley Griffin.

During the year there were approximately 544,000 visitors to the Arboretum, with the National Bonsai and Penjing collection remaining a popular part of the visitor experience.

The capital upgrade program for the Arboretum delivered a variety of improved facilities including new shade structures and security gates in the Pod playground, new paths, stairs and tree planting from the main car park to the Village Centre and fit out and connection of an additional space to the administration office. There were 557 new trees planted to replace forest trees that had died. A variety of trails were designed and constructed from the Arboretum's Village Centre to the main features around the site including the Wide Brown Land sculpture, the Himalayan Cedar forest and Dairy Farmers Hill in line with the Trails Concept Plan. TAMS installed additional storage and pavements behind the Village Centre kitchen,

upgraded stormwater drainage, sealed the exit roadway from the overflow car park and installed new horse holding yards for visiting riders.

A water supply project delivered infrastructure to secure the Arboretum's non potable water supply for irrigation. This included installing a power supply, construction of a seven mega litre transfer reservoir and a two kilometre pipeline to the Dairy Farmer's Hill tank. Equipment and facilities to operate the system were also part of these works and included a set of transfer pumps, filters and filters station, injection unit, electric switchboards and pump-shed.

The design stages for the Events Terrace to improve the landscape and visitor facilities in this important area between the Village Centre and the Margaret Whitlam Pavilion progressed during the year.

The National Arboretum Canberra ran an established education program for primary, secondary and tertiary students including school holiday programs, which consisted of kite making, bonsai workshops and other seasonal activities. A growing number of interstate schools are now including the Arboretum in their itinerary when they visit Canberra, with local schools also enjoying the Arboretum.

<sup>9</sup> 250 hectares of developed land (plus approximately 50 hectares undeveloped land).

There were many events at the Arboretum during the year including the 2014 Voices in the Forest concert; and six ceremonial tree plantings by international and local dignitaries including the planting of a Gallipoli oak in the Central Valley by their Excellencies the Governor-General of New Zealand and Lady Janine Mateparae. We also hosted a visiting bonsai artist, Mauro Stemberger from Italy who conducted an evening for bonsai enthusiasts. Priorities for 2015–16 are to:

- continue the improvements to the Events Terrace area between the Village Centre and the Margaret Whitlam Pavilion
- complete the circuit trail around Dairy Farmer's Hill in line with the Trails Concept Plan
- improve safety and amenity at the Pod playground, including construction of toilets
- upgrade the administration and works depot buildings
- continue to develop the education program for schools and a program of public events such as the 2015 Voices in the Forest concert.

### Yarralumla Nursery

Yarralumla Nursery (the Nursery) is an ACT Government owned commercial wholesale plant nursery. It is the largest wholesale nursery in the southern tablelands and sells high quality, competitively priced plants to landscape, wholesale and retail industries, Landcare groups, local and state governments and the Australian Government. The Nursery propagates and grows cool climate plants from its own plant stock and seed bank including local, rare and endangered species. During the year the Nursery grew approximately 400 different varieties of plants and trees, with some 200,000 individual plants being grown. The Nursery also provides horticultural advice for flora biosecurity events.

In addition the Nursery manages the ACT Government's Plant Issue Scheme, which was first introduced in 1930 to preserve the garden city concept of Walter Burley Griffin by helping to establish new suburbs. It provides owners of new residential land in the ACT with an allocation of free plants and horticultural advice to scheme recipients. It gave away 9,811 plants to eligible homeowners during the year.

The Nursery continued to reduce expenses and finalised the sublease of space to three tenants, with the goal to become a sustainable and financially viable business unit.

As a continuation of the Centenary celebrations (from April 2014), the Nursery launched the Yarralumla Nursery Centenary Carpet plant at Floriade 2014. Centenary Carpet is a form of creeping boobialla that is an excellent ground cover for the Canberra climate. Since its launch in September 2014 over 3,350 Centenary Carpet plants have been sold.

During the year further work was conducted to address safety and operational issues in a number of glasshouses through the replacement of glass with perspex and the replacement of thermal blinds.

The Nursery continued to provide employment and vocational training to people with disabilities. Its longstanding involvement in training is demonstrated by the apprenticeship program, the Koomarri employment contract (which has been in place for over 15 years) and the Black Mountain School vocational training program. This involvement extends to the ACT community through participation in programs such as special needs education, return to work rehabilitation and volunteering.

During the year the Nursery provided a range of nursery stock to the National Arboretum Canberra and Floriade, and Lone Pines to the Australian War Memorial for distribution across south east Australia. It also supported a number of ACT Government revegetation and urban open space projects.

Priorities for 2015–16 are to:

- refurbish the Yarralumla Nursery by replacing the floor and improving staff amenity within the administration office
- continue to develop markets to increase revenue.



## Yarralumla Nursery

Yarralumla Nursery not only helps protect and grow many native and international plant species; it also helps to create employment opportunities for people with disability and people who are returning to work after injury or illness.

The nursery employs a team of workers from Koomarri's Garden Maintenance Service, students from the Black Mountain School, and members of the ACT Government that are returning to work after injury or illness.

The Nursery ensures the tasks that employees perform matches their interests, skills, and abilities. The idea is to encourage and enhance their skills as well as integrating them into our diverse team. There is always work to be done helping to pot new plants, pruning, irrigation and maintaining established plants and trees, as well as administrative tasks to assist with the day to day running of the Nursery.

The reciprocal nature of the arrangement is not lost on the participants of the Nursery. As these workers nurture and help the plants to grow, this work can, in turn, nurture their physical and mental wellbeing. Returning from an injury or illness can be long journey for some staff members. Giving them a chance to come back to the workplace in a productive environment is a rewarding experience for all involved.



## Output 1.5: Regulatory Services

This output comprises a range of activities and measures that protect and enhance the natural and built environments. These include providing advice, education and compliance services to government and the community, city ranger functions; domestic animal management; plant and animal licensing and significant tree protection; and the processing of development applications and submissions referred from the ACT Planning and Land Authority (ACTPLA).

### Licensing and compliance

TAMS administers the *Animal Welfare Act 1992* and *Domestic Animals Act 2000* and manages the domestic animal shelter at Mugga Lane in addition to providing municipal ranger services through the city rangers. Animal welfare issues are managed both by the Directorate and by the RSPCA ACT. TAMS also provides approval for the use of public land under the *Public Unleased Land Act 2013* and administers the licensing regime under the *Nature Conservation Act 2014* and the *Fisheries Act 2000*.

During the year, TAMS responded to a range of matters related to domestic animal management which included investigating dog attack and animal nuisance complaints; and continuing to educate the community on the obligations and responsibilities that come with owning a dog. We processed 4,288 new dog registrations, 11 dangerous dog licenses were issued and 245 dog attack investigations were conducted. These investigations resulted in 116 dogs being seized.

Work continues on the review of dog exercise areas to ensure a suitable balance is achieved within the community and a new dog park in O'Connor was opened in July 2014.

TAMS continued to support the work of the Animal Welfare Advisory Committee, with the release of the Code of Practice for the Welfare of Native Wildlife (Rescue, Rehabilitation and Release) and the Code of Practice for the Private Keeping of Native Reptiles for community consultation.

The *Domestic Animal (Breeding) Legislation Amendment Act 2015* which aims to prevent the intensive breeding of puppies and kittens for the pet market was enacted on 24 March 2015. The *Domestic Animals Act 2000* and Magistrates Court (Domestic Animals Infringement Notices) Regulation 2005 were amended to differentiate between the seriousness of dog attacks and increase penalties for dog attacks that result in serious injury.

City Rangers responded to 264 reports of sharps on unleased land and 1,740 reports of abandoned vehicles, with 313 vehicles and 248 illegal signs being impounded. There were 1,723 requests from members of the public for routine work such as clearing overhanging foliage from footpaths that were blocking the line of sight, as well as reports of nature strip encroachments; incidents affecting public safety; litter offences; charity bin issues; illegal camping and unapproved use of unleased land. We continued to work with retailers to address the issue of discarded shopping trolleys and city rangers also conducted ten shopping trolley collection days, impounding 249 trolleys. There were 206 investigations into abandoned shopping trolleys as a result of reports received from the public.

With the introduction of the Code of Practice for the Management of Charity Donation Bins in the ACT, work has continued with charity organisations to reduce the amount of unwanted donations and illegal dumping around charity bins. Some of the methods used to address these matters included regular monitoring of charity bin sites and increased media around the costs associated with illegal dumping.



TAMS Rangers in the field

TAMS issued 2,088 permits for temporary public use of unleased Territory land, including 1,631 for private and public events, 240 for construction activities, and 202 to allow residents to develop their nature strips for private use. Work continues on improving the service provided to members of the public looking to use public open space. Priorities for 2015–16 include:

- release of the Code of Practice for the Care and Welfare of Dogs in the ACT for public consultation
- continued focus on the management of domestic animals in the ACT, including the keeping of native animals as pets, and associated animal welfare issues
- monitoring compliance with relevant legislation to ensure the continued amenity of Canberra
- development of an incident management system to help in the management and regulation of domestic animals in accordance with the *Domestic Animals Act 2000*.

### Development processing

TAMS processes development applications referred by the Environment and Planning Directorate (EPD) and other submissions by developers and certifiers.

Of the 4,964 land development submissions received during 2014–15, 4,907 were processed. Of these, 4,517 (92 percent) were processed within the target timeframes. Development Applications (DA) and Building Applications (BA) have a statutory turnaround time of 15 days and the post DA submissions have a 20 day turnaround time agreed with industry.

The total number of submissions received in 2014–15 was 657 less than the previous year, with the key driver appearing to be a reduction in Building Applications. There has also been a reduction in the request for Certificate of Final Acceptance, predominantly in the infill development area.

Results indicate the demand to review, assess and certify infrastructure assets are safe and acceptable for transfer to ACT Government ownership have not changed from previous years.

Table 3: Land development submissions

Submission types	2013-14	2014-15	% + -
<b>Submissions</b>			
Estate Development Plan and Planning Submissions	99	355	258.6
Design Acceptance	945	860	-9.0
Operational Acceptance	655	507	-22.6
Final Acceptance	476	258	-45.8
<b>Sub-total</b>	<b>2,175</b>	<b>1,980</b>	<b>-9.0</b>
<b>Applications</b>			
Development Applications	1,549	1,726	11.4
Building Applications	1,897	1,258	-33.7
<b>Sub-total</b>	<b>3,446</b>	<b>2,984</b>	<b>-13.4</b>
<b>Total</b>	<b>5,621</b>	<b>4,964</b>	<b>-11.7</b>

A further indicative comparison of performance against previous years is the number of residential dwellings and the site areas (square metre)

of commercial and industrial developments processed and released during 2014-15 (see Table 4: Land release).

Table 4: Land release\*

Asset type	2012-13	2013-14	2014-15
Residential dwellings (No.)	4,354	3,500	3,669
Commercial site area (m <sup>2</sup> )	120,479	77,484	98,321
Industrial site area (m <sup>2</sup> )	24,249	3,035	66,178
Community and non urban (m <sup>2</sup> )	122,040	707,748	101,063

\* Actual outcome figures provided by the Chief Minister, Treasury and Economic Development Directorate

Internal technical and administrative processes and procedures for the approval of development applications, detail design reviews and handover of assets were refined during the year with work continuing to meet the changing development industry environment.

During the year industry assisted with the review of two mandatory requirement documents. Comments are currently being finalised regarding

Reference Document 08: Requirement for Works as Executed Quality Records which establishes mandatory technical requirements for works as executed (WAE) documentation and architectural drawings for public infrastructure works. Reference Document 06: Requirements for Design Acceptance Submissions establishes mandatory design requirements for proposed public infrastructure works with a draft of the abbreviated version for infill developments ready for final circulation.



TAMS continued to work closely with industry to refine its processes through regular consultation and the establishment of two workshops which focused on design and presentation of trees and the enhancement of nature strip guidelines to facilitate their different treatments. Workshop participants included various industry groups such as community councils, landscape architects, developers, consultants, builders, contractors, plumbers and certifiers.

Priorities for 2015–16 include:

- launching an online service for the submission of WAE summary drawings
- working with industry to improve and streamline inspection and approval processes
- supporting coordination for the Capital Metro project
- using new technology for more efficient assessment and record management
- piloting the expansion of mapping software to enable online public access
- developing online access to project and development information, policies, standards, codes and other important information
- finalising traffic impact guidelines to assist industry in the assessment of the traffic impacts of proposed developments.

**For more information:**

**T** (02) 62076628 Director, Asset Information and Management Services

## Output 1.6: Capital Linen Service

The Capital Linen Service (the Service) provides a managed linen service to a wide range of ACT clients, including public and private hospitals, health and aged care providers, hotels, restaurants, major tourist attractions, educational institutions and emergency services. During the year it continued to deliver and expand its high quality linen hire and laundering services to customers in the ACT region and work closely with the health and accommodation sectors to explore service delivery and product innovation opportunities. This includes:

- a new range of pillow cases introduced to cater for changing trends in the dressing of beds in hotels
- the redesign of scrub suits within the operating theatres at the Canberra Hospital
- the introduction of trolley covers for linen and food for ACT Health to help them meet the standards necessary to obtain International Organization for Standardization (ISO) accreditation.

Responsiveness to industry trends and customer requests has helped in overall growth of approximately 6 percent, with a 14 percent increase in kilograms sold to the accommodation sector. Customer retention and loyalty remains high.

The Service laundered and delivered over 5,700 tonnes of linen which is around 5 percent higher than the previous year. With the current product range consisting of more than 200 items we focussed on improving the service delivery model through the addition of a number of new products for the health and accommodation sectors. Revenue in the accommodation sector grew by around 12 percent on the previous financial year. Ninety nine percent of all items ordered by one of the Service's biggest customers, the Canberra Hospital, delivered on time.



With the focus on asset management, including the development of a detailed preventative maintenance plan, the quality of our service and effectiveness of equipment will greatly improve in the coming years. Continued attention to workplace health and safety and injury prevention has contributed to a further downward trend in this year's workers' compensation claims and costs.

The Service also began improving the business information and communication and technology capability by upgrading the ordering and billing system. The new system is scheduled to launch in July 2015. Priorities for 2015–16 are to:

- undertake a review of our service delivery model including detailed feedback from customers across all sectors
- improve workforce management practices with a particular focus on automated rostering, targeted training programs and staff retention.



### Capital Linen Service

The Directorate operates the Capital Linen Service, which is located in Mitchell, on behalf of the ACT Government.

The original laundry building was constructed in 1978 and over time both the building and equipment has been expanded to allow for increased capacity and to attract a wider range of clientele.

Canberra's hospitals, hotels, function centres and aged care facilities make up the majority of our customers with over 110,000 kilograms of laundry being washed, sterilised, dried and ironed every week. These laundry volumes equate to approximately 5,700 tonnes per year.

The laundry has also taken steps to reduce its environmental impact through investment in better technology. Air and gravity fed monorail systems are used to transport linen around the facility and waste water from boilers and washing lines is recycled, treated and reused in the washing process. Our dryers also allow for energy to be stored and reused and have sensors which are capable of determining optimal drying times, both of which contribute to the reduction of gas consumption.

Something else that most people would not know is that Capital Linen Service employs people from 29 different countries with 65 percent being born overseas and 49 percent being women. This reflects our Directorate's diverse and multicultural workforce.

# Governance and Accountability

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Scrutiny  
Risk Management  
Internal Audit  
Fraud Prevention  
Workforce Planning and Management  
Work Health and Safety  
Ecologically Sustainable Development

### Overview

TAMS is committed to governance that reflects the principles and processes expressed in both whole-of-government and TAMS specific policies and frameworks. We have a sound knowledge of good governance built on continuous improvement; accountability and transparency; following the rule of law; being responsive, equitable and inclusive; observing and managing risk, and being as efficient and effective as possible.

Our employment programs are designed to attract, build and retain a capable and resilient workforce aligned to our service delivery needs. These employment programs focus on workforce planning, strengthening the capacity of our leaders, encouraging high performance, building capability and creating a positive, safe and diverse workplace culture. Our workplace culture and practices observe the Respect, Equity and Diversity framework that outlines clear expectations for the behaviour of all ACT Public Servants.

We have a mature and robust framework in which internal scrutiny, compliance, audit and risk management are practiced and observed. We have in place frameworks, charters, policies and guidelines to ensure all parts of TAMS are able to access information, as well as be supported by key governance experts in the execution of their daily operations. This approach ensures that services are delivered with a high degree of compliance and within the appropriate legislative parameters.

In addition to the written guidance and expert assistance available to executives and managers, the organisation has a thorough approach to both internal and external scrutiny. For example, our Audit Committee comprises four independent professionals who diligently scrutinise all aspects of our operational and financial performance. This not only provides assurance to the Director-General that we are operating efficiently, it also provides assurance to the community that their municipal services are being delivered as effectively and transparently as possible. Recommendations from all audits are tracked internally until they are fully implemented to ensure a cycle of continuous improvement, as well as the adoption of better practice where ever possible.

We also have an active fraud prevention program to ensure that instances of fraud and corruption are minimal. Training is available to all staff to ensure their obligations as public servants are understood. Any matters of fraud and corruption are dealt with in accordance with the Fraud and Corruption Prevention Plan, where any maladministration or behaviour that contradicts the values of the ACT Public Service is addressed swiftly, with well-defined systems of investigation, analysis and procedural fairness.

The Governance Branch also has carriage of sustainability activity within TAMS, liaising with other directorates to address whole-of-government emission reduction measures and targets. To this end we report on annual emissions, identify and act on emission mitigation proposals, and contribute to broader ACT Government policy initiatives to meet the ACT Government targets.

### Scrutiny

The following is a report on progress against undertakings made as a result of reports produced by the Auditor-General, Ombudsman and Legislative Committees.

### Auditor-General Reports

The following tables list the reports of audits carried out by the Auditor-General's office, their recommendations and TAMS response to those recommendations.

Table 5: Performance Audit Report on Debt Management (February 2015)

Title	Debt Management – ACT Auditor-General – No.1/2015 Documentation of Credit Notes: <a href="#">Performance Audit Report on Debt Management (February 2015)</a>
Recommendation	Action and status
That the Territory and Municipal Services (Capital Linen Service) should appropriately document credit note approvals. TAMS standard 'request for credit note' may be appropriate for use.	Agreed. In progress

Table 6: Performance Audit Report on Restoration of the Lower Cotter Catchment (May 2015)

Title	Restoration of the Lower Cotter Catchment – ACT Auditor-General – No.3/2015 <a href="#">Performance Audit Report on Restoration of the Lower Cotter Catchment (May 2015)</a>
Recommendation	Action and status
To be reported in the 2015–16 Annual Report.	A Government response on the Auditor-General's Performance Audit on the Restoration of the Lower Cotter Catchment (May 2015) is yet to be finalised and will be reported in the 2015–16 Annual Report.

### Legislative Assembly Committees

The following tables list the reports of Legislative Assembly Committees, their recommendations and TAMS' response to those recommendations.

Table 7: Standing Committee on Planning, Environment and Territory and Municipal Services – Report on Annual and Financial Reports 2013–14

Title	Report on Annual and Financial Reports (Planning, Environment and Territory and Municipal Services) 2013–14 Presented 19 March 2015 <a href="http://www.parliament.act.gov.au/_data/assets/pdf_file/0007/705625/8th-PPW07-AR13-14.pdf">http://www.parliament.act.gov.au/_data/assets/pdf_file/0007/705625/8th-PPW07-AR13-14.pdf</a>
Recommendation	Action and status
Recommendation	A Government response on the Committee's Report on Annual and Financial Reports (Planning, Environment and Territory and Municipal Services) 2013–14 is yet to be finalised and will be reported in the 2015–16 Annual Report.



Table 8: Standing Committee on Planning, Environment and Territory and Municipal Services – Report on Annual and Financial Reports 2012–13

Title	<b>Report on Annual and Financial Reports (Planning, Environment and Territory and Municipal Services) 2012–13</b> <b>Presented April 2014</b> <a href="http://www.parliament.act.gov.au/_data/assets/pdf_file/0003/579450/PETMAS_Annual-Report_FINAL.pdf">http://www.parliament.act.gov.au/_data/assets/pdf_file/0003/579450/PETMAS_Annual-Report_FINAL.pdf</a>
<b>Recommendation 14:</b> That the ACT Government continue to place public transport as a high priority and investigate Territory wide opportunities for similar projects to improve Canberra's public transport.	<b>Agreed</b> <p>The Government has successfully completed a number of major bus stops, bus stations and facilities. Work is currently progressing on feasibility studies, design and/or construction in relation to a number of projects, including the light rail project, major bus stops, bus stations and facilities. Projects completed in 2014–15 include: major bus shelter installations at College Street and Barry Drive; upgrades to the blue rapid corridor bus stops along Southern Cross Drive; facilities opened at Fyshwick; Manuka oval bus layover and special event parking; safety improvements around Canberra Hospital—widening of Bateson Road for bus turning; shelter installations in Molonglo; design of bus layover facilities for Lanyon Marketplace; upgraded passenger information (bollards) at city and Belconnen bus stations; ongoing upgrade to bus stop infrastructure across Canberra.</p>
<b>Recommendation 18:</b> That the Territory and Municipal Services review the professional development available for rangers at Domestic Animal Services to ensure it includes training to respond to situations that involve people with mental health issues.	<b>Agreed</b> <p>The need for training to respond to situations that involve people with mental health issues was identified in a recent review of the training needs of rangers at Domestic Animal Service and will be delivered within the next six months.</p> <p>This training will be undertaken as part of the ongoing training provided to Domestic Animal Services rangers to ensure they can carry out their duties in accordance with the <i>Domestic Animals Act 2000</i>.</p>
<b>Recommendation 20:</b> The Committee recommends that the ACT Government investigate providing all households with a green waste collection service.	<b>Not agreed</b> <p>Noting that provision of a third bin would add a level of convenience, the ACT Government has already investigated this matter and concluded that there would be little or no net benefit as approximately 90 percent of green waste is already being recycled in the ACT. The investigation identified the following issues with provision of a third bin:</p> <p>The capital cost of bins and collection trucks, and ongoing fuel costs, would not show value for money, especially in winter when few bins would be full.</p> <p>Bins can only take certain sizes of material, still requiring residents to dispose of remaining material by other means.</p> <p>All rate payers would effectively have to pay for the cost, regardless of whether they have gardens, whether they prefer to self-haul, or whether they compost their green waste.</p> <p>The current practices in the ACT for managing green waste are efficient and cost-effective. Most trash pack services will not collect, and thus will not charge a collection fee, if a pack is less than half-full. Alternatively, for those happy to self-haul, ACT Government Resource Management Centre's do not charge for disposal of green waste.</p>
<b>Recommendation 22:</b> That ACTION develop a solution for the free replacement of faulty MyWay cards that can be accessed in Civic.	<b>Agreed in principle</b> <p>TAMS has developed a proposed solution for the replacement of faulty MyWay cards within Civic. This proposal will require modification to MyWay system functionality to implement. Funding for this modification will be included for consideration during future budget processes.</p> <p>The process now requires card holders with faulty cards to purchase a replacement card at any one of the five recharge agents within Civic and then contact Public Transport on 131710 to have the old card cancelled and any travel credit and the cost of the card transferred to the new card.</p>

Title	<b>Report on Annual and Financial Reports (Planning, Environment and Territory and Municipal Services) 2012-13</b> <b>Presented April 2014</b> <a href="http://www.parliament.act.gov.au/_data/assets/pdf_file/0003/579450/PETMAS_Annual-Report_FINAL.pdf">http://www.parliament.act.gov.au/_data/assets/pdf_file/0003/579450/PETMAS_Annual-Report_FINAL.pdf</a>
<b>Recommendation 23:</b> The Committee notes ACTION's work on NXTBUS and recommends the ACT Government continues to investigate new technologies that encourage the uptake of public transport.	<b>Agreed in principle</b> <p>The Government continually examines technology and associated best practice to ensure that systems support opportunities to increase public transport patronage.</p> <p>Public Transport has upgraded all recharge agents facilities to include tertiary MyWay card sales. Tertiary students may also now elect to register online, simplifying the previous process. A further rollout to other concessions is being considered. The proposed expansions of the current MyWay autoloan payment method to include credit and debit card options are being progressed.</p>
<b>Recommendation 24:</b> That the ACT Government work to further improve service consistency across the whole ACTION Network.	<b>Agreed</b> <p>Network 14 has been designed to provide more consistent, regular and direct services to better meet identified transport needs. The network is due to be implemented in early 2014-15 and will be reviewed for performance and patronage once operational.</p> <p>Network 14 was introduced on 1 September 2014, the new weekend network commenced on 6 September 2014. Since the implementation of Network 14 Public Transport has been continually monitoring the network using performance data available from the MyWay system to identify areas for improvement. Further timetable adjustments and service improvements to Network 14 weekday services were successfully implemented on Monday 18 May 2015. Xpresso, Blue and Red Rapid services were enhanced to increase services at peak times to the city and local centres. Data from the MyWay ticketing system was also used to identify the optimal running times for the timetable.</p>
<b>Recommendation 25:</b> That the ACT Government undertake an in-house audit of missing links in the cycle path network, such as the Barton Highway and parts of Lake Tuggeranong.	<b>Agreed</b> <p>The path from Tuggeranong Weir to Reed Street has been asphalted. The Government will undertake audits of other paths around the lakes and the Barton Highway. Any missing links will be included in future capital works and capital upgrade programs.</p> <p>Community paths covering new and missing links were constructed in 2014-15 at the following locations: Holt, Narrabundah, Greenway, Ainslie, Campbell, Torrens, Farrer, Kambah, Wanniasa, Reid and Garran.</p>
<b>Recommendation 26:</b> The Committee commends the ACT Government for the increase in footpath maintenance in 2012-13 and recommends the Government continue to plan for this maintenance taking into account new national design contingencies for shared paths.	<b>Noted</b> <p>Future priorities for footpath maintenance will take into account planning around cyclepaths and shared paths.</p> <p>Unfortunately, due to conflicting priorities in the recurrent funding, it was not possible to continue the 2012-13 level of footpath maintenance activity into 2013-14.</p> <p>Priority setting for footpath maintenance takes into account user safety on cyclepaths and shared paths.</p>
<b>Recommendation 27:</b> That the ACT Government, after a reasonable time, review the style of traffic flow management system planned for the Barton Highway-Gundaroo Drive roundabout, with a view for inclusion in growing areas of similar nature.	<b>Agreed in principle</b> <p>The Government will evaluate the effectiveness of the proposed works at the Barton Highway-Gundaroo Drive roundabout to determine whether this treatment can be applied at other locations. These works are anticipated to be completed in 2016-17.</p> <p>The re-tender for the construction of the Barton Highway-Gundaroo Drive-William Slim Drive intersection signals has been readvertised to close in July 2015. Work is anticipated to be completed by June 2016.</p> <p>The effectiveness of the planned signals to alleviate delay and queue lengths will be evaluated 6-12 months after the completion of these works when traffic has resumed a steady pattern of use of the intersection.</p>

Title	<b>Report on Annual and Financial Reports (Planning, Environment and Territory and Municipal Services) 2012-13</b> <b>Presented April 2014</b> <a href="http://www.parliament.act.gov.au/_data/assets/pdf_file/0003/579450/PETMAS_Annual-Report_FINAL.pdf">http://www.parliament.act.gov.au/_data/assets/pdf_file/0003/579450/PETMAS_Annual-Report_FINAL.pdf</a>
<b>Recommendation 28:</b> The Committee recommends that the project to provide parking in the median along Nellie Hamilton Avenue be funded.	<b>Agreed in principle</b> <p>A feasibility study for the project was completed in February 2012. Funding of the project will be considered within the context of future capital works programs.</p> <p>TAMS commissioned an options study of parking in the median strip of Nellie Hamilton Avenue near Gungahlin's Yerrabi Pond in response to associated mix use development in the area.</p> <p>Detailed design for this work in future capital works programs.</p>

Table 9: Inquiry into Vulnerable Road Users

Title	<b>Inquiry into Vulnerable Road Users</b> <b>Presented 5 June 2014</b> <a href="http://www.parliament.act.gov.au/_data/assets/pdf_file/0010/602200/Vulnerable-Road-Users_FINAL.pdf">http://www.parliament.act.gov.au/_data/assets/pdf_file/0010/602200/Vulnerable-Road-Users_FINAL.pdf</a>
<b>Recommendation 3:</b> That the ACT Government closely monitor the traffic conditions at the intersection of Athllon Drive and Beasley Street and provide a report to the Assembly by the end of 2014.	<p>TAMS has been working with Melrose High School and the broader school community over the past several years on options for improving the safety of students who cross Athllon Drive at its intersection with Beasley Street.</p> <p>We have implemented a number of innovations, including the introduction of a direct school service from Melrose High School to Tuggeranong Interchange to reduce the number of students who need to cross Athllon Drive to catch a bus; modifications to the operation of the traffic lights, including an extended pedestrian crossing traffic light phase to enable students to cross the road without stopping in the central median strip; and the installation of warning signs advising motorists of the presence of school students.</p> <p>In addition to the above, TAMS introduced a reduced 60 kilometre per hour speed limit in March 2014 which operates between 3:00pm and 3:30pm on weekdays. The variable speed limit has been sign posted using static speed limit signs that include the time of day the 60 kilometre per hour speed limit applies.</p> <p>Other actions considered include a scramble crossing (pedestrian crossing phase where all traffic is stopped – allowing pedestrians to cross in any direction), construction of an overpass, widening of the central median strip, further extending the pedestrian crossing traffic light phase and fencing the median.</p> <p>Traffic conditions were evaluated at this location and a report provided to the Assembly in February 2015.</p>
<b>Recommendation 6:</b> That the ACT Government conduct an audit of all pedestrian crossings to assess the safety and suitability of the crossing for the location. It is recommended that, in areas of high pedestrian and cycling activity, consideration should be given to installing shared crossings such as the example in De Burgh Street, Lyneham.	<b>Noted</b> <p>The priority crossing in De Burgh Street functions effectively due to a number of factors including the close proximity of give way signs to the crossing.</p> <p>There are current Australian Standards and Road Design Guidelines which define when and where this type of priority crossings is appropriate. The government agrees that there are further opportunities to install these crossings around Canberra, to help improve safety for pedestrians and cyclists. As noted above, TAMS is also currently reviewing the cycling and walking design standard and it is expected it will elaborate on the use of De Burgh style priority crossings.</p> <p>Roads ACT is reviewing the Urban Infrastructure Design Standards. This includes review of walking and cycling facilities, now termed as 'Active Travel' facilities.</p> <p>The review includes consideration of when priority crossings are to be provided as well as the design of these facilities.</p> <p>Furthermore in line with the Inquiry into Vulnerable Road Users, we are currently re-designing pedestrian crossings to allow cyclists to ride across. The redesign and implementation will be subject to further review by TAMS and Justice and Community Safety Directorate (JACS).</p> <p>TAMS are completing (in June 2015) preliminary designs to prioritise road crossings for all active travel users on the Sullivan's Creek community path from Lyneham to city. Shared crossings (such as on De Burgh Street) have been identified as the preferred option. Funding for design and construction of these crossings has been allocated in the 2015-16 Budget.</p>

Title	<b>Inquiry into Vulnerable Road Users</b> <b>Presented 5 June 2014</b> <a href="http://www.parliament.act.gov.au/_data/assets/pdf_file/0010/602200/Vulnerable-Road-Users_FINAL.pdf">http://www.parliament.act.gov.au/_data/assets/pdf_file/0010/602200/Vulnerable-Road-Users_FINAL.pdf</a>
<b>Recommendation: 23:</b> That the ACT Government consider implementing a trial of lower speed limits in school zones and, residential areas with high level of pedestrian and cycling activity in close proximity to shared paths.	<b>Agreed</b> <p>During the period 2004–2013, the number of casualty crashes involving cyclists in the ACT has doubled to around 80 casualties per year. In addition, there are approximately 40 pedestrian casualties each year.</p> <p>Improving compliance with speed limits as well as reducing speed limits in areas of high levels of cycling and pedestrian activity has been identified by leading experts to be critical to reducing the number of casualties among vulnerable road users. This is because as a vulnerable road user, the chances of surviving a crash reduce significantly at impact speeds above 30 kilometre per hour.</p> <p>Lower speed limits also have the potential to increase participation in cycling and walking as people feel safer in mixed mode environments. At lower speeds there are fewer crashes because road users have more time for decision making, motorists are less likely to lose control, and vehicles have much shorter stopping distances. At lower speeds, crashes generally result in less severe injuries because of the lower impact energies involved.</p> <p>Consistent with the safer speeds principles, a reduced 40 kilometre per hour speed limit was introduced into each of the town centres in Canberra after an initial trial in Woden and Gungahlin.</p> <p>The recent implementation of reduced 40 kilometre per hour speed limits in town centres recognised the incremental steps that are necessary to achieve cultural change and acceptance of safer speeds.</p> <p>Vehicle travelling speeds are partly determined by the local street environment, not just the posted speed limit. It is also important therefore that the government consider longer term design solutions to support slower speed limits.</p> <p>The government will further assess whether changes can be made to the Estate Development Code to support slower speed travel in newly developed parts of Canberra.</p> <p>The government, through TAMS and the Environment and Planning Directorate (EPD), will also investigate the adoption of a formal ACT 'urban design hierarchy', which would prioritise vulnerable road users over other road users, and would provide overarching guidance to government planning and design decisions.</p> <p>Speed limits of 40 kilometre per hour have been implemented in 18 group centres (Amaroo, Calwell, Charnwood, Chisholm, Conder, Curtin, Dickson, Erindale, Hawker, Jamison, Kaleen, Kingston, Kambah, Kippax, Manuka, Mawson, Wanniasa and Weston group centres) and across TAMS Active Travel pilot project is considering the option to trial a reduced speed limit of 30 kilometre per hour at a number of school zones during 2015–16.</p>



Title	<b>Inquiry into Vulnerable Road Users</b> <b>Presented 5 June 2014</b> <a href="http://www.parliament.act.gov.au/_data/assets/pdf_file/0010/602200/Vulnerable-Road-Users_FINAL.pdf">http://www.parliament.act.gov.au/_data/assets/pdf_file/0010/602200/Vulnerable-Road-Users_FINAL.pdf</a>
<b>Recommendation 24:</b> That the ACT Government conduct a review of the speed limit hierarchy across all roads in the ACT.	<b>Noted</b> <p>Speed limits are an important engineering treatment and are set so that vehicles travelling at the speed limit have an improved capacity to respond to potential risks in the road environment, and the total energy in the system at any given time is contained at a more survivable level. Speed limits also help to regulate traffic flow and promote safety for all road users. In all cases, the general philosophy for setting speed limits is based on achieving a balance between safety, mobility and amenity.</p> <p>The maximum speed limit in the ACT is 100 kilometre per hour while the urban default speed limit is 50 kilometre per hour. In general terms, the following speed limits apply in the ACT: 40 kilometre per hour in school zones, worksites and certain other precincts; 50 kilometre per hour on all residential roads; 60 kilometre per hour on major collector roads; and 60 kilometre per hour and above for arterial roads.</p> <p>In the ACT, speed limits are determined in line with national standards and guidelines, including Australian Standard AS1742 and the Austroads Guide to Road Safety. We apply these standards and guidelines to determine the speed limit that should apply to new road infrastructure and to the existing road network when speed limits are reviewed.</p> <p>Factors taken into account under these guidelines when setting speed limits include: the road function and performance; road cross-section and geometry; and roadside development. In certain circumstances, reduced speed limits can be applied at black spot locations when speed is found to be a contributing factor to crashes.</p> <p>In 2012, we undertook a review and audit of speed limits and signs on the ACT arterial road network. The study found that in the majority of cases the current speed limits correctly reflected the surrounding environment. However, the review did find that some five percent of the 3,300 speed limit signs had some inconsistencies, such as insufficient repeater signs and speed signage being incorrectly located with other signs. As a result, during 2013 additional speed signs were installed at 164 locations to ensure consistency with the Australian Standard. Speed limit adjustments were also made to three ramps on Gungahlin Drive.</p> <p>TAMS continues to apply speed limits on public roads across Canberra in line with national standards and guidelines.</p>
<b>Recommendation 25:</b> That the Minister for the Territory and Municipal Services conduct an evaluation of the trial announced in April 2014 to provide defined separation between cyclists and other traffic. The results of the evaluation should be provided to the Legislative Assembly within three months of completion.	<b>Agreed</b> <p>The defined separation trial comprises four devices at six locations across Canberra where the separation between on-road cyclists and motorists could be improved. The devices provide a subtle but important separation that helps define cyclists' road space where more solid separation is difficult.</p> <p>The devices range from tactile line marking to raised mountable kerbing to help identify the edge of the cycle-way and maximise the separation between cyclists and adjacent traffic. The sites and separation devices being trialled include:</p> <p>Athllon Drive, on the approach to Scollay Street – a continuous low profile rubber kerbing on the approach to the roundabout to discourage traffic from accessing the on-road cycle lane when turning into Scollay Street.</p> <p>Corner of Pialligo Avenue and Fairbairn Avenue – riley kerbing, a low profile pavement marker with reflectors, as well as additional reflectors to further enhance the presence of the on-road cycle lane.</p> <p>London Circuit between Edinburgh and Constitution Avenue – vibralline (also known as rumble strips) to reinforce the presence of the on-road cycle lane and alert drivers who might accidentally veer into the lane with a rumbling noise.</p> <p>Vernon Circle between London Circuit and the Parkes Way bridge – vibralline along both sides of the road.</p> <p>Corner of Northbourne Avenue and Barton Highway – vibralline.</p> <p>TAMS are conducting bi-monthly evaluations throughout the 12 month trial period to determine the durability and success of each treatment in enhancing road safety outcomes for on-road cyclists. We will engage key groups such as Pedal Power, MRA and NRMA to help assess the suitability of each separation device. The results of the trial will be provided to the Assembly within three months of completion.</p>

**For more information: T (02) 62075040 Director, Governance**

## Risk Management

TAMS identifies and manages risk at all levels of the organisation. Our current risk management framework is based on the Standard AS/NZS ISO 31000:2009. The framework is managed by the **Risk Management Committee (RMC)**, which meets quarterly to identify and assess risks and update the risk register.

The framework uses a bottom up approach in the identification and treatment of risks, beginning at the business unit level. Identified risks which are common across a division or inadequately treated are escalated to inform divisional risk plans. Using the same methodology divisional risk plans inform the TAMS risk register, which represents the strategic risks for TAMS.

The RMC has individuals with expertise in risk management as well as executive representation across TAMS. The Committee is also supported by subject matter experts such as senior management from the ACT Insurance Authority (ACTIA). Under the *ACT Insurance Authority Act 2005*, ACTIA is responsible for helping directorates to implement risk management policies and procedures. The RMC reports to the Internal Audit Committee and the Executive Leadership Team.

Identified risks are assigned a risk owner who actively monitors and tracks progress and updates the respective risk plan within an agreed review time. Where deemed appropriate, the RMC may assign the **Risk Management Working Group (RMWG)** to assist in the treatment of an identified risk. The RMWG comprises of subject matter experts and appropriate representatives from TAMS' business units who report progress directly to the RMC.

We work closely with ACTIA to ensure the risk management framework and policies meet all relevant guidelines. Corporate membership of the Risk Management Institute of Australia ensures TAMS stays up-to-date with risk management practices across a range of industries and provides staff with access to risk management training and professional development opportunities.

### For more information:

T (02) 62075040 Director, Governance

## Internal Audit

The **Internal Audit Committee (IAC)** reports to the Director-General on our governance, risk and internal control environment. The IAC oversees the development and implementation of the three-year Strategic Internal Audit Plan and the 12 month audit work plan. Both plans use a risk-based methodology to identify areas of strategic and operational risk.

TAMS internal audit area uses the ACT Government's whole-of-government internal audit services panel contract that includes performance, compliance and information technology categories. Twelve internal and external audits were presented during 2014–15 to the IAC for consideration, along with five legislative compliance reports.

At 30 June 2015, the IAC had five members: an independent external chair, an internal executive staff member, and three independent members external to ACT Government. Membership is reviewed annually. The IAC met five times during the year to discuss performance audits and once to discuss financial statements.

In addition, our Audit Committee Charter and Internal Audit Charter were updated by our Audit Manager and reviewed and approved by the IAC. The IAC also endorsed an Internal Audit Quality Assurance Framework and commissioned a new Strategic Internal Audit Plan for 2015–2018.

Table 10: Internal Audit Committee membership and meeting attendance 2014–15

Name of member	Position	Duration	Meetings attended
Will Laurie	Independent Chair	July 2014 to June 2015	6
Jill Divorty	Independent – other ACT government directorate Executive Director, Shared Services	July 2014 to February 2015	2
Glenys Roper	Independent – external member	July 2014 to June 2015	6
Ken Moore	Independent – external member	July 2014 to June 2015	6
Cathi Moore	Independent – external member	May 2015 to June 2015	1
Vanessa Little	Internal – executive member	January 2015 to June 2015	4

**For more information:**

T (02) 62075040 Chief Audit Executive

## Fraud Prevention

Integrity and fraud control arrangements for TAMS are managed by the **Senior Executive Responsible for Business Integrity Risk (SERBIR)** and supported by the Agency Security Advisor.

We conduct a comprehensive internal audit program annually to address issues of high and medium integrity and fraud risk through risk assessment processes. The TAMS Audit Committee oversees these processes and monitors the management and integrity of fraud risk strategies.

Risk assessments are based on formal and informal information sources. These include reviews of the risks identified in the Fraud and Corruption Prevention Plan, feedback from business areas and oversight of actual cases of fraud and corruption across TAMS. Our audit and risk management committees also monitor business integrity risk.

### Our **Fraud and Corruption Prevention Plan**

**2013–2015** provides a framework to prevent incidents of fraud and corruption across TAMS. It describes how we deter and detect fraud and corruption and meet our obligations under the ACT Integrity Policy. Fraudulent behaviour is prevented through general awareness training for staff undergoing induction and targeted training for areas identified as high risk. Information on ethical and proper conduct is promoted to staff through our intranet.

Fraud control processes are supported by a business integrity risk panel under the auspices of the SERBIR to maintain consistency and probity. The panel consists of executives and senior officers who examine and monitor suspected fraud and corruption cases. The panel meets regularly and examines mechanisms for prevention and reporting.

During the year, 49 staff participated in **fraud and ethics awareness training**. A further 132 staff received fraud and ethics awareness training as part of their induction.

As a result of proactive reporting and review mechanisms within TAMS, six instances of suspected fraudulent behaviour were reported in 2014–15.

Table 11: Incidents of reported fraud in 2014–15

No.	Allegation	Outcome
1	Theft of goods from abandoned vehicle	Allegation proven. One employee and one contractor terminated.
2	False claims for allowances	Insufficient evidence to proceed. No further action taken.
3	Theft of goods by contractor	Disciplinary matter referred to another directorate. Theft referred to ACT Policing.
4	False claims on time sheet	Allegation proven. One employee was terminated. Investigation against another employee is ongoing.
5	Purchase goods when not authorised	Investigation is currently ongoing.
6	Theft of goods by employee	Investigation is currently ongoing.

**For more information:**

T (02) 62075040 Director, Governance

## Work Health and Safety

Ensuring a positive health and safety culture across our workplaces is extremely important to us. With a diverse range of working environments covering some 50 sites in the ACT and remote locations such as Namadgi National Park and Tidbinbilla Nature Park, safety is crucial. TAMS achieves a positive culture through systematic and continuous improvement that focuses on strengthening the capacity of our leaders. Our commitment reflects the principles and processes expressed in whole-of-government and TAMS policies and frameworks.

Workplace health and safety issues are monitored and managed through local and divisional consultation structures as well as local Health and Safety Representatives. The graphic below outlines our work, health and safety consultative structure.



At 30 June 2015 TAMS had 67 **Health and Safety Representatives** (HSRs). Issues of high risk and strategic importance which are not resolved within the immediate business unit can be escalated to the **Workplace Health and Safety Steering Committee** (WHSSC) which meets quarterly and is attended by TAMS' Executive Directors. During 2014–15 the WHSSC has taken on a more strategic focus in relation to health and safety issues across TAMS. The WHSSC reports to the Executive Leadership Team.

The WHSSC is responsible for interpreting and applying legislative requirements concerning health and safety in the workplace. The WHSSC convened a **Work Health and Safety Working Group** to review our health and safety processes, procedures and reporting. The working group is helping to develop and implement a TAMS-wide health and safety management system. The working group has reviewed the WHSSC terms of reference and oversaw reviews of the health and safety risk registers.

Embedded in several business units are a number of **Health and Safety Advisors** (HSAs). HSAs assist managers and HSRs on business unit health and safety issues and also drive health and safety initiatives within those units.

Employees are encouraged to report all accidents, incidents and near misses, and to contribute to matters affecting their health, safety and wellbeing at work. Health and safety information is available on our intranet, through the Chief Minister, Treasury and Economic Development Directorate (CMTEDD) Safety Support team and WorkSafe ACT. We work in partnership with these agencies to improve health and safety outcomes.



The Executive Leadership Team maintains TAMS **Emergency Management Plan** and is responsible for coordinating a quick response to critical incidents. Employees are informed of procedures via promotional print materials in workplaces as well as information available on our intranet. We convened an **Emergency Planning Working Group** to ensure that TAMS complies with Australian Standard AS3745 – 2010 in relation to planning for emergencies across all our work sites.

The Chief and Deputy Chief Fire Wardens update information on the **Emergency Control Organisation** for TAMS regularly. We maintain a database which includes training information for fire wardens, HSRs and first aid officers. Emergency evacuation exercises are performed regularly and these procedures are also covered in the induction program for new staff. Supervisors and managers coordinate relevant in-house and outsourced training as required to address specific work safety matters.

TAMS is part of the whole-of-government Work Health and Safety Working Group. During February 2015, Riskman the ACT Government **accident incident reporting system** was deployed across TAMS with CMTEDD providing initial training, which TAMS complemented with a number of awareness raising sessions for managers. It is expected that implementation of Riskman will improve injury notification timeframes and allow intervention processes to begin earlier.

An independent contractor provides TAMS **Employee Assistance Program (EAP)** offering professional and confidential counselling services to all employees and their immediate families. During the year the EAP provider scheduled 90 appointments. Personal issues accounted for 68 percent of appointments with the balance (32 percent) being work related. Employee assistance services are regularly promoted through emails and posters with information also available on our intranet. NewAccess is a **Beyond Blue program** available to all ACT Government employees through the ACT Medicare local office which we promote as a free service for those employees presenting with mild symptoms of anxiety and depression.

TAMS continued to work with the CMTEDD Safety Support team to address identified risks in line with its continuous improvement approach. Workplace risks are identified on business and health and safety risk registers. Our Safety and Wellbeing team reviewed and assessed accident and incident reports for identifiable risks during the year.

During 2014–15 there were 769 reported workplace accidents or incidents across TAMS and of those 27 required notification to WorkSafe ACT in accordance with Part 3, Section 38 of the *Work Health and Safety Act 2011*. One Prohibition Notice was issued by WorkSafe ACT relating to the rollover of a tractor at 255 Canberra Avenue, Fyshwick. Two Improvement Notices were issued by WorkSafe ACT to Parks and Territory Services Division in relation to incidents with plant and equipment.

After an accident we help managers to commence early intervention processes. We then support managers and supervisors in enabling staff to return to work and when required we liaise with CMTEDD Case Managers. During the year, detailed monthly reports prepared by CMTEDD Case Managers and TAMS were provided to executive and senior managers to inform accident incident data, return to work processes and facilitate return to work management. Our performance against the Australian Work Health and Safety Strategy 2012–2022 targets are reported in the following tables.

Table 12: Target 1 – Reduce the incidence rate of claims resulting in one or more weeks off work by at least 30 percent (%)

Financial Year	TAMS # new five day claims	TAMS rate per 1,000 employees	TAMS Target 1	ACTPS # new five day claims	ACTPS rate per 1,000 employees	ACTPS Target 1
2012-13	56	31.21	33.95	369	18.07	16.64
2013-14	65	36.29	32.90	322	15.29	16.13
2014-15	47	26.05	31.85	226	10.65	15.61

Data in Table 12 demonstrates a positive result for TAMS in 2014-15 and reflects a significant reduction of claims resulting in more than one week off work. These figures may increase as further claims are received and more claims pass one week of time off work.

Table 13: Target 2 – Reduce the incidence rate of claims for musculoskeletal disorders (MSD) resulting in one or more weeks off work by at least 30 percent (%)

Financial Year	TAMS # new five day claims	TAMS rate per 1,000 employees	TAMS Target 2	ACTPS # new five day claims	ACTPS rate per 1,000 employees	ACTPS Target 2
2012-13	41	22.85	24.77	238	11.66	11.12
2013-14	43	24.01	24.01	210	9.97	10.77
2014-15	36	19.96	23.24	142	6.69	10.43

Data in Table 13 demonstrates we are meeting the target for the reduction of the incidence of claims for musculoskeletal injuries in 2014-15. As with Target 1 these figures may increase if more claims for musculoskeletal injuries are submitted.

**For more information:** T (02) 62073943 Director, Human Resources

## Human Resources Management

Our programs are designed to attract, build and retain a capable and resilient workforce aligned with service delivery. Building capability in the area of workforce planning is continuing so our human resource management and organisational development strategies are effectively targeted. Some of these programs and initiatives included:

- development of a workforce planning toolkit for managers
- delivery of an Executive Leadership Program for our executives
- provision of training and resources for managers and employees in performance management
- delivery of a range of training programs and promotion of positive messages about diversity that aim to build a positive workplace culture
- development of employment strategies aimed at attracting and retaining Aboriginal and Torres Strait Islander people and people with disabilities
- preparation for the development of a Reconciliation Action Plan
- promotion and coordination of entry level programs to build capability for the future.

We coordinate a number of **entry level programs** to ensure prospective employees are familiar with our work environment and are aware of employment opportunities.

During the year, TAMS employed 20 apprentices in the fields of horticulture and heavy vehicle diesel mechanics. Four apprentices were hired during 2014–15 and three apprentices completed their apprenticeships and were permanently appointed to trade positions.

The **Australian School-Based Apprenticeships (ASBA)** scheme provides senior high school students with the opportunity to gain industry experience and work towards, or complete a nationally recognised qualification. As an ASBA host, we provided six high school students with work placements across TAMS during the year, with one student successfully completing their ASBA at the end of 2014.

The **Mentoring Australia's Apprentices Project** was promoted with 11 mentors across TAMS being trained and five new apprentices joining the program as mentees during 2014–15.

TAMS employed two graduates, one in Roads ACT and the other in the Parks and Conservation Service as part of the 2015 **ACTPS Graduate Program**. Our aim is to create a dynamic, responsive and innovative workforce by recruiting qualified, enthusiastic graduates who are given the opportunity to experience the diverse roles within the ACTPS.

We continued to implement the **Leave Management Strategy** which includes an education program for managers and information for employees to manage their leave entitlements and reduce excess annual leave liability. The Leave Management Strategy also includes a leave survey which reviews staff attendance and leave records to enhance existing practices and the general approach to leave management.

Since the introduction of the strategy we have achieved a reduction in the leave liability including a reduction in the excess leave across TAMS. In addition there is an improved understanding of participating managers' responsibilities and obligations in managing absences and leave.

TAMS continued to promote the **ACTPS Respect, Equity and Diversity (RED) Framework** within TAMS through a variety of avenues supported by the RED Executive Sponsor, the Executive Director, Corporate and Business Enterprises. RED values, principles and guidelines were promoted to employees through:

- monthly emails from the RED Executive Sponsor highlighting RED-related issues
- promotional campaigns educating all employees on RED-related topics including bullying, harassment, mental health, cultural diversity and disability awareness
- training on RED and the Code of Conduct, including tailored sessions for specific business units
- an active RED contact officer network that provides information to employees experiencing difficulties in the workplace as well as promoting and role-modelling a positive workplace culture.

The ACTPS values of respect, integrity, innovation and collaboration are embedded within our RED Action Plan, RED and Code of Conduct training sessions, induction for new employees and the ACTPS Performance Framework.

Nationally significant events were promoted including National Aborigines and Islanders Day Observance Committee (NAIDOC) Week, White Ribbon Day (promotes awareness of domestic violence), International Women's Day, National Youth Week and National Reconciliation Week.

### Recognition for outstanding members of staff

Every year we recognise and celebrate the achievements of individuals and teams across TAMS for excellence in customer service, leadership, innovation and teamwork. This year a Respect, Equity and Diversity award category was introduced. An award ceremony was held as part of the Senior Managers' Forum in December 2014. The following people were recognised:

**Robyn Hawkins** and the **Traffic Management and Safety team** from **Roads ACT** won the **Customer Service Award** for successfully dealing with stakeholders and customers to resolve their traffic concerns. This award recognised the effort of the team in managing the traffic impacts of paid parking on national land.

**Ben McHugh** from **Roads ACT** won the **Leadership Award** for his leadership role in the consultation, design and delivery of the Civic Cycle Loop including the current shared zone in Bunda Street. Ben's leadership and collaborative approach gave his team direction and enhanced our reputation for capital works delivery across the ACT Government.

**Leonie Keal** from **Asset Information Group** won the **Innovation Award** for displaying dedication and commitment over the past decade in using her technical skills to develop sustainable information solutions that are linked to geographic information systems technology. This is a growing area of technology in the ACT and Leonie's efforts have made us a lead organisation in this field.

**Yarralumla Nursery** won the **Respect, Equity and Diversity (RED) Award** for dealing with customers and colleagues in a caring, fair, respectful and professional manner and providing a vital training area for people with disability.

The **Senior Management Team Canberra Connect** (now part of CMTEDD) won the **Teamwork Award** for achieving a 99 percent satisfaction score from ACT Government directorates during 2014 for the third consecutive year. The team demonstrated excellence in unity, leadership, responsiveness and consistency of conduct with multiple and diverse stakeholders. In the past year, Canberra Connect received 28 written compliments from directorates, including thank you notes from three Directors-General.

In addition, **Domestic Animal Services team** won a commendation for customer service; **Margaret McKay** from Finance Branch won a commendation for leadership; **Ian Corey** from Public Transport won a commendation for innovation; the **Place Management Leadership team** won a commendation for innovation; **Carlie Hunt** from Canberra Connect (now part of CMTEDD) won a commendation for RED.

**Humanitarian Overseas Service Medals** were presented to **Scott Farquhar, Simon Bretherton and Simon Butt** from **Forestry and Fire Management** for their work in 2009 helping local authorities in British Columbia.





Simon Butt, Scott Farquhar and Simon Bretherton; recipients of the Humanitarian Overseas Service Medal

### TAMS Workforce

During the year, TAMS liaised with CMTEDD regarding the structure and components of the classification-based enterprise agreements with approval of the last agreement (technical and other) becoming effective on 3 February 2015.

We provided support and guidance in relation to people management issues including representing TAMS at the Fair Work Commission and helping business units ensure appropriate consultation took place during change processes that directly affected employees.

The TAMS Consultative Committee, which includes representatives from all industrial organisations, met regularly during the year to provide feedback to our Executive Leadership Team.

**Attraction and Retention Incentives (ARIns)** effectively cease each year on 30 June. Recipients are reminded in March that they need to submit an application for a new ARIns including supporting evidence to enable the delegate to review the application prior to 30 June. This process enables new ARIns to be entered into from 1 July each year. At 30 June 2015, TAMS had 18 individual ARIns. Two were entered into during the year and one was terminated.

Table 14: Attraction and Retention Incentives (ARIns) classifications

	Classification range	Remuneration at 30 June 2015
Individual and group ARIns	SOGC-SOGA	\$113,888 – \$156,470

Note: TAMS has no privately plated vehicles as at 30 June 2015 and no employees have transferred from Australian Workplace Agreements (AWA's) during the period.

Table 15: Attraction and Retention Incentives (ARIns)

Description	Number of individual ARIns	Number of group ARIns	Total employees covered by group ARIns	Total
	A	B	C	(A+C)
Number of paid ARIns at 30 June 2015	18	Nil	Nil	18
Number of ARIns transferred from Special Employment Arrangements (SEAs) in the period	Nil	Nil	Nil	Nil
Number of ARIns entered into during period (excluding pre-existing)	2	Nil	Nil	2
Number of ARIns terminated during period	1	Nil	Nil	1
The number of ARIns providing for privately plated vehicles as at 30 June 2015	Nil	Nil	Nil	Nil
The number of ARIns or employees who have transferred from AWAs during the period	Nil	Nil	Nil	Nil

TAMS has no existing AWAs.

## Staffing profile

TAMS has 1,715.6 full-time equivalent (FTE) employees. The following tables provide a breakdown of staff by classification, employment category, average length of service and age profile at 30 June 2015.

Table 16: Full-time equivalent and headcount by division

Division	FTE	Headcount
Corporate and Business Enterprises	135.9	142
Infrastructure, Roads and Public Transport	985.2	1,090
Office of the Director-General	4.0	4
Parks and Territory Services	590.5	626
<b>Total</b>	<b>1,715.6</b>	<b>1,862</b>

Table 17: Full-time equivalent and headcount by gender

	Female	Male	Total
FTE by gender	388.67	1,326.97	1,715.64
Headcount by gender	440	1,422	1,862
Percentage of workforce	23.6	76.4	100

Table 18: Headcount by employment category and gender

Classification Group	Female	Male	Total
Administrative Officers	152	87	239
Bus Operator	68	604	672
Capital Linen Service Officers	26	23	49
Executive Officers	2	14	16
General Service Officers and Equivalent	55	403	458
Professional Officers	29	11	40
Rangers	10	24	34
Senior Officers	73	118	191
Technical Officers	20	76	96
Trainees and Apprentices	2	17	19
Transport Officers	3	45	48
<b>Total</b>	<b>440</b>	<b>1,422</b>	<b>1,862</b>

Table 19: Headcount by diversity\* group

Diversity Groups	Headcount	Percentage of staff
Aboriginal and Torres Strait Islander people	37	2.0
Culturally and linguistically diverse	440	23.6
People with a disability	53	2.8

\* Employees who identify in more than one equity and diversity category are only counted once

Table 20: Headcount by age group and gender

Age Group	Female	Male	Total
Under 25	19	57	76
25-34	86	190	276
35-44	116	323	439
45-54	123	438	561
55 and over	96	414	510

Table 21: Average length of service by gender

	Female	Male	Total
Average years of service	8.4	10.3	9.9

Table 22: Recruitment and separation percentage rates by division

Division	Recruitment Rate	Separation Rate
Corporate and Business Enterprises	3.7%	4.9%
Infrastructure, Roads and Public Transport	5.9%	5.6%
Office of the Director-General	0.0%	0.0%
Parks and Territory Services	12.3%	9.2%
<b>Total</b>	<b>5.1%</b>	<b>6.5%</b>

Note: For all tables above, the statistics exclude board members, staff not paid by the ACT Public Service and people on leave without pay. Staff members who had separated from the ACT Public Service but received a payment during 2014–15 have been included.

## Learning and development

We deliver a range of training courses focussed on processes and procedures, legislative requirements, government business, delegations and decision making as well as offering guidance on effective management of attendance, leave, recruitment and probation. During the year, a total of 80 employees attended at least one of these training courses.

Our **Induction Program** introduces new employees to our policies and practices and outlines their responsibilities within TAMS and the broader context of the ACTPS. The induction program is offered in addition to specific workplace induction with 132 employees attending the program during 2014–15.

**Planning for Performance** training supports the implementation of the ACTPS Performance Framework and 54 supervisors and managers attended this training.

The **Manager Development Program** teaches core management skills such as leading and managing teams, writing for government, budgeting and forecasting, advanced communication skills, government business, dealing with misconduct, managing difficult conversations and procurement procedures. This year's program also included a

nationally recognised unit from the Diploma of Government in facilitating change. The program also included presentations by TAMS executives on leadership, service delivery and decision making. A total of 23 managers and supervisors participated in the program.

An **Executive Development Program** commenced in 2015 consisting of a series of workshops aimed at building on capabilities, corporate and business knowledge and the experience of our executives.

We continued to deliver training on the **ACTPS RED Framework** and the **TAMS Code of Conduct** to help build a positive and respectful workplace culture. A total of 175 employees attended this training during the year.

**Managing Difficult Conversations** training is designed to support the ACTPS Performance Framework and provides tools for managers and supervisors to improve their communication and feedback skills. Seventy-three employees attended this training.

Following the launch of **Disability Awareness in the Workplace** training in 2013–14, sessions have continued with 76 employees attending training during the year. This training is designed to support employees to build a workplace that respects individual differences, embraces diversity and promotes inclusion.

During 2014–15 two new graduate employees attended the ACT Public Service Graduate Program and 116 employees attended the ACT Government, **Managing Psychological Illness in the Workplace** training.

In preparation for the development of a Reconciliation Action Plan, **Aboriginal and Torres Strait Islander Cultural Awareness** training has been delivered by the Yurauna Centre for 220 employees. This training has been made compulsory for all executives and managers. Of the 110 executives and managers, 94 have attended training with the remaining 16 to be trained in 2015–16.

We provided **study assistance** to 15 employees in areas mutually beneficial to themselves and their workplaces at a total cost of \$19,108.

TAMS executives participated in a series of executive workshops as part of an **ACT Government development programs** coordinated by Chief Minister, Treasury and Economic Development Directorate which focuses on leadership, collaboration and change management.

A further 263 employees completed a wide range of other training made available through the ACTPS Training Calendar at a total cost of \$76,270. This included training in online document accessibility, writing, information technology, change management, effective work environments, financial management and recruitment.

**For more information:**

T (02) 62073943 Director, Human Resources

## Ecologically Sustainable Development

Sustainable development in the ACT is a key platform of the ACT Government requiring all directorates to embed sustainability in their decision-making processes. As a provider of municipal and other Territory-wide services, TAMS has a key role to play in ensuring that economic, social and environmental considerations are part of planning and development processes.

TAMS manages parks and reserves that equates to approximately 70 percent of the ACT. They contain a range of built and living assets, protected and endangered species, heritage and cultural sites, and walking and fire trails. This living infrastructure includes ponds, lakes and waterways as well as water catchments for the city including Googong foreshores, Canberra's water catchment, which is located just over the border in NSW.

Our environmental stewardship role means that we need to take into account the health and wellbeing of the environment and its impact on the community. This stewardship extends to Canberra's streetscapes and shopping precincts and the management of Canberra's urban forest, commercial forests, agricultural land and other vegetation within the public domain. All of these natural and related assets contribute to the ACT's quality of life and prosperity in a variety of ways, through:

- ecological benefits arising from the value of a well-managed ecosystem that looks after our soil, water, flora and fauna
- economic benefits flowing from the ACT's attraction for tourists and those wishing to settle in the ACT
- socio-economic benefits resulting from the parks and reserves and the many recreational and cultural amenities available that encourage residents and visitors to be active and involved, improving mental and physical health and well-being.



To strategically manage the ACT's natural and community resources, TAMS has divided the ACT into 12 land management categories, Namadgi National Park Wilderness and Tidbinbilla Nature Reserve; other reserves including nature, special purpose and managed; commercial forest plantations; agistment and horse paddocks; lakes, ponds and waterways; the National Arboretum Canberra; town and district parks; neighbourhood parks, pedestrian parkways and laneways; native grasslands and woodlands; semi-natural open space; shopping centre precincts; road verges and median strips.

TAMS' holistic approach integrates and reflects the interdependency of the ecological, environmental, economic and socioeconomic impacts. Identifying assets within each of the 12 land management categories helps us to address asset management in a clear, prioritised way that considers both the overall level of service required for the land management category plus the desired service level for the land itself and each of the individual assets within it.

Scientifically based management plans continue to be established as the basis for sustainable management and development of protected areas (see Table 2: Public land management plans) and ACT catchment rehabilitation targets critically degraded areas. This rehabilitation includes strategies to manage weeds of national significance and protecting assets and infrastructure. Outcomes include improvements in water quality; habitat connectivity for native wildlife; social and cultural association with rivers and reduced flood damage to built infrastructure.

Where possible, we re-use materials and use environmentally friendly and recycled materials. For example wood chips produced from tree maintenance operations including removals are used to mulch shrub beds to reduce evaporation, control weeds, prevent erosion and improve environmental conditions for plant growth.

Contractors have been appointed to remove stockpiled timber by-product from the storage sites in Curtin and Mitchell and put processes in place for the ongoing management of incoming vegetative material at both sites. Some of the logs removed from the storage sites have been made available to the ACT Woodlands Restoration Project and arrangements have been put in place to supply suitable material into the future.

TAMS has also improved the management of watering regimes in response to wet weather conditions by using a remote control irrigation system at 31 irrigated parkland sites across Canberra. This enables rapid identification of leaks and breakages, which enables more targeted water use and reduces water waste. During 2014–15 we continued to use non-potable water to water more than 25,000 urban trees that are under five years of age.

We continue to invest in the design and development of recreational infrastructure, fire protection and enhanced natural habitat in the Molonglo River Park precinct and improve the management of Canberra's natural areas to strengthen biodiversity through pest management programs within Canberra Nature Park.

We work closely with the Capital Woodlands and Wetlands Conservation Trust (CWWCT) which was established as an independent body to enhance management in the protection and conservation of the Mulligans Flat Woodland Sanctuary and the Jerrabomberra Wetlands Nature Reserve, two important reserves in the ACT.



Bush stone curlews have been returned to their native habitat, north Canberra – Photo by Glen Fergus

## Maintaining Canberra's stormwater system

The Directorate works with a local company, Flexible Drain Clear Service, to maintain our vast (4,176 kilometres) stormwater network.

The company will have a number of trucks that use a state of the art system allowing 'real time' water recycling. The system extracts water and debris at a rate of 10,000 litres every two minutes at the same time filtering and separating the debris collected. The innovative system uses hydraulic pressure of 3,000 psi (200 bar) which is used with a vacuum system to clear stormwater and gross pollutant traps of all types of debris. Clean recycled water is the end product and this is reused in the high pressure clearing process.

Previously trucks would need to leave a site to empty the dirty water, remove the debris collected and then refill the tanks with clean potable water before heading back to recommence work. As a result of this new technology the percentage of the contractor's day actually spent clearing the stormwater network will increase from 25 percent to 80 percent and water usage for this activity will drop from 100,000 litres to less than 6,000 litres of potable water per day which is an outstanding environmental outcome for the community.



The CWWCT reintroduced the bush stone-curlew to Mulligans Flat Woodland Sanctuary with further introductions of this species to the sanctuary planned for next year. The twilight walks at Mulligans Flat are proving very popular, with the eastern bettongs of particular interest to visitors. To minimise the adverse effects on the environment a new bird hide and board walk have been established at Jerrabomberra Wetlands Nature Reserve.

Our endangered species breeding programs of the southern brush-tailed rock-wallaby, eastern bettong and corroboree frog at Tidbinbilla are showing solid results.

To minimise the environmental impacts arising from agricultural activity TAMS has been working with rural lessees to improve the monitoring of land management agreements.

We have also maintained active membership of major industry organisations (the Bushfire Cooperative Research Centre, Australasian Fire Authority Council and the Forest Fire Management Group) to ensure we are involved in the latest research on the ecologically sustainable use of fire.

Fire fuel levels are managed through an annual works program including physical removal, hazard reduction burning, slashing and fire trail maintenance. Our annual bushfire operational plans are informed by the sub-regional fire management plans and governed by the Strategic Bushfire Management Plan for the ACT. This year our bushfire risk management report is included in the Justice and Community Safety Directorate's Annual Report.

We coordinate kangaroo management on rural and government lands and continue to work with the Environment and Planning Directorate and the CSIRO to investigate fertility agents which may assist with management of the kangaroo over-population.

Pest and environmental weed control is carried out across urban and non-urban areas to reduce the threat to Canberra's natural environment and strengthen biodiversity. This includes maintaining mower hygiene to prevent the spread of weed seeds and mowing from areas of high to low weed infestation. We also provide ongoing support for ParkCare groups towards environmental restoration work.



Controlled burns help to protect our city

A draft biosecurity strategy for the ACT has been prepared and public comment obtained. The effective management of biosecurity risks is critical to minimising the impacts on our economy, the environment and the community. These risks include weeds, pest animals, plant and animal pests and diseases. The draft strategy highlights the importance of biosecurity for the ACT and identifies the goals, objectives and supporting actions for addressing biosecurity across the Territory.

**ACT NOWaste** continued its recycling trend with over 70 percent of the waste stream being diverted from landfill and recycled. The expanded Mugga Lane landfill enables safe and environmentally responsible disposal of the ACT's waste and extends the life of the landfill. We continued to support the Territory's resource recovery programs through the reuse initiative at the Green Sheds located at the Mugga Lane and Mitchell resource management centres. Based on advice received from the contractor, and with the assistance of some 54 staff there has been approximately 17,000 tonnes of waste diverted from the landfill to recycling at nil cost to customers and the Territory.

TAMS commenced the capital works required to meet the initiative of bringing Mugga 2 Quarry up to operational readiness for the disposal of soil to remediate the site. A new asbestos disposal pit at the Mugga Lane Resource Management Centre is also being built and work has commenced at the West Belconnen Resource Management Centre in readiness for the disposal of waste from Mr Fluffy properties.

Harvesting landfill methane gas continued at Mugga Lane and West Belconnen which generates enough electricity to supply approximately 3,100 homes ensuring the operations of the ACT's landfill and other facilities are carried out in an environmentally responsible way that complies with the required authorisations. By running waste reduction education campaigns we increase public awareness to promote behavioural change. Examples are the 'don't bag your recycling' and 'lids off' campaigns. Another is the launch of the MyWaste application to provide collection day information as well as waste and recycling updates. Additionally, we promoted the Territory's involvement in the national 'Garage Sale Trail' to raise awareness of and encourage reuse.

We continued to implement the irrigation master plan at the **National Arboretum Canberra**, which will eliminate the need to use potable water for irrigation and includes the construction of a seven mega litre storage dam. Stage four has now been completed to secure the non potable water supply and future works will see a number of forests connected to the supply. During the year we continued to work with key stakeholders, partners, volunteers and Friends of the National Arboretum Canberra to ensure sustainable management.

To reduce erosion and improve the quality of water captured in the Arboretum's dams the soil profile around trees was changed by applying mulch wells with recycled materials from within the Arboretum, and followed mowing regimes that maintain suitable ground cover.

The Water Discovery Garden at the Arboretum provides information and educates the community on managing water use in their own garden and guided walks and talks educate participants on the importance of trees and forests and the role they can play in creating a sustainable environment.

### Our landfill cells

The construction of landfill cells is an important element of the ACT Government's waste management strategy. Unlike the old 'tips' a landfill cell (designated area) is a meticulously engineered and complicated system of multi layers of industrial material (referred to as the 'liner') designed to filter and protect surface water, groundwater, soil and air from contamination. Building a new landfill cell takes years of planning and then months of various construction stages all of which require significant investment. Many of the steps in building the cell must be tested to make sure standards are being met before moving on to the next phase of construction.

One of the key environmental control measures is the cell lining. The liner prevents contaminants from migrating into the surrounding groundwater. It also helps to control and capture landfill gas for electricity production, and captures and removes leachate (water that has come in contact with waste) for treatment.

ACT NOWaste began constructing the next landfill cell at the Mugga Lane in early 2014 meeting the Victorian Environment Protection Authority best practice guidelines, which is considered to be the highest environmental standard for landfills in Australia.

Based on current historical data these cells, known as A2AC, will meet Canberra's landfill needs up until the end of 2017. A2AC are the first cells to be constructed as part of Stage 5, a program designed to accommodate the Territory's waste management needs. This program, if fully constructed, will have the capacity to provide up to 10 new cells and accommodate the ACT's waste needs until at least 2035.



Recent initiatives in **Libraries ACT** include upgrading to LED lighting at Dickson and Woden libraries; upgrading to an energy efficient condensing boiler at Woden Library. A Carbon Neutral Government Fund application has also been granted for upgrades to the heating, ventilation and air conditioning systems at Belconnen and Woden libraries. Libraries ACT also provide access to a range of resources for the community, including Home Energy Action kits which are loaned to library members so they can measure the energy efficiency of their home and make improvements.

TAMS regularly monitors energy usage in all our office sites through the Enterprise Sustainability Platform (ESP) system and work with building owners to implement best practice maintenance at all sites to improve energy efficiency. Employees are encouraged to use environmentally friendly

or sustainable alternatives in their day-to-day operations. This includes using recycled paper, recycling materials such as printer cartridges and packaging, and identifying and implementing practices and systems that minimise use of paper.

**Yarralumla Nursery** uses recycled water run-off to a separate holding pond adjacent to Lake Burley Griffin for reuse; stocks a range of 'water wise' plants; and provides advice on water efficient plants to new home owners under the plant issue scheme.

**ACTION** continues to improve its sustainability with the delivery of 30 Scania Euro 6 rigid buses during the year and orders for another 38 Euro 6 buses for delivery during 2015–2017. These buses will ensure the continued reduction of emissions by the ACTION fleet.





The new fuel efficient Euro 6 buses

We manage the **Birrigai Outdoor Education Centre** site as a natural environment offering a range of programmed activities that cater for ACT schools and youth groups that visit for an outdoor experience. Other sustainability activities at Birrigai include maintaining the ACT Smart School Waste accreditation, upgrading to LED lights, insulating cabins, connecting the grey water recycling system to newer buildings, carrying out environmental weed and feral animal control across the site as well as erosion control and using a bore water supply.

We maintain the facilities to allow quality environmental education programs to be run by the Education and Training Directorate which help the region's young people to understand themselves, their environment, their history and their place within it. As part of the experience Birrigai actively encourage guests to conserve resources such as water and power.

Work has continued on the development of a whole-of-government, **urban tree management** procedure and guideline document which is expected to be completed by December 2015.

The review of Design Standard 23 which is the plant species list for urban landscape projects is also expected to be completed during 2015–16.

Overall tree planting in urban areas of the ACT contributed an additional 9,000 (approximately) trees to Canberra's urban forest during the year. These figures include public areas of urban infill and green field areas of development.

Design standards for urban infrastructure are being reviewed to produce a more contemporary suite of documents that will address the issues of climate change and ecologically sustainable development. In addition to providing for wildlife habitats and corridors the final documents will promote:

- the use of materials that are sourced sustainably
- the use of materials and plants that are robust and require less resources to maintain (including water)
- good urban design outcomes that incorporate water sensitive urban design principles
- the use of recycled and recyclable materials.



Table 23: TAMS' sustainable development performance 2013–14 and 2014–15 (excludes ACTION)

Indicator at 30 June	Unit	2013–14 <sup>1</sup>	2014–15	% change
<b>Agency staff and area</b>				
Agency staff	FTE	2,051	1,862	-6.2
Workplace floor area	Area (m <sup>2</sup> )	44,006	40,609	-7.7
<b>Stationary energy usage</b>				
Electricity use	Kilowatt hours	55,476,143	54,792,927	-1.2
Renewable electricity use <sup>2</sup>	Kilowatt hours	N/A	N/A	N/A
Natural gas use	Megajoules	50,196,312	52,284,567	4.2
<b>Transport fuel usage<sup>3</sup></b>				
Total number of vehicles <sup>4</sup>	Number	418	497	18.9
Total kilometres travelled	Kilometres	5,473,375	5,216,825	-4.7
Fuel use – Petrol <sup>5</sup>	Kilolitres	80.3	53.0	-34
Fuel use – Diesel	Kilolitres	976.2	1080.3	10.7
Fuel use – Liquid Petroleum Gas (LPG)	Kilolitres	0	0	0
Fuel use – Compressed Natural Gas (CNG)	Kilolitres	0	0	0
<b>Water usage<sup>6</sup></b>				
Water use	Kilolitres	426,487	343,445	-19.5
<b>Resource efficiency and waste</b>				
Reams of paper purchased	Reams	11,775	9,311	-20.9
Recycled content of paper purchased	Percentage	25.44	60.85	139.2
Waste to landfill	Litres	258,960	222,233	-14.2
Co-mingled material recycled	Litres	182,600	159,775	-12.5
Paper & Cardboard recycled (incl. secure paper)	Litres	346,560	321,353	-7.3
Organic material recycled	Litres	24,170	20,742	-14.2
<b>Greenhouse gas emissions<sup>7</sup></b>				
Emissions from stationary energy use	Tonnes CO <sub>2</sub> -e	62,023	47,246	-23.8
Emissions from transport	Tonnes CO <sub>2</sub> -e	2,993	3,224	7.7
<b>Total emissions</b>	<b>Tonnes CO<sub>2</sub>-e</b>	<b>65,016</b>	<b>50,470</b>	<b>-22.4</b>

1 The Enterprise Sustainability Platform was used to provide historical data for the previous financial year column (2013–14) in this current Annual Report. This represents agency occupancy under the current administrative arrangements prior to the implementation of the changes in occupancy associated with the formation of Access Canberra taken as applying from 1 July 2014. This, together with more comprehensive and complete data now being available, will account for data different to that originally published in the 2013–14 report and will, to varying degrees, account for any noticeable differences to 2014–15 floor area, consumption and emissions totals.

2 ACT Property Group purchased 7,530 MWh (Mega Watt hours) of GreenPower on behalf of the ACT Government, representing an indicative 5% of the ACT Government's energy consumption for 2014–15.

3 Despite an increased vehicle numbers TAMS has achieved a decrease in fuel consumption reflecting the move toward more efficient vehicles and fuel types. This figure includes agricultural equipment, buses, cars, commercial vehicles, truck and plant equipment.

4 The 2014–15 financial year figure includes all vehicles in the TAMS fleet active through the financial year regardless of duration

5 The decrease in petrol usage is due to a move towards diesel as a preferred fuel.

6 As water billing is provided quarterly, the water data reported in the current financial year column (2014–15) is for the 12 months from 1 June 2014 to 31 May 2015 and represents the best available data at the time of publishing. This is compared to water billed for the same period in 2013–14.

7 Greenhouse gas emissions for electricity consumption have been calculated using an emissions factor of 0.802 kilogram (kg) CO<sub>2</sub>-e / kilowatt hour (kWh) or 0.802 tonne (t) CO<sub>2</sub>-e / megawatt hour (MWh). This lower emissions factor (Scope 2 plus Scope 3) is specific to the ACT and reflects the contribution of renewable electricity generated under the ACT's 90% Renewable Energy Target (RET).

Table 24: Resource use by ACTION buses

Indicator at 30 June 2015	Unit	Total 2013–14	Total 2014–15
<b>Transport</b>			
Total number of vehicles	Numeric	433	436
Total vehicle kilometres travelled	Kilometres	28,770,581	25,603,699
Transport fuel (petrol)	Kilolitres	N/A	N/A
Transport fuel (diesel)	Kilolitres	8,812	8,983
Transport fuel (LPG)	Kilolitres	N/A	N/A
Transport fuel (CNG)	Kilolitres	2,032	2,014
Total transport energy use	Gigajoules	424,329	429,767
<b>Greenhouse gas emissions</b>			
<b>Total transport greenhouse gas emissions (all scopes)</b>	<b>Tonnes CO<sub>2</sub>-e</b>	<b>25,545<sup>8</sup></b>	<b>32,844</b>

<sup>8</sup> This figure was incorrectly recorded in last year's document and should have been reported as 32,404. This was incorrect due to a different calculation.

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