



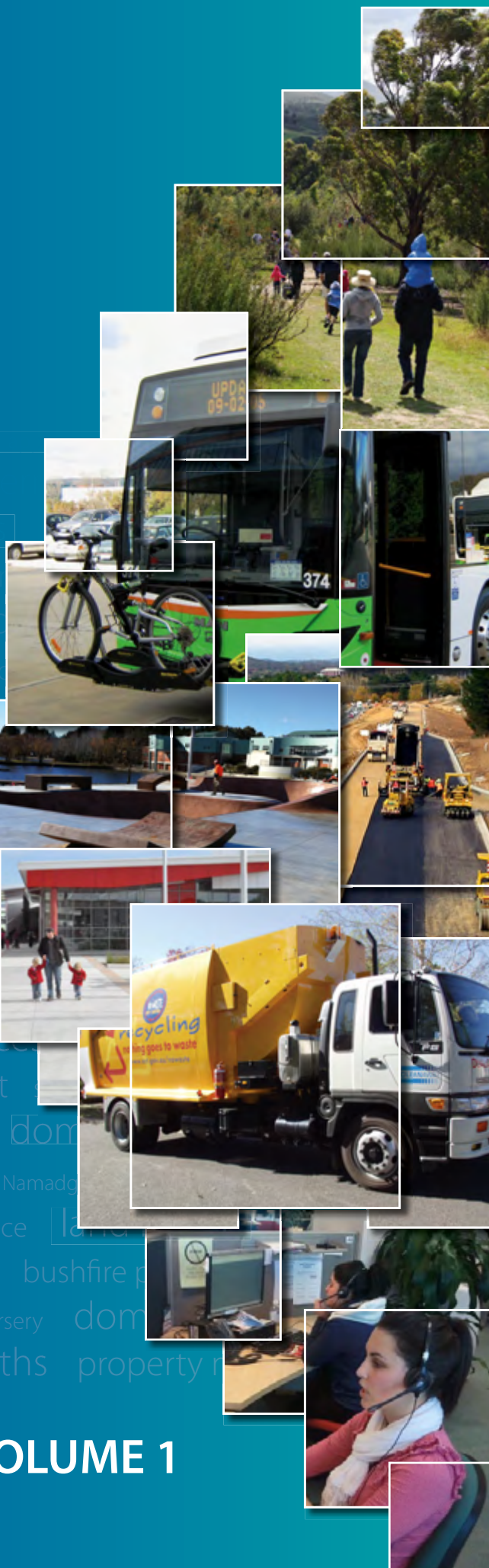
ACT
Government

Territory and Municipal Services

TERRITORY AND MUNICIPAL SERVICES DIRECTORATE

ANNUAL REPORT

2010–2011



VOLUME 1

TERRITORY AND MUNICIPAL SERVICES DIRECTORATE

ANNUAL REPORT

2010–2011

VOLUME 1

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ACT
Government

Territory and Municipal Services

Mr Simon Corbell, MLA
Minister for Territory and Municipal Services
ACT Legislative Assembly
London Circuit
Canberra City ACT 2601

Dear Minister

Transmittal Certificate

I present the 2010-11 Annual Report of the Territory and Municipal Services (TAMS) Directorate, which is in two volumes. The first volume contains information about the Directorate's performance and the second volume contains the financial reporting. The report has been prepared under section 5(1) of the *Annual Reports (Government Agencies) Act 2004*, and in accordance with the requirements of the Chief Minister's 2010-11 Annual Report Directions. It has been prepared by the Directorate in line with other legislation applicable to the preparation of annual reports.

I hereby certify that the attached annual report is an honest and accurate account and that all material information on TAMS' operations during the period 1 July 2010 to 30 June 2011 has been included.

I also hereby certify that fraud prevention has been managed in accordance with Public Sector Management Standards 2006, Chapter 2, Division 2.1.3.

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 three months of the end of the financial year.

Yours sincerely

Gary Byles
Director-General

22 September 2011



ACT
Government

Territory and Municipal Services

Mr Simon Corbell, MLA
Minister for Territory and Municipal Services
ACT Legislative Assembly
London Circuit
Canberra City ACT 2601

Dear Minister

Statement of reference to subsumed and annexed reports

The 2010-11 Territory and Municipal Services Directorate Annual Report complies with the directions set out by the Chief Minister and Cabinet Directorate. As part of this compliance, ACTION is subsumed within this report and the Animal Welfare Authority is an annexed report.

I advise that the above sections are occasionally referred to throughout the body of the report. In instances of such referral, you should direct your attention to the relevant section in the report for further information.

Yours sincerely

Gary Byles
Director-General

22 September 2011

ACKNOWLEDGMENT TO COUNTRY

The Australian Capital Territory (ACT) is Ngunnawal country. The ACT Government acknowledges the Ngunnawal people as the traditional custodians of the Canberra region.

The region was also an important meeting place and significant to other Aboriginal groups.

Territory and Municipal Services Directorate acknowledges and respects the Aboriginal and Torres Strait Islander peoples and respects their continuing culture and the contribution they make to the life of this City and this region.

ABOUT THIS REPORT

The Territory and Municipal Services Directorate (TAMS) 2010–11 Annual Report is the organisation's primary accountability document to the ACT Government and the Canberra community.

The report is divided into two volumes:

- Volume One contains information regarding the Directorate, including the Director-General's review, analysis of agency performance and consultation and government reporting
- Volume Two contains the management discussion and analysis, the financial statements and statement of performance.

The report has been prepared under section 5(1) of the *Annual Reports (Government Agencies) Act 2004*, and in accordance with the requirements referred to in the Chief Minister's Annual Report Directions 2010–11 and other relevant legislation.

Changes to administrative arrangements impacted on TAMS in 2010–11 as follows:

- ACT Heritage moved from TAMS to the Chief Minister's Department on 1 July 2010
- The Events team moved from TAMS to the Chief Minister's Department during 2010–11
- Shared Services and the Territory Records Office moved from TAMS to the Treasury Directorate on 17 May 2011
- Transport Planning and support to the Conservator of Flora and Fauna moved to the Environment and Sustainable Development Directorate on 17 May 2011
- Transport regulation and road safety functions moved to the Justice and Community Safety Directorate on 17 May 2011
- Territory Venues and Events, Exhibition Park in Canberra and Sport and Recreation Services moved to the Economic Development Directorate on 17 May 2011
- ACT Property Group moved from the former Department of Land and Property Services to TAMS on 17 May 2011.

Territory and Municipal Services Directorate

SECTION A

PERFORMANCE AND FINANCIAL REPORTING

libraries playgrounds Canberra Connect cemeteries footpaths
street and traffic lights Capital Linen Service land management Canberra Connect
transport systems bus shelters and seats bushfire prevention roads ACTION parks and
playgrounds development applications Yarralumla Nursery domestic animal services
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property management stormwater MyWay transport systems bus shelters and

A1 THE ORGANISATION

OUR ROLE

The Territory and Municipal Services Directorate (TAMS) delivers a wide range of services that Canberrans rely on every day: for example, recycling and collecting waste, running public libraries and ensuring municipal infrastructure such as streetlights and public barbeques are in good working order.

TAMS is responsible for managing our roads, footpaths and cycle paths and operating our public transport system (ACTION).

TAMS also looks after the ACT's parks and reserves, such as Tidbinbilla Nature Reserve, Namadgi National Park and the reserves that make up Canberra Nature Park.

Canberra Connect, which is the main contact point for ACT Government information, services and payments, is also part of the Directorate.

The Directorate also oversees the management of a number of the ACT Government's commercial operations, including ACT NOWaste, Capital Linen Service, ACT Public Cemeteries Authority (which includes Woden, Gungahlin and Hall cemeteries), Yarralumla Nursery and ACT Property Group.

OUR VISION

A Directorate recognised for good governance, responsiveness and delivering value for money services.

OUR VALUE

- Deliver services that are effective and efficient
- Anticipate customer needs and respond with empathy
- Work with integrity and be accountable
- Demonstrate leadership and embrace teamwork.

OUR MISSION

Through great people deliver great services within budget.

OUR CLIENTS AND STAKEHOLDERS

The Directorate's programs and services are diverse and affect all Canberrans, including:

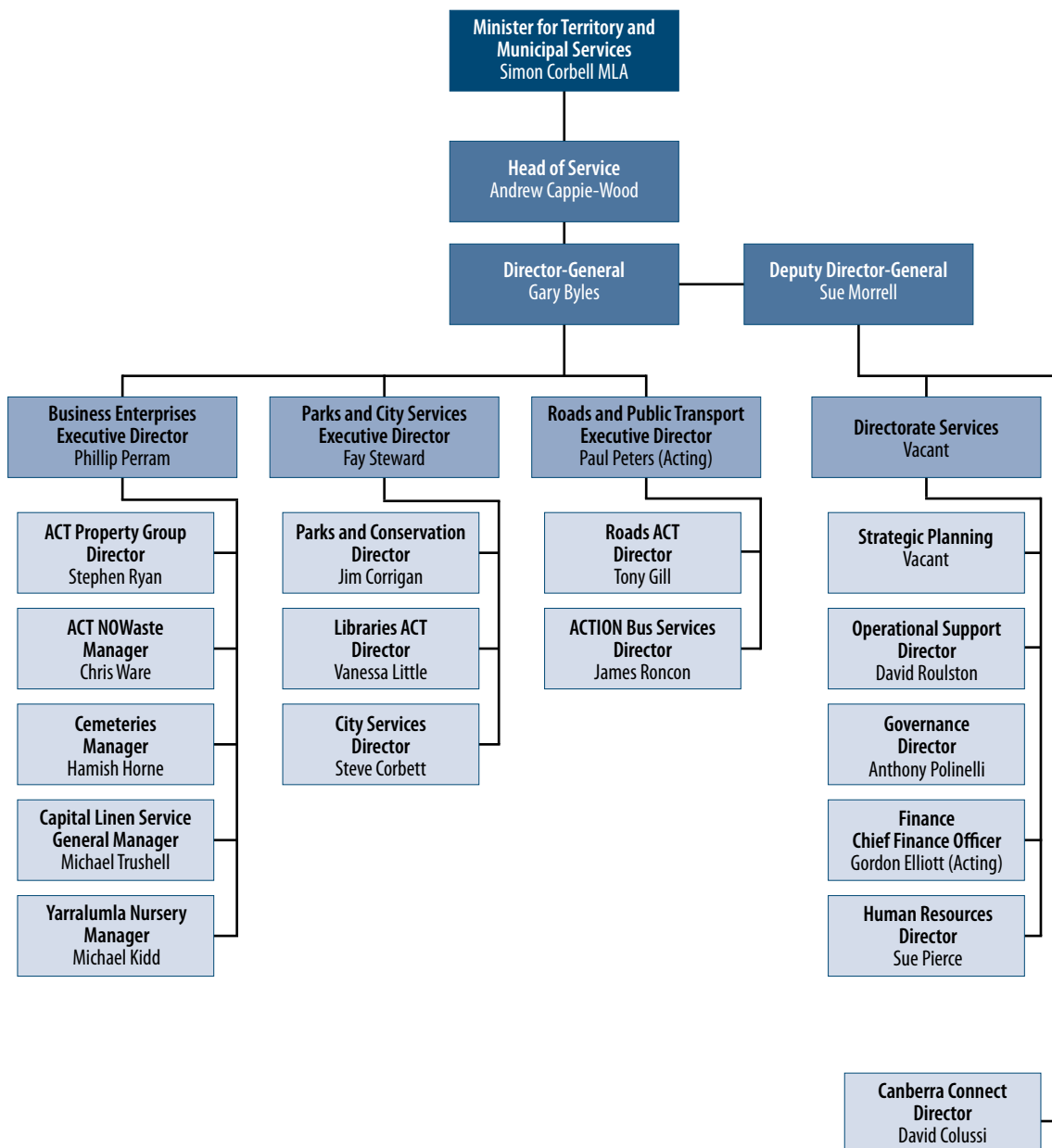
- the Chief Minister
- the Minister for Territory and Municipal Services
- the ACT Legislative Assembly
- ACT Government Directorates
- ACT residents
- visitors to the ACT
- ACT businesses

- community organisations and peak representative groups
- Federal government agencies
- suppliers and contractors
- professional bodies and unions.

OUR STRUCTURE

Chart 1 below illustrates the Directorate's organisational structure on 30 June 2011. The organisational structure and management committees are explained in section C5 Internal accountability, page 74.

**TAMS ORGANISATION CHART
30 JUNE 2011**



TAMS Executive Leadership Team:

Left to right Sue Morrell, Phillip Perram, Gordon Elliott, Fay Steward, Paul Peters and Gary Byles



A2 OVERVIEW

During 2010–11 the Directorate reported to the following Ministers:

- Mr Jon Stanhope MLA – Minister for Territory and Municipal Services and Minister for Transport
- Mr Andrew Barr MLA – Minister for Tourism, Sport and Recreation
- Mr Simon Corbell MLA – Minister for Territory and Municipal Services.

With effect from 12 May 2011 Mr Stanhope resigned from his position as Chief Minister, the Minister for Territory and Municipal Services and Minister for Transport. On 17 May 2011 Mr Simon Corbell MLA was appointed the new Minister for Territory and Municipal Services.

On 17 May 2011 Mr Simon Corbell MLA was appointed the new Minister for Territory and Municipal Services



In line with new Ministerial reporting arrangements and accepted recommendations made by Dr Allan Hawke as part of the ACT Public Sector (Hawke) Review, all ACT Government Departments became known as Directorates in May 2011. One of the key messages identified in the Hawke Review was the need for government agencies to work as one public service to deliver the best services possible for the Canberra community.

The new ACT Public Service (ACTPS) structure, implemented on 17 May 2011, saw the move of various units and functions across ACT Government Directorates. The following changes were made to the TAMS Directorate:

- Shared Services and the Territory Records Office moved from TAMS to the Treasury Directorate
- Transport Planning and support to the Conservator of Flora and Fauna moved to the Environment and Sustainable Development Directorate
- Transport regulation and road safety functions moved to the Justice and Community Safety Directorate
- Territory Venues and Events, Exhibition Park in Canberra and Sport and Recreation Services moved to the Economic Development Directorate
- ACT Property Group moved from the former Department of Land and Property Services to TAMS.

In July 2010 TAMS reviewed its Strategic Plan 2010–13 to align with Government's priorities. Further information on the TAMS Statement of Intent for 2010–11 is included in section C5 Internal accountability, page 74.

TAMS worked closely with other ACT Government Directorates in 2010–11 to deliver transport policies and projects as part of the ACT Government's comprehensive Transport for Canberra program. TAMS also ensured the sustainable management of the ACT's parks and open spaces.

Throughout 2010–11 TAMS administered legislation on a diverse range of subject matters, reflecting the varied nature of the Directorate's work. This legislation included enactments on:

- municipal services and waste minimisation
- road transport

- land management
- primary industries and animal welfare
- cemeteries and crematoria.

During 2010–11 the Expenditure Review and Evaluation Committee (EREC) engaged with TAMS to identify opportunities for improvements in its structure, processes and work practices. The review consisted of four parts: TAMS overall structures and processes; the underlying budget drivers; parks and city services; and expenditure and contracts. A review of Canberra Connect, which began in early 2011, included a process-mapping exercise of the processes and procedures within Canberra Connect to identify improvements in efficiency.

Implementation of Strategic Budget Review recommendations has resulted in a more robust financial framework and improved fiscal control throughout the Directorate. A number of recommendations provide for a longer-term focus and have been incorporated into the Directorate's broader improvement program.

A3 HIGHLIGHTS

During 2010–11 TAMS managed one of the largest infrastructure capital works programs since self government and continued to deliver a significant portion of the **ACT Government's Capital Program**, with works totalling \$187 million.

The **transport programs** were designed to enhance traffic movement, improve safety and provide access to new housing estates. Projects included completing the multimillion-dollar Belconnen town centre improvements in partnership with Westfield, completing the duplication of Lanyon Drive (stage 2) from Sheppard Street to Tomsitt Drive and commencing stage 1 of road works for the Molonglo Valley development, including the construction of the arterial road John Gorton Drive.

Several projects were also undertaken to improve **sustainable transport** options. In November 2010 ACTION implemented a new network (Network 10), which included the continuation and extension of the popular REDEX service, renamed Red Rapid. Public transport in the ACT was enhanced with the successful implementation of the new MyWay smartcard ticketing system on ACTION buses.

The **environment** continued to be a key area of focus. Work progressed on the One Million Trees initiative, with over 6,250 trees and shrubs planted in streets, parks and along suburban roads during 2010–11. The Directorate also continued to work with the Commissioner for Sustainability and the Environment to improve processes for removing dead and hazardous trees. In response to strong grass-growing conditions as a result of above-average rainfall during spring and summer, over 56,000 hectares of public land was mown across the ACT, 75 per cent more than previous years. The Directorate also completed or commenced 95 per cent of its bushfire management plan during 2010–11.

A 12-month bulky waste collection trial was launched in April 2011. Under the trial, bulky waste collection is provided to households on a fee-for-service basis, with one free collection offered to eligible households and pensioners.

Another highlight for the year was the opening of the state-of-the-art new **Gungahlin Library**. This new community facility is now the largest public library in the ACT, holding over 70,000 books, magazines and DVDs.

In May 2011 the ACT Government opened the Gungahlin Library – the largest public library in the ACT



Several other new capital works projects and services were initiated or completed in 2010–11. Key achievements are summarised on pages 9–11.

bike>park>ride makes it even easier to combine cycling with bus travel



The Directorate also worked with the Australian Government on numerous projects in 2010–11 under the **Nation Building Program**, including:

- constructing a new skate park in Belconnen and upgrading the immediate surrounding public realm (stage 1)
- installing new picnic facilities and shade structures at John Knight Memorial Park and Western Foreshores District Park
- constructing two new bicycle cages and 31 bicycle parking rails as part of the bike>park>ride initiative
- installing new traffic signals at the intersection of Anzac Parade and Blamey Crescent as part of the Australian Government funded Black Spot Program to improve traffic safety.

AWARDS SNAPSHOT

TAMS proudly recognised its achievements throughout 2010–11.

- TAMS received a Bronze Award at the 2011 Australasian Reporting Awards for the Directorate's 2009–10 Annual Report
- Yarralumla Nursery received Best Government Nursery for New South Wales and the ACT at the Nursery and Garden Industry Association Awards for the second year in a row
- Neil Cooper and Doug Mitchell, Parks and Conservation, received the first clasp to the National Service Medal for 25 years of service
- Neil Cooper also received the Public Service Medal in the 2011 Australia Day Honours
- At the 2010 Canberra and Capital Region Tourism Awards:
 - Tidbinbilla Nature Reserve won the Eco Tourism Award
 - Floriade won the Major Festivals and Events Award – TAMS' involvement was pivotal to delivering this significant flower feature event
- The following TAMS employees received formal recognition at the Commissioner for Public Administration Awards:
 - Christine Morris, Canberra Connect, Government Business Improvement category
 - Janice Biggin, Libraries ACT, Valuing Emerging Leaders and High Performers category
 - Geoff Virtue, Governance, Valuing Emerging Leaders and High Performers category
 - Mulligans Flat Woodland Sanctuary team, Service Delivery to ACT Citizens category
- Adrian Brown, Aboriginal Liaison Officer, won the 2010 NAIDOC Caring for Country Award
- Libraries ACT shared the 2010 Australian Library and Information Association Library Stars Award for the MyLanguage website project in partnership with the Northern Territory Library and the State Libraries for New South Wales, Queensland, South Australia, Victoria and Western Australia
- Ratinder Dev, Libraries ACT, received a Chief Minister's Award for her work with the library service and community

- Anthony Polinelli, Director, Governance, received a 2010 ACT Public Service Executive Award in recognition of his leadership skills and commitment to customer service across the ACT Government and community.

2010–11 PRIORITIES AND ACHIEVEMENTS AT A GLANCE

Completed – started in 2010–11 or earlier and achieved in 2010–11

Underway – started in 2010–11 or earlier and due for completion in future financial years

Ongoing – continuous improvement, no set end date.

Table 1: TAMS priorities and achievements at a glance

2010–11 Initiative	Achievements
OUTPUT CLASS 1: MUNICIPAL SERVICES	
Information Services	
Establish the new Gungahlin Library	Completed
Implement the Australian Business Excellence Framework in libraries for continuous improvement	Underway
Replace the whole-of-government receipting and payment system	Underway
Develop a feasibility study for the Gungahlin Canberra Connect Shopfront	Completed
Implement an automated vehicle crash reporting form	Completed
Continue MyWay ticketing, payment and online services	Ongoing
Establish a new library website providing enhanced features and services	Completed
Review the Mobile Library Service	Completed
Plan for the National Year of Reading 2012	Underway
Transport Services	
Continue the ACT Government's roads capital works program	Ongoing
Install safety screens on high and medium risk bridges over roads with a speed limit greater than 60km/h	Ongoing
Continue cycling projects, including the completion of the walking and cycling infrastructure review	Completed
Develop a Transport for Canberra action plan	Completed
Improve signage and upkeep of Canberra's roads and cycle paths	Ongoing
Provide new bike and ride facilities as part of the bike>park>ride initiative	Ongoing
Install permanent variable message signs at Gungahlin Drive and Tuggeranong Parkway	Completed
Install the first point-to-point safety cameras on Hindmarsh Drive	Underway
Consult on the 40 km/h speed trial in town centres	Underway

2010–11 Initiative	Achievements
OUTPUT CLASS 1: MUNICIPAL SERVICES	
Waste and Recycling	
Reduce the amount of rubbish going to landfill by improving recycling at the Mitchell transfer station	Ongoing
Develop a new waste strategy with the Environment and Sustainable Development Directorate	Ongoing
Trial a bulky waste collection program	Underway
Develop a new dry commercial Materials Recovery Facility to recover at least 40,000 tonnes of waste each year	Ongoing

Land Management	
Improve Canberra's City Centre by introducing new paving, trees, lighting, street furniture and road resurfacing on Bunda Street in the City	Completed
Upgrade shopping centres in Ainslie and Lyons	Completed
Support government Directorates with the delivery of land supply targets for the ACT	Ongoing
Plan for the Canberra Centenary Trail	Underway
Support Greening Australia's tree planting activities in the Lower Cotter catchment for a five year period (2009–13)	Underway
Enhance environmental management of Mulligans Flat Woodland Sanctuary and Jerrabomberra Wetlands Nature Reserve including establishment of a Woodland and Wetlands Trust	Ongoing
Plant trees under the One Million Trees initiative	Underway

Environmental Regulation	
Build relationships with interstate counterparts and the RSPCA	Ongoing
Participate in national decision-making committees	Ongoing
Encourage retention of the urban forest	Ongoing

2010–11 Initiative	Achievements
OUTPUT CLASS 2: ENTERPRISE SERVICES	
Government Services	
Commission a new ironing line at Capital Linen Service to provide increased capacity and flexibility	Completed
Grow and provide plants for public and private sector programs and spaces, including approximately 6,000 trees and shrubs for Equinox Business Park in Deakin	Completed
Ensure 32.5 per cent of energy purchased by the ACT Government in 2010–11 for its properties is renewable energy	Completed
Refurbish the Albert Hall to sustain its heritage position as a pre-eminent example of early Canberra architecture	Ongoing

ACTION

OUTPUT CLASS 1: PUBLIC TRANSPORT	
Public Transport	
Improve ACTION's bus network to meet customers' travel needs	Ongoing
Implement improvements to ACTION buses, including capital investment and improvements to bus shelters and seats	Ongoing
Increase the number of people using ACTION buses	Ongoing
Provide more information on ACTION's services for customers	Ongoing
Deliver new buses as part of the 100 bus replacement program	Underway
Continue major maintenance works to current fleet	Ongoing
Introduce ACTION's new ticketing system (MyWay)	Completed
Continue workplace reform to improve productivity and efficiencies	Ongoing
Extend the REDEX service (renamed Red Rapid) to Fyshwick as part of Network 10	Completed

A4 OUTLOOK

Following the ACT Government's revised Administrative Arrangements, implemented in May 2011, the Directorate will continue to work towards aligning government functions to improve service delivery to the community.

The TAMS Statement of Intent 2011–12 reflects the Directorate's priorities for the coming year and is aligned to key Government priorities. The need to identify and pursue strategies that address both environmental and fiscal sustainability continues to be a key focus for the Directorate in light of the current economic environment and the ACT Government's commitment to balance its budget by 2013–14.

The 2011–12 ACT Budget outlined new infrastructure investment of more than \$885 million over four years. Over 25 per cent of this work will be managed by TAMS.

Strategies and operational priorities for 2011–12 include:

- continuing to deliver the Transport for Canberra program to improve public transport services and patronage, including infrastructure planning and development. Initiatives to be implemented include increasing bus services to Gungahlin, Belconnen, the Canberra Hospital and Fyshwick; expanding the Blue Rapid service; and progressing the real time passenger information project
- progressing capital works associated with the Transport for Canberra program, including the Majura Parkway project; increasing the number of bus stops and shelters that comply with current disability standards; constructing on-road and off-road cycle and community paths; undertaking a program of bridge strengthening works on commercial routes to upgrade their load bearing capacity for road safety; and installation of additional bridge safety screens

The Transport for Canberra program will continue to improve public transport in the ACT with increased bus services to Gungahlin, the inner north, the Canberra Hospital and Fyshwick



- progressing the replacement of buses to improve customer comfort and environment sustainability and meet disability accessibility targets
- further improvement in ACTION service productivity and reduction in costs
- expanding the management of the government's tree maintenance program, encompassing over 700,000 trees, by providing additional resources to care for young trees through watering and formative pruning; undertaking additional proactive maintenance of older trees; and enhancing the ACT's nationally significant Box-Gum woodlands

In 2011-12 TAMS will expand the tree maintenance program, encompassing over 700,000 trees



- increasing conservation efforts through a coordinated rabbit control program in high priority nature reserves and a program to control and remove invasive weeds, with a particular focus on waterways
- progressing improvements to recreational assets and enhancing opportunities for nature based activities by constructing a Centenary Trail, planning for the Molonglo Riverside Park and completing the Eastern Valley Way Inlet
- implementing recommendations made by the Commissioner for Sustainability and the Environment on the Urban Tree Renewal Program, including an improved community engagement process
- enhancing environmental management of Mulligans Flat Woodland Sanctuary and Jerrabomberra Wetlands Nature Reserve by establishing a Woodland and Wetlands Trust and developing a master plan for Jerrabomberra Wetlands Nature Reserve
- developing new breeding programs for Tasmanian Bettongs and Grassland Earless Dragons and continuing the Corroboree Frog breeding program at Tidbinbilla
- progressing waste reduction strategies by constructing a major commercial waste acceptance and recycling facility at the Hume Resource Recovery Estate and increasing street level recycling in the City Centre by installing additional recycling bins at high-visibility locations
- reducing the amount of rubbish going to landfill by exploring options for a new landfill facility and completing rehabilitation works of the old landfill cells at the West Belconnen and Mugga Lane Resource Management Centres
- progressing the planning process for a new southern cemetery and memorial park.

A5 MANAGEMENT DISCUSSION AND ANALYSIS

A6 FINANCIAL REPORT

A7 STATEMENT OF PERFORMANCE

A8 STRATEGIC INDICATORS

These sections have been included in Volume Two of this report.

A9 ANALYSIS OF AGENCY PERFORMANCE

PARKS AND CITY SERVICES

TAMS is responsible for the management of the majority of ACT parks, reserves, public open spaces and city places, including lakes and Canberra's urban trees. TAMS also manages Libraries ACT, biosecurity, the Domestic Animal Services (DAS) and other licensing and compliance services, including ranger services and permits for public land use.

PUBLIC CONSULTATION AND FEEDBACK

TAMS regularly seeks community feedback on how it manages parks and open spaces (including shopping precincts) in the ACT. The 2010–11 user survey again showed high satisfaction ratings. This includes:

- 96 per cent satisfaction with the management of town and district parks, up 5 per cent from 2009–10
- 100 per cent satisfaction with the management of Tidbinbilla, up 2 per cent from 2009–10
- 98 per cent satisfaction with the management of Namadgi National Park, up 1 per cent from 2009–10
- 77 per cent satisfaction with the management of street and park trees, up 1 per cent from 2009–10
- 82 per cent satisfaction with the management of the City, consistent with 2009–10.

Following public comment and with the involvement of the Tidbinbilla Board of Management, the Tidbinbilla revised draft plan of management was prepared. It was then referred to the Legislative Assembly Standing Committee on Planning, Public Works and Territory and Municipal Services in April 2011. The committee will conduct an inquiry into the plan, which will be completed in October 2011.

The plans of management for Namadgi National Park and Jerrabomberra Wetlands Nature Reserve were finalised, coming into effect in September and December 2010. A revised draft management plan for Googong Foreshores, which is expected to be finalised early in 2011–12, has been prepared following public comment.

URBAN TREES

In 2010–11 the Urban Forest Renewal Program was suspended while the Commissioner for Sustainability and the Environment (CSE) investigated the ACT Government's management of urban trees and the need for an enhanced program of urban tree renewal. The CSE's report made 12 recommendations which highlighted the need for improved maintenance of urban trees, including integrated programs of tree planting and removal; clear notification procedures when trees require maintenance works; and review of legislation, procedures and policies on tree management issues. The report was tabled in the ACT Legislative Assembly on 7 April 2011. A Government response is to be prepared by September 2011. During 2010–11 TAMS implemented a number of the CSE's recommendations in respect of community notification on tree removal and planting.

In 2010–11 TAMS undertook a Canberra-wide audit of street and park trees to better understand conditions and maintenance requirements. An additional tree maintenance team was established in Gungahlin to improve the life and safety of trees in the region. In the 2011–12 ACT Budget an additional \$1.150 million has been provided to improve tree care, strategic planning and tree planting and removal activities.

As part of the One Million Trees initiative, 6,250 trees and shrubs were planted in streets, parks and along suburban roads in 2010–11. Approximately 4,000 more trees were planted around Canberra's lakes and in streets and parks to replace trees that were removed due to poor condition, for safety reasons or to improve the amenity of the areas.

FUTURE DIRECTIONS

In 2011–12 TAMS will:

- implement agreed CSE recommendations
- implement programmed maintenance for urban trees where 65 per cent of the works are scheduled (currently maintenance work is reactive and only 15 per cent of the work is programmed)
- replant 1,000 sites where trees have been removed
- update design standards for urban infrastructure.

A new state-of-the-art \$4.2 million skate park was opened in Belconnen, a joint initiative of the Australian and ACT Governments



CITY SERVICES

Projects in 2010–11 included:

- constructing a new Belconnen Skate Park in the Eastern Valley Way Inlet as part of a jointly funded project by the Australian and ACT Governments
- improving picnic facilities at John Knight Memorial Park and Western Foreshores District Park as part of a jointly funded project by the Australian and ACT Governments
- completing the construction of eight community parks at former school sites; including Macarthur, Holt, Cook, Weston, Rivett, Mount Neighbour, Chifley and Village Creek
- completing the Lyons shopping centre upgrade: significant improvements were made including better pedestrian access; more parking, including additional disabled parking; and the introduction of seating, bins, a drinking fountain, bike racks and a new shade structure; and lighting and bollards to enhance public security and safety
- completing the Ainslie shopping centre upgrade: improvements were made to stormwater management, pedestrian access and parking arrangements; the public toilet facility was upgraded; new public artworks, public seating, bins, drinking fountains, bike racks, landscaping, tree planting and new shade structure; and lighting and bollards were introduced to enhance public security and safety
- replacing Glebe Park pavement to improve public access, safety and drainage
- completing the first phase of works in Tuggeranong Town Park, which included construction of the stage platform, access path, drainage, electrical works and surrounding landscaping
- progressing the first-stage upgrades of public parkland at Emu Inlet Precinct on the Ginninderra Lake shore, which includes extension of stormwater pipes; construction of a new curved lake wall to improve water circulation; more accessible recreational space; new paths, lights, irrigation, and bollards; and tree planting

- completing a major upgrade to Bunda Street in the City, which included new paving, trees, street lighting and furniture; and resurfacing of the roadway
- extending the Tuggeranong off-leash dog area to provide a small dog enclosure with drinking fountain, pathway and seating
- delivering and installing 24 directional, interpretive and heritage signs to parks and reserves across Canberra, including the Canberra Nara Peace Park entry sign
- improving Eddison Park with a new pedestrian bridge, bouldering wall and pathway connection
- renewing play spaces located at Fadden Pines District Park; Tiwi Place, Waramanga; Cockle Street, O'Connor; Withers Place, Weston; Jamison Centre, Macquarie; Rich Street, Higgins; and Jeffery Place, McKellar
- completing a comprehensive audit on all existing public play spaces in the ACT to determine an up-to-date prioritised list for renewal
- constructing new toilet facilities at Black Mountain Peninsula District Park and Weston Park
- tree planting on the Molonglo Corridor: 159 trees along Tuggeranong Parkway and 377 trees along William Hovell Drive
- planting screening shrubs on arterial road verges along Hindmarsh Drive, Kingsford Smith Drive and Southern Cross Drive to discourage unapproved graffiti
- removing weeds and restoration of sites at Lake Burley Griffin and the Molonglo River in line with the ACT weed strategy
- planting for the 2011 Floriade event
- refurbishing Lake Burley Griffin foreshores near Sullivan's Creek and Westbourne Woods
- mowing more than 56,000 hectares of public open spaces, which is 75 per cent more than previous years.

Over one million bulbs were planted in preparation for Floriade 2011



FUTURE DIRECTIONS

In 2011–12 TAMS will:

- complete the Weston Park Conservation Management Plan
- upgrade the public realm surrounding the Scullin shops to improve access and safety
- undertake phase 2 construction of the Tuggeranong Town Park performance stage as part of a project jointly funded by the Australian and ACT Governments to build the superstructure and backdrop for the stage
- complete the Australian and ACT Governments jointly funded project to construct new visitor facilities and upgrade lighting and services infrastructure in Commonwealth Park
- complete upgrade works in Gillespie Park, Oaks Estate, including installation of a shade structure, picnic settings and barbeque, new paths, and fencing; general landscaping; and renewal of the play space
- establish plans to reduce water demand of parks and urban open space.

PARKS AND CONSERVATION

Projects in 2010–11 included:

- commencing construction of the Gibraltar Trail, which will create a greater diversity of day walking opportunities in the Tidbinbilla Nature Reserve
- landscape upgrades, including rehabilitation of the track on Casuarina Trail Mount Majura and Mugga Way to Summit Trail Red Hill; upgrade of Bonython underpass; improvements to Eddison Park stormwater and softfall upgrades; construction of Tidbinbilla Flints picnic area shelter and barbeque; installation of a new shade sail at Tidbinbilla Nature Reserve Sheedy's playground; construction of the Oaks Estate community notice board; and upgrades to Woods Reserve campground
- planting over 2,000 trees, shrubs and native wild flowers on Mount Painter Nature Reserve as part of a revegetation program
- a rabbit and fox control program at East and West Jerrabomberra Grasslands and rabbit control programs at Jerrabomberra Wetlands and Mount Painter Nature Reserve
- weed control focusing on St Johns Wort, Patterson's Curse and woody weeds, including willows
- seed collection, plant production and planting of 5,500 Drooping She-oak trees within nature reserves to create Glossy Black Cockatoo habitat
- releasing six Southern Brush-tailed Rock Wallabies, captive bred at Tidbinbilla, into the wild in Victoria as part of a national breeding program
- the first successful translocation phase of Tasmanian Bettongs to Tidbinbilla to commence the critical captive breeding program
- research and logistical planning for the reintroduction of the Tasmanian Bettong into the Mulligans Flat Woodland Sanctuary
- completing feral horse, wild dog and pig control programs in Namadgi National Park

Due to above average rainfall there was a 75 per cent increase in the amount of grass mown in 2010–11



- recommencing commercial harvesting operations in Kowen Pine Forest
- programming key tasks under the Bushfire Operations Plan (BOP), including removing fuel from 554 hectares of land; 7,562 hectares of slashing; 7,441 hectares of grazing; maintenance and upgrade of 384 kilometres of fire trails; and a further 343 kilometres of storm damage repairs to fire trails
- programming 4,217 hectares of prescribed burning identified in the BOP
- providing information and assistance to the 2003 Canberra bushfires civil litigation case
- in partnership with the Environment and Sustainable Development Directorate:
 - continuing the successful breeding of Northern Corroboree Frogs at Tidbinbilla in which another 500 eggs were produced by the captive population, noting that the numbers of frogs in Namadgi National Park remain at critically low levels

- monitoring the Grassland Earless Dragon in grassland nature reserves and on Commonwealth land and the establishment of a research agreement with the University of Canberra to investigate further the causes of population decline and potential for captive breeding of the species
- monitoring population densities of kangaroos in Canberra Nature Park reserves and undertaking a conservation cull of Eastern Grey Kangaroos to protect grassland and woodland habitat within Canberra Nature Park.

FUTURE DIRECTIONS

In 2011–12 TAMS will:

- develop the Molonglo Riverside Park to improve the ecological condition and provide recreational opportunities for the residents of nearby Molonglo. Work will commence during 2011 on detailed planning of the Coombs interface, plus the removal of woody weeds along a 5.5 kilometre section of the river from Scrivener Dam
- progress the Centenary Trail project and conduct extensive stakeholder consultation with land, park and recreation groups to ensure the trail avoids any negative impact on areas of high conservation/environmental value
- establish a Woodland and Wetlands Trust to deliver enhanced environmental management for Mulligans Flat Woodland Sanctuary and Jerrabomberra Wetlands Nature Reserve
- deliver a master plan for Jerrabomberra Wetlands Nature Reserve outlining options for environmental improvement and enhancement of recreational opportunity
- develop new tourism programs at Tidbinbilla
- respond to the Commissioner for Sustainability and the Environment's reviews of management of Canberra Nature Park and urban tree management
- expand the BOP in line with the Strategic Bushfire Management Plan Version 2
- undertake forward design and environmental weed control works in preparation for construction of sustainable park and reserves in the Molonglo River corridor adjacent to the future development areas of Molonglo
- utilise \$1.5 million for willow tree removal and restoration works in ACT's waterways and surrounds
- apply an additional \$500,000 in environmental weed control in nature reserves
- undertake critical follow-up rabbit control in areas that were successfully treated in 2008–09 and 2009–10, as well as new works to be commenced in priority areas, including Mount Ainslie–Mount Majura, Pinnacle Nature Reserve–Mount Painter, Jerrabomberra Wetlands, Mount Pleasant, Red Hill, Tidbinbilla Nature Reserve, Gungahlin Grasslands, Callum Brae–Jerrabomberra Grasslands, and Boboyan–Gudgenby Valleys
- deliver on-ground restoration and regeneration works in the ACT's nationally significant Box Gum woodlands.

LICENSING AND COMPLIANCE

The DAS shelter complies with the *Domestic Animals Act 2000*. Other licensing and compliance services include city ranger services, biosecurity planning and coordination, animal welfare, use of public land approvals, administration of licensing under the *Nature Conservation Act 1980* and tree protection according to the *Tree Protection Act 2005*.

Highlights for 2010–11 included:

- finding homes for 92.6 per cent of the 1,397 suitable dogs that came through the DAS facility at Mugga Lane, making it one of the most successful dog shelters in Australia
- implementing mandatory micro chipping of dogs and cats to allow for the re-homing of lost or stray animals
- providing three free micro chipping sessions at the Mugga Lane facility in the lead-up to the mandatory requirements
- conducting joint compliance activities with the Australian Federal Police designed to reinforce responsible pet ownership
- participating in national committees and advising on a number of biosecurity incidents and cooperative arrangements across Australia, which included issues such as the management of Red Imported Fire Ants in south-east Queensland, the detection of Asian HoneyBees in far north Queensland, the detection of the plant disease Myrtle Rust in eastern Australia and the attempt to eradicate European House Borers from Western Australia
- processing more than 1,857 individual applications for tree-damaging activity pursuant to the *Tree Protection Act 2005*
- examining the implications to trees of 406 development applications

Over 92 per cent of dogs available at the Mugga Lane shelter are re-homed. This is among the highest re-homing rates in the country



- issuing 362 new licenses for native flora and fauna activities under the *Nature Conservation Act 1980* and ten licences under the *Fisheries Act 2000*
- following the implementation of the *Litter (Shopping Trolley) Amendment Act 2010*, City Rangers continued working with supermarkets and other retailers to address the issue of discarded shopping trolleys in urban open spaces
- responding to calls for greater activity on the Significant Tree Register by providing a dedicated tree protection officer to examine and assist with the registration process. As a result, 57 individual trees and 11 groups of trees are currently provisionally registered, whilst 42 individual trees and seven groups of trees are currently fully registered
- attending to more than 1,456 reports of abandoned vehicles and responding to 284 reports of syringes found in public places, resulting in the collection of more than 4,303 discarded and used syringes.

FUTURE DIRECTIONS

In 2011–12 TAMS will continue to:

- enhance the effectiveness of ranger services through the implementation of new technology based systems
- work closely with the RSPCA ACT to develop a closer working relationship designed to enhance animal welfare outcomes in the ACT
- address the issue of discarded shopping trolleys throughout Canberra.

LIBRARIES ACT

Libraries ACT (formally ACT Library and Information Services) is made up of nine public libraries, two mobile libraries, the home library service and the ACT Heritage Library (ACTHL). In 2010-11 Libraries ACT membership was 58 per cent of the Canberra population.

Libraries ACT continues to build a new model of library services, increasingly focusing attention on literacy and lifelong learning made possible through books, electronic resources and programs.

There was a 10 per cent increase in loans in 2010–11 compared to the previous year – evidence that the ACT Government's investment in the library collection is being realised. The use of online library resources is also growing.

Libraries ACT offered a wide range of programs in 2010–11 on topics such as health and wellness, writing, parenting, art, poetry and literature as well as an early literacy program called Giggle and Wiggle for babies.

In early 2011 Libraries ACT launched its new website, which is designed to make full use of social media sites. It contains prominent links to the library's blog, Twitter account, YouTube account and Flickr photo-sharing site. The website also has an events calendar and an electronic newsletter.

In May 2011 the new Gungahlin Library opened. The library is a centre for lifelong learning and offers a range of programs and experiences for the community. The library is colocated with the new secondary college and the Canberra Institute of Technology Gungahlin Flexible Learning Centre.

The ACTHL continues to implement the recommendations of the 2009–10 digital preservation audit.

This year the ACTHL has added 14 archival collections to its holdings including:

- personal papers of Robert Boden – forester, Director of the Australian National Botanic Gardens and eucalypt expert
- archives of Canberra's first bush regeneration group the ACT Red Hill Bush Regenerators
- bushfire photographer Jeff Cutting's photographic record and field journal of the 2003 Canberra bushfires
- records of Wrap Up Canberra – a group formed to organise hand-knitted rugs for the 2003 Canberra bushfire victims.

The ACTHL was one of two state/territory libraries trialling improvements to archival collection search ability in the National Library of Australia's Trove Discovery Service. The trial has now been taken up by all other state and territory libraries and many national institutions.

FUTURE DIRECTIONS

2012 is Australia's National Year of Reading. Libraries ACT will address the issues of poor literacy across the ACT and promote reading as a skill to be regularly enjoyed. Libraries ACT will lead a group of people from across Canberra to deliver projects to improve literacy and celebrate reading locally.

Libraries ACT recognise electronic books and the digital download of media files is increasingly popular as this technology improves. In 2011–12 Libraries ACT will continue to implement innovative new digital download services.

The capture and management of electronic information, such as websites, is a challenge for the ACTHL. In 2011–12 the ACTHL will consider recommendations from the Digital Collection Management and Preservation report of September 2010.

In 2011–12 Libraries ACT plans to expand its partnerships with other ACT Government Directorates by encouraging the use of libraries as meeting places for community engagement, education and information sharing.

An early language development program for babies and toddlers—Giggle and Wiggle was introduced in May 2011



ROADS AND PUBLIC TRANSPORT

TAMS administers many aspects of transport in the ACT, including public transport services (ACTION) and infrastructure management (roads, bridges and stormwater).

As a result of the ACT Public Sector (Hawke) Review, transport regulation and road safety functions were transferred from TAMS to the Justice and Community Safety Directorate and transport planning functions were transferred from TAMS to the Environment and Sustainable Development Directorate on 17 May 2011.

ACTION

ACTION runs regular bus services and dedicated school services in Canberra suburbs. It operates a special needs transport service for clients of the Education and Training Directorate as well as charter services for schools, sporting bodies and other organisations hosting events and festivals in the ACT. ACTION's objective is to deliver safe, reliable, accessible and responsive public transport in the ACT.

In August 2010 ACTION received an Auditor-General's report on Canberra's bus services. The report's 12 recommendations identified areas for improvement, primarily related to compliance, safety and governance. ACTION has worked throughout the remainder of 2010–11 to implement the recommendations within operational and budgetary constraints.

During 2010–11 ACTION continued enterprise bargaining agreement negotiations with the Transport Workers Union and the Australian Manufacturing Workers Union with a view to achieving greater efficiency and flexibility.

In 2010–11 ACTION received \$6.143 million over four years as part of the Transport for Canberra program to deliver additional bus services. This funding assisted ACTION in implementing a new network (Network 10) on 15 November 2010. The new network continues and extends the popular REDEX service, renamed Red Rapid. This service travels every 15 minutes from 7am to 7pm weekdays from Gungahlin through the City, Barton and Kingston to Fyshwick. With the introduction of this new network, the following improvements were also made:

- Westfield and Belconnen bus station was opened, providing direct and convenient access to the Belconnen community precinct and the Westfield shopping centre
- new weekday routes were introduced for Franklin and West Macgregor
- additional trips were made to meet increased demand
- improved alignment of routes allowed for 15-minute departures from Kippax to Belconnen
- wheelchair accessible buses were in greater use
- a ten minute driver comfort break was introduced on shifts of over three hours
- integration of minor network changes identified throughout the life of the previous network.

The rapid growth in services associated with Transport for Canberra posed challenges for ACTION during 2010–11. Meeting service delivery targets, particularly at the start of the new school year in 2011, tested all aspects of operations. A rolling recruitment program helped to ease the pressure and service delivery results returned to target late in 2010–11. ACTION's service delivery statistics for 2010–11 are detailed in the table over the page. The table identifies the percentage of scheduled services delivered over the financial year.

Table 2: ACTION service delivery outcomes

Month	Jul-10	Aug-10	Sep-10	Oct-10	Nov-10	Dec-10	Jan-11	Feb-11	Mar-11	Apr-11	May-11	Jun-11
Service Delivery	99.6%	99.3%	99.4%	99.1%	99.0%	99.3%	99.2%	98.4%	98.8%	99.3%	99.1%	99.3%

Throughout the year ACTION delivered \$1.116 million in improvements to safety, including the upgrade of approximately 60 driver seats; the rebuild of nine engines, six transmissions and 27 differentials as part of the major unit rebuild program; continued upgrades to closed circuit television (CCTV); a replacement radio system study and pilot; and the installation of an exhaust system to the bus sheds at Belconnen depot to improve air quality.

ACTION and the ACT Government continued their focus on asset management and safety with investments of \$1.565 million over two years. In 2010–11, \$0.670 million of this was used to retro-fit park-brake alarm devices to 393 buses; replace 40 driver seats; replace bus wash facilities at Tuggeranong to improve water efficiency; and commission a review of depots to establish a robust management plan for these major assets into the future. The remainder of this funding will be used in 2011–12 to continue driver seat replacements and further improve water efficiency and fleet cleanliness by replacing the ageing bus wash facility at the Belconnen depot.

On 16 August 2010 ACTION began communications from ACT Policing's Winchester CCTV Monitoring Centre, marking a successful relocation of the function and team from the Belconnen depot.

The new \$8 million MyWay smartcard ticketing system was successfully implemented on 11 April 2011. This system will improve boarding times, deliver greater flexibility for patrons and give ACTION the ability to better monitor passenger trends and adjust services accordingly.

MyWay cards are the new and convenient way to travel on ACTION buses



As at 30 June 2011 ACTION had 458 buses in service, including 200 wheelchair accessible buses and 155 Euro 3 or better emissions buses. During 2010–11 ACTION continued its 100 bus replacement program for which the ACT Government has provided \$49.5 million. As at 30 June 2011, 40 buses had been purchased as part of this program, including 32 MANs and eight Euro 5 Scania steer tag buses. ACTION is aiming to achieve the Commonwealth *Disability Discrimination Act 1992* requirement that 55 per cent of the fleet be accessible by December 2012.

FUTURE DIRECTIONS

In 2011–12 ACTION will continue to assist with the design and delivery of the next network associated with Transport for Canberra, for which it received \$10.339 million over four years. This new network will deliver a more accessible public transport network for the Canberra community and contribute to the achievement of targets to increase public transport patronage and to reduce transport emissions. Improvements are planned for Rapid services, Gungahlin and Fyshwick services and bus services in and around the Canberra Hospital.

The business will continue its focus on improving infrastructure through the following ACT Government investments:

- \$4.508 million to replace the ageing radio communication system on ACTION buses, including the vehicle tracking and duress system, with a new radio system using digital technology to facilitate growth in the bus network
- \$3.666 million to recommission Woden bus depot as a functioning satellite depot to facilitate growth in the network and ease congestion at the Belconnen and Tuggeranong depots
- \$4.383 million to bring fuelling facilities at Belconnen and Tuggeranong bus depots up to Australian Standards in line with environmental management plans that have been developed in consultation with the Environmental Protection Authority.

ACTION will continue with existing capital works programs that will see the bus wash, bike rack and driver seat replacement programs completed in 2011–12.

In 2011–12 the 100 bus replacement program will conclude, with the final ten wheelchair accessible Euro 5 standard buses due to be delivered. However, bus replacement is set to continue: a further \$26 million has been identified for bus replacement in the forward years commencing in 2011–12. This is expected to deliver a further 35 replacement buses commencing 2012–13 to go some way to address ACTION's ageing bus fleet and to assist in progressing ACTION's legislated accessibility and environmental targets.

The ACT Government will invest a further \$9.007 million over four years commencing in 2011–12 to enable ACTION to meet the costs of its existing network services. The focus will remain on continuing to improve service delivery, frequency and connectivity.

PUBLIC TRANSPORT SYSTEMS

Public Transport Systems is responsible for the implementation and management of transport and passenger service systems, including the MyWay smartcard ticketing and real time information systems.

FUTURE DIRECTIONS

In 2011–12 TAMS will focus on:

- implementing a Real Time Passenger Information System over the next two years
- introducing a journey planner in association with Google that will give the community access to a trip planner for use with ACTION bus services

- including cycle path information for use with the journey planner
- releasing bus stop data via www.data.gov.au, enabling development of mobile applications for use with the ACTION bus network
- improving access to discounted bus travel by updating MyWay payment options to include credit card payments for auto load (direct debit) transactions
- expanding the use of an ACTION reporting system to include MyWay data, enabling better planning of the bus network
- exploring options to expand the use of the MyWay smartcard that may include payment of parking fees, access to bike sheds and interfacing with special needs taxi services.

ROADS ACT

Roads ACT manages the construction, operation and maintenance of roads and associated infrastructure such as bridges, community paths, driveways, street signs, line marking, traffic signals, street lighting and stormwater.

NATION BUILDING PROGRAM

During 2010–11 Roads ACT carried out work funded under the Australian Government's Black Spot Program. The Australian Government provided \$966,000 in 2010–11 to the ACT Government as part of the ongoing funding for the Black Spot Nation Building Program package.

Roads ACT used the funding to install traffic lights at the intersection of Anzac Parade and Blamey Crescent to improve traffic safety.

Several other intersections across Canberra were upgraded under the Black Spot Program, including Athllon Drive–Drakeford Drive–Isabella Drive; Ginninderra Drive–Tillyard Drive; Belconnen Way–Springvale Drive; and Mugga Lane–Long Gully Road. The works at these locations ranged from improvements to signage, line marking to surface upgrades, street lighting infrastructure improvements, intersection realignments and traffic light improvements.

Tharwa Bridge reopened to traffic in June 2011 as the \$26 million restoration of the ACT's oldest standing bridge was completed



CAPITAL WORKS

During 2010–11 Roads ACT managed one of the largest road infrastructure capital works programs since self-government. This program was designed to reduce road congestion, improve safety and provide more housing options for Canberrans. Highlights included:

- continuing the Gungahlin Drive extension stage 2 works to complete the duplication from Barton Highway to Glenloch Interchange; this included the construction of nine major bridges and a number of overpasses
- completing Lanyon Drive duplication stage 2 works from Sheppard Street to Tomsitt Drive
- completing stage 2 of the Tharwa Bridge upgrade to strengthen its foundations and commencing stage 3 to replace bridge decking and timber trusses
- starting stage 1 of road works for the Molonglo Valley development, including constructing John Gorton Drive and the North Weston Pond and pedestrian bridge

- completing the Flemington Road duplication from Wells Station Drive to Hibberson Street at the gateway to the Gungahlin town centre
- completing the Belconnen town centre improvements in partnership with Westfield; this included demolishing the old Belconnen bus interchange, extending Cohen Street through to Emu Bank and constructing a new pedestrian bridge providing access from the Churches Centre to Westfield Belconnen
- completing the construction of the Flemington Road and Barry Drive bus lanes
- continuing the Fyshwick stormwater works
- commencing the construction of the Monaro Highway duplication from Canberra Avenue to Newcastle Street
- commencing the construction of roads associated with the land release program in Canberra's north, including the Jacka–Bonner Distributor and Mulligans Flat Road and completing the construction of the Forde access road and the Braybrooke Street extension
- construction of intersections associated with the Lawson estate development including the Ginninderra Drive–Alawoona Street intersection (completed); Baldwin Drive–Maribyrnong Avenue intersection (nearing completion); the Aikman Drive–Ginninderra Drive intersection (recently commenced); and associated signalisation of the Aikman Drive–Joy Cummings Place intersection
- commencing the construction of the Kings Highway upgrade
- progressing the design of the Cotter Road upgrade, the Phillip Avenue–Majura Avenue and Barry Drive–Clunies Ross Street intersection upgrades and the Namadgi School pedestrian bridge
- progressing public transport infrastructure projects including those associated with initiatives aimed at encouraging public transport patronage such as park and ride and bike and ride, and the installation of bus shelters
- continuing the bridge-strengthening program and the installation of bridge safety screens.

Work on the multi million dollar Belconnen town centre upgrade was completed in November 2010, including: the extension of Cohen Street; new bus stations; and a pedestrian bridge



The 2010–11 ACT Budget included additional funding for walking and cycling infrastructure as part of the Transport for Canberra program. Projects implemented included:

Thirty seven recreation signs have been installed around the west-basin of Lake Burley Griffin to promote walking and cycling



- directional signage, seats and drinking fountains around Lake Burley Griffin, Lake Ginninderra, Lake Tuggeranong and Yerrabi Pond
- a link through Mouat Street–Ginninderra Drive–Riggall Place–Ellenborough Street intersection to the existing path on the northern side of Ellenborough Street as part of the Lyneham Sporting Precinct project upgrade of Riggall Place
- new signs on main community paths from the City to Belconnen, including around Lake Ginninderra
- off-road community paths along Aikman Drive connecting Joy Cummings Place to Ginninderra Drive, completing the circuit around Lake Ginninderra
- commencing the installation of community path lighting on key trunk routes into the City and around Lake Ginninderra.

MAINTENANCE

Roads ACT undertook a broad range of maintenance during 2010–11, including assessment of the condition of local streets and main roads, unsealed roads, community paths, bridges, streetlights, road barriers and dams. Using this information, it identified defects and set work priorities.

In November 2010 an updated asset management plan outlining how road assets will be managed and maintained for the period 2010–13 was produced.

New technical innovations were also introduced in 2010–11 which included the use of a water-based, environmentally-friendly road resealing product. This product is safer for users and the public and the ACT leads the country in the use of this technology. Roads ACT also introduced the use of foamed bitumen stabilisation, which enabled existing gravels on London Circuit to be reused.

Table 3: Roads ACT maintenance

Maintenance works	2009–10	2010–11
Road sweeping	18,252 kilometres	16,482 kilometres
Footpath maintenance	19,537 square metres	21,925 square metres
Sign maintenance/replacement	5,037 signs	4,886 signs
Incident/accident response	937 incidents	1,336 incidents
Temporary/permanent patch repairs	39,486 square metres	48,705 square metres
Road resurfacing	699,837 square metres	702,450 square metres

FUTURE DIRECTIONS

In 2011–12 Roads ACT will continue to focus on its four key priority areas:

- maintaining and developing a capable workforce – with an ageing workforce that has a high proportion of professional and technical staff, maintaining the right mix of people with the necessary skills and experience to advise government and manage the delivery of services to the community continues to be a key priority
- continuing to operate the public road system through the management of the traffic light systems, traffic and public transport management programs and the gradual adoption of intelligent transport systems such as permanent variable message signs
- developing and delivering a road maintenance program in a systematic way, making the most effective use of funds. Roads ACT will continue to refine its asset management plan and service levels for the range of services it provides
- developing and delivering a large capital works program, including the Transport for Canberra programs, Constitution Avenue and Majura Parkway projects. These projects include a significant funding contribution from the Australian Government.

BUSINESS ENTERPRISES

TAMS oversees the management of many government-owned services, including ACT NOWaste, Capital Linen Service (CLS), ACT Public Cemeteries Authority, Yarralumla Nursery and ACT Property Group (ACTPG).

As a result of the ACT Public Sector (Hawke) Review, Sport and Recreation, Exhibition Park in Canberra (EPIC) and Territory Venues and Events (which incorporates Manuka Oval, Stromlo Forest Park and Canberra Stadium) were transferred to the Economic Development Directorate and ACTPG was moved into TAMS, on 17 May 2011.

ACT NOWASTE

ACT NOWaste manages the domestic rubbish and recycling collections for over 137,000 Canberra households. It manages three resource management centres, including Canberra's domestic Materials Recovery Facility and landfill at Mugga Lane and four regional recycling centres that contain waste and recycling drop-off facilities. It supports the recycling sector and helps Canberrans recycle more effectively through its industry support programs, collection and analysis of data about waste and recycling, education and promotional activities and the development of new recycling initiatives and facilities.

Resource recovery activities by the ACT Government and private sector delivered excellent results in 2010–11. 807,000 tonnes of material were recovered and 268,000 tonnes sent to landfill, with the overall recovery of 75 per cent of all waste generated, up from 72 per cent the previous year. Both resource recovery and overall waste generation were significantly higher than predicted. One contributing factor was the increase in garden waste generation and recycling, with the recovery of over 280,000 tonnes of garden waste reported, 50 per cent higher than last year.

A 12 month bulky waste collection trial was launched in April 2011



Overall waste generation is increasing. According to the Environment Protection and Heritage Council's National Waste Report 2010, the ACT is one of the highest generators of waste per capita in Australia, second only to Western Australia. Over the last ten years, total waste generation in the ACT has grown at over 5 per cent per annum on average, outstripping population growth. Increasing waste generation leads to increases in both resource recovery and waste to landfill.

This year's figures represent part of that trend. The resource recovery targets set in the ACT Sustainable Waste Strategy 2010–2025 were for 80 per cent recovery by 2015, 85 per cent recovery by 2020 and 90 per cent recovery by 2025. Resource recovery will need to be expanded to offset city growth and increasing waste generation.

ACT NOWaste provides information and education aimed at increasing recycling and ensuring services and facilities are used correctly. In 2010–11, ACT NOWaste upgraded its information page on the TAMS website (which received 12 per cent of all TAMS hits over the year with over 234,000 page views), delivered presentations and tours to over 8,000 visitors and provided around 1,000 email responses to waste and recycling queries. Data from the Materials Recovery Facility that processes our kerbside recycling indicates that education has been effective. Results for 2010–11 show a recycling rate of 92 per cent of all material collected, with over 50,000 tonnes of material despatched for recycling. The education strategy is being revised in line with recent strategic work to further improve these results. Overall community satisfaction with waste and recycling services remained high in 2010–11 at 92 per cent.

Programs to make better use of landfill space at the Mugga Lane Resource Management Centre (MLRMC) were implemented through the 2010-11 capital works program. One of these programs involved using a heavier compactor so that more waste can be buried in the remaining space and the other involved a more efficient use of existing landfill areas to create more space. The capital works program also completed several technical, feasibility and design reports examining future landfill options for the coming decades as well as two strategic master plans for the resource management centres at Mugga Lane and West Belconnen. Major remediation and closure works were conducted at the West Belconnen Resource Management Centre (WBRMC): old sullage ponds and the old borrow pit area were remediated and old landfill cells were capped and closed to ensure this facility meets best practice and environmental standards.

Waste disposal and resource recovery facilities were also improved by the installation of a hazardous waste facility at the MLRMC for the appropriate disposal of paints, aerosols and household chemicals and the improvement of leachate and grey water systems; and the construction of an enlarged and improved resource recovery building at the Mitchell Resource Management Centre.

The 12-month Bulky Waste Collection Service trial was launched in April 2011. The service provided bulky waste collections to households on a fee-for-service basis, with one free collection for eligible households. As of 30 June 2011, 413 free collections were provided under the trial. The ACT Government will review the results of this trial when considering whether to offer the service on a permanent basis.

Highlights in 2010–11 included:

- the call for tenders to establish a dry commercial waste processing facility at the Hume Resource Recovery Estate, which is expected to divert over 40,000 tonnes per annum of commercial waste from landfill
- establishing land farming operations in the WBRMC to remediate material from old service station sites around Canberra, freeing up those sites for future development
- seeking tenders to establish new contract arrangements at the Mitchell Transfer Station site for reuse services and resource recovery, with new arrangements to commence in 2011

- continued methane capture at Canberra's active landfill at Mugga Lane and Canberra's former landfill at West Belconnen: over 28,000 mega watt hours of methane was captured and converted into electricity in 2010–11
- holding two industry forums during 2010–11, with a total of 25 organisations attending
- developing the ACT Resource Recovery Industry Overview, Barriers & Opportunities May 2011 report, which will help overcome industry barriers to greater recycling and identify new opportunities
- participating in working groups providing advice on national waste and recycling measures, including the National Television and Computer Product Stewardship Scheme, national waste and recycling data and national recycling policy for construction and demolition waste
- upgrading the weighbridge system to improve administrative efficiency and deliver better customer service
- collecting \$18.4 million in Territory revenue and \$8.6 million in Directorate revenue
- continuing to administer over 400 customer accounts.

FUTURE DIRECTIONS

Major projects in 2011–12 will include:

- establishing the dry commercial waste processing facility
- conducting a review of waste disposal fees and charges to support the resource recovery industry
- working on the award of new contracts for the collection and processing of domestic waste and recycling to ensure seamless service delivery following contract expiry in 2013
- helping to plan and implement the ACT Sustainable Waste Strategy 2010–2025
- continuing work to extend and expand the Mugga Lane landfill.

The 2011–12 ACT Budget also contained several capital works initiatives and upgrades for implementation by ACT NOWaste, including building new workshop spaces for resource recovery businesses at the Hume Resource Recovery Estate, establishing composting for street sweepings and continuing remediation at Mugga Lane and West Belconnen facilities.

CAPITAL LINEN SERVICE

CLS provides and launders linen for a wide range of clients in the ACT. It delivers over 5,100 tonnes of linen to its customers, which include public and private hospitals, health and aged care providers, hotels, restaurants, major tourist attractions, educational institutions and emergency services.

Customer feedback indicates continued high levels of customer satisfaction, with complaints down significantly on last year. This reflects improvements in CLS's quality processes, delivering a 99 per cent order completion rate at the Canberra Hospital.

In 2010–11 CLS worked closely with its health customers to trial a new gown fabric to improve presentation and comfort, introduced a new fitted sheet into aged care and hospitals as an occupational health and safety measure, worked with BreastScreen ACT to design a new gown and provided new bed linen, curtains and screens for a major refurbishment at a private hospital. CLS introduced new table linen for Gandel Hall at the National Gallery of Australia, which opened for functions in 2010.

CLS achieved AS/NZS ISO 9001:2008 recertification for its quality management system and achieved a 100 per cent result for its annual health compliance audit.

A key focus for 2010–11 was on staff performance management and developing a culture of respect, equity and diversity. A staff charter was developed in consultation with all employees and a baseline survey undertaken. Further consultation was held to identify ways of improving CLS's performance and culture.

CLS is committed to providing a safe and healthy workplace. The number of lost staff time incidents was significantly below last year's and there were no new workers compensation claims. In 2010–11 CLS continued to develop its safety system and implemented a number of initiatives, including the installation of a new gas detection system in the laundry.

In April 2011, CLS donated a shipping container of surplus health linen to hospitals in Sierra Leone. Staff also contributed to the Marymead and Barnados 2010 Christmas Appeals.

A new ironing line was commissioned in June 2011. The new line will improve the laundry's capacity to meet increased demand from both the accommodation and health sectors. CLS continued to invest in new linen stocks to replace obsolete and lost stock. As global demand and cost of cotton increased, CLS sourced domestically manufactured products that provide better value for money than imported items.

FUTURE DIRECTIONS

Under its Capital Asset Development Plan, the Government continues to invest in new and expanded public hospitals and health services to provide modern and high-quality health care to the community now and into the future. As an essential supplier to the public health system, CLS will continue to build its capacity to meet growing demand for its linen services.

CLS will also continue to explore new business development opportunities to build revenue, and finalise development of a new staff competency and training framework.

In April 2011 Capital Linen Service donated a shipping container of surplus health linen to hospitals in Sierra Leone



ACT PUBLIC CEMETERIES AUTHORITY

The ACT Public Cemeteries Authority manages Woden, Gungahlin and Hall cemeteries. It is a financially separate business unit of TAMS. The Directorate supports the Chief Executive Officer of the ACT Public Cemeteries Authority and the Minister for Territory and Municipal Services as part of the *Cemeteries and Crematoria Act 2003* and a memorandum of understanding exists between the Directorate and the Authority.

The ACT Government announced in May 2011 that land would be set aside for the new southern cemetery and \$0.727 million was made available in the 2011–12 ACT Budget for the planning process.

The ACT Public Cemeteries Authority produces its own annual report, which is available at www.canberracemeteries.com.au

YARRALUMLA NURSERY

The Yarralumla Nursery is an ACT Government owned commercial wholesale and retail plant nursery. It is the largest wholesale nursery in the southern tablelands and sells high-quality, competitively priced plants to the landscape, wholesale and retail industries, landcare groups, the public and state and local governments.

The nursery propagates and grows cold climate plants, including local, rare and endangered species, from its own plant stock and seed bank.

As well as selling plants, the nursery's retail outlet manages the ACT Government's Plant Issue and Own Place for Franklin schemes and gives horticultural advice to the general public. It is a training institution for apprentices including school-based apprenticeships, work experience and adult education in horticulture. The nursery has a longstanding involvement with the ACT community and takes part in programs such as special needs education, Work for the Dole, return-to-work rehabilitation and volunteering.

The Yarralumla Nursery is the largest wholesale nursery in the southern tablelands



In 2010–11, Master Builders Group Training apprentice carpenters commenced work on a second historic glasshouse. Further work will be assessed following completion of the second glasshouse.

The nursery continued its deciduous tree propagation program, introducing a pot-in-field growing system that produces trees that use less water and labour and are resistant to variable climates. Stage 1 planting comprises 1,000 plants. Stage 2 will be assessed following the completion of stage 1.

The Nursery Water Use Master Plan continues to achieve positive environmental outcomes. In 2010–11 the nursery:

- upgraded irrigation to improve watering, decrease evaporation and reduce water wastage
- developed new methods of direct striking cuttings that reduce labour, improve the number of cuttings that take root and shorten the turnaround time
- used a new lower price super tube container that reduces production costs and is very popular with customers.

Landscaping of the gardens in the historic Hobday's Cottage was completed in September 2010. These works improve visitors' experience and educate the public on the history of Canberra's original early plantings.

The Plant Issue Scheme, first introduced in 1930 to preserve the garden city concept of Walter Burley Griffin, provides owners of new residential land in the ACT with free plants to help establish the new suburbs. The nursery issued a large variety of plants to eligible homeowners during 2010–11. Yarralumla Nursery continues to be involved in the review of Design Standard 23, Plant Species for Urban Infrastructure and was on the ACT Government's consultative committee to select Canberra's centenary native plant.

Yarralumla Nursery continues to supply the National Arboretum in Canberra with a wide variety of trees and nursery stock, all of which enrich the site.

In 2010–11 Yarralumla Nursery also supplied plant material and support to Floriade and a range of ACT Government urban open space projects.

FUTURE DIRECTIONS

The plant nursery industry faces critical challenges as a result of climate change and associated issues of water use and cost. In responding to these challenges Yarralumla Nursery remains an active member of the Nursery and Plant Association, Landscape Contractors Association and Australian Institute of Landscape Architects, advising on plant species suitable for the changing environment and keeping up to date with design trends.

Yarralumla Nursery will continue to improve its operational procedures with ongoing cost saving and production efficiencies, including giving wholesale customers access to the online catalogue, promoting drought-tolerant plant species and upgrading the quotation system so that it is more competitive in the market.

In 2011–12 the nursery will start a forward production plan aimed at growing the most saleable and marketable species based on market trends, weather patterns and sales history to ensure its species list is appropriate.

ACT PROPERTY GROUP

ACTPG manages 156 Territory-owned commercial buildings, government office accommodation and community/multipurpose buildings and leases commercial buildings on behalf of the Territory. ACTPG also manages several unique properties, including the Parkwood Road Recycling Estate, the Hume Resource Recovery Estate, four business parks that provide accommodation for small businesses and a number of significant heritage sites such as Albert Hall and the Tuggeranong Homestead.

In 2010–11, ACTPG managed around 84,000 square metres of owned and leased office accommodation and a further 57,900 square metres of accommodation for community and commercial organisations. ACTPG received \$81.4 million in revenue from rent and the delivery of property projects and services and paid a dividend of \$3.665 million to the ACT Government. The ACTPG managed a planned maintenance program for all owned properties. In addition, ACTPG planned and undertook a \$3.8 million capital upgrades program with 90 projects on approximately 55 owned properties.

In managing the 156 owned properties, ACTPG issued or renewed 89 licences to community and other tenants.

ACTPG operates a 24 hour, seven days a week response centre to ensure that urgent work is arranged where sites need to be made safe following an incident. In 2010–11, ACTPG provided \$23.6 million in capital project management services to its customers.

An important activity for ACTPG is making a substantial contribution to the look and feel of Canberra. In 2010–11, 364 playgrounds across Canberra were inspected regularly and maintained to ensure the safety of our children. ACTPG staff installed the traditional Civic Square Christmas tree for the 2010 festive celebrations.

ACTPG staff also put up flags and banners to add colour and vibrancy to the City, inform the community about significant events and reflect the role of Canberra as the nation's capital. Flags and/or banners were flown for Anzac Day, Canberra Day, Christmas in the City and Winter in the City and to celebrate international events and visits from heads of state.

Storms in December 2010 and February 2011 caused damage to 93 properties. The damage to these properties included internal flooding and fallen trees.

The completion of renovations to accommodate the community arts group M16 from July 2010 has meant that the Blaxland Centre in Griffith is now fully utilised by community organisations. The ground floor is now regularly used by artists creating work and students learning about art, and as a gallery for upcoming artists to exhibit their work.

Renovations of the Albert Hall continued during 2010–11. New paving was installed on the north terrace and southern pathway and lighting was added to allow the space to be used for evening events. Inside the hall the lights were replaced with replicas faithfully recast from the originals. New heating and cooling was installed in the crush hall, lecture room, lounge and gallery to ensure that patrons in these areas remain comfortable. The Albert Hall was reopened for full use as a hire facility in July 2010.

ACTPG completed the extension of the area at Grant Cameron Community Centre occupied by the Woden Valley Gymnastics Club. The extension has provided the club with an additional 409 square metres of training space and will enable it to expand its programs. The extension will also enable the club to service the Molonglo region as it is developed.

In August 2010, the Government Property Group (GPG) finalised a National Green Leasing Policy, which subsequently received Ministerial approval and was referred to the Prime Minister for tabling at the Council of Australian Governments (COAG). The objective of the policy is to use government leasing to drive a reduction in the environmental impact of buildings through improved operational performance. The policy applies to all new leases from the private sector for office accommodation of over 2,000 square metres with a lease of two years or longer. ACTPG began implementation of the National Green Leasing Policy in 2010–11 and applied its principles in the successful negotiation of three major sublease renewals.

ACTPG received Nation Building Program funding from the Australian Government to undertake heritage upgrade works at the Tuggeranong Schoolhouse and Tuggeranong Homestead. This funding enabled ACTPG to bring forward work to upgrade or restore the heritage components of the properties and increase useability for tenants.

Renovations undertaken at the Tuggeranong Schoolhouse have enabled the organisation History with a Difference, to occupy the property and establish a heritage museum that opened to the community in April 2011.

ACTPG completed the rebuilding of the historic Gungahleen Schoolhouse which was largely destroyed by fire many years ago. The design and construction took account of the original structure, using similar

materials and designs where possible. In particular, the original chimneys were included in the final design and reconstructed. This building will be occupied by a community legal organisation, relieving pressure in other ACT Government owned facilities.

FUTURE DIRECTIONS

The final stage of the current renovations to Albert Hall will be completed in 2011–12. Replacement curtains will be installed and new furniture purchased to ensure the hall is a vibrant, comfortable venue that can be used by a range of hirers.

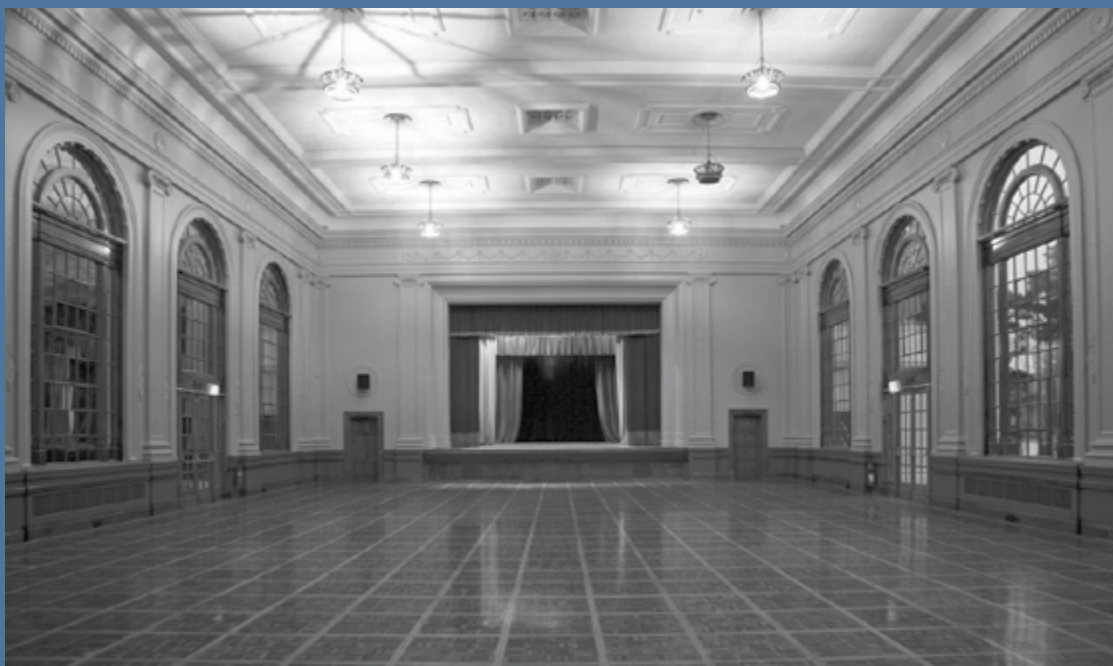
ACTPG manages 14 properties with heritage values and seven properties within heritage precincts. In 2011–12 ACTPG will complete heritage assessments and/or conservation management plans for these properties to ensure they are managed in an appropriate manner with reference to their heritage values.

2011–12 will see finalisation of the analysis and testing of fuel storage tanks, removal or abandonment in-situ of tanks no longer required and remediation of any contaminated areas. ACTPG is working closely with the Environment Protection Authority to ensure that all activities comply with relevant legislation and Government policy.

In 2011–12 ACTPG will implement a range of initiatives to improve the management of ACT Government buildings. It will establish memoranda of understanding with all ACT Directorates covering accommodation arrangements for the properties they either occupy or use to deliver services. Under the memoranda, building management committees will be established in each ACT Government office building that is subject to a green building sublease schedule.

ACTPG, as custodian of owned government office buildings, is progressively supporting and implementing a number of changes to building systems to improve energy efficiency. Major ACT Government office buildings consume a significant amount of electricity each year. This is due not only to their size but also systems and components that date back to the original construction 15 to 50 years ago.

The 2010-11 renovation of the historic Albert Hall included new lighting, heating, cooling, roof tiles and paving



In 2011–12 ACTPG will work with the Environment and Sustainable Development Directorate to introduce LED lighting into the Dame Pattie Menzies office building in Dickson. Once this project is complete and evaluated, LED lighting will be considered for other office buildings.

ACTPG received funding from the Resource Management Fund, managed by the Environment and Sustainable Development Directorate, and will be introducing changes or new components to ACT Government office buildings to reduce electricity consumption. Projects include changes to heating and cooling arrangements to reduce running times; component changes to improve control over heating and cooling systems; installation of sensor lighting controls in lower-use areas; and upgrades to building management systems to allow better remote control of heating, cooling and lighting in buildings.

DIRECTORATE SERVICES

The Directorate Services Division provides corporate human resources, financial services, governance and operational support to TAMS.

As a result of the ACT Public Sector (Hawke) Review, the Territory Records Office was transferred from TAMS to the Treasury Directorate on 17 May 2011.

Following an organisational restructure, Canberra Connect and Asset Acceptance were transferred to the Directorate Services Division.

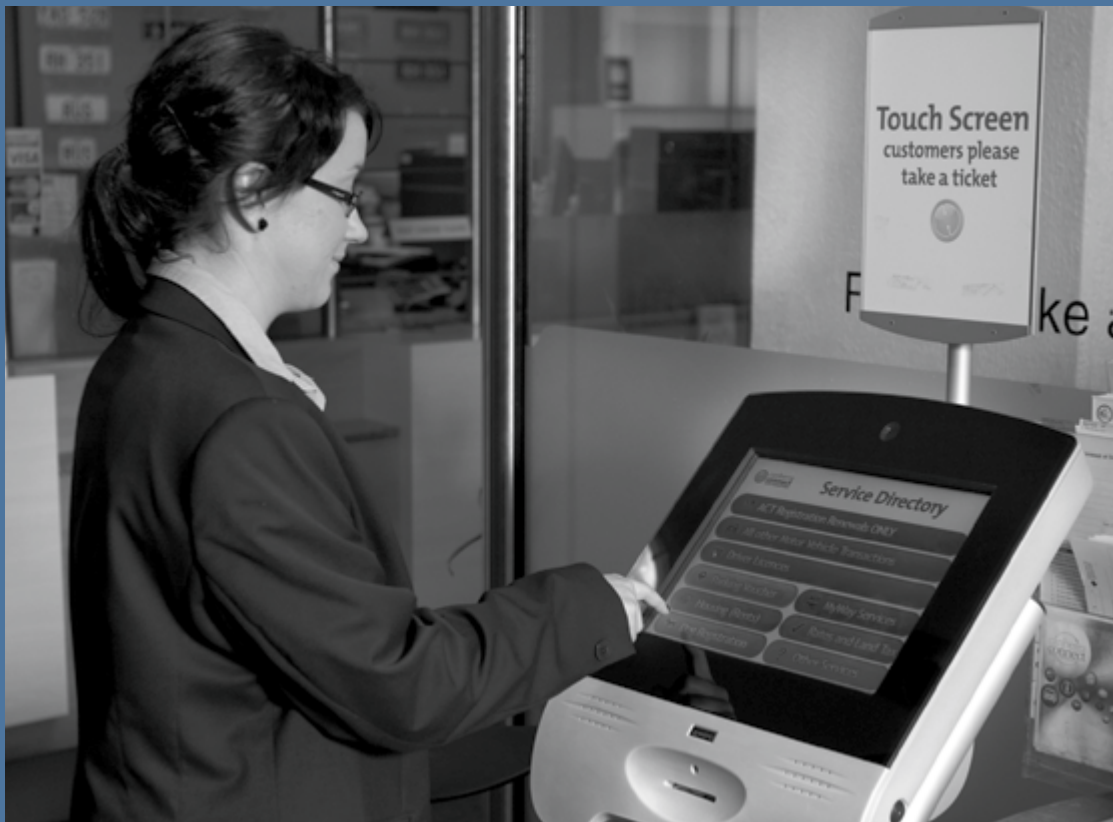
CANBERRA CONNECT

Canberra Connect provides information, payment and emergency support services to the ACT community on behalf of ACT Government Directorates. In February 2011 Canberra Connect reached a decade of operations.

Canberra Connect service channels include:

- four full-service shopfronts in Tuggeranong, Woden, Dickson and Belconnen
- a drivers licence service in the Civic Library
- a telephone contact centre (13 22 81)
- online at www.canberraconnect.act.gov.au and www.contact.act.gov.au

The Qmatic ticketing system has increased efficiency and decreased customer waiting times in Canberra Connect Shopfronts



Canberrans contacted Canberra Connect over 7.6 million times in 2010–11. There were record numbers of calls (935,000) and website visits (5.2 million). Also, a record amount of revenue was collected (\$988 million). A number of Directorates, including TAMS, increased their use of the service during 2010–11 and also began discussions to use Canberra Connect for future services.

In 2010–11 the introduction of the new MyWay ticketing system led to significant growth in all services. Canberra Connect manages the MyWay centres, customer information and payment services through its shopfronts, the 13 17 10 customer service phone line, the transport website and online applications and payments.

High levels of wet weather resulted in an increase in call volumes during 2010–11 and greater use of the new online Fix My Street service.

Several new and enhanced customer services were delivered in 2010–11:

- an automated vehicle crash reporting form was created to eliminate the need for citizens to visit a police station to report a crash
- a more sophisticated whole-of-government online change of address service was introduced
- further enhancements were made to the government feedback system (www.contact.act.gov.au).

Canberra Connect also:

- managed consultancy services for the delivery of the Canberra Connect Gungahlin Shopfront feasibility study, which investigated the need for an ACT Government shopfront at Gungahlin
- continued to address recommendations from the Auditor-General's Report No 7: Management of Feedback and Complaints.

Population growth, urban consolidation and asset growth continue to be strong drivers of natural growth and change to Canberra Connect's business.

FUTURE DIRECTIONS

Canberra Connects 2011–12 activities will include:

- consolidating new service level agreements with Directorates as a result of the Hawke Review
- finalising replacement of the whole-of-government Receipting and Payments System
- upgrading the whole-of-government directory that underpins the ACT Government's internal identity management processes and external service delivery coordination.

OPERATIONAL SUPPORT

During 2010–11 a total of 6,902 land management submissions were lodged compared with a total of 7,189 for 2009–10. This reduction in total number is attributable to a nominal drop in the number of development applications (DAs) and a significant drop in the applications for stormwater easements and waste compliance. However, there were increases of 65 per cent in estate development plan submissions, 23 per cent in design acceptance submissions and 18 per cent in operational acceptance submissions compared with 2009–10 figures.

The reduction in the applications for stormwater easements and waste compliance is primarily due to the early familiarisation period of approximately two months for the certifiers and lessees to acquaint themselves with the new smart form for online lodgement. Whilst there was a nominal drop in the DAs, there was an increase in the number of DAs for larger, more complex developments.

Table 4: Land management submissions

PLAN TYPE	2009–10	2010–11
Estate development plan submissions	47 ¹	276
Design acceptance submissions	731	897
Operational acceptance submissions	339	401
Final acceptance submissions	173	162
Development applications	1,417	1,342
Application for stormwater easement and waste compliance	3,627	2,703
New driveway approvals	855	1,121
Total	7,189	6,902

¹ This figure represents number of estate development plans – an equivalent of 168 estate development plan submissions.

In 2010–11 TAMS:

- continued its policy of bimonthly consultation with industry groups to clarify TAMS requirements for DAs and receive feedback to improve working relationships and processes
- continued its policy of cross-government consultation and coordination to further improve communication processes
- trialed the in-house operating procedures for processing development submissions to improve the efficiency and effectiveness of the acceptance processes
- trialed the TAMS reference documents for development submissions and encouraged responses from the developers/consultants to improve the quality and compliance of the submissions.

FUTURE DIRECTIONS

In 2011–12 TAMS will:

- revise reference documents and internal procedures for assessing land development submissions
- prepare new drafting standards for all infrastructure works, including traffic control devices, civil works and all landscape works
- complete the Asset Acceptance Gateway project to streamline coordination between TAMS and other Directorates for approvals of submissions involved in the handover of infrastructure assets and transfer of land to and from TAMS management
- undertake internal management reviews focused on further improving process and productivity to cater for the expected increase in workload whilst maintaining high quality services to both the ACT Government and the private sector.

A10 TRIPLE BOTTOM LINE

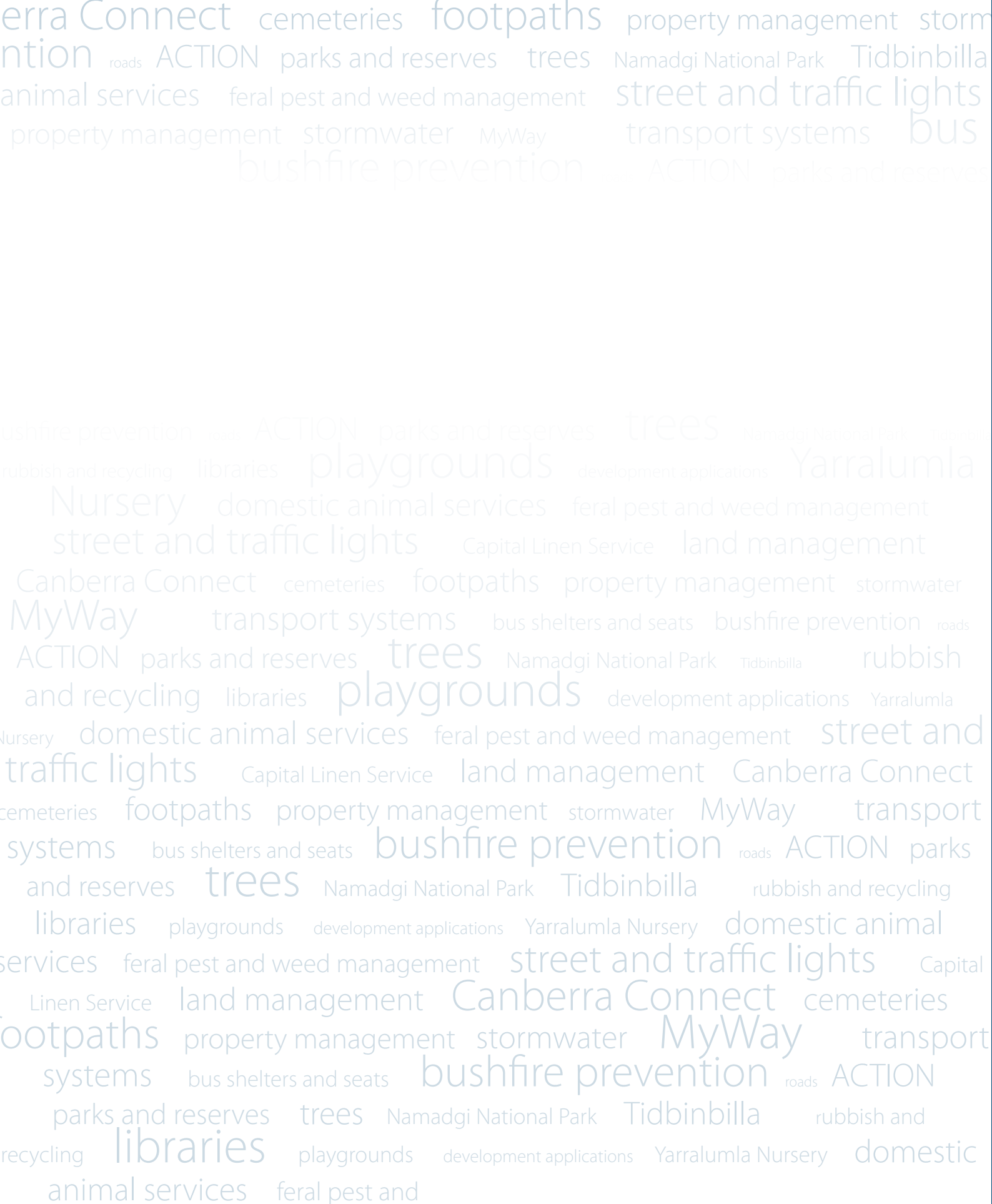
Table 5: Triple bottom line reporting

	INDICATOR	2009–10 Result	2010–11 Result	% Change
ECONOMIC	Employee expenses			
	Number of staff employed (head count, not full-time equivalent (FTE))	2,853	1,891	-33.8%
	Total employee expenditure	\$243.4 million	\$159.4 million	-34.6%
	Operating statement			
	Total expenditure	\$807.6 million	\$625.6 million	-22.6%
	Total own source revenue	\$341.7 million	\$123.6 million	-63.9%
	Total net cost of services	\$465.9 million	\$502.0 million	7.8%
ENVIRONMENTAL	Economic viability			
	Total assets	\$8.6 billion	\$8.9 billion	3.5%
	Total liabilities	\$247.1 million	\$113.3 million	-54.2%
	Transport (Note 2)			
	Total number of fleet vehicles	268	385	43.6%
	Total transport fuel used (kilolitres)	340.5	896	158%
	Total direct greenhouse emissions of the fleet (tonnes of CO2e)	1,115	2,534	127%
	Energy use in megajoules (Note 3)			
	Total office energy use	13,217,584	10,197,690	-22.8%
	Office energy use per person(FTE)	29,904	22,561	-24%
	Office energy use per square metre	1,826	1,517	-17%
	Greenhouse emissions in tonnes of CO2e (Note 3)			
	Total office greenhouse emissions—direct and indirect	2,853	1,304	-54.2%
	Total office greenhouse emissions per person	6.6	2.9	-58%
	Total office greenhouse emissions per square metre	0.4	0.19	-53%
	Water consumption in kilolitres (Note 3)			
	Total water use	5,196	8,886	71%
	Office water use per person(FTE)	11.75	19.65	67%
	Office water use per square metre	0.72	1.3	80.6%
	Resource efficiency and waste (Note 3)			
	Total co-mingled office waste per FTE (litres)	100,320	912	N/A
	Total paper recycled (litres)	430,560	530,400	23.1%
	Total paper used (by reams) per FTE (whole of TAMS)	N/A	10.21	N/A
	Percentage of paper recycled (%)	99 (estimate)	99 (estimate)	No change

	INDICATOR	2009-10 Result	2010-11 Result	% Change
SOCIAL	The diversity of our workforce as a percentage of the total workforce (Note 4)			
	Women (female headcount)	33.5 %	25 %	-8.5%
	People with a disability	1.7 %	1.9 %	+2%
	Aboriginal and Torres Strait Islander people	0.8 %	1 %	+2%
	Staff with English as a second language	19.9 %	20.5 %	+6%
	Staff health and wellbeing			
	Occupational health and safety incident reports	469	552	19%
	Accepted claims for compensation	99	82	-17%
	Staff receiving influenza vaccinations	337	323	-4%
	Workstation assessments requested (Note 5)	N/A	N/A	N/A

EXPLANATORY NOTES

1. The 2010-11 results for the economic indicators have been significantly impacted by the transfer of Shared Services to the Treasury Directorate. The 2009-10 result included Shared Services.
2. The 2010-11 figures for transport energy relate to data provided by the whole-of-government fleet contractor and include light commercial and passenger vehicles as well as heavy vehicles and plant and equipment. The leasing arrangements have changed and TAMS receives energy usage figures through the use of Online System for Comprehensive Activity Reporting (OSCAR). The transport figures for both years do not include ACTION buses, which are reported separately in section C21 Ecological sustainable development.
3. The above entries for office energy use, office greenhouse emissions, office water use and office waste are for the central administrative office located in Macarthur House, Lyneham, Canberra.
4. Diversity numbers are based on employees self-identifying.
5. Due to the diverse nature of occupations within TAMS, the number of workstation assessments requested is not available. Workstation assessments in TAMS are managed by individual business units and provided on an ad hoc basis. TAMS employees have access to workplace health and safety workstation self-assessment checklists and guidance.



SECTION B

CONSULTATION AND SCRUTINY REPORTING

bushfire prevention ACTION parks and reserves trees
rubbish and recycling libraries playgrounds development applications Yarralumla
Nursery domestic animal services feral pest and weed management
street and traffic lights Capital Linen Service land management
Canberra Connect cemeteries footpaths property management stormwater
MyWay transport systems bus shelters and seats bushfire prevention
ACTION parks and reserves trees Namadgi National Park Tidbinbilla rubbish
and recycling libraries playgrounds development applications Yarralumla
Nursery domestic animal services feral pest and weed management street and
traffic lights Capital Linen Service land management Canberra Connect
cemeteries footpaths property management stormwater MyWay transport
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libraries playgrounds development applications Yarralumla Nursery domestic animal
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Linen Service land management Canberra Connect cemeteries
footpaths property management stormwater MyWay transport
systems bus shelters and seats bushfire prevention roads ACTION
parks and reserves trees Namadgi National Park Tidbinbilla rubbish and
recycling libraries playgrounds development applications Yarralumla Nursery domestic
animal services feral pest and weed management street and traffic

B1 COMMUNITY ENGAGEMENT

Almost every ACT resident interacts with TAMS daily, including by visiting one of nine public libraries, putting out recycling for collection, using a road or footpath, speaking with Canberra Connect staff, enjoying one of Canberra's parks or using a MyWay card to catch an ACTION bus. The Directorate works closely with the community to inform them of TAMS services and to engage with them.

The TAMS Community Engagement Policy is consistent with the ACT Government Community Engagement Manual – Your Guide to Engaging with the Community. The policy allows the community to influence and improve the Directorate's services by providing feedback while ensuring TAMS meets community needs when setting priorities and designing services.

TAMS continued to work closely in 2010–11 with the Chief Minister and Cabinet Directorate to develop a cohesive, whole-of-government approach to community engagement.

In 2010 the Chief Minister and Cabinet Directorate ran a whole-of-government consultation process: Time to Talk 2030. This was an opportunity for all Canberrans to have a conversation on the future look and operation of our City. Its overall aim was to encourage as many people as possible to tell the Government what they love about Canberra now and what they would like Canberra to be in 20 years' time. TAMS will use feedback from Time to Talk 2030 to inform upcoming community engagement processes.

In 2011 TAMS established a new Twitter site to help people keep up to date with community events, road closures, new services, changes to existing services and consultation opportunities. The site aims to keep people informed using contemporary Web 2.0 communication methods.

TAMS uses Really Simple Syndication (RSS) feeds to allow customers to access information via personal computers or mobile phones. This arrangement has been implemented for temporary road closure notices and media releases.

As of 30 June 2011, 400 people had signed up to 'follow' TAMS on Twitter



The Directorate also established a YouTube channel that provides opportunities for enhanced communication with the community. Examples of videos on the site include features on the Brush-tailed Rock Wallaby breeding program at Tidbinbilla and a video on the history of Tharwa Bridge.

TAMS community engagement achievements for 2010–11 included:

- developing 19 online surveys and feedback forms
- conducting the annual community satisfaction survey of 1,000 ACT residents in June 2011
- coordinating the Tidbinbilla Extravaganza, held in Tidbinbilla Nature Reserve, attracting over 6,000 people.

The table in Appendix 1 on page 134-139 lists the many ways TAMS engaged with the community during 2010–11 and demonstrates the Directorate's commitment to include the community in the decision making process. More information on specific projects can be provided on request.

FUTURE DIRECTIONS

In 2011–12 TAMS will continue to develop new strategies to engage the community and build even greater confidence in the Directorate and its services. Activities will include:

- incorporating the outcomes of Time to Talk 2030 into the Directorate's community engagement activities
- participating in the ACT Government's community engagement working group to gather ideas from other Directorates to ensure effective coordination of engagement activities
- upgrading the TAMS website to improve ease of access to information
- continuing to use Web 2.0 tools to enable greater community engagement and information sharing, particularly with younger people and those who do not use traditional media
- undertaking evaluation surveys of community engagement activities so improvements can be made.

For more information

Director, Governance
Phone: (02) 6207 5040

B2 INTERNAL AND EXTERNAL SCRUTINY

The ACT Ombudsman did not release any reports that specifically related to TAMS during 2010–11.

During 2010–11 the ACT Auditor-General released the following reports relating to TAMS. Relevant recommendations and a summary of actions to date follow.

Table 6: TAMS response to ACT Auditor-General's Report No 5/2010 – Delivery of ACTION Bus Services (August 2010)

Auditor-General recommendation	TAMS action to date
<p>ACTION should review all legislative requirements and develop and implement strategies to meet the requirements of the following legislation:</p> <p>(a) <i>Road Transport (Public Passenger Services) Act 2001</i> (ACT)</p> <p>(b) <i>Road Transport (Public Passenger Services) Regulation 2002</i> (ACT)</p> <p>(c) <i>Road Transport (Public Passenger Services) (Minimum Service Standards for Bus Services) Disallowable Instrument DI2006–40</i> (ACT)</p> <p>(d) <i>Human Rights Act 2004</i> (ACT)</p> <p>(e) <i>Discrimination Act 1991</i> (ACT)</p> <p>(f) <i>Disability Discrimination Act 1992</i> (Cth) and</p> <p>(g) <i>Disability Standards for Accessible Public Transport 2002</i>.</p>	<p>In progress.</p> <p>In April 2011, TAMS completed a legislative compliance review across various areas of the Directorate, including ACTION. This assessed the extent to which ACTION is compliant with:</p> <p><i>Human Rights Act 2004</i> <i>Discrimination Act 1991</i> <i>Disability Discrimination Act 1992</i> <i>Disability Standards 2002</i>.</p> <p>Recommendations from the review form the strategy to meet the requirements of the legislation.</p> <p>ACTION has engaged with the Road Transport Regulator to develop and endorse comprehensive accreditation standards which exceed the minimum service standards as set out in <i>Disallowable Instrument DI2006–40</i>, which sits under the <i>Road Transport (Public Passenger Services) Act 2001</i> and <i>Regulations (2002)</i>. In this way, ACTION is now compliant with ACT Road Transport legislation.</p>

Auditor-General recommendation	TAMS action to date
<p>The Department of Territory and Municipal Services should ensure that activities of the various business units associated with the planning for, and delivery of, bus services and relevant infrastructure are well coordinated.</p>	<p>Completed.</p> <p>Following the creation of one public service and creation of the Environment and Sustainable Development Directorate the transport planning function was transferred from TAMS to the new Directorate.</p> <p>The following governance has been established involving key stakeholders to ensure activities associated with planning for, and delivery of, bus services and relevant infrastructure, are well coordinated. Each of these is chaired by the Executive Director, Roads and Public Transport Division.</p> <p>Network Planning Coordination This group considers and recommends proposed public transport service improvements and include representatives from ACTION Transport Systems, and Transport Planning.</p> <p>Driver's Reference Group This group meets monthly and considers service and infrastructure improvements from a driver's perspective and provides a reality check on service proposals. It includes representatives from Transport Planning.</p> <p>Public Transport Infrastructure Coordination Group This group meets monthly and considers delivery of public transport infrastructure and ensures coordination of activities.</p> <p>Transport Systems Coordination Group This group provides a coordination forum for the development and operation of public transport systems.</p>
<p>The Department of Territory and Municipal Services should implement a robust governance structure within ACTION that:</p> <ul style="list-style-type: none"> (a) includes approved policies, procedures and guidelines for business critical systems and processes (b) provides reliable data to inform management and government in decision-making regarding delivery of bus services. 	<p>In progress.</p> <p>ACTION has developed a corporate governance framework, under which policies and procedures for business systems and functions are being gradually developed or updated.</p> <p>A transport systems development and operation group has been established to enhance the use of netBI, which is the key business information management system. A daily dashboard report is being developed to provide input to management decision making and monthly forums established on finance and operations to query and address issues.</p>

Auditor-General recommendation	TAMS action to date
ACTION should improve information management by implementing systems and processes that can provide: (a) real time data (b) accurate and valid data (c) consistency in reporting and (d) storage of data in an accessible manner.	In progress. Introduction of the new MyWay ticketing system in April 2011 and enhanced use of netBI as a management information tool to extract and analyse information from a range of transport systems will provide the key functionality for addressing these issues. An agreement with Shared Services ICT provides the mechanism for ensuring service data storage.
ACTION should: (a) effectively use collected data to improve the reliability and timeliness of bus services and inform decisions regarding the cancellation of bus services (b) assess the impact of cancelled services on the community.	Completed and ongoing. The introduction of the new MyWay ticketing system has resulted in an ability to collect actual data on the timeliness of bus services in relation to timetables. A new accountability indicator has been developed and is published in Budget Paper 4 for ACTION. The measure is the 'percentage of services operating on scheduled time'. A target of 85 per cent of services operating on time has been set initially in line with other jurisdictions that use SmartCard technology to measure timeliness. This target will be reviewed in light of 2011-12 results. The MyWay ticket data also provides information on the number of passengers carried by any particular bus route service. The decision to cancel bus services will be informed by this patronage data and will also allow the impact of cancelled services on the community to be determined using a performance average of 'number of passengers affected by cancelled services per week'.
ACTION should develop processes for validation of the transfer of data from its Incident Management System to the ACT Insurance Authority stand-alone database to improve the accuracy of data used for management of risks and liability.	Completed. ACTION has implemented a procedure whereby the claims authorising officer cross-checks the information on the database against other records when authorising the claim. This information is recorded manually and on the Incident Management System.
ACTION should provide regular retraining for all drivers, including: (a) safe driving techniques (b) road rules update and (c) customer service skills, including de-escalation of conflict.	In progress. ACTION uses a range of strategies to undertake driver training and education.
ACTION should implement and monitor a documented pre-departure bus inspection procedure that meets legislative, warranty and safety requirements.	Completed. ACTION has implemented a documented pre-departure bus inspection procedure that meets legislative, warranty and safety requirements.

Auditor-General recommendation	TAMS action to date
<p>In implementing the new ticketing system, the Department of Territory and Municipal Services should ensure:</p> <p>(a) ACTION's ICT systems and staff have the capacity to effectively use the capabilities of the new system and</p> <p>(b) policies and procedures to manage the new system have been developed and approved.</p>	<p>Completed and ongoing.</p> <p>The MyWay ticketing system, together with the business management information system netBI, provides enhanced functionality to ACTION in terms of business management.</p> <p>A system coordination group has been established to ensure all issues associated with the use of the business's management information are able to be addressed. Issues being considered by this group include key performance indicators, staff training and capability and development of policies and procedures for use of all systems.</p>
<p>The Department of Territory and Municipal Services should:</p> <p>(a) coordinate the development of a master plan for the installation and maintenance of all bus infrastructure across the ACT and</p> <p>(b) ensure legislated obligations regarding bus infrastructure are met.</p>	<p>Completed.</p> <p>A coordination forum for delivery of public transport infrastructure has been established and involves ACTION, Roads ACT, Transport Planning and other agencies as required.</p> <p>New MyWay ticketing data will be used to provide patronage and use data for bus stops as an input to presentation of improvements. A future works program to develop bus stop infrastructure is being prepared and will be delivered each year in consultation with the community.</p> <p>Bus stop design has been reviewed to ensure all upgrades are now fully compliant with relevant legislative obligations.</p>
<p>ACTION should provide information (web-based or otherwise) that can be accessed equally by all groups in the community, such as large-print timetables, route maps on buses and at bus stops, or announcements on the buses of 'next stop' information.</p>	<p>In progress.</p> <p>Timetable information on the website is being progressively updated to be more accessible to the general community.</p> <p>The ACTION website is progressively being upgraded to improve its compliance with the Commonwealth <i>Disability Discrimination Act 1992</i>.</p> <p>An online journey planner is also currently under development with Google transit that will allow potential passengers to access bus and timetable information directly targeted at the specific journey they wish to undertake. This functionality will also be available for most smart phones via the Google maps application.</p> <p>The real time passenger information project is also underway and this project will provide additional lines of access to real time bus and journey planning including via digital screens at key bus stations and major stops.</p>

Auditor-General recommendation	TAMS action to date
ACTION should improve its feedback and complaints system, to ensure it contributes to service improvements, by including: (a) an approved Customer Service Charter (b) approved policies and procedures for complaints handling (c) complaints data and record management (d) the use of complaints information to improve services (e) staff training and (f) information about referral to external agencies, including the ACT Ombudsman and the Human Rights Commission.	Completed. ACTION has developed a Customer Service Charter. A feedback and complaints handling policy has been developed, including reference to assistance from the ACT Ombudsman and the Human Rights Commission in the resolution of complaints. Underlying procedures that reflect the needs of all stakeholders are being developed in the context of this policy. These will articulate how data is collected and recorded as well as how it is used to improve services. In late 2010 customer service staff undertook customer service for front-line managers training.

Table 7: TAMS response to ACT Auditor-General's Report No 7/2010 – Management of Feedback and Complaints (October 2010)

Auditor-General recommendation	TAMS action to date
TAMS should implement initiatives to improve the visibility of ACT Government feedback and complaints processes, especially utilising Canberra Connect infrastructure. This should include: (a) clearly facilitating the provision of complaints, in addition to feedback, in public material and web-site information (b) making on-line feedback and complaints options more visible and (c) actively promoting on-line feedback and complaints options.	Completed. The TAMS website now shows complaints and feedback as separate links to ensure increased visibility. The whole-of-government feedback site carries a specific 'complaints' tab. Canberra Connect portal has had its search function upgraded to return a specified complaints page with a redirect to the whole-of-government feedback site. Canberra Connect has produced a customer service charter detailing complaint submission options.
TAMS should provide more public information on processes for handling feedback and complaints. This should include: (a) information on the administrative steps involved (b) expected time frames and (c) limitations on its jurisdiction and capacity to address and resolve certain issues.	Partially completed. TAMS has drafted a customer service charter which details processes, timelines and any limitations the customer can expect when lodging feedback. TAMS has published a 'Complaints about TAMS' page to the TAMS website.
Canberra Connect should develop consistent administrative procedures for recording all feedback and complaints received by telephone through the Canberra Connect Contact Centre.	Completed. An online Integrated Customer Support (ICS) system procedures manual has been developed and implemented. This assists call handlers deal with complaints in a consistent manner.

Auditor-General recommendation	TAMS action to date
TAMS should develop a strategy for maintaining the accuracy and currency of information within its management information systems, including Canberra Connect's Integrated Customer Support (ICS) system. This should involve continuously verifying the accuracy and currency of agency contact details to ensure issues are directed to the right areas and staff.	Completed. In addition to daily monitoring, Canberra Connect has completed an audit and update of the ICS system redirect email addresses and URL links and has established regular automatic prompts within ICS to ensure content is reviewed on a regular basis.
TAMS should: (a) in the short term, endorse ICS as the management information system for recording and managing feedback and complaints across TAMS; (b) ensure key staff members with responsibility for managing feedback and complaints across TAMS have appropriate access to the ICS and (c) in the long term, identify and implement an appropriate management information system for recording and managing feedback and complaints.	Underway. The TAMS Director-General has endorsed ICS as the management information system for feedback. Canberra Connect has commenced consultation with relevant areas to ensure console access. Roll out of access to consoles, and training for the Canberra Connect Contact Centre staff has been completed. The procurement process to identify a long-term management information system is underway.
TAMS should develop policy and procedural guidance for the management of feedback and complaints for its staff, which includes minimum standards of service and customer service principles and ongoing communication, when appropriate, with the provider of the feedback or complaint.	Underway. Guidelines on the Management of Feedback and Complaints have been drafted. Further discussion around internal processes need to be considered before implementation.
TAMS should improve the monitoring and reporting of feedback and complaints. Regular monitoring and reporting should address: (a) quantitative and qualitative aspects of feedback and complaints received, including the nature of the feedback or complaint and the business activities to which it relates and (b) progress in resolving feedback and complaints, including timeliness of resolution.	Underway. The draft Guidelines for the Management of Feedback and Complaint details processes and timelines. Data collection in relation to feedback and complaints is underway. Reporting will be made through the TAMS Stewardship Report.
TAMS and Canberra Connect should seek feedback from customers on their satisfaction with the way their feedback or complaint was handled and resolved.	Underway. Canberra Connect has purchased a survey module to be used in conjunction with the ICS system to seek feedback from customers regarding Canberra Connect service delivery. The survey module has been successfully tested and deployed to a segment of the customer base. Upon further analysis and testing the module will be implemented to a group of sample customers.

Auditor-General recommendation	TAMS action to date
TAMS and Canberra Connect should review and evaluate its management of feedback and complaints against appropriate performance indicators.	Underway. Performance indicators have been established and detailed in the draft customer service charter.

Table 8: TAMS response to ACT Auditor-General's Report No 10/2010 – 2009-10 Financial Audits (December 2010)

Auditor-General recommendation	TAMS action to date
Agencies should ensure that: (a) they resolve audit findings in a timely manner and implement processes for monitoring the status of unresolved audit findings and (b) audit findings presented in audit management reports are referred to internal audit committees for monitoring and follow-up.	Completed. TAMS has implemented an audit recommendations tracking system that reports the status of implementation of audit recommendations to the TAMS Internal Audit Committee.
Agencies should improve the quality of their financial statements, giving particular attention to ensuring the information is clear, complete and accurate and complying with any new reporting requirements.	Completed. TAMS has controls in place to ensure compliance with ACT Treasury and Accounting Standards reporting requirements.
Agencies should improve the quality of their statements of performance. In particular, agencies should ensure that: (a) the systems used to report results are reliable (b) there is sufficient explanatory information on each performance indicators and how it is measured in the budget papers and/or statement of intent and in the statement of performance and (c) concise and clear explanations of material variances from planned levels of performance are provided.	Completed. A comprehensive review of the performance measures has been undertaken by the Directorate to ensure that meaningful performance reporting can be provided to the Government and external stakeholders. Additional explanatory notes were provided in the 2011–12 Budget Papers to assist the reader's understanding of the issues covering the purpose of the performance indicators and the measurement methodology. Targets are set to provide a meaningful assessment of program performance taking into account the impact of seasonal factors where applicable.
Agencies should comprehensively review and improve the usefulness of the performance indicators and the related targets.	Completed. The Directorate has performed a comprehensive review of the performance management framework addressing appropriateness of targets, disclosure of variations and explanations of measures, along with greater rigour in documentation and verification processes. The recommendations as set out in the ACT Government Guide to the Performance Management Framework (March 2011) have been followed, where applicable, in the context of the preparation of the 2010–11 annual report.

Auditor-General recommendation	TAMS action to date
Agencies should regularly monitor audit logs for the presence of errors and irregularities, including fraudulent changes to key applications and data. The results of this monitoring process should be documented and reported to management.	Completed. TAMS achieve this by requesting certain reports from Shared Services ICT such as the Internet Usage reports which are reviewed and where required the information is forwarded to Business Managers to take corrective or other action. TAMS have also established a project to undertake a review of all its current security groups to ensure these are current.
Agencies should regularly monitor users' rights to access applications and data. The results of this monitoring should be documented and reported to management.	Noted. This is not monitored as such, however specific reports can be requested through Shared Services as required but these are not routinely run due to costs applied by Shared Services ICT.
Agencies should develop and implement change management policies and procedures for significant computer information systems and applications. The change management policies and procedures should address the documentation processes required for the approval of changes, testing of changes prior to implementation, identification of business risks and 'back-out plans' for each change.	Noted. This process is being incorporated in the Information Communications and Technology (ICT) Committee and ICT Project Review Teams development of standardised processes for the development, initialisation and delivery of ICT project documentation and planning.
Agencies should develop and implement policies and procedures for managing the removal of user access to applications and computer information systems.	Completed. This process is in place but will be subject to a review when resources are available. This should be a whole-of-government process controlled by Shared Services ICT policy and procedures.
To ensure activities by users can be traced to individual users, agencies should cease the use of any generic (shared) user access accounts and replace these with individual user accounts.	Completed. This is already part of the ICT policy and not controlled by Directorates.
Agencies should conduct regular tests of the recovery and restoration of backup data and document the results of testing and action taken to address weaknesses identified from these tests. These tests should be incorporated into the standard backup and recovery procedures for applications and data.	Completed. This is included in the business units continuity plans across TAMS. Key systems are periodically tested and the results reported to the ICT Committee.

Auditor-General recommendation	TAMS action to date
To reduce the risk of unauthorised access to systems and applications, agencies should configure their systems and applications so that: (a) accounts are locked after a specified number of incorrect logon attempts and (b) passwords are sufficiently complex and required to be changed on a regular basis.	Completed. This is standard Shared Services ICT policy not controlled by the Directorate.
Agencies should: (a) regularly update operating systems and applications with the latest critical patches and (b) remove any development tools from the production (live) environment.	Completed. For the majority of ACT Government systems this is the responsibly of Shared Services ICT as a whole-of-government policy. This role is undertaken for specific business unit applications and centrally managed in a software register.

Table 9: TAMS response to ACT Auditor-General's Report No 3/2011 – The North Weston Ponds Project (May 2011)

Auditor-General recommendation	TAMS action to date
For future high-risk infrastructure projects, relevant ACT Government agencies should identify a single project owner agency early in the project with a clearly defined responsibility for planning, designing and constructing the asset. The nominated project owner agency should be involved throughout the project.	TAMS has agreed that the Directorate with the funding authorisation should be identified as the project owner. This recommendation will be implemented from 1 July 2011. For example, the Majura Parkway and Constitution Avenue upgrade projects will have TAMS as the project owner from the outset.
For projects involving multiple ACT Government agencies, the project owner should convene an interagency governance committee or similar arrangement to review project risks, progress and costs on a regular basis.	Agreed. This recommendation will be implemented as of 1 July 2011. TAMS is in the process of establishing a governance arrangement for both the Majura Parkway and Constitution Avenue projects consistent with this recommendation.

Auditor-General recommendation	TAMS action to date
For future high-risk infrastructure projects, the project owner should ensure that: (a) a strategic operational plan for the entire project is prepared, as a key project governance document and ongoing reference source for the project oversight or governance committee and (b) a series of gateway reviews are incorporated within the plan. This should involve a series of critical reviews of the ongoing feasibility and appropriateness of the project at appropriate stages, which seek to test the project's underlying assumptions and cost considerations, based on new and accumulated information and knowledge.	TAMS has agreed with both parts of this recommendation, but has noted that a gateway review process will have resource implications that will need to be identified in the initial business case. TAMS will include these requirements in major projects or ones identified to have a high-risk as of 1 July 2011. These requirements are being built into the overall governance requirement for the Majura Parkway project.
For future high-risk infrastructure projects, the project owner should seek to reduce risks through a formal project-wide risk assessment process that provides for input by all parties (ACT Government agencies, consultants and contractors) with relevant knowledge of risks.	Agreed. This requirement will be built into all future major or high-risk infrastructure projects delivered by TAMS.
For future high-risk infrastructure projects, the project owner should ensure that the roles of key stakeholders are identified and documented, particularly regarding which agency will be responsible for critically reviewing technical advice provided by a third party before accepting and incorporating it into the project.	Agreed. TAMS have agreed with this recommendation and will implement on relevant projects from 1 July 2011.
For future high-risk infrastructure projects, the project owner should ensure that the decision-making process for acceptance of infrastructure design is properly documented, including documentation demonstrating that all known risks were recognised and either accepted or mitigated.	Agreed. TAMS will include this requirement as part of its governance framework for major or high-risk projects from 1 July 2011.
For projects on contaminated sites, ACT Procurement Solutions should consider using alternative pricing methodologies that can provide better value for money for the excavation and removal of contaminants during the construction stage.	Agreed. TAMS will request Shared Services Procurement from 1 July 2011 develop procurement strategies in liaison with the Environment Protection Agency for all major or high-risk infrastructure projects that involve the excavation and removal of contaminant material.

For more information

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B3 LEGISLATIVE ASSEMBLY COMMITTEE INQUIRIES AND REPORTS

The following Legislative Assembly committee inquiries relate to the operations of the Directorate and were presented during the current reporting period.

STANDING COMMITTEE ON PLANNING, PUBLIC WORKS AND TERRITORY AND MUNICIPAL SERVICES

Report no	Title	Date presented
10 of 2011	Annual and Financial Reports (Planning, Public Works and Territory and Municipal Services) 2009–2010	7 April 2011

A Government response on the Committee's Report on Annual and Financial Reports (Planning, Public Works and Territory and Municipal Services) 2009–2010 is yet to be finalised. This will be reported in the 2011–2012 annual report.

Report No	Title	Date presented
5 of 2010	Annual and Financial Reports (Planning, Public Works and Territory and Municipal Services) 2008–2009	23 March 2010

Table 10: Action on recommendations of the Annual and Financial Reports (Planning, Public Works and Territory and Municipal Services) 2008–2009

Recommendation	Government response	TAMS implementation
Recommendation 4: The Committee recommends that planning for the provision of ACTION services for the Molonglo region and other new residential areas be anticipated from the beginning of settlement in those areas.	Noted. The timeframe for introduction of services is beyond current ACTION network planning; however, it is consistent with the strategic planning being undertaken by TAMS to develop the Public Transport Strategy as part of an action plan that supports the Sustainable Transport Plan 2004.	Transport Planning was transferred to the Environment and Sustainable Development Directorate on 17 May 2011. Further information can be found in the Environment and Sustainable Development Directorate annual report.
Recommendation 5: The Committee recommends that future planning for major road projects should include a consideration of likely changes to greenhouse gas emissions generated from traffic.	Noted. The planning for major roads already includes an assessment of the likely changes in greenhouse gas emission generated from traffic. This consideration forms part of the environmental impact assessment process and is reported as part of the Environmental Impact Assessment Report.	Completed.

Recommendation	Government response	TAMS implementation
Recommendation 6: The Committee recommends that the ACT Government examine the published literature on the environmental impacts of the different end-of-life options including cremation, lawn burials and natural burials.	Noted. The ACT Public Cemeteries Authority has reported that it has researched and considered information from a wide variety of sources including the South Australian parliament document Natural Burial Grounds. This information is used in an ongoing basis in the planning and management of current cemeteries. The Government and the authority will continue to reference current literature when making decisions relating to the maintenance and development of cemeteries in the ACT.	Completed.
Recommendation 7: The Committee recommends that the Department of Territory and Municipal Services provide information in the 2009–10 Annual Report on the progress of, and the process used to address the backlog of heritage nominations.	Agreed. Significant progress has been made in reducing the backlog of nominations to the ACT Heritage Register over the last three years.	ACT Heritage was transferred to the Environment and Sustainable Development Directorate on 17 May 2011. Further information can be found in the Environment and Sustainable Development Directorate annual report.
Recommendation 8: The Committee recommends that the Namadgi National Park Plan of Management is released as soon as possible.	Noted. The Namadgi National Park Plan of Management will be released shortly.	Completed. The Namadgi National Park Plan of Management 2010 came into effect on 24 September 2010. Copies can be downloaded from the TAMS website. Printed copies are available from the Namadgi National Park Visitor Centre, the Tidbinbilla Visitor Centre or by calling Canberra Connect.
Recommendation 9: The Committee recommends that the Department of Territory and Municipal Services and the ACT Planning and Land Authority coordinate their public consultation processes where an obvious cross over exists.	Agreed. The Government is committed to engaging the Canberra community in the development and delivery of Government policies, programs, public works and services. The Government actively encourages agencies to work together to ensure collaborative opportunities are identified and engagement activities coordinated wherever possible.	Completed.

Recommendation	Government response	TAMS implementation
Recommendation 10: The Committee recommends that, given that Green Square is, in effect, the backyard for many unit dwellers in Kingston, the Government should maintain grass there.	Not agreed. Reintroduction of grass to Green Square is an unsustainable approach to providing a green character to Green Square. Even before the introduction of stage 3 water restrictions, TAMS was unable to maintain a healthy sward of grass in the lawn areas of Green Square due to the compaction issues associated with increasing pedestrian use.	Completed.
Recommendation 11: The Committee recommends that the Government consider the recreation needs of multiunit dwellers when deciding what landscaping to maintain or improve.	Noted. Planning for development, upgrade or improvement of Canberra's public open space does consider the needs of multi-unit dwellers as part of the forward design and/or master planning processes. Future population density and recreational needs of these communities are then provided for in future works when funding is provided for upgrade or improvement projects.	Completed.
Recommendation 12: The Committee recommends that the ACT Government clearly articulate its policy on watering public spaces, including grassed areas.	Agreed. Under stage 3 water restrictions, the Government irrigates grass and trees in high use public areas in town and district parks. Details are on the TAMS website. It should be noted that this policy relates to parks and public open space and excludes sportsgrounds.	Completed.

SELECT COMMITTEE ON ESTIMATES 2010–2011 APPROPRIATION BILL REPORT

Report no	Title	Date presented
1 of 2010	Report of the Select Committee on Estimates 2010–2011 on the inquiry into the Appropriation Bill 2010–2011	22 June 2010

Table 11: Action on recommendations of the Select Committee on Estimates 2010–2011 Appropriation Bill Report

Recommendation	Government response	TAMS implementation
Recommendation 21: The Committee recommends that a feasibility study be conducted to investigate the establishment of a methane harvesting facility at the West Belconnen landfill site.	Noted. The West Belconnen former landfill site presently has an installed capacity of 1MW. This comprehensive collection system has been in place at West Belconnen Landfill for over 10 years. The site infrastructure was installed and is managed by Energy Developments Limited, which presently pays a royalty to the ACT. The amount of methane extracted at the site has been reducing in recent years due to the waste drying out from the current drought and the ageing of the wastes.	Completed.
Recommendation 23: The Committee recommends that the Government provide the Assembly with detailed information, including a timeline, about the proposed relocation of the RSPCA, by the last sitting day in 2010.	Noted. Senior officers within TAMS have met with the RSPCA ACT and held discussions in relation to potential requirements. Timelines are yet to be determined. Once options and issues are identified they will be provided to Government for consideration.	In progress.
Recommendation 24: The Committee recommends that more detail be incorporated into ACTION accountability indicators so that measures undertaken to progress sustainable transport objectives can be assessed.	Agreed. Most of ACTION's current indicators are commonly measured by the bus industry. However, it is ACTION's intention to review these indicators and the way they are measured to ensure targets remain relevant to the Government's sustainable transport goals and each can be easily measured with improved data for future budgets.	In progress.

Recommendation	Government response	TAMS implementation
Recommendation 25: The Committee recommends that accountability indicators for the Office of Transport should provide more detail about the various outputs through which sustainable transport objectives are being progressed.	Agreed in principle. This will be considered as the Transport for Canberra program plan is implemented.	Transport Planning transferred to the Environment and Sustainable Development Directorate on 17 May 2011. Further information can be found in the Environment and Sustainable Development Directorate annual report.

STANDING COMMITTEE ON PUBLIC ACCOUNTS

Report no	Title	Date presented
11 of 2010	Review of Auditor-General's Report No 8 of 2009: 2008–09 Financial Audits	24 September 2010

**Table 12: Action on recommendations of the Standing Committee on Public Accounts
Review of Auditor-General's Report No 8 of 2009**

Recommendation	Government response	TAMS implementation
Recommendation 1: The Committee recommends that Housing ACT and the Department of Territory and Municipal Services take steps to ensure that all necessary action is carried out to adequately measure and report against performance measures, as specified in their respective statements of performance.	Agreed. TAMS has amended its customer satisfaction survey to include a specific question regarding the overall satisfaction with the management of roads and infrastructure services. The revised question was included in the November 2009 survey. Further information can be obtained by accessing the Community Services Directorate 2010–11 annual report.	Completed.
Recommendation 2: The Committee recommends that the Department of Territory and Municipal Services review its processes for preparing its statement of performance to ensure that the results obtained accurately reflect the agency's performance.	Agreed. TAMS has been making incremental improvements to processes for preparing its statement of performance since the 2008–09 financial audit. A thorough review of the performance management framework addressing appropriateness of targets, verification processes, greater disclosure, rigour and explanations will be undertaken. Results of this review will be evident in the 2010–11 Statement of Performance. A further review will occur as part of the 2011–12 Budget development process.	Ongoing.

For more information

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B4 LEGISLATION REPORT

At 30 June 2011 the Directorate was responsible for the following legislation in accordance with the Administrative Arrangements 2011 (No 1), which came into effect on 17 May 2011.

Table 13: Legislation report

Minister	Enactment
Minister for Territory and Municipal Services	<i>Animal Diseases Act 2005</i>
	<i>Animal Welfare Act 1992</i>
	<i>Cemeteries and Crematoria Act 2003</i>
	<i>Domestic Animals Act 2000</i>
	<i>Fertilisers (Labelling and Sale) Act 1904</i>
	<i>Government Procurement Act 2001</i> ¹
	<i>Gungahlin Drive Extension Authorisation Act 2004</i>
	<i>Litter Act 2004</i>
	<i>NRMA–ACT Road Safety Trust Act 1992</i> ²
	<i>Pest Plants and Animals Act 2005</i>
	<i>Plant Diseases Act 2002</i>
	<i>Roads and Public Places Act 1937</i>
	<i>Stock Act 2005</i>
	<i>Tree Protection Act 2005</i>
	<i>Trespass on Territory Land Act 1932</i>
	<i>Utilities Act 2000, part 14 and sections 254 and 256 in relation to part 14</i>
	<i>Waste Minimisation Act 2001</i>

¹ By agreement, the Treasury Directorate exercised responsibility for this Act from 17 May 2011. Formal responsibility for this legislation transferred to the Treasury Directorate on 1 July 2011, with the Administrative Arrangements 2011 (No 2).

² Responsibility for this legislation transferred to the Justice and Community Safety Directorate on 1 July 2011, with the Administrative Arrangements 2011 (No 2).

For more information

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SECTION C

OTHER REPORTING

bushfire prevention ACTION parks and reserves trees
rubbish and recycling libraries playgrounds development applications Yarralumla
Nursery domestic animal services feral pest and weed management
street and traffic lights Capital Linen Service land management
Canberra Connect cemeteries footpaths property management stormwater
MyWay transport systems bus shelters and seats bushfire prevention
ACTION parks and reserves trees Namadgi National Park Tidbinbilla rubbish
and recycling libraries playgrounds development applications Yarralumla
Nursery domestic animal services feral pest and weed management street and
traffic lights Capital Linen Service land management Canberra Connect
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erra Connect cemeteries footpaths property management storm ntion roads ACTION parks and reserves trees Namadgi National Park Tidbinbilla animal services feral pest and weed management street and traffic lights property management stormwater MyWay transport systems bus bushfire prevention ACTION parks and reserves

C1 RISK MANAGEMENT AND INTERNAL AUDIT

RISK MANAGEMENT

TAMS identifies and manages risk at all levels of the Directorate. TAMS current risk management framework, based on the Australian Standard AS/NZS 4360:2004, is being reviewed to conform to the new Standard AS/NZS ISO 31000:2009. The TAMS Internal Audit Committee (IAC) and the Executive Leadership Team (ELT) are overseeing the review.

The framework is managed by the Risk Management Committee (RMC), which meets monthly to update the Directorate's risk register and identify and assess risks across TAMS reporting to the IAC and ELT. The RMC is supported by the Risk Management Working Group (RMWG), which meets bimonthly and is represented by staff from all TAMS business units as well as the ACT Insurance Authority (ACTIA).

Business units report on emerging risks at the bimonthly RMWG meetings and refer other identified risks to the RMC to determine if they should be included in the Directorate's risk register.

ACTIA is responsible, under the ACT Government's risk management policy, for assisting Directorates to implement risk management policies and procedures across government. TAMS works closely with ACTIA to ensure its risk management framework and policies meet all relevant guidelines. TAMS maintains its corporate membership of the Risk Management Institution of Australasia (RMIA) ensuring the Directorate stays up to date with risk management practices across many industries and provides access to risk training and professional development opportunities.

INTERNAL AUDIT

The IAC reports to the Director-General on the Directorate's 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 uses the ACT Government's whole-of-government internal audit services panel contract which includes performance, compliance and information technology. In 2010–11, nine audits were presented to the IAC for consideration.

The IAC has five members: an independent chair, a deputy chair, an independent member external to government, an external member from another ACT Government Directorate and the Executive Director of Shared Services, with membership reviewed annually. During 2010–11 the committee met seven times, including the review of the Directorate's financial statements.

Table 14 sets out the IAC membership and meeting attendance for 2010–11.

Table 14: Internal Audit Committee membership 2010–11

Name of member	Position	Duration	Eligible meetings	Meetings attended
Will Laurie	Independent Chair	July 2010 to June 2011	7	7
Sue Morrell	Deputy Chair, Deputy Director-General	July 2010 to June 2011	7	7
Ian Male	Independent, external	July 2010 to June 2011	7	6
Mark Whybrow	Independent, other ACT Government Directorate	July 2010 to June 2011	7	4
Jill Divorty	Executive Director, Shared Services	July 2010 to June 2011 (except May 2011)	6	5
Andrew Whale	Acting Executive Director, Shared Services	May 2011	1	0

For more information

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C2 FRAUD PREVENTION

The TAMS Internal Audit Committee oversees and reviews the integrity and fraud control arrangements for the Directorate, including monitoring reports of fraudulent activity. The committee advises the Director-General and the Senior Executive Responsible for Business Integrity Risk (SERBIR) of any concerns with regard to the management and integrity of fraud risk strategies.

A comprehensive internal audit program is conducted annually to address issues of high and medium integrity and fraud risk, identified through both risk assessment and integrity risk assessment processes.

Risk assessments are based on formal and informal inputs, including reviews of the risks identified in the Fraud and Corruption Prevention Plan, feedback from business units, and oversight of actual cases of fraud and corruption across the Directorate. As well as the Internal Audit Committee, the Risk Management Committee and Risk Management Working Group also monitor business integrity risk.

The TAMS Fraud and Corruption Prevention Plan 2009–11 aims to prevent incidents of fraud and corruption in the Directorate. It describes how the Directorate deters and detects fraud and corruption and meets its obligations under the ACT Integrity Policy. To support the Plan the Directorate promotes the prevention of fraudulent behaviour through general awareness training for staff and targeted training for areas identified as high-risk. Information on ethics, conduct and related issues is available on the TAMS intranet and in 2010–11 fraud and ethics training was completed by 223 staff.

FRAUD DETECTION – INCIDENTS OF FRAUD REPORTED IN 2010–11

Eight instances of suspected fraudulent behaviour were reported in 2010–11. In four, the allegations were proven, with investigations underway in the remainder. The four proven cases involved a total of five employees. Four of these employees resigned their positions and the fifth was terminated as a result of investigations. In one of the matters under investigation, the relevant business unit has moved to another Directorate. The investigation has been handed over to the gaining Directorate.

For more information

Director, Governance
Phone: (02) 6207 5040

C3 PUBLIC INTEREST DISCLOSURE

This report is provided in accordance with section 11 of the *Public Interest Disclosure Act 1994*. The Act enables people to report wrongdoing in the ACT public sector (otherwise known as whistle blowing). A report can be made by an officer or a member of the public.

PROCEDURES MAINTAINED BY TAMS

The TAMS Public Interest Disclosure Procedure Statement provides information for people who may be considering making a disclosure. It outlines how the Directorate, after receiving a disclosure, will:

- advise contact details of officers who can provide information and help
- list staff responsible for receiving and handling disclosures
- provide information on how a person making the disclosure is protected against reprisals
- provide assurance on the impartiality of the process
- provide advice on possible outcomes.

The Public Interest Disclosure Procedure Statement is available on the TAMS intranet and internet sites.

DISCLOSURES RECEIVED

In 2010–11 TAMS received one Public Interest Disclosure (PID) on conduct as described in section 4(2)(b) of the Act. However, an initial investigation determined it was not a PID and the complainant was provided with an alternate means of addressing the matter.

No other disclosures were received, referred or investigated by TAMS during 2010–11.

For more information

Director, Governance
Phone: (02) 6207 5040

C4 FREEDOM OF INFORMATION

This report is prepared in accordance with sections 7, 8 and 79 of the *Freedom of Information Act 1989* (FOI Act). The FOI Act:

- provides for general access to documents of agencies and official documents of Ministers, subject to certain exemptions and exceptions
- provides for the amendment of records about the personal affairs of an applicant that the applicant believes to be incorrect, incomplete, out of date or misleading
- establishes a system to review certain decisions at various levels
- requires the publication of information on the functions and official documents of an agency, and that particular documents be available for inspection and sale.

SECTION 7 STATEMENT

Section 7 of the FOI Act requires the Minister responsible for an agency to publish a statement about the particulars, functions and powers of that agency as well as certain categories of documents held by each agency and the arrangements for public participation in the formulation of policy and operations.

The following statement is correct as at 30 June 2011 and replaces the statement published in the 2009–10 annual report.

ORGANISATION, FUNCTIONS AND POWERS

The organisation and functions of the agency are described in section A of this annual report. Legislation administered by TAMS is outlined in section B4 of this annual report and in the administrative arrangements.

PUBLIC PARTICIPATION IN DECISION-MAKING

The public can participate in decision-making by:

- making public submissions to inquiries
- discussing issues at public meetings
- discussing issues with consultative committees for specific purposes
- accessing records through freedom of information (FOI) requests
- commenting on draft documents
- commenting on Bills before the Legislative Assembly
- contacting the Directorate's Minister.

CATEGORIES OF DOCUMENTS

The Directorate holds several basic categories of documents:

- those that are free to any member of the public
- those for sale, including ones that are part of a public register
- all other kinds of documents that may be available under the FOI Act.

FREE DOCUMENTS

These include publications produced by the Directorate on its activities. They are distributed from Canberra Connect shopfronts and public libraries throughout the ACT and may be available on ACT Government websites.

DOCUMENTS AVAILABLE FOR SALE

Documents available for public access but with a fee payable include maps, plans and publications on land management.

OTHER DOCUMENTS

Documents of other kinds that may be available under the FOI Act include:

- general files including internal, interdepartmental and public documents, minutes of meetings of management and other committees, agendas and background papers, policy statements, and financial and staffing estimates
- diaries, rosters and work sheets
- program and policy files
- records held on microfilm, computer or paper in connection with specialised divisional functions
- photographs, videos and films
- financial and accounting records
- details of contracts and tenders
- files on applicants and clients
- records of government including the machinery of government
- maps, plans and brochures
- management plans for ACT parks and reserves
- conservation plans for selected heritage places
- technical and scientific reports and discussion papers
- grant applications.

FACILITIES FOR ACCESS TO INFORMATION

Those wanting information are encouraged to contact the Directorate before commencing the more formal FOI procedure. In many cases it may be possible to access information more easily than through the FOI process.

Members of the public may obtain physical access to the documents of the agency by calling Canberra Connect on 13 22 81, visiting a Canberra Connect shopfront or public library, or by visiting the Directorate's head office at 12 Wattle Street, Lyneham, Canberra which is wheelchair accessible.

At the first instance, all FOI requests should be directed to:

The Director-General
 Territory and Municipal Services Directorate
 c/o Freedom of Information Officer
 GPO Box 158
 CANBERRA ACT 2601
 Email: tamsfoi@act.gov.au

Copies of the Directorate's freedom of information leaflet and application form are available from the Directorate's FOI coordinator by calling (02) 6205 5408, emailing tamsfoi@act.gov.au or visiting the TAMS website.

SECTION 8 STATEMENT

A copy of the section 8 statement is not published in this report but is available on request from the Directorate's FOI contact officer. It is also available on the TAMS website at www.tams.act.gov.au

SECTION 79 STATEMENT

Under section 79 of the *Freedom of Information Act 1989*, the Directorate is required to report on decision-making outcomes in relation to FOI requests that it received during the year.

The Directorate received 84 new FOI requests during 2010–11 and completed four applications that were carried over from 2009–10.

Table 15: Outcomes of FOI requests 2010–11

Decision	Number of requests	Per cent
Full access granted	17	19%
Access refused	15	17%
Partial access granted	37	42%
Technical refusal	7	8%
Withdrawn by applicant	4	5%
Transferred to another agency	7	8%
Decision pending	1	1%
Total	88	100%

Table 16: Completed FOI application response times 2010–11¹

Response time	Number completed	Per cent
0–30 days	47	59%
31–45 days	20	25%
46–60 days	7	9%
61–90 days	4	5%
90+ days	2	3%
Total	80	100%

¹ Does not include seven transfers to other agencies and one ongoing application.

In processing FOI applications the Directorate strives to comply with statutory timeframes. There were, however, several instances where applications were completed outside the required timeframes in 2010–11. In 2010–11, the Directorate received a record number of FOI applications compared with previous years. Many of these applications requested large numbers of documents and required complex release decisions.

Where the Directorate was not able to meet statutory time frames, applicants were advised and extensions of time were requested.

REVIEW OF DECISIONS

Table 17: Internal review of decisions 2010–11

Requests for internal review	Original decision affirmed	Original decision varied – partial release	Original decision overturned
7	5	1	1

Table 18: Decisions review by the ACT Civil and Administrative Tribunal 2010–11

Applications for ACAT review	Decision affirmed	Decision overturned	Application withdrawn	Ongoing
2	0	0	1	1

FEES AND CHARGES

The Directorate collected \$440.39 in FOI processing fees in 2010–11.

AMENDMENT OF PERSONAL RECORDS

No applications were received to amend personal records in 2010–11.

For more information

Director, Governance
Phone: (02) 6207 5040

C5 INTERNAL ACCOUNTABILITY

ORGANISATIONAL STRUCTURE

An organisation chart is included in section A1 The organisation, page 2.

The organisational structure introduced in August 2009 continued to operate through most of 2010–11. Within this same structure, the Land Management and Planning Division realigned its businesses into a new internal structure, introduced at the end of 2010. Licensing and Compliance and Yarralumla Nursery were incorporated into a new City Services business unit, with ACT Public Cemeteries Authority also reporting through this structure. Asset Integration, Design and Development was formed and Conservation, Planning and Research and Capital Woodlands and Wetland Reserves established as business units separate to Parks and Conservation. Ministerial coordination was also centralised into Governance, Corporate Support Division in 2010–11.

On 17 May 2011 new Administrative Arrangements came into place as a result of an ACT Government decision following the release of the ACT Public Sector (Hawke) Review. Organisational changes to the Territory and Municipal Services (TAMS) Directorate at this time included the transfer of Shared Services and the Territory Records Office to the Treasury Directorate; Transport Planning and support to the Conservator of Flora and Fauna to the Environment and Sustainable Development Directorate; transport regulation and road safety functions to the Justice and Community Safety Directorate; Territory Venues and Events, Exhibition Park in Canberra and Sport and Recreation Services to the Economic Development Directorate; and ACT Property Group from the former Department of Land and Property Services to TAMS.

Following the changes outlined above, a new organisational structure was introduced in TAMS on 23 May 2011 to realign the Directorate with the ACT Government's priorities and respond to some of the key outcomes of the Hawke Review. Four new divisions were established: Business Enterprises, Parks and City Services, Roads and Public Transport and Directorate Services. Canberra Connect also reports separately to the Deputy Director-General, recognising the significant role it plays as the primary government gateway for information, payments and services. The Executive Leadership Team is made up of the Director-General, Deputy Director-General, four Executive Directors and the Chief Finance Officer.

DIRECTOR-GENERAL

The Director-General, Mr Gary Byles, is responsible for the efficient administration of the Directorate and its strategic direction. The Director-General is a member of the ACT Public Service (ACTPS) Strategic Board, which provides a whole-of-government leadership and strategic direction to the ACTPS.

DEPUTY DIRECTOR-GENERAL

The Deputy Director-General, Ms Sue Morrell, supports the Director-General at the strategic level, coordinates operational activities across divisions and has responsibility for the Directorate Services Division through the Executive Director, Directorate Services Division.

EXECUTIVE DIRECTOR, PARKS AND CITY SERVICES DIVISION

The Executive Director of Parks and City Services Division, Ms Fay Steward, is responsible for Parks and Conservation, City Services and Libraries ACT. The position holds the statutory responsibility for the Animal Welfare Authority.

EXECUTIVE DIRECTOR, BUSINESS ENTERPRISES DIVISION

The Executive Director of Business Enterprises Division, Mr Phillip Perram, oversees the management of a range of government-owned businesses including ACT NOWaste, Capital Linen Service, ACT Public Cemeteries Authority, Yarralumla Nursery and ACT Property Group.

EXECUTIVE DIRECTOR, ROADS AND PUBLIC TRANSPORT DIVISION

The Executive Director of Roads and Public Transport Division oversees the administration of many aspects of transport for the ACT including infrastructure management (roads, bridges and stormwater) and public transport services through ACTION buses. Mr Tom Elliott resigned as Executive Director in April 2011.

Mr Paul Peters is currently acting in the position.

EXECUTIVE DIRECTOR, DIRECTORATE SERVICES DIVISION

The Executive Director of the Directorate Services Division oversees the administration of corporate and operational support to the Directorate. The position of Executive Director of the Directorate Services Division is currently vacant.

CORPORATE AND OPERATIONAL PLANS

STATEMENT OF INTENT 2010–11

In July 2010 the Directorate reviewed its Strategic Plan 2010–13 to ensure it aligned with the ACT Government's priorities. In November 2010 TAMS released its Statement of Intent 2010–11. The Statement of Intent, which replaced the Strategic Plan 2010–13, provides the framework to articulate the Directorate's vision, mission, values, key goals and measures of success. It also reflects the Directorate's planning hierarchy, recognising The Canberra Plan as the direction setting strategy across Government.

The Statement of Intent 2010–11 reflects the ACT Government's key priorities for TAMS and is the key reference document when developing business unit business plans and staff performance agreements.

The planning process encompasses:

- an annual review of the Directorate's Statement of Intent
- updating Government and Directorate priorities
- developing annual business plans across the Directorate
- developing staff performance management agreements.

Table 19: TAMS senior management committees

Name of committee	Role of committee	Membership
TAMS Executive Leadership Team (ELT)	Ensures the Directorate's strategic directions are aligned with the priorities of the government and reviews all aspects of business across the Directorate to ensure they are operating efficiently.	Director-General (DG) Deputy Director-General (DDG) Executive Directors (EDs) Chief Finance Officer (CFO)
TAMS Internal Audit Committee (IAC)	Oversees the Directorate's governance, risk and internal control environment on behalf of the Director-General and provides assurance as to its effectiveness.	External chair DDG Two independent members ED Shared Services
TAMS Finance Committee	Provides a strategic coordination role and facilitates decisions/ recommendations from the ELT.	DG/DDG CFO EDs
TAMS Capital Works Committee	Oversees the capital works budget and project management.	DG/DDG EDs CFO Director, Operational Support
TAMS Information Management–Information and Communications Technology Committee (IM–ICT)	Advises executive on whole-of-government ICT strategic and policy-related issues.	DDG EDs General Managers (GM) Shared Services ICT Manager ICT Contracts Head of Shared Services
TAMS Strategic Asset Management Committee (SAMC)	Provides a strategic overview of asset management and develops, implements and manages a framework to ensure compliance with regulatory requirements. The committee exercises governance oversight of the management of the Directorate's physical asset portfolio and the systems that are used to manage it.	DDG CFO EDs Director, Operational Support Directors/GMs of each major asset owner Director, ACT Property Group

Name of committee	Role of committee	Membership
TAMS Enterprise Agreement Steering Committee	Oversees the Enterprise Agreement development process for the progression of the TAMS Agreements.	DDG EDs Director, Human Resources Manager, Employee Relations Director, Finance/CFO
TAMS Workplace Health and Safety Steering Committee	Provides leadership and direction in the management of workplace health and safety across the Directorate.	DDG EDs One workplace safety representative from each division
TAMS Risk Management Committee	Oversees the risk management processes within TAMS and reports to the ELT and IAC on the Directorate's key risks.	ED, Chair Director, Governance Senior Manager, Security and Risk Senior officer representative from each division Legislative Compliance Manager ACTIA representative

REMUNERATION

As specified in the *Remuneration Tribunal Act 1995*, the Remuneration Tribunal reviews the remuneration of senior executive officer positions and full and part-time statutory authority positions.

For more information

Director, Governance
Phone: (02) 6207 5040

C6 HUMAN RESOURCES PERFORMANCE

MANAGING OUR PEOPLE

The TAMS Human Resources Branch (HR) provides a range of services and advice to the Directorate on all aspects of human resources. HR works with managers and supervisors to develop and enhance skills and capabilities which enables them to deliver services to the ACT community. The TAMS entry-level programs are designed to attract, build and retain a workforce aligned to meet the organisations needs.

TAMS reviewed its Code of Conduct and released the new document in November 2010. At a Senior Managers Forum there was a presentation on the new Code of Conduct and a 'beyondblue' mental health awareness session for approximately 400 senior managers.

EXCELLENCE AWARDS

In December 2010 the Director-General presented the TAMS Excellence Awards to recognise and celebrate the achievements of staff and teams across the Directorate with regard to excellence in leadership, teamwork, customer service and innovation.

APPRENTICES, GRADUATES, TRAINEESHIPS AND AUSTRALIAN SCHOOL-BASED APPRENTICESHIPS

HR manages and coordinates a number of entry-level programs to ensure prospective employees are familiar with the TAMS work environment and aware of employment opportunities.

During 2010–11 TAMS employed over 25 apprentices in the areas of horticulture, heavy vehicle diesel mechanics, plumbing, carpentry and locksmithing/fitting. Four of those apprentices completed their apprenticeships and all four were appointed to trade positions in early 2011.

TAMS participated in the 2010 ACT Public Service (ACTPS) Graduate Development Program, hosting one graduate who graduated in December 2010 and accepted a position in January 2011.

While it did not participate in the 2010–11 ACTPS Indigenous Traineeship Program, TAMS has two Aboriginal and Torres Strait Islander trainees within the Parks and City Services Division participating in a two-year traineeship program.

The Australian School-Based Apprenticeships (ASBA) scheme provides opportunities for the employment of future apprentices in industry organisations. As an ASBA host, TAMS provided ten high school students with one-day-a-week work placements in the Parks and City Services and Roads and Public Transport divisions. Four of those students completed their ASBA training during 2010–11.

RESPECT, EQUITY AND DIVERSITY

Under the ACTPS Respect, Equity and Diversity (RED) Framework, TAMS created an action plan appointing an executive sponsor and RED contact officers. The contact officers are the first point of contact for providing information on managing and preventing workplace discrimination, harassment and bullying.

The TAMS RED Contact Officer Committee (previously the Diversity Committee) is accountable to the Executive Leadership Team (ELT) to develop and implement the equity and diversity interests of the Directorate through:

- promoting the value of providing opportunities for people with a diverse range of experiences, cultural backgrounds and abilities to enrich the overall working environment
- providing guidance and feedback to the ELT on the maintenance, development and review of policies, strategies and programs affecting equity and diversity in employment
- reviewing the Directorate's performance on the implementation of strategies and progress towards goals.

As part of the release of the new TAMS Code of Conduct in 2010, a pilot survey was conducted in February 2011 involving approximately 280 City Services staff to determine awareness levels and perceived compliance in the area. The survey results on behaviour in accordance with RED principles and the TAMS Code of Conduct were extremely positive. Feedback provided during April–May 2011 confirmed a strong focus on continuous improvement strategies, with suggestions highlighting the need for improved communication between strategic and operational areas and the need for effective communication between teams.

HR will continue to work with executives and staff across the Directorate to provide leadership development at the strategic and operational levels.

EMPLOYMENT OF PEOPLE WITH A DISABILITY AND RETAINING AN AGEING WORKFORCE

TAMS provided a representative at the June 2011 whole-of-government focus group dedicated to improving the capability of Directorates to increase employment opportunities for those with disabilities and an aging workforce. It examined workforce participation strategies such as improving awareness and identifying unique skills sets associated with particular disabilities.

Parks and City Services participated by providing a part-time position for an Administrative Service Officer Class 2. Six Capital Linen Service staff are supported by disability case managers and provided with opportunities to progress through the classification structure. Yarralumla Nursery provides work for a number of people with a disability, focusing on their skills and abilities. ACT Property Group (ACTPG) employs four staff with a disability; three are assisting in the general services area while the fourth is located in the ACTPG 24 hour seven days a week Response Centre.

For more information

Director, Human Resources
Phone: (02) 6207 5506

C7 STAFFING PROFILE

TAMS has 1,748.8 full time equivalent (FTE) employees, of which 80 per cent are frontline and 20 per cent are non-frontline employees. TAMS is a municipal service delivery Directorate, so its employment structure is heavily weighted towards a direct public interface.

The following tables provide a breakdown of staff by classification, employment category, average length of service and age profile as at 30 June 2011.

Table 20: FTE and headcount

	Female	Male
FTE by gender	427.5	1,321.3
Headcount by gender	468	1,423
% of workforce (headcount)	25%	75%

Table 21: Classifications

Classification group	Female	Male	Total
Administrative officers	192	125	317
Capital Linen Service officers	44	30	74
Executive officers	4	14	18
General service officers and equivalent	43	400	443
Professional officers	31	8	39
Rangers	7	20	27
Senior officers	61	130	191
Technical officers	21	99	120
Trainees and apprentices	5	13	18
Bus operators	60	584	644
Total	468	1,423	1,891

Table 22: Employment category by gender

Employment category	Female	Male	Total
Casual	16	60	76
Permanent full-time	323	1,005	1,328
Permanent part-time	96	218	314
Temporary full-time	28	110	138
Temporary part-time	5	30	35
Total	468	1,423	1,891

Table 23: Average length of service by age group by gender

Average length of service (years)	Pre baby boomers (Born before 1946)		Baby boomers (Born 1946 to 1964)		Generation X (Born 1965 to 1979 inclusive)		Generation Y (Born 1980 onwards)		Total	
	F	M	F	M	F	M	F	M	F	M
0-2	0	4	26	107	24	127	27	78	77	316
2-4	2	9	32	106	38	111	20	53	92	279
4-6	0	1	13	41	13	32	10	10	36	84
6-8	0	3	32	87	31	66	7	16	70	172
8-10	0	0	28	52	24	38	3	0	55	90
10-12	0	1	17	23	13	19	0	3	30	46
12-14	0	5	14	42	8	14	0	0	22	61
14+ years	3	26	70	293	13	56	0	0	86	375

Table 24: Total average length of service by gender

Gender	Average length of service in years
Female	8.6
Male	9.9
Total	9.6

Table 25: Age profile

Age group	Female	Male	Total
<20	2	8	10
20-24	21	49	70
25-29	32	77	109
30-34	40	105	145
35-39	56	156	212
40-44	56	165	221
45-49	77	247	324
50-54	89	238	327
55-59	57	174	231
60-64	31	146	177
65-69	6	46	52
70+	1	12	13

Table 26: Agency profile

Division	FTE	Headcount
Business Enterprises Division	194.9	205
Directorate Services Division	189.9	197
Office of the Director-General	5	5
Parks and City Services Division	473.3	490
Roads and Public Transport Division	885.6	994
Total	1,748.7	1,891

Table 27: Agency profile by employment type

Division	Permanent	Temporary	Casual
Business Enterprises Division	182	19	4
Directorate Services Division	188	9	0
Office of the Director-General	3	2	0
Parks and City Services Division	397	89	4
Roads and Public Transport Division	872	54	68
Total	1,642	173	76

Table 28: Equity and workplace diversity

	A	B	C		
	Aboriginal and/or Torres Strait Islander	Culturally and linguistically diverse (CALD)	People with a disability	Employees who identify with any of the equity and diversity categories (A, B, C)*	Women
Headcount	19	388	35	433	468
% of Total Staff	1%	20.5%	1.9%	22.9%	24.7%

*NB: Employees who identify in more than one equity and diversity category have only been counted once.

The statistics exclude board members, staff not paid by the ACT Public Service and people on leave without pay. Staff members who separated from the ACT Public Service but received a payment in 2010-11 have been included.

For more information

Director, Human Resources
Phone: (02) 6207 5506

C8 LEARNING AND DEVELOPMENT

INDUCTION PROGRAM

The TAMS Induction Program provides key information about the Directorate to new employees at the start of employment. It was attended by 126 staff during 2010–11.

TAMS LEADERSHIP DEVELOPMENT FRAMEWORK

The TAMS Leadership Development Program is currently being developed to enhance skills and capabilities of managers and supervisors. This program will focus on:

- linking operations to strategy
- modelling leadership behaviours
- influencing and managing change through innovation
- managing performance through coaching.

CERTIFICATE OF GOVERNMENT

As a result of broad banding, General Service Officer (GSO) 5 and 6 staff throughout TAMS are required to complete a Certificate II in Government before moving through the 'soft barrier' to the higher increment levels of GSO 5/6 positions. The training involves four core subjects and five electives, with training delivered using a combination of group, independent and workplace methods. During 2010–11, 14 staff commenced the Certificate II in Government, with 12 staff completing the certificate and two still in progress.

PRODUCTIVITY PLACEMENT PROGRAM

The Productivity Placement Program (PPP) is part of the Australian Government's Skilling Australia for the Future initiative. It aims to reduce skill shortages and increase productivity of industry and enterprise. PPP is a jointly funded partnership between the Australian and State Governments.

Ten employees commenced the PPP in 2010–11, with three completing Certificate IV and two completing the Diploma of Government. The remaining five employees are still progressing through the training programs.

YOUNG PROFESSIONALS' NETWORK

The Young Professionals' Network (YPN) connects young professionals across the ACT Public Service (ACTPS) through professional development and training events. The connections they form provide the foundation for future collaboration across the ACTPS and assist in retaining valuable staff. The total number of YPN members in TAMS is 65, with an Executive Director appointed as a sponsor.

TAMS STUDIES ASSISTANCE

TAMS encourage staff to develop their capabilities in areas that will be mutually beneficial to the individual and the workplace. During 2010–11 studies assistance was granted to 26 employees.

ACT GOVERNMENT MANAGEMENT PROGRAMS

TAMS actively supports the whole-of-government training coordinated by Shared Services. In 2010–11 TAMS staff attended the programs and training courses listed below.

Table 29: ACT Government development programs

Program	Participants	Total cost if applicable
ACTPS Graduate Program	No new graduates during 2010–11	N/A
Young Professionals' Network	65	N/A
Future Leaders Program	3	\$8,760
Executive Development Program	4	\$14,260
Public Service Management Program	5	N/A
Chief Minister and Cabinet Directorate sponsored training for first-time and front-line managers	4 (across 5 courses)	\$6,112
Studies assistance	26	\$28,000

OTHER TRAINING UNDERTAKEN ACROSS BUSINESS UNITS

Over 200 TAMS employees completed a wide range of training made available through the ACTPS Training Program at a total cost of \$55,144. These included writing development, technology usage, change management, effective work environments, financial management and recruitment selection preparation and processes amongst others.

For more information:

Director, Human Resources
Phone: (02) 6207 5506

C9 WORKPLACE HEALTH AND SAFETY

LEADERSHIP

WORKPLACE HEALTH AND SAFETY MANAGEMENT PRACTICES

TAMS is committed to ensuring a positive health and safety culture by strengthening the capacity of its leaders to achieve improved workplace health and safety outcomes for its employees and the environment.

This commitment is underpinned by the ACT Public Service (ACTPS) Workplace Health and Safety Policy Statement, the Directorate's Risk Management Framework, TAMS Statement of Intent, ACTPS Respect, Equity and Diversity Framework, TAMS Code of Conduct, Records Management policy and Enterprise Agreement, all of which reflect responsibility, accountability and respect in an organisation that values the health and safety of its employees.

In keeping with the ACTPS Workplace Health Strategic Plan 2008–12, TAMS undertook a systematic continuous improvement approach to the management of business health work and safety risks, which included a plan to implement recommendations based on the division's risk priorities and availability of resources during the financial year.

WORKPLACE HEALTH AND SAFETY STRUCTURES AND REPORTING

TAMS workplaces are geographically spread across Canberra, including in regional and outlying areas. Worker consultation units are formed within each division to ensure adequate representation.

Work safety representatives (WSRs) are responsible for consulting with their fellow unit officers and reporting to their local health and safety committee on a quarterly basis. Matters of high risk and/or strategic importance that cannot be resolved at the local level may be escalated for attention by the TAMS Workplace Health and Safety Steering Committee, which meets quarterly and is attended by executive directors and elected WSRs from each division.

Changes to worker consultation units and WSRs are communicated through reporting mechanisms prescribed under the TAMS Workplace Health and Safety Steering Committee. Changes are recorded in minutes of meetings and, accordingly, reflected in the database that supports the workplace health and safety structure.

INJURY PREVENTION

POLICY AND PROCEDURE DEVELOPMENT

The ACT Public Sector Workplace Health Strategic Plan is a whole-of-government commitment to improve the safety and wellbeing of employees by setting performance targets in three key result areas: leadership, injury prevention and injury management. Through this framework, the TAMS Workplace Health and Safety Steering Committee guides and influences health and safety responsibilities by integrating and interpreting legislative requirements. This process allows employees to communicate and contribute to matters directly affecting their work safety.

Practical and specific guidance information is supported through the initiative of the Workplace Health and Safety Improvement Program, which has an overall objective of achieving a continuous improvement approach to workplace health and safety and employees' compensation outcomes. Practical guidance information is accessible through the services of Comcare and WorkSafe ACT.

WORKPLACE HEALTH AND SAFETY EMERGENCY PROCEDURES STRUCTURE

The TAMS Emergency Management Plan is prepared and maintained by the Executive Leadership Team to provide a framework for a coordinated and rapid response to a critical incident. Procedures for a critical incident are available and communicated to all staff via posters and the TAMS intranet.

Information on the structure of and appointments to the Emergency Control Organisation for Macarthur House is updated on a regular basis by the Chief Fire Warden and Deputy Chief Fire Warden. Information is displayed on staff notice boards and is accessible on the TAMS intranet. The Human Resources branch maintains a database containing names and contact details, including training information for Fire Wardens, WSRs and First Aid Officers.

Emergency and evacuation exercises are performed on a regular basis and information on emergency assembly areas and evacuation procedures is posted on all staff notice boards, the intranet and staff amenity areas. It is also included as part of the TAMS Induction Program.

WORKPLACE HEALTH AND SAFETY TRAINING AND INDUCTION

In addition to the TAMS Induction Program, training for specific work safety matters is coordinated by the work area supervisor. Training may be in-house or outsourced, depending on the nature of the requirements. WSR, first aid officer and fire warden training is provided by an approved panel of providers under the ACT Government's procurement program.

WORK SAFETY REPRESENTATIVES

WSRs and deputy WSRs serve a two-year term of office once they have completed appropriate training. WSRs attend local health and safety meetings and have access to higher levels of representation at the TAMS Workplace Health and Safety Steering Committee meetings, which are held quarterly.

HEALTH AND WELLBEING

INFLUENZA IMMUNISATION

Information on the opportunity to participate in the TAMS Influenza Vaccination Program was distributed to all staff in March 2011. Approximately 323 Directorate-funded flu vaccinations were provided.

EMPLOYEE ASSISTANCE PROGRAM

The TAMS Employee Assistance Program is administered by PPC Worldwide, an independent organisation contracted to provide a professional and confidential counselling service for all staff and their immediate families. A total of 156 employees or family members of employees attended PPC Worldwide during the year. Personal issues accounted for 67 per cent of these appointments and 33 per cent were work-related.

RISK ASSESSMENTS

TAMS worked in partnership with Shared Services Workplace Health and Safety team to remediate risks identified in the review of the internal Baseline Gap Analysis. An implementation plan was developed to map, identify and prioritise business unit risks to implementing a Workplace Health and Safety Improvement Strategy unique to individual business risk profiles.

Workplace risks are identified on individual business risk registers. Recommendations for 18 business units in the Workplace Health and Safety Improvement Program were addressed and implemented in accordance with budget and resourcing priorities during 2010–11.

ACCIDENT/INCIDENT INVESTIGATION

Shared Services Workplace Health and Safety team reviewed and risk-assessed 535 TAMS workplace health and safety issues during 2010–11.

REPORTING REQUIREMENTS

- A Notice for Failure to Comply with Safety Duties was issued against the former Department of Land and Property Services. As a result of changes to administrative arrangements following the Hawke Review, the area responsible was transferred to TAMS. Further information can be found in the Economic Development Directorate 2010–11 annual report. All recommendations have been implemented.
- No Provisional Improvement Notices were issued against TAMS under Division 5.2 of the Act.
- No Improvement Notices were issued against TAMS under Division 7.4 of the Act.
- No Prohibition Notices were issued against TAMS under Division 7.5 of the Act.

INJURY MANAGEMENT

REPORTING

During 2010–11 TAMS provided detailed monthly reporting to managers to give them an increased understanding of human resource processes and allow greater involvement in compensation, return-to-work case management and performance management.

MANAGEMENT OF HIGH-COST CLAIMS

TAMS continued to focus on the long-term high-cost claims across the Directorate, working collaboratively with Comcare, Shared Services and the work areas. These cases have a significant effect on workers compensation premiums for the ACT Government as well as the staff involved.

INCIDENTS

In 2010–11 there were 552 reported workplace incidents in TAMS.

CLAIMS

Table 30: Target 1 – Reduce the numbers of claims reaching five days incapacity by 40 per cent

Experience quarter ending	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11
Number of new claims with five days incapacity	92	96	68	81	84	73	57	54	71	70
Rate per 1,000 employees	34.3	35.5	24.5	30.0	30.7	30.4	23.0	19.5	25.2	24.8
TAMS target	34.3	32.9	31.5	30.2	28.8	27.4	26.0	24.7	23.3	22.7
ACTPS number of new claims with five days incapacity	412	472	449	441	459	379	291	330	333	355
Rate per 1,000 employees	25.3	27.4	25.9	25.9	26.4	21.9	16.3	17.9	17.9	18.2
ACTPS target	25.3	24.3	23.3	22.2	21.2	20.2	19.2	18.2	17.2	16.2

Target 2 – Eliminate all fatalities due to workplace injuries

There have been no fatalities due to workplace injuries within TAMS during 2010-11.

Table 31: Target 3 – Reduce the average lost time rate by 40 per cent

Experience quarter ending	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11
Weeks of incapacity	3,890.6	2,828.3	2,841.1	2,540.4	2,167.2	1,944.3	2,092.1	2,142.7	2,406.0	2,386
Rate per 1,000 employees	1,449.3	1,046.4	1,023.7	942.3	792.8	810.3	845.1	774.6	853.8	844
TAMS target	1,449.3	1,391.3	1,333.3	1,275.4	1,217.4	1,159.4	1,101.4	1,043.5	985.5	959
ACTPS target	801.1	769.1	737.0	705.0	672.9	640.9	608.8	576.8	544.8	513

For more information:

Director, Human Resources
Phone: (02) 6207 5506

C10 WORKPLACE RELATIONS

INDUSTRIAL RELATIONS AND PEOPLE MANAGEMENT

During 2010–11 there was extensive liaison with TAMS business units in the lead-up to negotiations on the two staff industrial agreements: the TAMS Enterprise Agreement and the ACTION Certified Agreement.

TAMS Human Resources continued to develop relationships with business units on people management issues with a view to providing support and guidance in dealing with difficult relationships in the workplace. It also assisted business units to successfully resolve several disputes around service conditions and used the knowledge gained in the process to support the preparation for negotiations on the two staff industrial agreements.

AGENCY CONSULTATIVE COMMITTEE

The TAMS Agency Consultative Committee (ACC) met regularly during the period, providing employees, through their representatives, the opportunity to provide feedback to TAMS senior executive. The ACC includes representation from all industrial organisations representing TAMS employees.

TAMS SPECIAL EMPLOYMENT ARRANGEMENTS AND AUSTRALIAN WORKPLACE AGREEMENTS

The TAMS Special Employment Arrangement (SEA) review process was finalised in 2011, resulting in a reduction in SEAs.

TAMS has nine existing Australian Workplace Agreements (AWAs), which continued to operate during 2010–11 and will continue until the AWA is terminated in accordance with ACT Government policy.

Table 32: TAMS Special Employment Arrangements and Australian Workplace Agreements

Description	Number of individual SEAs	Number of group SEAs*	Total employees covered by group SEAs**	Total
	A	B	C	(A+C)
Special Employment Arrangements				
Number of SEAs at 30 June 2011	15	Nil	Nil	15
Number of SEAs entered into during period	3	Nil	Nil	3
Number of SEAs terminated during period	7	Nil	Nil	7
The number of SEAs providing for privately plated vehicles at 30 June 2011	Nil	Nil	Nil	Nil
Number of SEAs for employees who have transferred from AWAs during period	Nil	Nil	Nil	Nil
Total				25

Table 32: TAMS Special Employment Arrangements and Australian Workplace Agreements *cont.*

Description	Number of individual SEAs	Number of group SEAs*	Total employees covered by group SEAs**	Total
	A	B	C	(A+C)
Australian Workplace Agreements				
Number of AWAs at 30 June 2011	Nil	Nil	Nil	Nil
Number of AWAs terminated/lapsed (including formal termination and those that have lapsed due to staff departures)	Nil	Nil	Nil	Nil

Table 33: Special Employment Arrangement and Australian Workplace Agreement classifications

	Classification range	Remuneration at 30 June 2011
Individual and group SEAs	ASO6*–SOGA*	\$83,817–\$141,818
AWAs (includes AWAs ceased during period)	N/A	N/A

* Or equivalent classification.

For more information

Director, Human Resources
Phone: (02) 6207 5506

C11 STRATEGIC BUSHFIRE MANAGEMENT PLAN

During 2010–11 TAMS continued to implement operations to meet the requirements of the Strategic Bushfire Management Plan Version 2 (SBMP V2). The SBMP V2 outlines the various high-level and strategic bushfire management actions for protecting life, property and the environment.

The SBMP V2 was informed by the regional fire management plans developed by TAMS and completed in July 2009. The 11 regional fire plans cover the entire ACT and integrate landscape factors including soil type, vegetation, slope, threatened species, cultural issues, water quality and biodiversity into one document.

Under the *Emergencies Act 2004*, land managers must produce an annual Bushfire Operations Plan (BOP). The BOP outlines the annual works program proposed to meet the requirements of the SBMP V2. The Act requires the BOP to be audited quarterly (undertaken externally by the Emergency Services Authority) with a full end-of-year audit being undertaken and reported back to the ACT Minister for Emergency Services. The BOP is divided into nine main sections and covers all areas of fire protection across TAMS. These sections are:

- fuel management (slashing, controlled burning, grazing, physical removal and treatment of fuel by chemicals)
- access management (construction, upgrading and maintenance of trails)
- infrastructure (such as helipad development and building water tanks)
- equipment purchase
- training
- auditing and monitoring
- planning and research
- education
- response and standby.

FUEL MANAGEMENT

Fuel management aims to reduce fire fuel loads. Actions to achieve this fuel modification include prescribed burning, physical removal, slashing, grazing and chemical treatment of vegetation.

PRESCRIBED BURNING

A total of 4,217 hectares of prescribed burning was identified to be undertaken in the 2010–11 BOP. Due to the prolonged wet weather only 1,440 hectares of this was completed. However, the majority of the completed burns were strategically focused on the grasslands surrounding the urban edge. The forest fuels remained too wet throughout the entire season to enable prescribed burns to be undertaken before the onset of winter. Areas completed included Aranda Spine, Black Mountain, Goorooyaroo, Dunlop Grasslands, Bullen Range, Bruce Ridge, Nicholls, Red Hill, Kambah and Mitchell.

Out of the total of 51 planned prescribed burns only 15 were not completed (due to wet weather), which accounted for 2,937 hectares. These uncompleted burns will be rolled over into the 2011–12 BOP, including two large burns in Namadgi and Tidbinbilla totalling 2,400 hectares.

PHYSICAL REMOVAL

The elimination or reduction of fire fuels through physical removal is undertaken by either hand or machinery. This operation is often undertaken to bring an area to a state that can be slashed in the future. The BOP identified 44 separate projects covering approximately 554 hectares, all of which were completed. Twenty-seven of the physical removal projects were concentrated in the Asset Protection Zones (APZs) adjacent to the urban edge of residential Canberra, including sites at Aranda, Spence, Fisher, Kambah, Ngunnawal, Dunlop, Mount Rodgers, Mount Taylor, Yarralumla, Curtin, O'Malley, Isaacs, Hume and Hughes. Seventeen of the physical removal activities were undertaken for asset protection in Namadgi National Park, Kowen Forest and land around Stromlo Forest.

SLASHING

Areas adjacent to the urban edge and along roadside verges and rural roads are slashed to reduce potential fire intensity and increase suppression capability. In 2010–11, slashing of 7,562 hectares was planned across 201 separate locations, of which 100 per cent was completed. Additional slashing was undertaken in areas where grazing was proving to be ineffective. This represented an increase of more than 1,000 hectares from the previous year's program.

GRAZING

Strategic grazing by livestock is an effective method of managing fire fuel loads in many areas across the ACT.

In 2010–11 over 7,400 hectares were identified as areas where grazing could be used to reduce fuel loads. This was an increase of more than 2,900 hectares from the previous year's program. Grazing was implemented in all the identified areas; however, an internal audit of 77 separate grazing activities confirmed that grazing was proving ineffective due to the continual rainfall, warm soil temperatures and extensive grass growth. This audit resulted in a reallocation of resources and an associated increase in specifically targeted strategic grazing, additional slashing and increased prescribed burns in order to protect the urban edge.

The grass, although dense and actively growing throughout the summer, did not exceed 50 per cent curing at any stage during the fire season and therefore was mostly compliant with the standards set in the SBMP V2.

CHEMICAL

Chemical herbicide is used to treat regrowth in areas that have had previous works (predominantly physical removal) undertaken. All of the four activities identified in the BOP (covering approximately 50 hectares) were completed at Majura, Red Hill, Farrer and Tuggeranong Hill.

ACCESS MANAGEMENT

Access management includes routine maintenance, upgrading and construction of fire trails and investigating proposed new trails. TAMS manages more than 4,500 kilometres of fire trails which provide for rapid access to bushfires and serve as control lines for burning operations.

ROAD MAINTENANCE

There were 42 identified maintenance activities covering 362 kilometres in the 2010–11 BOP. Of these, TAMS completed 38 activities (or 326 kilometres) before the severe storm damage experienced across the TAMS estate in December 2010 and February 2011 caused a reallocation of resources to repairing damaged and inaccessible roads.

Fire trails across Canberra Nature Park, Namadgi National Park and the forestry plantations in Kowen, Pierces Creek and Uriarra received routine maintenance in 2010–11 to keep them in a condition that allows for safe and rapid transit by fire vehicles. Four areas were not completed during 2010–11 (Southern Namadgi, East O'Malley, Mugga Mugga and Ingledene fire trails) and will be rolled over into the 2011–12 BOP.

VEGETATION MANAGEMENT

This operation is predominantly slashing roadside vegetation with a flail mower and subsequently spraying to reduce regrowth. It is a crucial part of maintaining a strong open network of fire trails across the estate. In 2010–11 a total of 34 projects were identified, with 28 being either completed or begun before the end of June 2010. This is an ongoing program and those projects not completed due to the wet weather and storm damage work will be rolled over into the 2011–12 program.

UPGRADING

The upgrading of fire trails is undertaken to improve the accessibility of existing trails for different standards of vehicles. A total of 22 kilometres of trails across six separate sites were identified as requiring upgrades in the 2010–11 BOP. All but one activity, covering less than a kilometre, were completed before resources were reallocated to storm damage repair work.

The TAMS 2010–11 BOP was amended earlier this year in response to heavy rainfall and storm events experienced in the first half of 2010–11. These storm events prevented many activities (such as prescribed burning) from being completed as well as causing significant road damage, washed-out river crossings, severe erosion on fire trails and extensive blocking of culverts with debris. To address this damage across the TAMS estate, 19 additional activities were included in the amended BOP.

FIRE INFRASTRUCTURE DEVELOPMENT

Fire infrastructure development includes constructing or developing features or facilities to help in suppressing and managing fires. All of the 22 projects identified in the 2010–11 BOP were completed. Projects included signposting for main trails, helipad maintenance, maintenance of existing water points and the construction of fuel management grazing infrastructure, including fencing and water points. A major infrastructure project completed in 2010–11 was the construction of water tanks in the Rob Roy Reserve.

EQUIPMENT

Firefighting equipment, particularly boots, gloves and helmets, was replaced or renewed during 2010–11 as required.

TRAINING

Ensuring staff have comprehensive and up-to-date training is an essential component of fire management. Staff successfully completed over 98 per cent of the 2010–11 training program.

Over 520 staff days were committed to training in a range of bushfire-specific training courses. This training included fire management and fire weather, aviation awareness, chemical use, leadership, equipment use and fitness.

AUDIT AND MONITORING

For quality assurance, TAMS internal monitoring and auditing against the BOP includes specific audits on grazing, fire equipment and appliances, fuel hazard assessments, radio communications, fire trails and emergency vehicle access. Other activities in 2010–11 included audits on remote helipad locations, implementation of slashing and grazing, compliance with the SBMP V2 and assessment of backyard extensions into government-owned land.

RESPONSE AND STANDBY

Above-average rainfall throughout spring and summer kept the year's bushfire season mild, with very few reported fires on TAMS-managed land.

RESEARCH AND PLANNING

Activities undertaken included projects such as developing guidelines for future tree planting, concept plans for bushfire protection in the Molonglo Valley and the completion and approval of the environmental impact statement and development application for the Stockyard Spur Fire Trail and Walking Track.

EDUCATION

Activities in 2010–11 included the placement of information on the TAMS website about the BOP and subregional plans, and the preparation of information for and visits to rural leaseholders on managing grass fuel hazards.

SEASONAL CREW AND PLANT

TAMS employed 12 seasonal firefighters from 1 October 2010 to 30 June 2011 and contracted two dozers and one grader for over three months during the fire season. The seasonal resources were used for fuel and access management activities, and were also available for fire standby and response.

FUEL HAZARD ASSESSMENT

The 2010–11 fuel hazard assessment program included 2,040 assessments from over 680 plots. These audits help to determine work programs for the following year's BOP or immediate works required before the fire season.

TAMS is developing the next BOP based on the regional plans and the SBMP V2. TAMS will provide input into ACT-wide policy development, standards and priority setting on bushfire-related issues.

For more information

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C12 STRATEGIC ASSET MANAGEMENT

TAMS delivers a wide range of services to the ACT community on behalf of the ACT Government. Much of this relies on the planning, development and management of a significant and diverse range of assets, which were valued in 2010–11 at \$8.449 billion.

The largest asset category is infrastructure assets, which includes roads, bridges, community paths, traffic signals, stormwater, waste and recycling assets. Other assets in the TAMS portfolio include public libraries, public transport and property. Assets managed include:

Table 34: TAMS assets managed

Asset type	
Roads	6,394 lane kilometres
Bridges	916
Community paths	5.36 million square metres
Streetlights	73,000
Stormwater	3,529 pipe kilometres
Urban open space	5,783 hectares
Urban trees	715,000
Cycle paths (on road)	377 kilometres
Cycle paths (off road)	342 kilometres
Public libraries	667,000 collection items
Playgrounds	489
BBQs	361
Toilets	119

During 2010–11 TAMS revalued selected property, plant and equipment assets in accordance with ACT accounting policy, resulting in an increase in the asset value of \$69.57 million.

Table 35: TAMS asset valuation

Asset	Value \$'m	Revaluation increment \$'m
Infrastructure	\$6,070.32	\$11.67
Community	\$1,833.01	\$76.62
Buildings	\$278.16	-
Land	\$192.73	\$(11.51)
Plant and equipment	\$46.10	\$(5.55)
Leasehold improvements	\$1.22	-
Intangible assets	\$1.53	-
Biological assets	\$26.05	\$(1.66)
Total	\$8,449.12	\$69.57

The TAMS asset value of \$8.449 billion also includes a \$594.77 million increase in value arising from the following acquisitions and transfers:

- new assets, the majority of which relate to completed capital works infrastructure being transferred to the Directorate asset register, totalling \$152.02 million
- new infrastructure assets transferred to the Directorate asset register from the Economic Development Directorate valued at \$16.96 million
- assets transferred from the Environment and Sustainable Development Directorate valued at \$2.34 million
- assets transferred from the Education and Training Directorate valued at \$7.25 million
- assets transferred from the former Department of Land and Property Services as a result of administrative arrangements valued at \$416.20 million.

During 2010–11 the TAMS asset base was reduced through administrative arrangement transfers totalling \$202.41 million:

- plant and equipment transferred to the Justice and Community Services Directorate valued at \$1.58 million
- plant and equipment transferred to the Economic Development Directorate valued at \$200.65 million
- plant and equipment transferred to the Environment and Sustainable Development Directorate valued at \$0.16 million
- plant and equipment transferred to the Chief Minister and Cabinet Directorate valued at \$0.02 million.

As well as the asset values identified above, ACTION has operational assets worth \$80 million comprising:

- a bus fleet of 458 buses and 18 special needs vehicles
- land and buildings including depots, bus sheds and workshops at Belconnen and Tuggeranong sites
- workshop plant and equipment
- automated ticketing equipment and scheduling and workshop management systems
- office equipment.

ASSET MAINTENANCE AND UPGRADE

Excluding capital works, expenditure on capital upgrades undertaken in 2010–11 totalled \$19.388 million, consisting of:

- stormwater improvements \$4.111 million
- road safety measures and rehabilitation \$3.415 million
- major venues – facilities upgrades \$0.303 million
- neighbourhood improvements \$1.304 million
- sports facilities \$1.847 million
- residential street improvements \$0.159 million
- public transport infrastructure \$0.381 million
- urban and non-urban open space \$3.133 million
- sustainable and public transport initiatives \$0.379 million
- ACT NOWaste \$0.651 million
- ACTION – engine overhauls and other upgrades \$1.299 million
- property upgrades \$1.351 million
- shopping centres \$0.985 million
- heritage upgrades \$0.005 million
- Canberra Connect \$0.065 million.

In 2010–11 direct expenditure on repairs and maintenance was \$60.625 million, which represented 27 per cent of the total government payment for outputs.

STRATEGIC ASSET MANAGEMENT INITIATIVES

DIRECTORATE APPROACH TO INTEGRATED ASSET MANAGEMENT

In 2010–11 TAMS began to implement its Strategic Asset Management Framework, which will be overseen by the Strategic Asset Management Committee. The goal of this project is to implement a best practice approach to asset management that will deliver greater transparency on the contribution of assets to service delivery, supporting more optimal asset planning and investment decisions. A key deliverable of the project is to ensure asset management plans are prepared and implemented across the Directorate.

The commencement of the project has been facilitated through a commitment of \$0.437 million from the Local Government Reform Fund of the Australian Government Department of Regional Australia, Regional Development and Local Government. The agreement signed with the Australian Government in April 2011 requires the completion of the framework by May 2012. The project is currently on track to meet this schedule. Further ACT Government support will see the project continue into 2012–13 with the implementation of the framework and its integration into TAMS' business practices.

The output from the project will be improved asset management by TAMS, particularly in the life cycle management of assets. Additionally, it will assist in future capital investment decisions by articulating the service level to be delivered by the asset.

The principal asset management tool within TAMS is the Integrated Asset Management System (IAMS), which is the repository of the majority of TAMS asset data within Roads ACT, ACT NOWaste and Parks and City Services. In 2010–11 there was further growth in the rollout and utilisation of the system. IAMS now has 303 asset types and manages information about nearly two million assets. A number of specific

projects have continued migration to the new system. Most notably 17,158 assets and 8,888 networks have been entered into the system, in addition to an update of ownership information for Roads ACT.

Collectively these projects deliver more accurate and accessible information which supports efficient reporting and management. Further projects such as the integration and rollout of an electronic field capture device are expected to deliver increased benefits over the next 12 months as the full capacity of IAMS is realised.

CAPITAL LINEN SERVICE

Capital Linen Service undertook plant and equipment maintenance and linen replacement in accordance with its strategic asset and linen replacement plans. Maintenance costs were reduced and improved responsiveness was achieved, along with a focus on improved safety in maintenance activities. During the year a gas leak detection system was installed as a key safety initiative. A new ironing line was commissioned to provide increased capacity, flexibility and redundancy to meet the current and future growth of the ACT Health system.

ACTION

During 2010–11 ACTION continued its 100 bus replacement program by taking delivery of 32 Euro 5 MAN buses and eight Euro 5 Scania steer tag buses. The business also completed a depot feasibility study that will inform how these major assets will be managed. ACTION undertook a program of bus seat upgrade and replacement with a view to improving workplace safety and continued its major unit overhaul program, which seeks to recondition bus engines, among other major bus parts, to prolong the life of its older bus fleet. ACTION completed improvements to its closed circuit television (CCTV) system at interchanges and undertook a feasibility study and pilot for a new radio system. It continued its programs for retrofitting buses with park brake control devices and bike racks.

ROADS ACT

The Roads ACT Asset Management Plan 2010–12 was developed using the asset inventory and available condition data within IAMS to provide a broad approach for the management and use of road assets.

In the later part of 2010–11 Roads ACT began preparation of the asset management operational plan for lines and signs.

LIBRARIES ACT

In 2010–11 the ACT Government provided \$1.5 million for Libraries ACT to improve its collections. Of this, \$0.7 million was allocated to Kingston Library and the balance (\$0.8 million) to revitalise collections in the other branches. Funds were allocated to the collection for the new, larger Gungahlin Library.

All library materials are purchased in accordance with collection guidelines and, where appropriate, customer suggestions. This approach ensures balanced and relevant additions are made to the collection on behalf of the ACT community.

A withdrawal program is carried out according to Libraries ACT collection guidelines addressing accuracy and relevance of information, physical condition of items, and availability of similar material or information sources.

Libraries ACT continued to finetune its radio frequency identification (RFID) project in 2010–11. Each item in the library collection has an RFID chip enabling self-check-out and check-out or check-in of multiple items at once, supporting a more robust security system for library materials.

PARKS AND CITY SERVICES

Trees are key assets of Parks and City Services (PCS) and are managed through the Urban Treescapes Program, which resulted from the April 2011 report of the Commissioner of Sustainability and the Environment (CSE) on tree management practices in the ACT. This program focuses on three activities: improved maintenance of existing trees, integrated tree planting and tree removals, and planning.

The review of the suitability of tree species for Canberra is almost complete and the new Design Standard for Urban Infrastructure, No 23, Plant Species for Urban Landscape project is expected to be available online by the end of 2011. Scheduled maintenance and tree-planting activities are continuing.

As part of the One Million Trees initiative 6,250 trees and shrubs were planted in streets and parks and along suburban roads in 2010–11. In addition, approximately 4,000 trees were planted around Canberra's lakes and in streets and parks to replace trees that were removed due to poor condition, for safety reasons or to improve the amenity.

In 2010–11 PCS managed an additional 30 hectares of urban open space in new suburbs of Gungahlin, Belconnen and Tuggeranong. PCS is also managing an additional 85 seats, 25 park shelters, 30 tables, 13 drinking fountains, eight playgrounds, six barbeques, two jetties and two new waste enclosures in the City Centre. Maintenance of these assets includes mowing, cleaning, litter picking, painting, pruning, mulching, safety inspections and repairs to ensure new assets are maintained in a safe, functional and attractive condition.

PCS also upgraded the Lake Burley Griffin foreshore adjacent to Sullivans Creek and along the cycle path in Westbourne Wood. This included removing and mulching of woody weeds (such as pine wilding, elm suckers, pest willows, black alder, blackberry and wild plums) and grinding the remnant stumps. The lake foreshores were replanted with native Macrophytes to provide wildlife habitat and prevent erosion.

A new mowing program for public open space is being developed to improve scheduling and capture information on hectares mown, time to complete and cost. This will enable more accurate and efficient programming and reporting to the public, and planning of resource requirements according to varying seasonal weather conditions. The improved mowing program will be completed for the spring 2011 mowing season.

Work to construct eight community parks in Macarthur, Village Creek, Cook, Holt, Weston, Rivett, Chifley and Mount Neighbour, providing outdoor community facilities at former school sites, was completed in 2010–11. The local communities were extensively engaged during the development of each park to ensure the facilities provided are aligned with community expectations. Each community park has a unique character influenced by results of these consultations.

In 2010–11 PCS transferred its asset records for non-urban areas of the ACT into IAMS. PCS is working towards having all its assets recorded and managed within this system.

ACT NOWASTE

The Mugga Lane Resource Management Centre (MLRMC) is ACT NOWaste's largest and most important asset and the only active landfill facility in the ACT. Based on current use, the existing landfill approved for this site is expected to reach capacity by 2015. Initiatives have begun to extend the life of the current landfill, develop new landfill cells and identify the next landfill site for the ACT.

In 2010–11, projections were prepared to estimate the remaining capacity of the MLRMC landfill. These estimates factored in recent increases in waste to landfill and recent initiatives to extend the life of the existing landfill. Several technical, feasibility and design reports examining future landfill options were also

completed. This work will form the basis for the Mugga Lane stage 5 expansion, which will ensure Canberra's long-term landfill needs are met.

Strategic master plans were also completed in 2010–11 for the resource management centres at Mugga Lane and West Belconnen. The master plans include future operational requirements, maintenance requirements and forward capital programs for asset improvements and asset remediation. ACT NOWaste will start implementing the recommendations made in the master plan reports in 2011–12.

Major strategic planning activities in 2011–12 will focus on the Mugga Lane stage 5 expansion and planning for the new Molonglo and Gungahlin recycling drop-off centres.

ACT NOWaste has a hierarchy of strategic asset management plans, asset inventories and action plans. This information is increasingly used to manage forward budgets for repairs and maintenance and capital works funding programs. In 2011–12, ACT NOWaste will complete an updated valuation of all assets.

ACT PROPERTY GROUP

In 2010–11, ACT Property Group (ACTPG) reviewed its strategic asset management plan and began an update of this plan for owned properties. The updated plan will be finalised by the end of 2011 and updated management plans for owned properties will be developed during 2011–12. These plans will improve forward planning of owned property maintenance and upgrades.

As part of its strategic management planning, during 2010–11 ACTPG commissioned condition audits on ACT Government owned properties. A rolling program of audits is undertaken so that each property is inspected every five years. ACTPG also commissioned hazardous materials reports as required under the Dangerous Substances (General) Regulation 2004 and the Management of Asbestos in Non-Residential Government Buildings Guideline. These reports assist in planning for the removal or treatment of hazardous materials.

ACTPG began a project in 2010–11 to assess and appropriately treat or remove existing fuel storage facilities at sites where the storage facilities are no longer required for operational purposes. In 2010–11 the project focused primarily on site investigation and removal of smaller tanks. This project continues in 2011–12 with remediation, removal of larger tanks and treatment of any related contamination.

ACTPG has 14 heritage-nominated or heritage-registered sites in its portfolio, along with six sites located in heritage precincts, which it is responsible for managing in a manner that does not diminish the properties' heritage significance and, if possible, enhances or restores their heritage aspects. ACTPG received funding in 2010–11 to develop or update conservation management plans for these properties or to undertake heritage assessments where a property is believed to have heritage values but is not currently nominated or registered. These reports will assist ACTPG to plan for and manage these properties. Reports and studies for seven sites began in 2010–11 and will be completed in 2011–12, while work on a further seven sites will start in 2011–12 for completion that year. Work will also be undertaken in 2011–12 to develop information to assist ACTPG to manage ACT Government owned properties in heritage precincts that are not separately registered.

OFFICE ACCOMMODATION MANAGEMENT

At 30 June 2011 TAMS employed a total of 1,891 staff.

TAMS had 521 office-based employees occupying 7,786 square metres at the following sites:

- Macarthur House – 452 employees in 6,720 square metres
- Fyshwick Depot – 22 employees in 305 square metres

- North Building – 27 employees in 411 square metres
- Telstra House – 20 employees 350 square metres.

The average area occupied by each employee is 14.9 square metres.

A further 1,370 staff were employed in non-office environments. This includes staff in libraries, bus interchanges, shopfronts, road maintenance services, property services, linen services and depots.

For more information

Director, Operational Support
Phone: (02) 6207 6628

C13 CAPITAL WORKS PROGRAM

TAMS has identified the delivery and management of its capital works program as an important area of focus for the Directorate. In 2010-11 it achieved significant improvements in managing its large capital works budget, expending a record percentage of budget and delivering key infrastructure to the ACT. This was achieved by consistent attention across the Directorate to project, program and portfolio management.

TAMS implemented a number of initiatives in the past year that assisted these achievements, including the ongoing development of project management skills across the organisation and the adoption of new standardised project measures and management methodologies.

A TAMS Capital Works Coordinator position was established in June 2010 to support delivery of the capital works program across the Directorate focusing on improving results. TAMS also established a Project Management Community of Practice that holds monthly forums and offers support to program and project managers and training and accreditation opportunities for all staff involved in capital works and information communications technology projects. The initiative has also included developing better communications and fostering a partnership with Shared Services Procurement Solutions. The capital works coordination team has established the use of a single reporting tool for the entire program, measuring progress against cost, schedule and scope. TAMS will continue to progress these new project management practices and frameworks in the coming year and anticipates further benefits as they mature.

In 2010-11 the Directorate invested a record \$187.191 million into the capital works program which included:

- new works expenditure of \$16.881 million
- works in progress expenditure of \$150.922 million
- capital upgrades expenditure of \$19.388 million.

A detailed breakdown of capital works is at Appendix 2 on pages 140-151.

For more information

Director, Operational Support
Phone: (02) 6207 6628

C14 GOVERNMENT CONTRACTING

PROCUREMENT PRINCIPLES AND PROCESSES

TAMS uses contractors to provide services to the community. During 2010–11 the procurement selection and management processes for all contractors, including consultants, complied with the *Government Procurement Act 2001*, Government Procurement Regulation 2007 and policy circulars.

TAMS is committed to ensuring that suppliers meet all of their industrial relations obligations in the performance of any contract activities. TAMS may request details from suppliers, including an Ethical Suppliers Declaration, which may be sent to the relevant union (through Unions ACT), WorkSafe ACT, the Office of Regulatory Services and/or the Long Service Leave Board for verification.

EXTERNAL SOURCES OF LABOUR AND SERVICES

The table at Appendix 3 on pages 152-191 lists, by output class, contractor/consultancy services used by TAMS in providing services to the community. Building and other capital works are identified in the capital works program table at Appendix 2 on pages 140-151.

For more information

Director, Operational Support
Phone: (02) 6207 6628

C15 COMMUNITY GRANTS, ASSISTANCE AND SPONSORSHIP

In 2010–11 TAMS delivered grants, assistance and sponsorships to eligible individuals and organisations to develop facilities, provide services and manage programs of benefit to the Canberra community.

The majority of grants were provided through the sport and recreation grants program, which supports community participation in sporting and other activities. The Sport and Recreation Services business unit was transferred to the Economic Development Directorate on 17 May 2011. Grants provided by Sport and Recreation Services after that date are reported in the Economic Development Directorates annual report.

A detailed list of grants provided by TAMS for the whole of 2010–11 and for Sport and Recreation Services from 1 July 2010 to 16 May 2011 is provided at Appendix 4 on pages 192-203.

For more information

Director, Governance
Phone: (02) 6207 5040

C16 TERRITORY RECORDS

The *Territory Records Act 2002* requires a Directorate to address all of the elements set out in section 16 of the Act as well as those set out in the standards released by the Director of Territory Records under the Act. In implementing its approved records management program for 2010–11, TAMS met the requirements as specified in the *Territory Records Act 2002*.

Records and information management training continued throughout the year. Table 36 below gives the number of staff trained in 2010–11.

Table 36: Territory records training 2010–11

Training session	Number of attendees
Introductory records and information management training	60
Thesaurus training	35

Records were sentenced using an authorised disposal schedule to identify how long they will be kept. Disposal is either by physical destruction or transfer of records to another Directorate.

In 2010–11 sentencing and disposal of records was undertaken in Territory Venues and Events (now in the Economic Development Directorate), ACT NOWaste, Traffic Camera Office (now in Justice and Community Safety Directorate) and Governance.

Table 37: Directorate-specific records disposal schedules

Records disposal schedule name	Effective	Year and number
ACT Government Veterinarian	4 July 2008	NI2011—87
Cemeteries and Crematoria Management	15 December 2004	NI2004—477
Development Approval and Asset Acceptance	28 October 2005	NI2005—400
Environmental Management	4 July 2008	NI2011—86
Information and Communications Technologies	19 June 2007	NI2007—176
Parks Reserves and Public Places	4 July 2008	NI2011—94
Procurement	9 October 2007	NI2007—312
Roads Management	15 December 2004	NI2004—474
Sport and Athlete Development	14 December 2006	NI2006—448
Stormwater Drainage	15 December 2004	NI2004—475
Traffic and Transport	18 June 2004	NI2004—180
Venue and Event Management	28 October 2005	NI2005—402
Waste Management	7 September 2004	NI2004—336

Table 38: Records sentenced by business unit 2010–11

Business unit	Number of records sentenced
ACT NOWaste	820
Territory Venues and Events	350
Governance	138
Traffic Camera Office	142

Table 39: Records disposed by business unit 2010–11

Business unit	Records disposed
ACT NOWaste	604
Territory Venues and Events	180
Governance	136
Traffic Camera Office	142

New administrative arrangements in May 2011 resulted in the following records being transferred.

Table 40: Records transferred following new Administrative Arrangements 2010–11

Transferred out	Number of records
Shared Services	15,176
Transport Regulation	13,700
Sport and Recreation Services	2,500
Territory Venues and Events	1,200

Transferred in	Number of records
ACT Property Group	9,500

TAMS also carried out records sentencing for the Environment and Sustainable Development Directorate and Chief Minister and Cabinet Directorate. This work was funded by the respective Directorate.

During 2010–11 TAMS responded to five public access requests for records and information. Three requests related to roads and infrastructure, one to waste management and one to staffing arrangements before self-government.

For more information

Director, Governance
Phone: (02) 6207 5040

C17 HUMAN RIGHTS ACT 2004

The *Human Rights Act 2004* became effective on 1 July 2004. It is part of the ACT Government's commitment to building a human rights culture in the ACT Public Service and to ensure that staff are working within a human rights framework. All public officials have a duty to interpret legislation under which they operate consistently with human rights, unless an ACT law clearly authorises otherwise.

Section 40B of the Act, which creates a duty on public authorities to act consistently with human rights, commenced on 1 January 2009.

EDUCATION AND TRAINING

Eleven TAMS staff members attended training provided by the Human Rights Commission during 2010–11. Courses attended included human rights, disability discrimination and bullying and harassment.

LIAISON

In 2010–11 TAMS consulted human rights advisers in the Justice and Community Safety Directorate on proposed legislation, and a human rights compatibility statement was issued for the Roads and Public Places Amendment Bill 2011.

The Directorate sought an opinion from the Human Rights Commissioner on Government amendments to the Litter (Shopping Trolleys) Amendment Bill 2010, which was passed by the Assembly on 25 August 2010.

For more information

Director, Governance
Phone: (02) 6207 5040

C18 COMMISSIONER FOR SUSTAINABILITY AND THE ENVIRONMENT

TAMS provides assistance to the Commissioner for Sustainability and the Environment in a variety of ways, principally in relation to the preparation of the State of the Environment Report, investigations carried out by the Commissioner and action on recommendations arising from those investigations.

INVESTIGATION INTO CANBERRA NATURE PARK (NATURE RESERVES), MOLONGLO RIVER CORRIDOR (NATURE RESERVES) AND GOOGONG FORESHORES

The Commissioner commenced the investigation into Canberra Nature Park (Nature Reserves), Molonglo River Corridor (Nature Reserves) and Googong Foreshores in 2009. The inquiry is assessing the condition of the forests, woodlands and grassy woodlands in nature reserves and how they are affected by stock and kangaroo grazing, vertebrate pests/weeds and recreational use. A range of policy areas, such as biodiversity offsets, research and monitoring and conservation of nature categories for protected areas, are also being considered.

Throughout 2010–11 TAMS has assisted the Commissioner with the investigation by providing information, attending meetings and responding to questions as required.

INVESTIGATION INTO THE GOVERNMENT'S TREE MANAGEMENT PRACTICES AND THE RENEWAL OF CANBERRA'S URBAN FOREST

The Urban Forest Renewal Program was identified as Action 25 in the ACT Climate Change Strategy 2007–2025 and funding for the period 2009–13 was provided in the 2009–10 Budget. In November 2009, in response to community concern, the Chief Minister requested the Commissioner review the Government's tree management practices and the renewal of Canberra's urban forest. The Urban Forest Renewal Program was suspended during the Commissioner's investigation, which was completed in April 2011.

The Commissioner made 12 recommendations with priority given to improving the maintenance of existing trees, strategic planning and developing an active tree planting program that is linked to tree removal.

The Government's response to the recommendations will be completed in early 2011–12. Funding of \$6.2 million has been provided in the 2011–12 ACT Budget to implement some of the Commissioner's recommendations.

More information about these investigations is available on the Commissioner's website at www.envcomm.act.gov.au

STATE OF THE ENVIRONMENT REPORT

In 2010–11 the Commissioner began the production of the 2011–2015 State of the Environment Report. TAMS is providing data and information addressing a range of issues including land, water and biodiversity indicators, transport assets, transport modes and use, transport accessibility, congestion, human health impacts of transport and on transport management.

ANNUAL REPORTING

TAMS reports annually to the Commissioner on progress made against the 2007–2011 State of the Environment Report recommendations and recommendations resulting from other investigations such as the ACT Lowland Grasslands investigation.

For more information

Director, Governance
Phone: (02) 6207 5040

C19 ACT MULTICULTURAL STRATEGY 2010–2013

TAMS undertakes various activities to support the ACT Government's vision to be recognised as a leader in multicultural affairs and human rights.

The table below sets out the Directorate's progress against the six focus areas of the ACT Multicultural Strategy 2010–2013. The strategy is the product of a comprehensive consultation process throughout the ACT and is a continuation of the ACT Multicultural Strategy 2006–2009.

Table 41: TAMS progress against the ACT Multicultural Strategy 2010–2013

Focus area	Progress
Languages <ol style="list-style-type: none"> To provide opportunities for all Canberrans to value, acquire, utilise and maintain language skills for the benefit of the broader community To ensure that services and programs are accessible to all Canberrans who do not speak the English language well or at all. 	<p>Community-based English language programs are provided by Libraries ACT, including the provision of library materials to support learning English as a second language. The libraries also host 11 English conversation groups which meet weekly, providing adults with an opportunity to improve their English language development and make new friends.</p> <p>Bilingual story time is conducted in ACT public libraries, with library staff working in partnership with bilingual community volunteers as storytellers to celebrate and support multilingual skills from early life.</p> <p>Libraries ACT hosted exhibitions including the Bengali Cultural Centre, Australian Tamil Association, Bengali Cultural Organisation, United Nations and Canberra Chinese Women's Association.</p> <p>The radio frequency identification (RFID) system in ACT public libraries enables customers to self-check books from the library. RFID self-check machines also translate library messages into languages other than English (LOTE).</p> <p>Libraries ACT partners with state and territory libraries to provide the MyLanguage web portal, which provides access to search engines, web directories and news in over 60 languages.</p> <p>Waste and recycling signs inside bin lids and in multi-unit developments rely heavily on pictures and symbols to convey information about what goes in which bin.</p>
Children and young people <ol style="list-style-type: none"> To provide children and young people of multicultural backgrounds with access to age-appropriate support services To enhance social participation of young people from multicultural backgrounds To improve access to services which support the mental health of children and young people of multicultural backgrounds. 	<p>Libraries ACT provides LOTE age-appropriate library materials which supplement bilingual story time, and is currently investigating the provision of bilingual materials for early-year literacy.</p> <p>A coverage service delivery study is mapping the location of disadvantaged communities and transport supply. TAMS is using this to inform the development of the ACT public transport network and the enhancement of the operation of community buses for those unable to use ACTION buses.</p>

Focus area	Progress
Older people and aged care <ol style="list-style-type: none"> 1. To optimise the positive ageing of older people from multicultural backgrounds by increasing recreational activities and opportunities for participation in community life including the provision of appropriate services 2. Support older people from multicultural backgrounds to achieve a positive sense of mental health and wellbeing. 	<p>Libraries ACT provides LOTE collections of books, DVDs and talking books which help older people access library products and services.</p> <p>A coverage service delivery study is mapping the location of disadvantaged communities and transport supply. TAMS is using this to inform the development of the ACT public transport network and the enhancement of the operation of community buses for those unable to use ACTION buses.</p>
Women <ol style="list-style-type: none"> 1. To increase representation and recognition of multicultural women on boards, in leadership and in the workforce 2. To provide and promote resources which meet the needs of women from multicultural backgrounds 3. Address the health needs of women from multicultural backgrounds. 	<p>LOTE library collections continue to be developed with the needs of women in mind.</p> <p>Libraries ACT events include The Human Library, which provides community members with an opportunity to make an appointment and talk one on one with different people. This is designed to promote dialogue, reduce prejudices and encourage understanding. Topics have included 'Being a Muslim woman in Australia', 'Parent of adopted Thai child', 'Living with refugees', 'Reflections from the Middle East' and 'Living in Timbuktu'.</p>
Refugees, asylum seekers and humanitarian entrants	<p>TAMS provided advice to the Community Services Directorate on opportunities to provide travel concessions to asylum seekers.</p>

Focus area	Progress
Intercultural harmony and religious acceptance <ol style="list-style-type: none"> 1. To provide opportunities to showcase, celebrate and increase community understanding about the cultural diversity of Canberra 2. Increase the capacity of the multicultural community sector. 	<p>Murumbung Yurung Murra (Ngunnawal for Good, Strong, Pathways – connection to lore and Country) is a forum established in 2009–10 for Aboriginal and Torres Strait Islander staff in TAMS and affiliated agencies such as the Environment and Sustainable Development Directorate (ESDD) to discuss matters pertaining to working on Country. This forum continued to be active in 2010–11. During 2010–11, Murumbung Yurung Murra staff continued to conduct regular guided walks to sites of significance throughout the ACT, hosted many activities during NAIDOC Week, participated in numerous events and inter-Directorate meetings, and established Murumbung Yurung Murra as a standing agenda item on the meetings of the United Ngunnawal Elders Council to report on matters pertaining to working on Country.</p> <p>In July 2010 one of the Murumbung Yurung Murra staff received the 2010 ACT NAIDOC Caring for Country Award and another was shortlisted for the 2010 ACT NAIDOC Trainee of the Year Award.</p> <p>In 2010–11, Aboriginal staff in Parks and Conservation produced a brochure on Ngunnawal Country to promote Aboriginal cultural heritage in the ACT, with a short promotional film ‘Caring for Ngunnawal Country’ for use at visitor centres, shopfronts, libraries, schools and tourism events and to enhance cultural awareness training and workplace induction.</p> <p>The three-year Namadgi Rock Art Conservation project funded by an ACT Heritage Grant and Namadgi National Park continued in 2010–11 to develop a conservation management plan (CMP) and site monitoring and maintenance system for several rock art sites in Namadgi. Stepwise Heritage and Tourism facilitates the project in collaboration with Namadgi park staff, representatives from the United Ngunnawal Elders Council, representative Aboriginal organisations and Murumbung Yurung Murra. The Namadgi Rock Art Working Group (NRAWG) was established to meet biannually and advise park management on the implementation of the CMP, with site monitoring undertaken by Aboriginal staff and other members of NRAWG and further training opportunities for the Aboriginal community planned.</p>

Focus area	Progress
Intercultural harmony and religious acceptance <i>continued</i>	<p>In January 2011 TAMS entered a two-year funding partnership with Forde Developments to establish the Caring for Ngunnawal Country program and recruit a Ngunnawal Country Ranger (offered as a two-year professional development opportunity) and two Caring for Country trainees to rotate through a number of work programs to develop land management and cultural interpretation skills and study Certificate III Conservation and Land Management. The Caring for Country ranger and trainees work on land management, heritage and cultural interpretation throughout the ACT, with a particular focus on Mulligan's Flat Nature Reserve adjacent to the suburb of Forde, and play an important role in increasing cross-cultural understanding and interpreting Aboriginal culture.</p> <p>TAMS has partnered with ESDD to recruit four Aboriginal trainees and a field supervisor to form the Yurung Dhaura Aboriginal Land Management to undertake environmental restoration work in the Cotter River Catchment until 2012 with funding from the Australian Government's Caring for our Country program.</p>

For more information

Director, Governance
Phone: (02) 6207 5040

C20 ABORIGINAL AND TORRES STRAIT ISLANDER REPORTING

TAMS acknowledges the importance of the 2011–2015 ACT Public Service Employment Strategy for Aboriginal and Torres Strait Islander People and where possible creates employment and training opportunities for, and enables the retention of, Aboriginal and Torres Strait Islander employees across the Directorate.

TAMS ABORIGINAL AND TORRES STRAIT ISLANDER INTEREST GROUP

The TAMS Aboriginal and Torres Strait Islander Interest Group is a subcommittee of the TAMS Respect Equity and Diversity (RED) Contact Officer Committee. The committee meets every eight to ten weeks and is specifically dedicated to Aboriginal and Torres Strait Islander matters within the Directorate. Membership consists of TAMS Aboriginal and Torres Strait Islander staff along with staff who have an interest in or provide employment or services for Aboriginal and Torres Strait Islander people.

TAMS focuses on:

- ensuring recruitment and selection procedures are culturally sensitive and encouraging Aboriginal and Torres Strait Islander representation across all levels of employment
- developing existing Aboriginal and Torres Strait Islander employees in TAMS to coordinate and chair interest group meetings and promote leadership at all levels
- developing non-Indigenous employee capabilities to work sensitively and more effectively with existing and new Aboriginal and Torres Strait Islander employees
- strengthening community relationships and partnerships to create employment opportunities for Aboriginal and Torres Strait Islanders by actively promoting apprenticeship, traineeship and general employment opportunities directly to Aboriginal and Torres Strait Islander people.

LEADERSHIP DEVELOPMENT

In 2010–11 Aboriginal and Torres Strait Islander employees, trainees and apprentices were involved in a series of four leadership development workshops specifically designed to promote informal mentoring for Aboriginal and Torres Strait Islander people in TAMS and across other Directorates. The RED Executive Sponsor provides mentoring.

Further information on Aboriginal and Torres Strait Islander activities is provided in section C19 ACT Multicultural Strategy 2010–2013 under 'Intercultural harmony and religious acceptance'.

EDUCATION AND DEVELOPMENT

The Mobile Library continues to visit the Winnunga Nimmityjah Aboriginal Health Centre to support Aboriginal and Torres Strait Islander children into early literacy. Libraries ACT also appointed an Aboriginal and Torres Strait Islander Liaison Officer who will work with Aboriginal and Torres Strait Islander organisations to improve the relevance of the services for this community.

ABORIGINAL AND TORRES STRAIT ISLANDER ELECTED BODY

The TAMS executive RED sponsor invited the Aboriginal and Torres Strait Islander Elected Body to participate in leadership development workshops which were delivered in June 2011 to Aboriginal and Torres Strait Islander employees, trainees and apprentices in TAMS. During 2011–12, TAMS Human Resources staff will arrange for a meeting between Aboriginal and Torres Strait Islander current and future leaders in TAMS and members of the elected body.

For more information

Director, Human Resources
Phone: (02) 6207 5506

C21 ECOLOGICALLY SUSTAINABLE DEVELOPMENT

Managing resources in an environmentally consistent way is achieved through effective data collection. Through all of its operations, TAMS endeavours to ensure it is consistent with the ACT Government's environment and sustainability objectives.

TAMS has maintained a strong focus during 2010–11 to further enhance our commitment in reducing the environmental footprint of all operations and services provided by the Directorate to the ACT community. This has been strengthened through a commitment by TAMS to implement the ACTSmart Office program in TAMS buildings. The TAMS central administration office, located in Macarthur House, Lyneham, Canberra has been accredited, while Libraries ACT is working towards accreditation during 2011–12.

The Online System for Comprehensive Activity Reporting (OSCAR) has been functional for this reporting period enabling TAMS to record and measure resources for Macarthur House. OSCAR will enable the Directorate to track achievements in areas such as reducing greenhouse gas emissions and reducing energy and water use. In addition, smart meters have been installed within Macarthur House to provide better measurement of energy usage, allowing improved monitoring and identification of areas of concern.

To continue to improve efficiency and reduce energy costs, ACT Property Group is currently running a pilot program in Dame Pattie Menzies Building whereby all the fluorescent lighting has been replaced with light emitting diode (LED) lights. If the expected reductions in energy use are achieved TAMS will further investigate the installation of LED lighting in Macarthur House.

TAMS will continue to undertake energy, water and waste audits across the Directorate and use them as a guide in areas where investments in reducing resource use and increasing recycling can be achieved. TAMS has begun developing its resource management plan, which will be completed by the end of 2011, and is committed to minimising the impacts of its very diverse range of services on the environment.

Care needs to be taken when reviewing the year to year comparisons in the following table. There have been substantial changes in the organisation as a result of new administrative arrangements. The introduction of smart metering has allowed the energy used by the data centre, which is located in Macarthur House, to be deducted from the total electricity usage in the building therefore providing a better indication of office energy use.

AGENCY RESOURCE USE

Table 42: Resource use at Macarthur House, Lyneham, Canberra, 2010–11

Line	Indicator as at 30 June	Unit	2009–10 Total	2010–11 Total
General				
L1	Occupancy – staff full-time equivalent (FTE)	Numeric (FTE)	442	452
L2	Area office space – net lettable area	Square metres	7,239	6,720
Stationary energy				
L3	Electricity use (Note 2)	Kilowatt hours	2,447,727	1,509,353
L4	Renewable energy use (GreenPower + EDL landfill gases)	Kilowatt hours	819,786	580,195
L5	Percentage of renewable energy used (L4 / L3 x 100)	Percentage	33.5	38.44
L6	Natural gas use	Megajoules	4,405,767	4,764,019
L7*	Total energy use	Megajoules	13,217,584	10,197,690
Intensities				
L8	Energy intensity per FTE (L7 / L1)	Megajoules / FTE	29,904	22,5615
L9	Energy intensity per square metre (L7 / L2)	Megajoules / square metre	1,826	1,517
Transport				
L10	Total number of vehicles	Numeric	268	385
L11	Total vehicle kilometres travelled	Kilometres	N/A	4,684,416
L12	Transport fuel (petrol)	Kilolitres	89.4	147.16
L13	Transport fuel (diesel)	Kilolitres	245.3	734.64
L14	Transport fuel (LPG)	Kilolitres	5.8	14.32
L15	Transport fuel (CNG)	Kilolitres	0	0
L16*	Total transport energy use	Gigajoules	14,884	33,765
Water				
L17	Water use (Note 6)	Kilolitres	5,196	8,886
Intensities				
L18	Water use per FTE (L17 / L1)	Kilolitres / FTE	11.75	19.65
L19	Water use per square metre (L17 / L2)	Kilolitres / square metre	0.72	1.3

Line	Indicator as at 30 June	Unit	2009–10 Total	2010–11 Total
Resource efficiency and waste				
L20	Reams of paper purchased (Note 3)	Reams	26,830	19,306
L21	Recycled content of paper purchased	Percentage	42	51
L22	Estimate of general waste (based on bins collected)	Litres	312,000	312,000
L23	Estimate of comingled material recycled (based on bins collected)	Litres	96,720	100,320
L24	Estimate of paper recycled (based on bins collected) (Note 4 and 7)	Litres	430,560	530,400
L25	Estimate of organic material recycled (based on bins collected)	Litres	N/A	244,608
Greenhouse gas emissions				
L26*	Total stationary energy greenhouse gas emissions (all scopes)	Tonnes CO ₂ -e	2,853	1,304
L27*	Total transport greenhouse gas emissions (all scopes)	Tonnes CO ₂ -e	1,115	2,534
Intensities				
L28	Greenhouse gas emissions per person (L26 / L1)	Tonnes CO ₂ -e / FTE	6.6	2.9
L29	Greenhouse gas emissions per square metre (L26 / L2)	Tonnes CO ₂ -e / square metre	0.4	0.19
L30	Transport greenhouse gas emissions per person (L27 / L1) (Note 5)	Tonnes CO ₂ -e / FTE	2.5	5.6

* Calculations with information entered into OSCAR

EXPLANATORY NOTES

1. The majority of calculations in this table are based on the figures within L1 and L2 resulting in changes since the last report.
2. The introduction of smart meters and a change in the occupancy mix of Macarthur House has impacted on the figures. In this report electricity use in Macarthur House excludes levels two and three of the annex, car park lighting and the Shared Services ICT data centre.
3. The figures for reams of paper usage are based on whole of TAMS. TAMS continues to have a strong commitment to the ACTSmart Office program, which has contributed to the reduction in paper consumption. Unfortunately due to the changes in the base data from the 2009–10 report it is difficult to determine the actual savings attributed to this program for 2010–11.
4. The figure used for Macarthur House waste recycling (L24) includes secure and recycled paper, cardboard and co-mingle waste. The increase in recycling can be attributed to the continuous staff education on the requirement to recycle. Significant changes to the storage requirements within Macarthur House saw additional bins of secure waste being produced during 2010–11.

5. The 2010-11 figures for transport energy relates to all commercial vehicles, passenger vehicles and plant equipment that omit Co2. This year transport greenhouse gas emissions have been calculated for the whole of TAMS with a head count of 1,891 staff. Previous reports were calculated on Macarthur House staff numbers only.
6. The water usage increase has been investigated with no single element being identified to explain the increase. Macarthur House underwent an extensive carpet cleaning program above the normal yearly clean which has contributed to the increase but this cannot be quantified. Ongoing monitoring of Macarthur House water usage will be conducted by ACT Property Group during 2011-12.
7. This figure includes all waste paper products – recycled paper, secure paper and cardboard.

Table 43: Resource use by ACTION buses 2010-11

Line	Indicator as at 30 June	Unit	2009-10 Total	2010-11 Total
General				
Transport				
L10	Total number of vehicles	Numeric	437	476
L11	Total vehicle kilometres travelled	Kilometres	0	26,329,232
L12	Transport fuel (petrol)	Kilolitres	0	0
L13	Transport fuel diesel)	Kilolitres	7,228	7,645
L14	Transport fuel (LPG)	Kilolitres	N/A	N/A
L15	Transport fuel (CNG)	Kilolitres	2,554	2,383
L16*	Total transport energy use	Gigajoules	392,850	357,532
Greenhouse gas emissions				
L27*	Total transport greenhouse gas emissions (all scopes)	Tonnes CO ₂ -e	N/A	26,299

TAMS CORE BUSINESS

Continuous improvement in environmental management and sustainability is an important aspect of the overall delivery of services by TAMS. The following are the highlights for 2010-11:

ROADS AND PUBLIC TRANSPORT

- continuing ACTION's 100 bus replacement program with 32 Euro 5 MAN buses and eight Euro Scania steer tag buses added to the fleet
- constructing the park and ride facility at Mawson to encourage the use of public transport
- constructing the community paths program at Jerrabomberra Creek Wetlands
- undertaking cycling signage and path maintenance under the walking and cycling infrastructure project
- commencing the implementation of a real-time passenger information system, and continuing the implementation of a journey planner to increase use of public transport, cycling and walking within the ACT

- continuing the implementation of the Transport for Canberra program, including infrastructure and service investments to support more sustainable travel in Canberra
- releasing a new Transport for Canberra policy and action plan for community consultation in the third quarter of 2011 alongside new planning and climate change policies
- investigating mass transit for the Gungahlin to City transport corridor (via Flemington Road and Northbourne Avenue) to encourage urban renewal and sustainable transport options
- constructing new park and ride and bike and ride facilities on rapid and commuter transport routes to encourage use of public transport
- completing master planning for a commuter cycle network
- reviewing and strengthening the ACT's Green Vehicle duty scheme (which provides incentives to purchase new vehicles with low emissions) to further contribute to legislated emissions reduction targets.

WASTE AND RECYCLING

- maintaining high levels of resource recovery, with 807,000 tonnes of waste recovered and 268,000 tonnes sent to landfill
- progressing the establishment of a new dry commercial and industrial materials recovery facility which, once established, will recover up to 40,000 tonnes of material from landfill
- holding industry forums and producing reports aimed to support the resource recovery sector and identify recycling barriers
- maintaining the landfill and other facilities in an environmentally responsible manner that complies with environmental authorisations
- conducting ecological assessments in and around Mugga Lane Resource Management Centre, such as flora and fauna surveys to ensure the proposed activities do not impact negatively on the local ecology
- implementing projects to make better use of landfill space at the Mugga Lane Resource Management Centre, extending the life of that landfill
- undertaking a pilot program for public place recycling within the retail core of Canberra's City Centre. Locations for installing new recycling bins was informed by an audit of bin contents in the City Centre. Once the recycling bins are operational, data will be collected on quantities of waste recycled, which will guide decisions on the suitability of installing public place recycling in other major shopping precincts. This project will also complement public place recycling being undertaken in Glebe Park
- separating illegally dumped waste, such as white goods and tyres, for recycling as part of waste reduction across the ACT
- establishing hydrocarbon remediation facilities in the West Belconnen Resource Management Centre to remediate material from old service station sites around Canberra, enabling those sites to be used for future development
- continuing methane capture at Canberra's active landfill at Mugga Lane and former landfill at West Belconnen, with over 28,000 mega watt hours of methane captured and converted into electricity
- Yarralumla Nursery recycles all of its water run-off to an overhead irrigation system 52 weeks a year. The run-off water is gravity fed to a separate holding pond adjacent to Lake Burley Griffin and reused. The holding pond refills three times a week in winter and twice a week in summer.

PARKS AND CITY SERVICES

- establishing scientifically based management plans as the basis for sustainable management and development of protected areas. Work continued on finalising management plans for Namadgi National Park and Jerrabomberra Wetlands Nature Reserve
- implementing the Kangaroo Management Plan, which sets out the ACT Government's approach to managing the environmental, economic and social impacts of Eastern Grey Kangaroos in the ACT while ensuring the long-term welfare of the animals
- undertaking kangaroo population counts and measuring grazing impact on a number of sites in Canberra Nature Park
- finalising the Weed Control Plan 2009–14 and working with the Environment and Sustainable Development Directorate (ESDD) to update the ACT weeds strategy
- undertaking environmental weed control across urban and non-urban areas to reduce the threat to Canberra's woodland and grassland conservation areas. This includes ensuring mower hygiene is maintained to prevent the spread of weed seeds and mowing from areas of low to high weed infestation
- commencing a review, in conjunction with ESDD, of the Pest Animal Strategy 2010–2020
- monitoring threatened species and ecological communities. This includes monitoring Macquarie Perch and Two-Spined Black Fish in the Cotter River, where indications are that Macquarie Perch populations are increasing and Black Fish populations are stable. A number of threatened plant species were shown to be maintaining stable populations
- continuing to support fish research led by the University of Canberra and funded by ACT Electricity and Water (ACTEW) to determine strategies for reducing the impacts of the enlarged Cotter Dam. A large salvage operation to relocate Macquarie Perch and other native fish from the stilling basin at the base of the existing dam wall was successfully undertaken
- undertaking post-fire monitoring in Namadgi National Park, which indicated that small mammal populations have significantly recovered and the majority of plant species have matured since the 2003 bushfires and are now reproducing
- developing a formal review process and guidelines for monitoring land management agreements with rural lessees to help reduce the likelihood of serious environmental impacts arising from agricultural activity.

FIRE MANAGEMENT

- implementing the annual Bushfire Operations Plan, which sought to balance ecological considerations with minimising bushfire risk
- completing the environmental impact statement and securing approval for the planned works on Mount Franklin Road. Commencement of these works was postponed due to above average rainfall and the onset of winter conditions. Development applications for Cotter Hut Road, Stockyard Spur Fire Trail and Stockyard Link Walking Track in Namadgi National Park are currently being assessed through ESDD
- undertaking ecological burns in Umbagog Mount Ainslie–Majura Nature Reserve, Campbell, Mitchell and Kambah.

COMMUNITY PARTNERSHIPS

- establishing interim boards of management for Mulligans Flat Woodland Sanctuary and Jerrabomberra Wetlands to help in their sustainable management
- continuing to support the Tidbinbilla Board of Management to provide strategic advice and direction for issues affecting Tidbinbilla Nature Reserve
- undertaking numerous projects in conjunction with the Australian National University and the Commonwealth Scientific and Industrial Research Organisation in Mulligans Flat Woodland Sanctuary, such as the reintroduction of the Brown Tree Creeper and the eradication of foxes, cats and rabbits
- continuing community-based tree planting and weed removal in the Lower Cotter catchment through an ongoing partnership with Greening Australia
- undertaking rabbit control and replanting in high conservation areas in Canberra Nature Park with the assistance of local park care groups
- establishing new community groups to manage cycling trails at Bruce Ridge Nature Reserve and contribute to planning and management of Featherston Gardens, Weston
- continuing to support and facilitate park care groups across the ACT.

URBAN TREES

- pruning over 40,000 trees to help maintain Canberra's urban forest into the future while managing safety issues
- watering 21,000 urban trees under five years of age using non-potable water
- mulching shrub beds to reduce evaporation, control weeds, prevent erosion and improve environmental conditions for plant growth.

URBAN REFURBISHMENT PROJECTS

- using environmentally friendly and recycled materials in projects such as shopping centre upgrades
- using drought-resistant plants and water-harvesting methods to direct stormwater run-off to plants
- reducing the size of Eddison Park Pond by two-thirds and installing an underground storage system connected to the adjacent stormwater system to enable use of non-potable water.

WATER SUSTAINABILITY

- using non-potable water is used to irrigate trees and shrubs and to top up public fountains
- using rain water from tanks installed at park depots to clean plant and equipment.

OFFICE-BASED INITIATIVES

- continuing to extend the rollout of the automated human resource management system HR21 across the Directorate to reduce the need for paper forms, such as leave forms
- continuing to run several programs throughout the year in Macarthur House, and in other locations where possible, which have contributed to an increase in workplace energy reductions and more recycling. For example:
 - additional education in the implementation of the ACTSmart Office program, focusing on greater awareness of recycling
 - introduction of a process to close the blinds at the end of each working day to reduce heat loss and heating costs
 - additional focus on turning off lights (excluding safety lights) after hours.

INFORMATION AND COMMUNICATIONS TECHNOLOGY (ICT) EQUIPMENT

- continuing to ensure all locally purchased ICT equipment has the most effective environmental or sustainability rating
- returning all unused or unserviceable ICT equipment to Shared Services for appropriate disposal through established accredited contractors.

For more information

Director, Operational Support
Phone: (02) 6207 6628

C22 ACT WOMEN'S PLAN 2010–2015

The ACT Women's Plan 2010–2015 builds on the ACT Women's Plan 2004–2009 and links to The Canberra Plan: Towards Our Second Century. The plan assists the ACT Government to work with the community to improve the status and lives of women and girls in the ACT.

Table 44: TAMS progress against the ACT Women's Plan 2010–2015

ECONOMIC	SOCIAL	ENVIRONMENTAL
Strategic outcome	Strategic outcome	Strategic outcome
Women and girls equally and fully participate in and benefit from the ACT economy.	Women and girls equally and fully participate in sustaining their families and communities, and enjoy community inclusion and wellbeing.	Women and girls equally and fully participate in planning and sharing an accessible and sustainable city.
Priority areas	Priority areas	Priority areas
<ul style="list-style-type: none"> • Responsive education, training and lifelong learning • Flexible workplaces • Economic independence and opportunities • Leadership and decision making. 	<ul style="list-style-type: none"> • Safe and respectful relationships • Good health and wellbeing • Safe and accessible housing. 	<ul style="list-style-type: none"> • Safe and responsive transport and urban planning • Sustainable environment.
Indicators of progress	Indicators of progress	Indicators of progress
<p>Libraries ACT provides lifelong learning and literacy programs for women and families.</p> <p>Libraries ACT engages with educational institutions as a pathway for professional development.</p>	<p>Libraries ACT provides library spaces for literacy and social inclusion programs for women and families.</p> <p>This includes seminars for parents of young children on topics such as nutrition and physical activity, speech and language development, first aid for babies and toddlers, and a safe sleeping environment for babies.</p> <p>Parent support groups have provided seminars at the library to assist mothers to support each other to cope with the challenges of caring for young children.</p> <p>Yoga workshops have been delivered to bring mothers and their babies together at a time to relax.</p>	<p>Libraries ACT supported the Canberra launch of the One Million Women program by having free computer access available for women to join the campaign online for the event.</p> <p>TAMS is improving safety for women and children in public areas such as bus stops and community paths through measures like lighting.</p>

For more information

Director, Human Resources
Phone: (02) 6207 5506

C23 MODEL LITIGANT REPORTING

This report is prepared in accordance with section 5AC of the *Law Officer Act 1992*.

The Director-General has the following procedures in place to ensure the Directorate is aware of, and complies with, the model litigant guidelines:

- instructions in relation to disputes are passed through a central point within the Governance Branch of TAMS to ensure the guidelines are not breached
- regular reports on the progress of disputes are provided to the Director-General and the Executive Leadership Team
- TAMS legal services are provided by the ACT Government Solicitor's office (ACTGS), which reviews the Directorate's instructions to ensure compliance with the guidelines. The Directorate is able to rely upon the ACTGS to identify those matters where a question arises as to compliance with the model litigant guidelines and to address it or escalate it within the Directorate as appropriate
- all staff involved in claims procedures or other decisions that may at some point become the subject of litigation are informed of the guidelines and instructed to comply with them, referring any queries to the ACTGS.

No breaches of the model litigant guidelines by TAMS occurred during 2010–11.

For more information

Director, Governance
Phone: (02) 6207 5040

C24 ACT STRATEGIC PLAN FOR POSITIVE AGEING 2010–2014

Table 45: ACT Strategic Plan for Positive Ageing 2010–11 – Information and communication

Actions	Performance indicators	Achievements 1 July 2010 to 30 June 2011
Enhance and promote the ACT Government Seniors Information Line administered by Canberra Connect, and the face-to-face concierge service at ACT Government Shopfronts.	<ul style="list-style-type: none"> Number of calls to the Seniors Information Line. Number of concierge services provided. 	<p>Canberra Connect provides a telephone number (13 22 81) for seniors to access ACT Government services.</p> <p>Canberra Connect provides concierge staff at shopfronts who provide information and assistance to seniors on a range of government services.</p>
Develop and promote information and communications technology (ICT) services and training for seniors.	<ul style="list-style-type: none"> Number of ICT programs available for seniors. Number of seniors enrolled in ICT courses. Estimated percentage of library computer users who are seniors. 	<p>Canberra Connect provides a range of online services available to seniors.</p> <p>Woden Library provides three training sessions per week targeted specifically at seniors. These are currently booked out up to a month in advance.</p> <p>Approximately 25–30 per cent of library computer users are estimated to be seniors.</p>
Investigate the introduction of more publicly accessible telephone lines for seniors to Canberra Connect in ACT Government buildings.	<ul style="list-style-type: none"> Number of telephones available in public buildings. 	<p>Canberra Connect provides a public telephone in each of its seven shopfronts which is available for seniors to use.</p>

Table 46: ACT Strategic Plan for Positive Ageing 2010–11 – Health and wellbeing

Actions	Performance indicators	Achievements 1 July 2010 to 30 June 2011
Encourage people of all ages to maintain their physical health by getting out into our parks.	<ul style="list-style-type: none"> Number and nature of promotions of the Healthy Parks Healthy People program. 	<p>Promotion of the Healthy Parks Healthy People program and brand continued, focusing on the continued distribution of the 'Get Out There' brochure, which includes specific branding and promotion for Healthy Parks Healthy People.</p> <p>In addition, TAMS delivered or supported a wide range of activities across the ACT that contributed to the objective of encouraging people of all ages to maintain their physical health by getting out into our parks.</p> <p>Highlights included:</p> <ul style="list-style-type: none"> providing a monthly Explore ranger-guided activities program, including opportunities to tailor activities to be age-friendly for participants supporting organised events across the parks system that target family and specific interest groups such as the Round Town events; celebrations for Fathers Day, Mothers Day and Grandparents Day; the extremely popular Dogs Day Out and the Tidbinbilla Extravaganza supporting numerous community-based sporting, exercise and recreational events on TAMS managed land.
Encourage people of all ages to maintain their mental health through reading and participating in lifelong learning programs in libraries.	<ul style="list-style-type: none"> Number of programs provided by Libraries ACT. 	<p>Libraries ACT conducted weekly early childhood programs with approximately 18,750 participants.</p> <p>Approximately 140 lifelong learning programs for adults were conducted with more than 1,400 participants in 2010–11.</p>

Table 47: ACT Strategic Plan for Positive Ageing 2010–11 – Respect, valuing and safety

Action	Performance indicators	Achievements 1 July 2010 to 30 June 2011
Promote positive intergenerational relationships.	<ul style="list-style-type: none"> Number of libraries with the Grandparents in Libraries program and number of volunteers. 	This program has not yet commenced. It is intended to be implemented later in the life of the Positive Ageing Implementation Plan.

Table 48: ACT Strategic Plan for Positive Ageing 2010–11 – Transport and mobility

Actions	Performance indicators	Achievements 1 July 2010 to 30 June 2011
Ensure that public transport is accessible to seniors with mobility limitations.	<ul style="list-style-type: none"> Percentage of ACTION fleet that is wheelchair accessible. Use of compliant signage for identification of priority seating. New options for securing mobility aids in buses and taxis. 	<p>TAMS increased the number of wheelchair accessible buses in the ACTION bus fleet as part of the ongoing fleet replacement program. As at the end of June 2011, 42.4 per cent of the total fleet were wheelchair accessible.</p> <p>All priority seating on ACTION buses is identified through the use of a sticker, in line with the minimum service standards associated with ACT road transport legislation.</p> <p>Current Australian design standards/regulations do not require mobility aids to be secured in urban buses (urban buses are those travelling 80 kilometres or less and able to accommodate standing passengers). ACTION will continue to comply with the design rules and will continue to be involved in discussions across the industry on this issue.</p>
Provide additional bus shelters and seats for seniors.	<ul style="list-style-type: none"> Number of bus shelters and seats. 	Thirty shelters were built in 2010–11 and 392 seats were installed during this period.
Introduce an ACTION Smart Card ticketing system that is connected to the Seniors Card program for easy use.	<ul style="list-style-type: none"> Smart Card introduced. Number of Smart Cards issued and used by Seniors Card holders. 	TAMS and the ACT Council on the Ageing negotiated options to implement the new seniors MyWay card, which provides seniors with cheaper travel. The implementation date was negotiated to coincide with Seniors Week in March 2011.

Actions	Performance indicators	Achievements 1 July 2010 to 30 June 2011
Evaluate the operation of the Regional Community Bus Service to ensure that it is effectively meeting the needs of clients, including seniors.	<ul style="list-style-type: none"> Service improvements are identified and an implementation program developed. 	<p>TAMS is currently conducting a review of public community transportation.</p> <p>A study of coverage service options was funded as part of the 2010–11 Transport for Canberra budget package. The study is mapping transport disadvantage, identifying minimum public transport coverage standards, and scoping the feasibility of additional demand responsive transport, including exploring an expansion of the Regional Community Bus Service.</p>
Promote community transport options and concessions.	<ul style="list-style-type: none"> Number and nature of promotions of concessions, including the 2009 national agreement regarding reciprocal public transport concessions for Seniors Card holders. Number of Regional Community Bus services with Library partnerships. 	<p>Seniors concession fare information is promoted on the ACTION and MyWay websites, and pamphlets are available at ACTION and MyWay customer service centres and at Canberra Connect shopfronts.</p> <p>A partnership between Woden Community Services Inc. and Libraries ACT is currently trialling a weekly bus to the library. The aim is to bring socially isolated people to the Woden library.</p>
Improve disability parking in the ACT.	<ul style="list-style-type: none"> Number of disability parking spaces. Parking space ratios. ACT works with the Australian Government on a proposed nationwide parking permit scheme with nationally consistent eligibility criteria. 	<p>Responsibility for this action item has been transferred to the Justice and Community Safety Directorate.</p>
Respond promptly to reported pathway and streetlight maintenance issues to maximise seniors' ease of access and safety on pathways.	<ul style="list-style-type: none"> Pathways and streetlights are repaired within the timeframes of agency standards. Seniors Information Service accepts referrals to TAMS and ActewAGL about pathway and lighting issues. 	<p>Pathways are inspected and repairs scheduled within eight working days on average.</p> <p>Streetlight issues are forwarded to ActewAGL when received. Simple repairs are conducted within ten days and complex repairs within 35 days.</p>

Actions	Performance indicators	Achievements 1 July 2010 to 30 June 2011
Support older people to assess their driving competency and, where appropriate, to better regulate their driving habits or explore alternative transport options.	<ul style="list-style-type: none"> Number of Older Drivers' Handbook distributed to drivers when they turn 75. 	<p>TAMS distributed 994 handbooks in the period.</p> <p>On average, 850 ACTION Gold Cards are issued annually to people over the age of 75 providing free travel on ACTION buses.</p> <p>With the introduction of MyWay, seniors over 75 also have access to MyWay Seniors Cards allowing free travel on ACTION services. Over 4,000 cards were issued in the period.</p> <p>ACTION Gold Cards will only be issued for customers who insist that they want photo ID, which is not currently available on MyWay Seniors Cards.</p>

Table 49: ACT Strategic Plan for Positive Ageing 2010–11 – Work and retirement

Action	Performance Indicators	Achievements 1 July 2010 to 30 June 2011
Promote educational and recreational opportunities.	<ul style="list-style-type: none"> Number of University of the Third Age (U3A) programs provided through libraries, especially through learning spaces in the new Gungahlin Library. 	The U3A program is provided through all ACT Government libraries, including Gungahlin, and U3A groups also meet on an occasional basis at Woden Library.

ANNEXED REPORT

bushfire prevention ACTION parks and reserves trees Yarralumla
rubbish and recycling libraries playgrounds development applications
Nursery domestic animal services feral pest and weed management
street and traffic lights Capital Linen Service land management
Canberra Connect cemeteries footpaths property management stormwater
MyWay transport systems bus shelters and seats bushfire prevention
ACTION parks and reserves trees Namadgi National Park Tidbinbilla rubbish
and recycling libraries playgrounds development applications Yarralumla
Nursery domestic animal services feral pest and weed management street and
traffic lights Capital Linen Service land management Canberra Connect
cemeteries footpaths property management stormwater MyWay transport
systems bus shelters and seats bushfire prevention roads ACTION parks
and reserves trees Namadgi National Park Tidbinbilla rubbish and recycling
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recycling libraries playgrounds development applications Yarralumla Nursery domestic
animal services feral pest and weed management street and traffic

ANNEXED REPORT

ANIMAL WELFARE AUTHORITY

TAMS is the ACT Government's lead agency for animal welfare and administers the *Animal Welfare Act 1992*, which regulates offences related to animals, such as animal cruelty. The Act has a range of enforcement powers to promote and monitor acceptable standards of care, and protect animals from cruelty or welfare offences. The Executive Director of Parks and City Services Division is appointed as the ACT's Animal Welfare Authority.

At 30 June 2011, five inspectors from the Royal Society for the Prevention of Cruelty to Animals (RSPCA) (ACT), six officers from TAMS and all sworn Australian Federal Police officers were authorised as inspectors under the Act.

The Animal Welfare Advisory Committee (AWAC) met on nine occasions during 2010–11. In that time, it began a review of the Code of Practice for the Welfare of Orphaned, Sick or Injured Wildlife.

The following codes of practice were reviewed by AWAC and recommended to the Minister for Territory and Municipal Services for adoption:

- Code of Practice for the Sale of Animals in the ACT
- Code of Practice for the Humane Destruction of Kangaroos in the ACT.

PERMITS, INVESTIGATIONS AND PROSECUTIONS

In 2010–11 the Animal Welfare Authority:

- received and approved one application for a permit to conduct a circus in the ACT
- issued no new trapping permits.

A total of 1,189 complaints regarding the alleged mistreatment of animals were investigated during the year by inspectors from the RSPCA (ACT).

Five matters were brought before the courts during 2010–2011. Four cases were dealt with by the courts and one matter is still pending.

For more information

Executive Director, Parks and City Services
Phone: (02) 6207 6399

APPENDICES

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APPENDIX 1

B1 COMMUNITY ENGAGEMENT ACTIVITIES TABLE

KEY: OUTCOMES

- A Strengthened partnerships and informed the community
- B Improved mutual understanding
- C Deepened participation and involvement in the community
- D Built capacity and collaborated with the community

KEY: APPROXIMATE NUMBER CONSULTED

- * Open to all residents in the community
- + Open to all residents in the suburb / peak industry groups

Line area	Project	Consultation process	Groups/ individuals consulted	Approx. number consulted	Outcome
Parks and Conservation	Tidbinbilla draft plan of management	Media release, TAMS website, ACT Government community engagement website, letter to peak industry groups, community noticeboard, advertising, community feedback	ACT community, local residents, peak industry groups	*	C
Parks and Conservation	Consultation on the management of Bruce Ridge trails	ACT Government community engagement website, TAMS website, community noticeboard, public meeting, media release	ACT community, local residents	60	A, B
Parks and Conservation	Rabbit control program	Letter to local residents, TAMS website, signage in reserves, community noticeboard, media release	ACT community, local residents	*	A
Parks and Conservation	Development of options for a Centenary Trail	ACT Government community engagement website, TAMS website, stakeholder meetings, online feedback, media release	ACT community, user groups, industry groups	*	A, B

Line area	Project	Consultation process	Groups/ individuals consulted	Approx. number consulted	Outcome
Parks and Conservation	Bushfire Operations Plan	TAMS website, prescribed burn notification	ACT community, local residents in the area of each burn	*	A, B
City Services	Haig Park conservation management plan and master plan proposals	TAMS website, ACT Government community engagement website, flyers, community noticeboard, media release, letters to stakeholders	Local residents, key ACT community stakeholders, key government stakeholders	*	A, B
City Services	Walk and talk about trees (Weston Park and Griffith)	TAMS website, flyers	Local community	100	A, B
City Services	Weston Park conservation management plan	TAMS website, ACT Government community engagement website, flyers, community noticeboard, media release, letters to stakeholders	ACT community, key stakeholder groups	*	A, B
City Services	2010–11 play space renewal program	ACT Government community engagement website, TAMS website, community noticeboard, online survey, online feedback, media release, focus group	ACT community, local residents, key stakeholders, other Directorates	*	A
City Services	Upgrade works at Gillespie Park, Oaks Estate	Focus group, TAMS website	Oaks Estate Progress Association	Ten members of the progress association who further consulted with the broader progress association	A, B, D

Line area	Project	Consultation process	Groups/ individuals consulted	Approx. number consulted	Outcome
City Services	Play Spaces in the ACT – A Strategic Plan	TAMS website, ACT Government community engagement website, online feedback, workshop with key government stakeholders and the community, promotional flyers, ACT Government community noticeboard	ACT community, other Directorates	*	A, B, D
City Services	Consultation on the draft policy on the use of unleased public land in the ACT	ACT Government community engagement website, TAMS website, community noticeboard, media release	ACT community, disability access groups, Canberra CBD Pty Ltd	*	A, B, D
City Services	Tree planting at Yarralumla Bay recreation hub	Public meeting, notices at local shopping centres	ACT community, local residents	*	A
City Services	Black Mountain space renewal	Media release, focus group	Local students. Consultation will be finalised in 2011–12	*	TBA
Parks and City Services	Lake Ginninderra district park playground and picnic facilities at Weston foreshore district park	ACT Government community engagement website, TAMS website, community noticeboard, advertising, on-site meeting, stakeholder meeting, media release	ACT community, local residents, other Directorates	* 30 community members attended on-site meeting; ten community members attended stakeholder meeting	A, B
Libraries ACT	Review of mobile library services	ACT Government community engagement website, TAMS website, media release, focus groups, newsletters	ACT community, mobile library users, nursing homes, other government agencies	65	A

Line area	Project	Consultation process	Groups/ individuals consulted	Approx. number consulted	Outcome
ACT Property Group	Albert Hall capital works reference group	Community member participation in reference group, website information	Representatives of Friends of the Albert Hall	+	D
ACT NOWaste	Recycling expo	Public display, fact sheets	ACT community	*	A
ACT NOWaste	Fee changes 2010–11	TAMS website, media release, community noticeboard, brochure in shopfronts and libraries, letters to customer account holders	ACT community, ACT waste and recycling industry	*	A
ACT NOWaste	Use of kerbside recycling bins and waste and recycling facilities	Tours at facilities, on-site visits, attendance at festivals, responses to ACT NOWaste inbox emails, responses to Ministerials, advice over the phone, follow-ups to questions taken on notice at the 2011 Canberra Show, advertisements in The Canberra Times and Chronicle, brochures in shopfronts and libraries	ACT community	*	A
ACT NOWaste	Review of landfill fees applied to charity organisations	TAMS website, community noticeboard, letters to stakeholders, email updates to stakeholders, submissions accepted, media release	ACT charities, industry stakeholders	+	B
ACT NOWaste	Waste and recycling data	TAMS website, media releases about key figures, responses to ACT NOWaste inbox emails, responses to Ministerials	ACT community	*	A
ACT NOWaste	ACT waste and recycling industry forum	Industry forums, email updates to stakeholders	ACT region waste and recycling stakeholders	+	B

Line area	Project	Consultation process	Groups/ individuals consulted	Approx. number consulted	Outcome
Roads ACT	Coolman Ridge flood prevention works	TAMS website, community noticeboard, letter to residents, posters at local shopping centres	ACT community, local residents	*	A
Roads ACT	Stormwater augmentation – Adelaide Avenue	TAMS website, community noticeboard, letter to residents, posters at local shopping centres	ACT community, local residents	*	A
Roads ACT	Kambah stormwater upgrade	TAMS website, community noticeboard, letter to residents, posters at local shopping centres	ACT community, local residents	*	A
Roads ACT	Banks flood prevention works	TAMS website, community noticeboard, letter to residents, posters at local shopping centres	ACT community, local residents	*	A
Roads ACT	Higgins flood prevention works	TAMS website, community noticeboard, letter to residents, posters at local shopping centres	ACT community, local residents	*	A
Roads ACT	Major capital works projects	Media release, TAMS website	ACT community	*	A
Transport	Rollout of MyWay ticketing system	TAMS website, community noticeboard, public displays, information brochures, advertising, letters to community groups	ACT community, bus users	* 500 members of the community participated in a trial of the MyWay system	A, C, D
Transport	Proposed improvements to the Belconnen to City transit way	ACT Government community engagement website, TAMS website, community noticeboard, media release, Transport for Canberra information bus, public information sessions	ACT community	*	A, C, D
Operational Support Asset Acceptance	Industry consultation	Quarterly meeting	All key developers in the ACT	+	A, B, C, D

Line area	Project	Consultation process	Groups/ individuals consulted	Approx. number consulted	Outcome
Operational Support	Industry consultation	Quarterly meeting	All key civil consultants in the ACT	+	A, B, C, D
Operational Support	Industry consultation	Quarterly meeting	All key landscape architects in the ACT	+	A, B, C, D
Governance	Morning tea with the Ministers	Public display, fact sheets	ACT community, local residents	*	A

APPENDIX 2

C13 CAPITAL WORKS 2010–11

NEW WORKS – MAJOR NEW WORKS

Project	Revised practical completion date	Original value (\$'000)	Revised value (\$'000)	Prior year expenditure (\$'000)	2010–11 expenditure (\$'000)	Total expenditure to date (\$'000)
Roads ACT and Road Transport						
Transport for Canberra – walking and cycling infrastructure	Dec-11	1,000	1,000	–	730	730
Transport for Canberra – Parkes Way widening	Jun-13	14,700	14,700	–	–	–
Transport for Canberra – Phillip and Majura Avenues intersection upgrade	Apr-12	1,000	1,000	–	122	122
Transport for Canberra – Cotter Road improvements	May-13	7,150	7,150	–	300	300
Transport for Canberra – City path lighting	Jun-12	1,500	1,500	–	501	501
Transport for Canberra – major bus stops program	Jun-13	1,750	1,750	–	145	145
Transport for Canberra – installation of bus shelters	Jun-12	1,000	1,000	–	89	89
Transport for Canberra – Canberra Avenue bus priority measures	Apr-14	8,200	8,200	–	150	150
Transport for Canberra – Northbourne Avenue bus priority measures and Dickson major bus station	Jun-12	4,250	4,250	–	272	272
Transport for Canberra – park and ride facilities	Jun-14	4,100	4,100	–	734	734
Transport for Canberra – improvements to City bus services and facilities	Mar-13	2,000	2,000	–	98	98
Transport for Canberra – Gungahlin town centre major bus station	Jun-12	1,675	1,675	–	156	156
Transport for Canberra – Erindale centre major bus station	Jun-12	3,150	3,150	–	148	148
Transport for Canberra – bike and ride facilities	Jun-13	700	700	–	238	238

Project	Revised practical completion date	Original value (\$'000)	Revised value (\$'000)	Prior year expenditure (\$'000)	2010–11 expenditure (\$'000)	Total expenditure to date (\$'000)
Roads ACT and Road Transport continued						
Transport for Canberra – Belconnen to City transit way stage 1 (Barry Drive and College Street sectors)	Jun-12	7,300	7,300	–	418	418
Transport for Canberra – Barry Drive and Clunies Ross Street intersection upgrade	Jun-13	7,000	7,000	–	114	114
Bridge strengthening on commercial routes	Jun-12	1,000	1,000	–	213	213
Majura and Sutton Road pavement rehabilitation	Jun-12	2,250	2,250	–	224	224
Transport for Canberra – Flemington Road bus priority study (design)	Apr-12	750	750	–	105	105
Transport for Canberra – ACT road safety strategy (design)	Jun-12	500	500	–	238	238
Drakeford Drive pedestrian link for Kambah P–10 school (design)	Nov-11	240	240	–	175	175
Transport for Canberra – Belconnen to City bus transit way alignment (feasibility)	Sep-11	200	200	–	–	–
Land Release Program						
Lawson – Ginninderra Drive and Aikman Drive intersection upgrades	Aug-11	2,500	3,500	–	3,140	3,140
Parks, Conservation and Lands						
Lake Ginninderra district park playground and picnic facilities	Aug-11	300	300	–	239	239
Lake Ginninderra community path lighting	Jun-11	1,000	1,000	–	657	657
Strategic Bushfire Management Plan version 2	Jun-20	3,798	3,798	–	479	479
Belconnen skate park (design)	Jun-12	200	2,200	–	1,798	1,798
Jerrabomberra wetlands infrastructure improvements	Jun-13	2,341	2,341	–	137	137
ACT Property Group						
Conservation management plans for heritage buildings (feasibility)	Jun-12	399	399	–	16	16
Remediation of fuel storage facilities	Jun-12	355	355	–	60	60

Project	Revised practical completion date	Original value (\$'000)	Revised value (\$'000)	Prior year expenditure (\$'000)	2010–11 expenditure (\$'000)	Total expenditure to date (\$'000)
ACT NOWaste						
Extension of Mugga Lane Resource Management Centre landfill cell	Jun-14	4,400	4,400	–	205	205
Mugga Lane Resource Management Centre – future options (feasibility)	Jun-13	1,750	1,750	–	174	174
Total major new works (excluding the capital upgrade program)		88,458	91,458	–	12,075	12,075

CAPITAL UPGRADE PROGRAM 2010–11

Landscape upgrade works	Jul-11	200	200	–	199	199
Landscape upgrade works at Oaks Estate	Oct-11	100	100	–	39	39
Toilet refurbishments	Dec-11	750	750	–	310	310
Playground safety program	Aug-11	1,228	1,128	–	863	863
Landscaping works within the arboretum	Aug-11	50	50	–	42	42
Mulligans Flat dam restoration	Dec-11	100	200	–	–	–
Tree replacement program	Sep-11	88	88	–	77	77
Mulligans Flat restoration and interpretation	Dec-11	150	150	–	22	22
Wanniassa business park – upgrade works and energy efficiency initiatives	Dec-11	130	130	–	42	42
Mitchell depot – sewerage sleeving	Dec-11	200	200	–	43	43
TAMS visitors centres – condition audit upgrade works and studies	Jul-11	20	20	–	–	–
Mitchell depot (Building 3) – installation of lift	Mar-12	400	400	–	–	–
Mount Rogers community centre – skylights and audit works	Jul-11	35	35	–	53	53
Magistrates Court – condition audit upgrade works	Jul-11	161	161	–	27	27
Dame Pattie Menzies House – condition audit upgrade works	Jul-11	233	233	–	75	75
Scolley Street offices – condition audit upgrade works	Jul-11	140	140	–	–	–
Phillip business park – building upgrades and refurbishment	Jul-11	33	33	–	3	3

Project	Revised practical completion date	Original value (\$'000)	Revised value (\$'000)	Prior year expenditure (\$'000)	2010–11 expenditure (\$'000)	Total expenditure to date (\$'000)
Smart meter installation and associated electrical works at Dickson Motor Vehicle Registry; 1 Moore Street, Civic; and North Building, Civic	Dec-11	150	150	—	85	85
Fairfax Centre, O'Connor – demolition and site remediation	Jul-11	126	126	—	177	177
Upgrades to Hotel Kurrajong	Jul-11	83	83	—	73	73
North Building HVAC works	Dec-11	—	150	—	31	31
Fire services upgrades	Jul-11	—	191	—	191	191
Total capital upgrades program		4,377	4,718	—	2,353	2,353
Total new works		92,835	96,176	—	14,428	14,428

WORKS IN PROGRESS 2010–11

Prior Year Capital Upgrades						
Radio system upgrade	Aug-11	300	398	—	350	350
Urban open space upgrades	Jul-11	1,557	1,557	1,065	454	1,519
Civic Health Centre, Moore Street – carpet replacement and toilet upgrades	Jul-11	285	285	103	52	155
Climate change strategies – installation of solar hot water system (Dickson Motor Vehicle Registry), water collection and re-use systems (Fyshwick depot) and waterless urinals at government owned offices	Dec-11	600	600	134	6	140
Total capital upgrades program		2,742	2,840	1,302	862	2,164
Roads ACT						
Cycling, signage, footpaths	Jun-13	9,200	9,200	3,078	2,414	5,492
Hume – Lanyon Drive upgrade, stage 2	Sep-11	11,000	11,000	5,591	5,291	10,882
Kings Highway upgrade	Jun-12	20,000	15,000	1,714	3,408	5,122
Upgrade of airport roads – Majura Parkway	Jun-12	9,500	9,500	750	–683	67
Monaro Highway duplication (Canberra Avenue to Newcastle Street)	Jun-12	18,500	18,500	3,000	9,291	12,291
North–south arterial road for Molonglo suburbs	Jun-12	11,000	34,500	2,913	16,368	19,281
North Weston pond and bridge	Jun-12	12,000	20,000	4,410	17,482	21,892
Restoration of Tharwa Bridge	Sep-11	14,700	18,935	10,648	5,598	16,246
Gungahlin Drive Extension – stage 2	Jun-12	85,500	85,500	24,187	36,426	60,613

Project	Revised practical completion date	Original value (\$'000)	Revised value (\$'000)	Prior year expenditure (\$'000)	2010–11 expenditure (\$'000)	Total expenditure to date (\$'000)
Land Release Program						
Forde – Mulligans Flat Road extensions and water quality control pond	Jun-12	13,500	13,500	3,579	8,584	12,163
Bonner – western distributor road and sewer	Jun-12	11,000	9,000	4,505	3,842	8,347
Lawson south – road intersections	Nov-11	7,000	7,000	3,056	6,138	9,194
Parks, Conservation and Lands						
Care for nature reserves	Jun-12	950	950	204	371	575
Shopping centre upgrade program – Red Hill and Lyons	Jun-14	8,000	8,000	–	975	975
Town and district park upgrades	May-13	6,000	6,000	946	443	1,389
Lake Ginninderra foreshore stage 2 (Emu Inlet upgrade)	Jun-13	3,200	6,095	881	1,082	1,963
The Sanctuary at Tidbinbilla – stage 2 and Birrigai outdoor school development	Apr-12	2,200	2,200	451	76	527
Drought proofing parks and open spaces	Sep-11	2,900	2,900	2,454	329	2,783
Molonglo corridor tree planting	Feb-12	400	400	63	302	365
ACT Property Group						
Refurbishment of Albert Hall	Feb-12	685	685	1,633	97	1,730
Upgrade of Callam offices	Mar-12	766	766	2	54	56
ACT NOWaste						
Remediation of West Belconnen landfill borrow pit	Dec-14	2,783	2,783	286	837	1,123
West Belconnen landfill sullage pit remediation	Jun-12	800	800	385	221	606
New landfill for the ACT	Jun-12	850	850	133	65	198
Total works in progress		255,176	286,904	76,171	119,873	196,044

PHYSICALLY COMPLETE PROJECTS

Capital Upgrades						
Bridge safety fencing	Jun-11	615	615	–	615	615
Bridge strengthening	Jun-11	538	538	–	538	538
Roads ACT and Road Transport						
Tharwa Bridge foundation works – Roads to Recovery Program	May-10	6,100	6,100	5,979	12	5,991

Project	Revised practical completion date	Original value (\$'000)	Revised value (\$'000)	Prior year expenditure (\$'000)	2010–11 expenditure (\$'000)	Total expenditure to date (\$'000)
Land Release Program						
Coombs and Wright – water supply	Sep-10	2,000	1,400	466	859	1,325
Parks, Conservation and Lands						
Upgrade of Bunda Street paving	Dec-10	3,650	3,810	683	2,932	3,615
City West infrastructure stage 2 – Childers Street precinct	Jun-10	3,000	3,000	2,595	242	2,837
Tuggeranong town park stage	Sep-10	200	200	128	61	189
Total projects physically complete		16,103	15,663	9,851	5,259	15,110

PHYSICALLY AND FINANCIALLY COMPLETE PROJECTS

Roads ACT and Road Transport						
Page and Fyshwick stormwater augmentation	Jun-11	3,000	3,000	–	3,008	3,008
Naas Road – Gudgenby Bridge (design)	Jun-11	200	200	–	200	200
Transport for Canberra – Barton major bus station (feasibility)	Jun-11	100	100	–	100	100
Ashley Drive upgrade (feasibility)	Jun-11	150	150	–	128	128
Gungahlin College precinct – off-site works	Jan-11	8,530	8,530	2,340	6,190	8,530
Flemington Road bus lanes	Nov-10	2,900	3,665	1,916	1,722	3,638
Upgrade of Tharwa Drive – stage 1	Jun-11	11,000	11,000	9,090	1,889	10,979
Flemington Road duplication	Sep-10	20,000	20,000	16,873	3,108	19,981
Belconnen town centre – Cohen Street extension and replacement of bus interchange	Nov-10	16,500	23,255	16,588	6,607	23,195
Majura Road pavement improvements	Jul-10	2,000	2,000	2,000	–	2,000
Community Paths Program – Jerrabomberra wetlands and nature reserve	Jun-10	900	900	837	1	838
Park and ride and bike and ride facilities in Erindale and Mitchell	Mar-11	120	120	93	27	120
Road safety message signs	Jan-11	400	400	324	77	401
Barry Drive bus lanes – Roads to Recovery Program	Sep-10	4,500	4,500	4,142	358	4,500
Canberra Connect						
Gungahlin Canberra Connect Shopfront (feasibility)	Mar-11	100	100	–	59	59

Project	Revised practical completion date	Original value (\$'000)	Revised value (\$'000)	Prior year expenditure (\$'000)	2010–11 expenditure (\$'000)	Total expenditure to date (\$'000)
ACTION						
ACTION depot upgrades (feasibility)	Apr-11	151	151	–	151	151
Sport and Recreation						
Narrabundah ball park facility upgrade	Nov-10	1,050	1,050	–	1,050	1,050
Parks, Conservation and Lands						
Glebe Park pavement replacement	Jun-11	1,600	1,600	841	702	1,543
Covered barbecues	Aug-10	100	100	92	7	99
New dog park	Jun-10	250	250	230	19	249
Mulligans Flat signage and paths	Jan-11	100	100	63	38	101
Establishment of new nature reserves	Jun-11	948	948	664	246	910
Establishment of regional community facilities and neighbourhood halls	Oct-10	2,000	2,400	2,256	148	2,404
Bill poster silos to City and district shopping centres	Sep-10	400	400	345	55	400
Land Release Program						
Forde – access road and trunk sewer	Mar-10	1,700	1,627	1,501	129	1,630
Bruce – Braybrooke Street extension	Nov-10	4,550	4,550	3,835	692	4,527
Woden town centre – Wilbow and Easty Streets infrastructure	Jun-10	3,500	3,500	2,961	541	3,502
ACT NOWaste						
Master plan for West Belconnen landfill	Dec-10	120	120	80	17	97
Master Plan for Mugga Lane Resource Management Centre	Jun-11	120	120	119	–	119
Yarralumla Nursery						
Restoration of Hobday's Cottage and English gardens	Mar-11	200	273	194	79	273

Project	Revised practical completion date	Original value (\$'000)	Revised value (\$'000)	Prior year expenditure (\$'000)	2010–11 expenditure (\$'000)	Total expenditure to date (\$'000)
Capital Upgrades						
Pavement rehabilitation – north of Northbourne Avenue	Mar-11	1,250	1,250	–	1,252	1,252
Road barrier improvements	Jan-11	164	164	–	165	165
Infill lighting on major arterial roads	May-11	215	215	–	216	216
Road safety improvements – Hindmarsh Drive and Melrose Drive	Jun-11	272	272	–	272	272
Traffic light upgrades – Hindmarsh Drive and Melrose Drive	Apr-11	106	106	–	107	107
Design of road safety measures	Jun-11	250	250	–	250	250
Stormwater augmentation program – Chapman	Jun-11	3,010	3,010	–	3,005	3,005
Stormwater improvement program	Jun-11	451	451	–	451	451
Footpath improvements	Jun-11	379	379	–	379	379
Infill lighting neighbourhood developments	Jun-11	210	210	–	211	211
Installation of energy efficient lighting	Jun-11	513	513	–	504	504
Replacement of old streetlight cables	Jun-11	379	379	–	379	379
Traffic management improvement at schools	Jun-11	210	210	–	210	210
Residential street improvements	Jun-11	159	159	–	159	159
Bus stop disability improvements	Jun-11	379	379	–	381	381
Upgrade stormwater infrastructure – Lake Ginninderra	May-11	655	655	–	655	655
Foreshore upgrades	Jun-11	200	200	–	200	200
Canberra Nara Peace Park	Sep-10	28	28	–	29	29
Facility improvement program	Dec-10	1,599	1,599	–	1,604	1,604
Replace shopfront and contact centre equipment	May-11	25	25	–	15	15
OH&S upgrades – contact centres and shopfronts	May-11	30	30	–	30	30
Territory Records Office – dehumidifiers	Dec-10	20	20	–	20	20
West Belconnen Resource Management Centre – decommissioning	Jun-11	499	499	–	501	501
Upgrade existing recycling drop-off centres	Jun-11	150	150	–	150	150
Replace ticket machines on buses	Mar-11	180	180	–	183	183

Project	Revised practical completion date	Original value (\$'000)	Revised value (\$'000)	Prior year expenditure (\$'000)	2010–11 expenditure (\$'000)	Total expenditure to date (\$'000)
Capital Upgrades continued						
Driver seats – upgrade and replacement	Jun-11	150	150	–	150	150
Bus engine overhauls	Dec-10	461	461	–	461	461
Canberra Stadium – replace infrastructure	Apr-11	300	300	–	301	301
Prior Year Capital Upgrades and Improvement Programs						
Construction projects – upgrade of Lyons local shopping centre	Jun-11	900	300	220	72	292
Tree replacement program – locations in the inner north and inner south regions	Apr-11	150	150	67	85	152
City central infrastructure replacement, including paving, lighting and street furniture	Dec-10	1,000	487	240	248	488
Closed circuit television at bus interchanges – continue upgrade and implementation program	Jun-11	850	790	635	155	790
Urban landscape and built asset improvements	Oct-10	2,115	2,115	1,810	304	2,114
Shopping centre improvements	Dec-10	3,250	3,250	2,701	548	3,249
Parks and reserves – improvements to playgrounds, recreational amenities and tracks	Oct-10	2,450	2,450	2,449	2	2,451
Heritage	Mar-11	50	50	47	5	52
Canberra Stadium – upgrade handrails to comply with new building codes	Nov-10	75	75	73	2	75
Street and park tree removal and planting	Jun-11	330	330	308	22	330
Urban open space	Feb-11	1,343	1,343	1,184	157	1,341
Playground safety program – upgrade of open space playground assets to meet current Australian Standards	Jun-11	910	910	601	313	914
Toilet refurbishment	Sep-10	516	100	86	14	100
Local shopping precincts upgrades	Sep-10	1,370	1,370	1,292	76	1,368
City Centre infrastructure upgrades	Feb-10	330	330	290	41	331
Landscape upgrade works across Canberra, including barbecues, park and street furniture in open space and shopping centres, shrub beds and bollards	May-11	210	210	209	1	210

Project	Revised practical completion date	Original value (\$'000)	Revised value (\$'000)	Prior year expenditure (\$'000)	2010–11 expenditure (\$'000)	Total expenditure to date (\$'000)
Prior Year Capital Upgrades and Improvement Programs continued						
Facilities improvements – upgrades to ageing infrastructure, irrigation systems, pavilions and toilets at pools and ovals / district playing fields	Oct-10	1,560	1,560	1,317	243	1,560
Total projects physically and financially complete		116,842	123,173	80,913	41,876	122,789

PROJECTS TRANSFERRED TO OTHER DIRECTORATES

Economic Development Directorate						
Sport and Recreation						
Gungahlin leisure centre (design)	Jun-11	1,460	1,460	–	–	–
Lyneham precinct redevelopment stage 3	Jun-13	4,200	4,200	–	7	7
Throsby multisport complex (design)	Jun-11	500	500	–	–	–
Gungahlin wellbeing precinct	Jun-12	6,500	6,500	–	–	–
Water demand management program	Jun-11	1,000	1,000	–	881	881
Grant for development of a new basketball centre and player amenities	Jun-12	3,000	3,000	–	–	–
Gungahlin enclosed oval (sports complex)	Jun-13	6,000	6,000	36	10	46
Gungahlin leisure centre	Jun-12	1,000	1,000	–	1	1
Improvements to Griffith oval	Jun-12	1,050	1,050	–	–	–
Lyneham sports precinct development – stage 1	Jun-11	8,600	8,600	2,742	3,305	6,047
Lyneham precinct – regional tennis and sports centre – stage 2	Jun-12	8,500	8,500	267	–	267
Where Will We Play? outdoor facilities water reduction strategies	Jun-13	16,000	16,000	1,456	65	1,521
Harrison – district playing fields	Nov-10	5,250	5,250	4,883	210	5,093
Throsby district playing fields and netball centre	Jun-11	600	600	521	81	602
Territory Venues and Events						
Canberra Stadium – spectator lighting	Jun-11	100	100	–	93	93
Canberra Stadium – replace analogue televisions	Jun-11	650	650	–	623	623
Manuka Oval facilities upgrades	Jun-11	407	407	–	103	103
Motorsport funding	Jun-11	500	500	197	91	288

Project	Revised practical completion date	Original value (\$'000)	Revised value (\$'000)	Prior year expenditure (\$'000)	2010–11 expenditure (\$'000)	Total expenditure to date (\$'000)
Territory Venues and Events continued						
Motorsport funding – investment fund	Jun-13	1,500	2,000	–	285	285
Stromlo Forest Park – landscape and amenity planning	Dec-10	230	230	217	2	219
Road Transport						
Temporary surface car park – southern loop Commonwealth Avenue	Apr-11	900	900	–	–	–
Parks, Conservation and Lands						
Canberra CBD upgrade program	Jun-13	12,000	12,000	–	–	–
Land Release Program						
Harrison – Wells Station Drive extension to Horse Park Drive	Jun-11	7,000	7,000	–	–	–
Mitchell – Sandford Street extension to the Federal Highway	Jun-12	14,000	14,000	–	–	–
Casey – Clarrie Hermes Drive extension to the Barton Highway	Jun-12	21,000	21,000	–	–	–
Total projects transferred to other Directorates		121,947	122,447	10,319	5,757	16,076
TOTAL COMBINED CAPITAL WORKS PROGRAM		602,903	644,363	177,254	187,193	364,447

RECONCILIATION OF FUNDING AND EXPENDITURE

Reconciliation of total current year financing	
Original capital works financing	261,101
Add: s16B rollovers from 2009–10	23,846
Add: Transfers – Administrative Arrangement (AA) transfers	7,000
Add: Commonwealth Grants	467
Less: Transfers – AA transfers	–57,299
Less: Transfers to other Directorates	–449
Less: Capital injection not drawn in 2010–11	–9,831
Capital injection from government per cash flow statement	224,835
Reconciliation of total current year actual expenditure – against financing	
Total current year capital works expenditure	181,439
Add: Expenditure for other capital injection projects	35,105
Add: AA transfers	9,830
Less: Accruals	–555
Less: Government Payment for Outputs (GPO) - funded projects	–984
Capital injection from government per cash flow statement	224,835
Reconciliation of total current year actual expenditure	
Total current year capital works expenditure	181,439
Add: AA transfers	9,830
Add: Own-sourced capital works expenditure	850
Add: Nation Building Program expenditure	3,408
Add: Capital improvement fund	783
Add: Works in Progress (WIP) expenditure for other capital injection projects	1,711
Less: Accruals	–555
Less: GPO-funded projects	–984
Total payments from investing activities as per cash flow statement	196,482

APPENDIX 3

C14 GOVERNMENT CONTRACTING

Output class	Business unit	Contractor/consultant	Description / reason contract let	Approval date (date contract let)	Actual expenditure (GST exc)	Procurement type	Reason for select tender
1-Municipal Services	Libraries ACT	McMillan Staff Development Pty Ltd	Staff development and training	Jul-10	\$20,750	Quotations	
1-Municipal Services	Libraries ACT	Analytics Group	Process and system improvement advice for library requests and returns	Mar-10	\$22,273	Quotations	
1-Municipal Services	Libraries ACT	Achievement Awareness Training	Staff development and training	Jul-09	\$26,618	Quotations	
1-Municipal Services	Libraries ACT	SAI Global Ltd	Staff development and training	Sep-09	\$28,640	Quotations	
1-Municipal Services	Libraries ACT	Regent Personnel Pty Ltd	Contract labour hire	Mar-10	\$35,457	Open tender	
1-Municipal Services	Libraries ACT	Chubb Security Services Ltd	Cash collection and security services	May-05	\$39,997	Open tender	
1-Municipal Services	Libraries ACT	FE Technologies	Radio frequency identification device maintenance	Jul-08	\$61,174	Open tender	
1-Municipal Services	Libraries ACT	Manpower Services Aust Pty Ltd	Contract labour hire	Mar-10	\$63,365	Open tender	
1-Municipal Services	Libraries ACT	Pickwick Cleaning Services	Cleaning services	Oct-07	\$238,622	Open tender	
1-Municipal Services	Libraries ACT	Informed Sources Pty Ltd	Contract labour hire	Feb-06	\$1,786,128	Open tender	

1-Municipal Services	ACT NOWaste	Scenic Group Pty Ltd	Construct ramp at Mugga Lane transfer station	Jul-10	\$22,227	Quotations	
1-Municipal Services	ACT NOWaste	Regent Personnel Pty Ltd	Contract labour hire	Mar-10	\$22,688	Open tender	
1-Municipal Services	ACT NOWaste	Renewable Processes	Recycling of televisions	Jun-11	\$24,250	Quotations	
1-Municipal Services	ACT NOWaste	East Coast Revalvers	Household hazardous waste disposal	Jul-10	\$24,458	Quotations	
1-Municipal Services	ACT NOWaste	Landscape Logistics Pty Ltd	Mowing and other maintenance services	Dec-10	\$27,315	Quotations	
1-Municipal Services	ACT NOWaste	Tinys Painting & Home Maintenance	Improvements to fittings and fixtures at Mugga Lane re-use facility	Jul-10	\$30,127	Quotations	
1-Municipal Services	ACT NOWaste	Tinys Painting & Home Maintenance	Bulky waste collection service	May-11	\$30,422	Open tender	
1-Municipal Services	ACT NOWaste	Effective People Pty Ltd	Contract labour hire	Mar-10	\$34,334	Open tender	
1-Municipal Services	ACT NOWaste	SNP Security	Installation of closed circuit television at recycling drop-off centres	Oct-10	\$45,424	Open tender	
1-Municipal Services	ACT NOWaste	Riggall and Associates	Mobile garbage bin serviceability and other technical reports	Jul-09	\$48,860	Open tender	
1-Municipal Services	ACT NOWaste	Environmental Resources Management Aust	Report on remediation options at West Belconnen Resource Management Centre	Apr-11	\$56,532	Open tender	
1-Municipal Services	ACT NOWaste	Chemisal Pty Ltd	Collection and disposal of household chemical and hazardous waste	Mar-09	\$57,371	Open tender	

Output class	Business unit	Contractor/consultant	Description / reason contract let	Approval date (date contract let)	Actual expenditure (GST exc)	Procurement type	Reason for select tender
1-Municipal Services	ACT NOWaste	SEMF Pty Ltd	Environmental monitoring	Feb-09	\$62,361	Open tender	
1-Municipal Services	ACT NOWaste	Hays Specialist Recruitment Australia Pty Ltd	Contract labour hire	May-10	\$83,811	Open tender	
1-Municipal Services	ACT NOWaste	Davis Earthmoving & Quarrying Pty Ltd	Mulching and transporting timber waste and carpet	Feb-11	\$85,130	Quotations	
1-Municipal Services	ACT NOWaste	Goldsmith Civil & Environmental	Remediation works at West Belconnen Resource Management Centre	Jan-11	\$99,927	Open tender	
1-Municipal Services	ACT NOWaste	Staffing and Office Solutions Pty Ltd	Contract labour hire	Mar-10	\$103,818	Open tender	
1-Municipal Services	ACT NOWaste	Canberra Sand and Gravel Pty Ltd	Green waste processing	Aug-01	\$232,775	Open tender	
1-Municipal Services	ACT NOWaste	Corkhill Bros Sales Pty Ltd	Green waste processing	Aug-01	\$426,493	Open tender	
1-Municipal Services	ACT NOWaste	TES-AMM Australia Pty Ltd	Electronic waste recycling	Feb-10	\$462,691	Open tender	
1-Municipal Services	ACT NOWaste	Samarkos Earthmoving Pty Ltd	Resource recovery services at Mugga Lane Resource Management Centre	Jun-07	\$1,142,850	Open tender	
1-Municipal Services	ACT NOWaste	Thiess Services Pty Ltd	Management services at Mugga Lane and Mitchell Resource Management Centres and Hume Materials Recovery Facility	Jan-01	\$4,849,090	Open tender – Landfill Single select – Weighbridge	No suitable tender received

1-Municipal Services	ACT NOWaste	Cleanaway	Collection of domestic waste and recyclable materials	Sep-02	\$9,591,986	Open tender	
2-Enterprise Services	ACT Property Group	A & K Electrics	Electrical repairs and maintenance	Jul-10	\$46,295	Quotations	
2-Enterprise Services	ACT Property Group	Abbey Plumbing Drainage & Gasfitting	Plumbing	Jul-10	\$96,374	Quotations	
2-Enterprise Services	ACT Property Group	Access Lock and Key	Locksmiths	Jul-10	\$51,224	Quotations	
2-Enterprise Services	ACT Property Group	ACT Electrics Pty Ltd	Electrical repairs and maintenance	Jul-10	\$309,951	Quotations	
2-Enterprise Services	ACT Property Group	ACT Fast Glass	Glaziers	Jul-10	\$68,040	Quotations	
2-Enterprise Services	ACT Property Group	ACT Fencing and Metalwork	Fencing works	Jul-10	\$132,180	Quotations	
2-Enterprise Services	ACT Property Group	ADT Security Pty Ltd	Security services	Jul-10	\$150,432	Quotations	
2-Enterprise Services	ACT Property Group	Affinity Electrical Technologies	Electrical repairs and maintenance	Jul-10	\$197,243	Quotations	
2-Enterprise Services	ACT Property Group	AHI-Carrier (Aust) Pty Ltd	Heating, ventilation and cooling	Jul-10	\$83,063	Quotations	
2-Enterprise Services	ACT Property Group	Airmaster Australia Pty Ltd	Heating, ventilation and cooling	Jul-10	\$360,131	Quotations	
2-Enterprise Services	ACT Property Group	Allcorp Property Services	Cleaning services	Jul-07	\$103,998	Open tender	
2-Enterprise Services	ACT Property Group	Alltek Roofing	Building repairs and maintenance	Jul-10	\$149,840	Quotations	
2-Enterprise Services	ACT Property Group	Alpine Airconditioning and Electrical Contractors Pty Ltd	Heating, ventilation and cooling	Jul-10	\$170,582	Quotations	

Output class	Business unit	Contractor/consultant	Description / reason contract let	Approval date (date contract let)	Actual expenditure (GST exc)	Procurement type	Reason for select tender
2-Enterprise Services	ACT Property Group	Ambride	Refrigeration and air conditioning	Jul-10	\$112,141	Quotations	
2-Enterprise Services	ACT Property Group	Aris Building Services Pty Ltd	Building repairs and maintenance	Jul-10	\$1,835,359	Quotations	
2-Enterprise Services	ACT Property Group	Asbestos Abatement Consultants	Asbestos removal	Jul-10	\$154,690	Quotations	
2-Enterprise Services	ACT Property Group	Aust Pest Control Pty Ltd	Pest control services	Jul-10	\$117,902	Quotations	
2-Enterprise Services	ACT Property Group	Automated Logic ACT	Heating, ventilation and cooling	Jul-10	\$159,687	Quotations	
2-Enterprise Services	ACT Property Group	Beaver Industries Pty Ltd	Building repairs and maintenance	Jul-10	\$347,342	Quotations	
2-Enterprise Services	ACT Property Group	Bell-Air Conditioning Pty Ltd	Heating, ventilation and cooling	Jul-10	\$25,728	Quotations	
2-Enterprise Services	ACT Property Group	Bellchambers Asbestos Removal	Asbestos removal	Jul-10	\$61,190	Quotations	
2-Enterprise Services	ACT Property Group	Berkeley Challenge Pty Ltd	Cleaning services	Jul-07	\$348,471	Open tender	
2-Enterprise Services	ACT Property Group	Bernie Schmid	Building repairs and maintenance	Jul-10	\$23,490	Quotations	
2-Enterprise Services	ACT Property Group	Bluedog Fences Australia Pty Ltd	Fencing works	Jul-10	\$230,233	Quotations	
2-Enterprise Services	ACT Property Group	Brad Adams	Landscaping	Jul-10	\$85,520	Quotations	
2-Enterprise Services	ACT Property Group	Brema Group Pty Ltd	Building repairs and maintenance	Jul-10	\$148,370	Quotations	

2-Enterprise Services	ACT Property Group	Bright Lights Electrical	Electrical repairs and maintenance	Apr-08	\$210,892	Open tender	
2-Enterprise Services	ACT Property Group	Budget Carpet Care	Carpet installation	Jul-10	\$192,331	Quotations	
2-Enterprise Services	ACT Property Group	Canberra Boilers Pty Ltd	Heating, ventilation and cooling	Jul-10	\$74,657	Quotations	
2-Enterprise Services	ACT Property Group	Canberra Commercial Waste	Waste removal	Jul-10	\$43,176	Quotations	
2-Enterprise Services	ACT Property Group	Canberra Consulting	Contract labour hire	Jul-10	\$131,925	Quotations	
2-Enterprise Services	ACT Property Group	Canberra Consulting Resources Pty Ltd	Contract labour hire	Jul-10	\$120,585	Quotations	
2-Enterprise Services	ACT Property Group	Canberra Filter Services Pty Ltd	Heating, ventilation and cooling	Jul-10	\$40,857	Quotations	
2-Enterprise Services	ACT Property Group	Canberra Management Consulting Pty Ltd	Contract labour hire	Jul-10	\$62,036	Quotations	
2-Enterprise Services	ACT Property Group	Canopy Tree Experts	Horticultural services	Jul-10	\$77,346	Quotations	
2-Enterprise Services	ACT Property Group	Canscape Landscaping	Horticultural services	Jul-10	\$112,112	Quotations	
2-Enterprise Services	ACT Property Group	Capital Asphalt Services Pty Ltd	Asphalt services	Jul-10	\$34,351	Quotations	
2-Enterprise Services	ACT Property Group	Capital Boiler and Burner Services Pty Ltd	Heating, ventilation and cooling	Jul-10	\$410,415	Quotations	
2-Enterprise Services	ACT Property Group	City Group Pty Ltd	Cleaning services	Jul-07	\$84,542	Open tender	
2-Enterprise Services	ACT Property Group	City Reflection Property Management	Cleaning services	Jul-07	\$66,475	Open tender	
2-Enterprise Services	ACT Property Group	Classic Solutions	Building repairs and maintenance	Jul-10	\$87,600	Quotations	

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2-Enterprise Services	ACT Property Group	Clean Air Technologies ACT Pty Ltd	Heating, ventilation and cooling	Jul-10	\$96,972	Quotations	
2-Enterprise Services	ACT Property Group	Cleanaway	Waste removal	Jul-10	\$60,587	Quotations	
2-Enterprise Services	ACT Property Group	Colda Constructions	Building repairs and maintenance	Jul-10	\$24,038	Quotations	
2-Enterprise Services	ACT Property Group	Complete Cleaning Service	Cleaning services	Jul-07	\$59,173	Open tender	
2-Enterprise Services	ACT Property Group	Complete Leathercare ACT	Furniture repairs	Jul-10	\$20,503	Quotations	
2-Enterprise Services	ACT Property Group	Condor Cleaning Pty Ltd	Cleaning services	Jul-07	\$42,419	Open tender	
2-Enterprise Services	ACT Property Group	Contour Constructions	Asphalt services	Jul-10	\$423,905	Quotations	
2-Enterprise Services	ACT Property Group	Control and Electric Pty Ltd	Heating, ventilation and cooling	Jul-10	\$171,689	Quotations	
2-Enterprise Services	ACT Property Group	Co-ordinated Construction	Building repairs and maintenance	Jul-10	\$33,306	Quotations	
2-Enterprise Services	ACT Property Group	Corianton Management Services Pty Ltd	Contract labour hire	Jul-10	\$41,930	Quotations	
2-Enterprise Services	ACT Property Group	Crawfords Casting Pty Ltd	Lighting and electrical repairs and maintenance	Jul-10	\$105,095	Quotations	
2-Enterprise Services	ACT Property Group	Dale and Hitchcock Civil Engineering and Landscaping	Building repairs and maintenance	Jul-10	\$160,153	Quotations	
2-Enterprise Services	ACT Property Group	Dalkia Technical Services Pty Ltd	Heating, ventilation and cooling	Jul-10	\$397,104	Quotations	

2-Enterprise Services	ACT Property Group	Dan and Dan Landscaping Pty Ltd	Landscaping	Jul-10	\$115,356	Quotations	
2-Enterprise Services	ACT Property Group	Discount Tree Services ACT Pty Ltd	Horticultural services	Jul-10	\$103,300	Quotations	
2-Enterprise Services	ACT Property Group	Don't Panic Plumbing	Plumbing	Jul-10	\$207,050	Quotations	
2-Enterprise Services	ACT Property Group	Drain King ACT Pty Ltd	Plumbing	Jul-10	\$1,355,976	Quotations	
2-Enterprise Services	ACT Property Group	Duncan's Plumbing Service Pty Ltd	Plumbing	Jul-10	\$20,737	Quotations	
2-Enterprise Services	ACT Property Group	Ecowise	Building repairs and maintenance	Jul-10	\$83,650	Quotations	
2-Enterprise Services	ACT Property Group	Elton Consulting Group Pty Ltd	Consultancy services	Jul-10	\$33,935	Quotations	
2-Enterprise Services	ACT Property Group	Environmental Plumbing Solutions Aust Pty Ltd	Plumbing	Jul-10	\$931,843	Quotations	
2-Enterprise Services	ACT Property Group	Environmental Resources Management Aust	Fuel tank testing	Jul-10	\$173,726	Quotations	
2-Enterprise Services	ACT Property Group	EP and T Pty Ltd	Electrical repairs and maintenance	Jul-10	\$23,926	Quotations	
2-Enterprise Services	ACT Property Group	Eric Martin & Associates	Heritage audits	Jul-10	\$20,358	Quotations	
2-Enterprise Services	ACT Property Group	Exergy	Energy audits	Jul-10	\$34,946	Quotations	
2-Enterprise Services	ACT Property Group	Existing Buildings Group Pty Ltd	Building repairs and maintenance	Jul-10	\$137,300	Quotations	
2-Enterprise Services	ACT Property Group	Faraj Cleaning Services	Cleaning services	Jul-07	\$82,706	Open tender	

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2-Enterprise Services	ACT Property Group	Fibre Tech Surface Care	Cleaning services	Jul-09	\$87,548	Open tender	
2-Enterprise Services	ACT Property Group	First 5 Minutes Pty Ltd	Fire services	Jul-10	\$23,043	Quotations	
2-Enterprise Services	ACT Property Group	FMS ACT Pty Ltd	Building repairs and maintenance	Jul-10	\$135,837	Quotations	
2-Enterprise Services	ACT Property Group	Freds Express Cleaning Service	Cleaning services	Jul-07	\$237,241	Open tender	
2-Enterprise Services	ACT Property Group	General Lighting Services Monaro	Lighting and electrical repairs and maintenance	Sep-07	\$1,525,750	Open tender	
2-Enterprise Services	ACT Property Group	GK Ellery and Associates Pty Ltd	Engineering services	Jul-10	\$172,740	Quotations	
2-Enterprise Services	ACT Property Group	Glendening Painting and Decorating Services Pty Ltd	Building repairs and maintenance	Jul-10	\$55,669	Quotations	
2-Enterprise Services	ACT Property Group	Haden Engineering Pty Ltd	Heating, ventilation and cooling	Jul-10	\$384,607	Quotations	
2-Enterprise Services	ACT Property Group	Hastie Services Pty Ltd	Heating, ventilation and cooling	Jul-10	\$268,164	Quotations	
2-Enterprise Services	ACT Property Group	Health Futures Pty Ltd	Health services	Jul-10	\$35,417	Quotations	
2-Enterprise Services	ACT Property Group	Hirotec Maintenance Pty Ltd	Heating, ventilation and cooling	Jul-10	\$73,568	Quotations	
2-Enterprise Services	ACT Property Group	Hood's Carpet Court	Carpet installation	Jul-10	\$89,791	Quotations	
2-Enterprise Services	ACT Property Group	Hydro Industries Pty Ltd	Chemicals and legionella testing	Jul-10	\$50,590	Quotations	

2-Enterprise Services	ACT Property Group	Hydromatic	Plumbing	Jul-10	\$73,532	Quotations	
2-Enterprise Services	ACT Property Group	Innovative Architecture	Architectural services	Jul-10	\$22,095	Quotations	
2-Enterprise Services	ACT Property Group	International Asbestos Removal Pty Ltd	Asbestos removal	Jul-10	\$100,143	Quotations	
2-Enterprise Services	ACT Property Group	Irwin and Hartshorn Pty Ltd	Building repairs and maintenance	Jul-10	\$225,069	Quotations	
2-Enterprise Services	ACT Property Group	ISS Facility Services Australia Limited	Cleaning services	Jun-10	\$81,066	Open tender	
2-Enterprise Services	ACT Property Group	ISS Washroom Services	Cleaning services	Jul-07	\$64,134	Open tender	
2-Enterprise Services	ACT Property Group	J & E Carpentry Pty Ltd	Building repairs and maintenance	Jul-10	\$197,325	Quotations	
2-Enterprise Services	ACT Property Group	J & W Electrical Pty Ltd	Electrical repairs and maintenance	Jul-10	\$172,036	Quotations	
2-Enterprise Services	ACT Property Group	John Skurr Consulting Engineers Pty Ltd	Engineering services	Jul-10	\$30,920	Quotations	
2-Enterprise Services	ACT Property Group	Jonocon Pty Ltd	Building repairs and maintenance	Jul-10	\$47,742	Quotations	
2-Enterprise Services	ACT Property Group	King Air Pty Ltd	Heating, ventilation and cooling	Jul-10	\$75,713	Quotations	
2-Enterprise Services	ACT Property Group	Larkin Industries	Mechanical consultants	Jul-10	\$147,876	Quotations	
2-Enterprise Services	ACT Property Group	LC Hughes and Co Pty Ltd	Heating, ventilation and cooling	Jul-10	\$126,104	Quotations	
2-Enterprise Services	ACT Property Group	Leaves Away Pty Ltd	Landscaping	Jul-10	\$921,374	Quotations	
2-Enterprise Services	ACT Property Group	Lido's Fencing	Fencing works	Jul-10	\$269,532	Quotations	

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2-Enterprise Services	ACT Property Group	Lines Signs and Pavements Pty Ltd	Car park and line marking	Jul-10	\$29,151	Quotations	
2-Enterprise Services	ACT Property Group	Magro Constructions Pty Ltd	Building repairs and maintenance	Jul-10	\$287,790	Quotations	
2-Enterprise Services	ACT Property Group	Mastro 5 Design Pty Ltd	Building repairs and maintenance	Jul-10	\$84,975	Quotations	
2-Enterprise Services	ACT Property Group	Mitchell Aluminium Pty Ltd	Building repairs and maintenance	Jul-10	\$26,576	Quotations	
2-Enterprise Services	ACT Property Group	Monarch Building Solutions Pty Ltd	Building repairs and maintenance	Jul-10	\$426,068	Quotations	
2-Enterprise Services	ACT Property Group	Morgans Group Pty Ltd	Cleaning services	Jul-10	\$212,506	Quotations	
2-Enterprise Services	ACT Property Group	Mount Vital Pty Ltd	Installation of water coolers	Jul-10	\$20,864	Quotations	
2-Enterprise Services	ACT Property Group	MSS Security Pty Ltd	Security services	Jul-10	\$79,510	Quotations	
2-Enterprise Services	ACT Property Group	Multi Air Australia Pty Ltd	Refrigeration and air conditioning	Jul-10	\$25,843	Quotations	
2-Enterprise Services	ACT Property Group	National Cleaning Services Aust Pty Ltd	Cleaning services	Aug-09	\$747,289	Open tender	
2-Enterprise Services	ACT Property Group	National Concrete Solutions Pty Ltd	Building repairs and maintenance	Jul-10	\$32,630	Quotations	
2-Enterprise Services	ACT Property Group	Nausiti Pty Ltd	Building repairs and maintenance	Jul-10	\$148,993	Quotations	
2-Enterprise Services	ACT Property Group	Nautilus Refrigeration and Air Conditioning	Refrigeration and air conditioning	Jul-10	\$106,381	Quotations	

2-Enterprise Services	ACT Property Group	NDY Management Pty Ltd	Engineering services	Jul-10	\$47,879	Quotations	
2-Enterprise Services	ACT Property Group	Norris Cleaning Company	Cleaning services	Jul-09	\$23,482	Open tender	
2-Enterprise Services	ACT Property Group	Northrop Consulting Engineers	Engineering services	Jul-10	\$46,500	Quotations	
2-Enterprise Services	ACT Property Group	Ozbestos Pty Ltd	Asbestos removal	Jul-10	\$74,456	Quotations	
2-Enterprise Services	ACT Property Group	P A Hanson	Tree surveys	Jul-10	\$33,190	Quotations	
2-Enterprise Services	ACT Property Group	PACE-BS Pty Ltd	Mechanical consultants	Jul-10	\$28,000	Quotations	
2-Enterprise Services	ACT Property Group	PAES Group Pty Ltd	Electrical repairs and maintenance	Jul-10	\$166,999	Quotations	
2-Enterprise Services	ACT Property Group	Parry Plumbing and Irrigation Services Pty Ltd	Plumbing	Jul-10	\$27,639	Quotations	
2-Enterprise Services	ACT Property Group	Paul Abbey Constructions Pty Ltd	Building repairs and maintenance	Jul-10	\$171,980	Quotations	
2-Enterprise Services	ACT Property Group	PCA People Pty Ltd	Contract labour hire	Jul-10	\$77,994	Quotations	
2-Enterprise Services	ACT Property Group	Perimetech Pty Ltd	Fencing works	Jul-10	\$535,421	Quotations	
2-Enterprise Services	ACT Property Group	Peter Allan Smith	Consultancy services	Jul-10	\$127,006	Quotations	
2-Enterprise Services	ACT Property Group	Peter Carrington and Associates	Consultancy services	Jul-10	\$26,460	Quotations	
2-Enterprise Services	ACT Property Group	Petherbridge Roofing Pty Ltd	Plumbing	Jul-10	\$145,036	Quotations	
2-Enterprise Services	ACT Property Group	Philip Leeson Architects Pty Ltd	Architectural services	Jul-10	\$25,090	Quotations	

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2-Enterprise Services	ACT Property Group	Pink Hygiene Solutions	Cleaning services	Aug-06	\$86,830	Open tender	
2-Enterprise Services	ACT Property Group	PM and AL Crowe	Building repairs and maintenance	Jul-10	\$45,212	Quotations	
2-Enterprise Services	ACT Property Group	Poblete Locksmithing and Maintenance	Locksmiths	Jul-10	\$89,013	Quotations	
2-Enterprise Services	ACT Property Group	Prestige Cleaning Services Pty Ltd	Cleaning services	Jul-07	\$25,020	Open tender	
2-Enterprise Services	ACT Property Group	Prestige Paving and Landscaping	Landscaping	Jul-10	\$69,852	Quotations	
2-Enterprise Services	ACT Property Group	Pro Plumbing & Gasfitting	Plumbing	Jul-10	\$397,195	Quotations	
2-Enterprise Services	ACT Property Group	Programmed Maintenance Services Pty Ltd	Building repairs and maintenance	Jul-10	\$149,173	Quotations	
2-Enterprise Services	ACT Property Group	Q Commercial Carpets Pty Ltd	Carpet installation	Jul-10	\$384,974	Quotations	
2-Enterprise Services	ACT Property Group	Quality A Must	Plumbing	Jul-10	\$139,360	Quotations	
2-Enterprise Services	ACT Property Group	Radmo Constructions Pty Ltd	Building repairs and maintenance	Jul-10	\$364,252	Quotations	
2-Enterprise Services	ACT Property Group	RB and R Daintree Pty Ltd	Security services	Jul-10	\$178,289	Quotations	
2-Enterprise Services	ACT Property Group	Resolution Planning	Building repairs and maintenance	Jul-10	\$41,084	Quotations	
2-Enterprise Services	ACT Property Group	Robin Dodds Electrical	Electrical repairs and maintenance	Jul-10	\$427,506	Quotations	

2-Enterprise Services	ACT Property Group	Robson Environmental	Hazmat services	Jul-10	\$530,497	Quotations	
2-Enterprise Services	ACT Property Group	Rolfe Property Services Pty Ltd	Cleaning services	Dec-10	\$110,482	Open tender	
2-Enterprise Services	ACT Property Group	Rovera Scaffolding	Scaffolding erectors and certifiers	Jul-10	\$28,985	Quotations	
2-Enterprise Services	ACT Property Group	Ruckschloss Consulting Pty Ltd	Architectural services	Jul-10	\$42,450	Quotations	
2-Enterprise Services	ACT Property Group	Sal's Removals & Relocations	Removal services	Jul-10	\$140,948	Quotations	
2-Enterprise Services	ACT Property Group	Scandia Flooring Pty Ltd	Carpet installation	Jul-10	\$34,273	Quotations	
2-Enterprise Services	ACT Property Group	Scenic Group Pty Ltd	Building repairs and maintenance	Jul-10	\$36,258	Quotations	
2-Enterprise Services	ACT Property Group	Schindler Lifts Australia Pty Ltd	Lift repairs and maintenance	Jul-10	\$120,560	Quotations	
2-Enterprise Services	ACT Property Group	Sedcom Communications Pty Ltd	Communications	Jul-10	\$38,074	Quotations	
2-Enterprise Services	ACT Property Group	Sellick Consultants Pty Ltd	Engineering services	Jul-10	\$52,491	Quotations	
2-Enterprise Services	ACT Property Group	Services ACT Pty Ltd	Building repairs and maintenance	Jul-10	\$41,065	Quotations	
2-Enterprise Services	ACT Property Group	SG Fleet Australia Pty Ltd	Vehicle lease and fleet management services	Apr-09	\$578,832	Open tender	
2-Enterprise Services	ACT Property Group	Shane's Glass	Glaziers	Jul-10	\$61,709	Quotations	
2-Enterprise Services	ACT Property Group	Signs Letters N Lines	Car park and line marking	Jul-10	\$23,020	Quotations	
2-Enterprise Services	ACT Property Group	Sita Environmental Solutions	Waste removal	Jul-10	\$122,332	Quotations	

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2-Enterprise Services	ACT Property Group	SMI Fire Services	Fire services	May-06	\$2,410,433	Open tender	
2-Enterprise Services	ACT Property Group	SMI Fitout Pty Ltd	Fire services	Jul-10	\$137,060	Quotations	
2-Enterprise Services	ACT Property Group	Southern Cross Protection Pty Ltd	Security services	Jul-10	\$30,349	Quotations	
2-Enterprise Services	ACT Property Group	Southern Sullage Service	Plumbing	Jul-10	\$39,127	Quotations	
2-Enterprise Services	ACT Property Group	Spevans Enterprises Pty Ltd	Building repairs and maintenance	Jul-10	\$230,772	Quotations	
2-Enterprise Services	ACT Property Group	Sphere Projects Pty Ltd	Building repairs and maintenance	Jul-10	\$576,491	Quotations	
2-Enterprise Services	ACT Property Group	SPS Strategic Property Services Act Pty Ltd	Building repairs and maintenance	Jul-10	\$743,837	Quotations	
2-Enterprise Services	ACT Property Group	Stephen Y Sih	Electrical consultancy services	Jul-10	\$59,120	Quotations	
2-Enterprise Services	ACT Property Group	Steve Coombe	Fire protection services advice	Jul-10	\$114,051	Quotations	
2-Enterprise Services	ACT Property Group	Summers Glass	Glaziers	Jul-10	\$172,266	Quotations	
2-Enterprise Services	ACT Property Group	Sure Safe	Roof safety installers	Jul-10	\$197,873	Quotations	
2-Enterprise Services	ACT Property Group	Territory Turf and Horticulture	Landscaping	Jul-10	\$43,858	Quotations	
2-Enterprise Services	ACT Property Group	The Playground People	Playground maintenance	Jul-10	\$36,320	Quotations	

2-Enterprise Services	ACT Property Group	Thermal and Mechanical Appliances	Heating, ventilation and cooling	Jul-10	\$57,311	Quotations	
2-Enterprise Services	ACT Property Group	Thyssenkrupp Elevator	Lift repairs and maintenance	Jul-07	\$199,570	Open tender	
2-Enterprise Services	ACT Property Group	Transact Capital Communications Pty Ltd	Communications	Jul-10	\$40,433	Quotations	
2-Enterprise Services	ACT Property Group	Trustee For Classic Solutions Trust	Asbestos removal	Jul-10	\$42,969	Quotations	
2-Enterprise Services	ACT Property Group	Tyco Australia Pty Limited	Fire services	Nov-07	\$248,346	Open tender	
2-Enterprise Services	ACT Property Group	Uniport Australia Pty Limited	Building repairs and maintenance	Jul-10	\$96,788	Quotations	
2-Enterprise Services	ACT Property Group	Universal Office Cleaners ACT Pty Ltd	Cleaning services	Jul-07	\$371,446	Open tender	
2-Enterprise Services	ACT Property Group	Weathershield Garage and Doors Pty Ltd	Building repairs and maintenance	Jul-10	\$22,456	Quotations	
2-Enterprise Services	ACT Property Group	Wilson Parking Pty Ltd	Security services	Jul-10	\$440,340	Quotations	
2-Enterprise Services	ACT Property Group	Wire Wizard Electrical Pty Ltd	Electrical repairs and maintenance	Jul-10	\$191,203	Quotations	
1-Municipal Services	Canberra Connect	Q-Matic Australia Pty Ltd	Qmatic touch screen changes, vision upgrade and management portal report	Dec-08	\$21,906	Open tender	
1-Municipal Services	Canberra Connect	Market Solutions Pty Ltd	Market research	Feb-11	\$22,582	Quotations	
1-Municipal Services	Canberra Connect	Rightnow Technologies Australia Pty Ltd	Information technology support and training for Integrated Customer Services (ICS) System	Jun-05	\$46,873	Open tender	

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1-Municipal Services	Canberra Connect	Price Waterhouse Coopers	Gungahlin Shopfront feasibility study	Dec-10	\$59,066	Open tender	
1-Municipal Services	Canberra Connect	Staffing and Office Solutions Pty Ltd	Contract labour hire	Mar-10	\$61,209	Open tender	
1-Municipal Services	Canberra Connect	Stamford Interactive	New receipting and payment system usability and accessibility testing	Feb-11	\$79,341	Open tender	
1-Municipal Services	Canberra Connect	Chubb Security Services Ltd	Cash delivery and collection and security services	Jul-09	\$151,650	Open tender	
1-Municipal Services	Canberra Connect	Aussoft Solutions	New receipting and payment system support	Dec-09	\$180,000	Open tender	
1-Municipal Services	Canberra Connect	Effective People Pty Ltd	Contract labour hire	Mar-10	\$251,992	Open tender	
1-Municipal Services	Canberra Connect	Manpower Services Aust Pty Ltd	Contract labour hire	Mar-10	\$336,743	Open tender	
1-Municipal Services	Canberra Connect	Kelly Services Australia Ltd	Contract labour hire	Mar-10	\$526,472	Open tender	
1-Municipal Services	Canberra Connect	Regent Personnel Pty Ltd	Contract labour hire	Mar-10	\$2,228,388	Open tender	
2-Enterprise Services	Capital Linen Service	Kannegiesser Australia	Machinery servicing	Jul-07	\$40,130	Quotations	
2-Enterprise Services	Capital Linen Service	SG Fleet Australia Pty Ltd	Vehicle lease and fleet management services	Apr-09	\$83,737	Open tender	
2-Enterprise Services	Capital Linen Service	Colleys Drycleaning Maintenance	Laundry maintenance services	Jul-07	\$102,808	Quotations	

1-Municipal Services	City Services	Beemak Enterprises	Dryland grass mowing	Aug-08	\$21,363	Open tender	
1-Municipal Services	City Services	Canscape	Tree stump cutting	Oct-09	\$23,982	Open tender	
1-Municipal Services	City Services	Eveready Plumbing	Plumbing services	Jul-10	\$24,391	Quotations	
1-Municipal Services	City Services	The Playground People	Supply, install and repair playground equipment	Jul-09	\$24,795	Quotations	
1-Municipal Services	City Services	Custom Made Landscapes	Tree planting	May-11	\$25,007	Quotations	
1-Municipal Services	City Services	Wizard Corporate Training Pty Ltd	Database development and training	Jul-10	\$25,800	Open tender	
1-Municipal Services	City Services	Capital City Heavy Haulage Pty Ltd	Haulage services for abandoned vehicles	Apr-08	\$25,813	Open tender	
1-Municipal Services	City Services	Marsh Pty Ltd	Motor vehicle insurance	Sep-10	\$25,896	Quotations	
1-Municipal Services	City Services	J&V Jauncey Farm Contractors	Repair and maintenance of weed control equipment	Jul-10	\$26,739	Quotations	
1-Municipal Services	City Services	Frank O'Sullivan	Electrical services	Jul-10	\$26,863	Quotations	
1-Municipal Services	City Services	Mitchell Lawn Mower Centre	Service and repair of horticultural maintenance machinery and equipment	Jul-10	\$26,919	Quotations	
1-Municipal Services	City Services	IWINK	Repairs and maintenance of park infrastructure	Jul-10	\$37,050	Quotations	
1-Municipal Services	City Services	P&J Nott Horticulture Maintenance	Dryland grass mowing	Feb-08	\$37,363	Quotations	
1-Municipal Services	City Services	Parry Plumbing and Irrigation Services Pty Ltd	Plumbing and irrigation repairs and maintenance in urban parks	Jul-07	\$37,579	Quotations	

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1-Municipal Services	City Services	Security 1 (Act) Pty Ltd	Security monitoring and locking gates and toilets at parks and depots	Jul-09	\$39,730	Quotations	
1-Municipal Services	City Services	Tree Logic Pty Ltd	Tree inventory – data collection	Mar-10	\$42,991	Open tender	
1-Municipal Services	City Services	Deves Field Pty Ltd	Maintenance and testing of plumbing infrastructure including irrigation systems in urban parks	Oct-06	\$43,259	Open tender	
1-Municipal Services	City Services	J D Upton	Water tanker hire for watering young trees	Jul-10	\$43,470	Open tender	
1-Municipal Services	City Services	Laz Mobile Welding Services	Welding repairs to park infrastructure and horticultural maintenance equipment	Jul-10	\$43,882	Quotations	
1-Municipal Services	City Services	Inner South Veterinary Hospital	Veterinary services	Jul-09	\$45,042	Standing offer arrangement	
1-Municipal Services	City Services	Dempsey Horticultural Services	Dryland grass mowing	Jul-10	\$47,529	Quotations	
1-Municipal Services	City Services	Deeble B & C Pty Ltd	Water tanker hire for watering young trees	Jul-10	\$48,004	Open tender	
1-Municipal Services	City Services	Ford Earthmoving	Machinery services for Floriade	Jul-10	\$48,401	Quotations	
1-Municipal Services	City Services	XCS Consulting Pty Ltd	European Wasp awareness program and insect identification service	Sep-08	\$48,892	Open tender	
1-Municipal Services	City Services	Spaseski and Associates	Repairs and maintenance of park infrastructure	Jul-10	\$48,931	Quotations	

1-Municipal Services	City Services	JT and NC Emery	Water tanker hire for watering young trees	Sep-10	\$59,527	Open tender	
1-Municipal Services	City Services	Sita Environmental Solutions	Emptying hoppers at sportsgrounds and depots	Jul-10	\$67,949	Open tender	
1-Municipal Services	City Services	Dan and Dan Landscaping Pty Ltd	Tree planting	May-11	\$68,320	Open tender	
1-Municipal Services	City Services	Ecoway Aust Pty Ltd	Water tanker hire for watering young trees	Oct-10	\$219,075	Open tender	
1-Municipal Services	City Services	Mag Welding Services Pty Ltd	Welding repairs to park infrastructure and horticultural maintenance equipment	Oct-08	\$70,274	Open tender	
1-Municipal Services	City Services	Lou Jenal	Hire of bobcat and operator for replacing softfall in playgrounds	Jul-09	\$71,765	Quotations	
1-Municipal Services	City Services	Directions Management & Consulting Pty Ltd	Playground comprehensive safety inspections	Feb-10	\$81,309	Open tender	
1-Municipal Services	City Services	Nuturf Pty Ltd	Supply, delivery and application of chemicals	Apr-07	\$84,151	Open tender	
1-Municipal Services	City Services	24/7 Facility Services Pty Ltd	Cleaning of bus interchange	Jun-07	\$87,252	Open tender	
1-Municipal Services	City Services	Jeffery Flew	Dryland grass mowing	Jul-10	\$91,886	Quotations	
1-Municipal Services	City Services	KD Carratt	Urban tree maintenance services plant and equipment hire	Nov-07	\$95,709	Open tender	
1-Municipal Services	City Services	Bayldon Agricultural Supplies	Service and repair of horticultural maintenance machinery and equipment	Jul-09	\$111,640	Quotations	
1-Municipal Services	City Services	Dabakala Pty Ltd	Cleaning, maintenance and repair of electric and gas barbeques	Sep-06	\$122,500	Open tender	

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1-Municipal Services	City Services	Adecco	Contract labour hire	Mar-10	\$1,991,319	Open tender	
1-Municipal Services	City Services	Out and About Landscapes	Establish drainage and plant beds at Floriade	Dec-07	\$139,273	Open tender	
1-Municipal Services	City Services	Custom Made Landscapes	Construct flower beds and plant bulbs and annuals at Floriade	Nov-10	\$157,601	Open tender	
1-Municipal Services	City Services	Randstad Pty Ltd	Contract labour hire	Mar-10	\$167,858	Open tender	
1-Municipal Services	City Services	McMahon's Lawn Turf and Maintenance Pty Ltd	Turf restoration of Commonwealth Park after Floriade	Oct-06	\$178,762	Open tender	
1-Municipal Services	City Services	Bellarine Tree Services Pty Ltd	Removal of dead trees, plant hire and stump removal	May-10	\$223,016	Open tender	
1-Municipal Services	City Services	Brindabella Irrigation & Plumbing	Maintenance and testing of plumbing infrastructure including irrigation systems in urban parks	Sep-10	\$316,012	Open tender	
1-Municipal Services	City Services	Allstaff Australia Ltd	Contract labour hire	Feb-10	\$326,756	Open tender	
1-Municipal Services	City Services	Canberra Mowing Pty Ltd	Dryland grass mowing	Feb-08	\$358,621	Open tender	
1-Municipal Services	City Services	Techni-Clean Aust	Removal of graffiti from ACT Government assets	May-07	\$440,888	Open tender	
1-Municipal Services	City Services	ACT Earthmoving and Truck Repairs Pty Ltd	Dryland grass mowing	Feb-08	\$468,085	Open tender	

1-Municipal Services	City Services	Manpower Services Aust Pty Ltd	Contract labour hire	Apr-10	\$525,645	Open tender	
1-Municipal Services	City Services	Sapphire Coast Tree Service and Tower Hire	Tree maintenance services plant and equipment hire	Nov-07	\$617,348	Open tender	
1-Municipal Services	City Services	Landscape Direct	Horticultural maintenance and cleaning services in the Woden/Weston region	May-07	\$2,594,890	Open tender	
1-Municipal Services	City Services	Canberra Horticulture Pty Ltd	Horticultural maintenance and cleaning services in the inner north region	Aug-07	\$1,760,591	Open tender	
1-Municipal Services	City Services	Homewood Consulting Pty Ltd	Tree audit and data collection	Mar-10	\$31,379	Open tender	
1-Municipal Services	Directorate Services	Excelerated Consulting Pty Ltd	Financial systems support and training	Jun-08	\$93,611	Single select	Only firm that can supply the specific goods and services
1-Municipal Services	Directorate Services	People Dynamics	Staff code of conduct training	Jan-11	\$21,638	Quotations	
1-Municipal Services	Directorate Services	AXSYS Pty Ltd	Internal audit	Mar-11	\$21,818	Quotations	
1-Municipal Services	Directorate Services	Recall Information Management Pty Ltd	Waste collection services	Jul-09	\$25,956	Quotations	
1-Municipal Services	Directorate Services	Rodney Hymen Asset Services Pty Ltd	Asset valuation services	Apr-11	\$27,500	Quotations	
1-Municipal Services	Directorate Services	Moore Stephens Canberra Pty Ltd	Internal audit	Sep-08	\$27,600	Standing offer arrangement	
1-Municipal Services	Directorate Services	Actewagl Distribution	Auditing services	Jul-10	\$28,931	Open tender	
1-Municipal Services	Directorate Services	Cardno Young Pty Ltd	Update of reference documents	Jul-10	\$29,880	Single select	Only firm that can supply the specific goods and services

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1-Municipal Services	Directorate Services	Middlebrook Pty Ltd	Accounting services	May-10	\$36,113	Quotations	
1-Municipal Services	Directorate Services	The Consulting Space	Industrial relations advice	Feb-11	\$44,150	Quotations	
1-Municipal Services	Directorate Services	Protiviti Pty Ltd	Internal audit	Sep-08	\$47,200	Standing offer arrangement	
1-Municipal Services	Directorate Services	Bentley Systems Pty Ltd	Subscription licence	Oct-09	\$53,371	Open tender	
1-Municipal Services	Directorate Services	SG Fleet Australia Pty Ltd	Vehicle lease and fleet management services	Apr-09	\$4,442,132	Open tender	
1-Municipal Services	Directorate Services	GHD Pty Ltd	Strategic Asset Management Framework implementation plan	Jun-11	\$57,630	Select tender	Specialised skills and experience combined with a restricted time frame
1-Municipal Services	Directorate Services	Oakton Services Pty Ltd	Internal audit	Sep-08	\$66,628	Standing offer arrangement	
1-Municipal Services	Directorate Services	Hays Specialist Recruitment Australia Pty Ltd	Contract labour hire	Nov-10	\$69,910	Quotations	
1-Municipal Services	Directorate Services	Certus Solutions Pty Ltd	Subscription licence	Jun-11	\$86,891	Open tender	
1-Municipal Services	Directorate Services	2Quirkes Pty Ltd	Accounting services	Nov-10	\$87,143	Quotations	
1-Municipal Services	Directorate Services	McMillan Staff Development Pty Ltd	Staff induction training	Jan-10	\$96,800	Quotations	

1-Municipal Services	Directorate Services	Price Waterhouse Coopers	Internal audit	Sep-08	\$121,165	Standing offer arrangement	
1-Municipal Services	Directorate Services	Westpac Banking Corporation	Vehicle lease finance	Jun-10	\$1,081,987	Open tender	
1-Municipal Services	Parks and City Services Executive	LSI Consulting Pty Ltd	Internal audit and process advice	Jan-11	\$24,000	Standing offer arrangement	
1-Municipal Services	Parks and City Services Executive	Lemke Timber Training Pty Ltd	Chainsaw training for horticultural maintenance, fire preparedness and fire fuel management programs	Jun-09	\$36,225	Open tender	
1-Municipal Services	Parks and City Services Executive	Pepamint Pty Ltd	Cemeteries and crematoria consultancy	Jul-10	\$43,800	Single select	Industry expertise
1-Municipal Services	Parks and City Services Executive	CIT Solutions	Staff development and training, including training related to occupational health and safety and land management activities	Nov-08	\$77,179	Open tender	
1-Municipal Services	Parks and City Services Executive	McMillan Staff Development Pty Ltd	Registered training organisation agreement	Mar-11	\$81,112	Open tender	
1-Municipal Services	Parks and Conservation Services	GJ Cochrane & Son Earthmoving Pty Ltd	Kangaroo population management program	Jul-10	\$21,358	Quotations	
1-Municipal Services	Parks and Conservation Services	CB Richard Ellis Pty Ltd	Project design study for Centenary Trail	Jul-10	\$22,636	Quotations	
1-Municipal Services	Parks and Conservation Services	Global Land Repair Pty Ltd	Tree guard, stakes and weed mats	Mar-11	\$22,652	Quotations	

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1-Municipal Services	Parks and Conservation Services	Drain King ACT Pty Ltd	Plumbing services at Tidbinbilla Nature Reserve	Jul-10	\$22,800	Quotations	
1-Municipal Services	Parks and Conservation Services	University of Canberra	Water quality monitoring and research; native grassland and fauna conservation scholarships	Mar-08	\$22,988	Quotations	
1-Municipal Services	Parks and Conservation Services	Driver Education Centre of Australia Ltd	Four-wheel drive training for operational staff	Apr-07	\$23,318	Open tender	
1-Municipal Services	Parks and Conservation Services	Tutt Bryant Hire	Tractor and slasher hire	Jan-11	\$24,222	Quotations	
1-Municipal Services	Parks and Conservation Services	Southern Sullage Service	Waste collection services from various reserves and rural locations	Jul-10	\$24,546	Quotations	
1-Municipal Services	Parks and Conservation Services	Kerrie Prutti	Cleaning services at rural facilities including national parks, reserves and depots	Jul-09	\$25,256	Quotations	
1-Municipal Services	Parks and Conservation Services	Adcorp Australia Limited	Public notifications and recruitment advertising	Jul-09	\$25,456	Quotations	
1-Municipal Services	Parks and Conservation Services	Paul Graham and Partners	Vehicle repairs and servicing	Jul-10	\$28,279	Quotations	
1-Municipal Services	Parks and Conservation Services	Zoo & Wildlife Veterinary Consultancy	Veterinary services	Jul-10	\$29,169	Open tender	

1-Municipal Services	Parks and Conservation Services	Ozbestos Pty Ltd	Removal of asbestos from contaminated sites and infrastructure	Jul-08	\$29,996	Quotations	
1-Municipal Services	Parks and Conservation Services	Peter Erland	Feral animal management services	Sep-10	\$31,035	Quotations	
1-Municipal Services	Parks and Conservation Services	Acclaim Contractors	Removal of debris and remaining bridge elements for Paddys River and Cotter camp ground bridges	Dec-10	\$33,600	Quotations	
1-Municipal Services	Parks and Conservation Services	Streamline River Restoration	Vanities Crossing fishway reconstruction	May-11	\$36,364	Quotations	
1-Municipal Services	Parks and Conservation Services	Heli Surveys Pty Ltd	Helicopter services for surveys, remote lifting and pest control programs	Apr-09	\$38,710	Open tender	
1-Municipal Services	Parks and Conservation Services	Strathbogie Wildlife Pty Ltd	Pest control in parks and reserves	Jul-10	\$39,464	Quotations	
1-Municipal Services	Parks and Conservation Services	Woodpecker Tree Services	Removal of dead and drought-affected trees from reserves, picnic areas and other rural areas	Mar-07	\$42,350	Open tender	
1-Municipal Services	Parks and Conservation Services	Anthony Burton Consulting	Consultancy in relation to Bruce Ridge and Centenary Trail	Apr-11	\$42,773	Quotations	
1-Municipal Services	Parks and Conservation Services	Canscape	Tree stump cutting	Apr-06	\$43,545	Standing offer arrangement	
1-Municipal Services	Parks and Conservation Services	Specialised Construction of Protected Environments Pty Ltd	Planting and landscaping services at several locations	Jul-10	\$45,710	Quotations	

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1-Municipal Services	Parks and Conservation Services	Market Attitude Research Services	Usage and satisfaction survey on public sportsgrounds, parks, recreation areas, reserves and the open space system	Apr-08	\$47,182	Single select	Continuity of service and background experience
1-Municipal Services	Parks and Conservation Services	Flintstone Environmental Services	Tree stump cutting in Jerrabomberra Wetlands	Jul-10	\$50,480	Quotations	
1-Municipal Services	Parks and Conservation Services	SD and JL Pty Ltd	Tidbinbilla Nature Reserve repairs and maintenance	Jul-09	\$55,161	Quotations	
1-Municipal Services	Parks and Conservation Services	Peter Gullett	Fencing repairs at Tidbinbilla Nature Reserve	Jul-10	\$55,485	Quotations	
1-Municipal Services	Parks and Conservation Services	J & M Kennedy	Fencing alterations	Jul-09	\$64,732	Quotations	
1-Municipal Services	Parks and Conservation Services	Effective People Pty Ltd	Contract labour hire	Jul-08	\$65,958	Open tender	
1-Municipal Services	Parks and Conservation Services	Makintrax Australia	Walking track upgrades and installation of infrastructure at nature parks and reserves	Jul-09	\$74,970	Quotations	
1-Municipal Services	Parks and Conservation Services	24/7 Facility Services Pty Ltd	Cleaning of Birrigai, Stromlo and Hume depots	Jun-07	\$78,644	Open tender	

1-Municipal Services	Parks and Conservation Services	Core Enviro Solutions	Spraying and treatment services for wasps, ants and weeds	Jul-08	\$87,597	Quotations	
1-Municipal Services	Parks and Conservation Services	NP and MM Clancy Partnership	Fencing at Isaacs Ridge, Swamp Creek, Lower Molonglo and Rob Roy	May-11	\$91,402	Quotations	
1-Municipal Services	Parks and Conservation Services	Adecco	Contract labour hire	Mar-10	\$100,152	Open tender	
1-Municipal Services	Parks and Conservation Services	United Aero Helicopters	Helicopter services for pest control and fire fuel management programs	Apr-09	\$118,026	Open tender	
1-Municipal Services	Parks and Conservation Services	Tennant Rural	Fencing, fencing repairs, flood gates and rabbit control	Oct-10	\$136,175	Quotations	
1-Municipal Services	Parks and Conservation Services	Patterson Rural Contracting	Weed control and fencing works in rural areas and reserves	Jul-06	\$157,480	Open tender	
1-Municipal Services	Parks and Conservation Services	McLachlan and Sons	Weed control, pine plantation planning and pine regrowth management in the Lower Cotter catchment and in other rural areas	Feb-09	\$160,222	Open tender	
1-Municipal Services	Parks and Conservation Services	Southern Weed Management	Weed control at the Lower Cotter catchment, Molonglo River and various rural locations	Jul-10	\$170,191	Quotations	
1-Municipal Services	Parks and Conservation Services	Contour Constructions	Infrastructure repairs and maintenance as a result of storm and flood damage at Tidbinbilla Nature Reserve	Jul-10	\$199,560	Quotations	

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1-Municipal Services	Parks and Conservation Services	Southern Sons Rural Contractors Pty Ltd	Weed spraying at various parks, reserves and rural locations	Sep-10	\$221,932	Quotations	
1-Municipal Services	Parks and Conservation Services	Blueline Plant Hire	Seasonal plant and operator hire for maintenance of fire trails and rural access roads	Oct-06	\$224,142	Open tender	
1-Municipal Services	Parks and Conservation Services	S and J Morrison	Weed spraying at various parks, reserves and rural locations	Jul-08	\$278,894	Open tender	
1-Municipal Services	Parks and Conservation Services	Forestrack Pty Ltd	Plant and operator for maintenance of access roads, fire fuel management and pest control	Nov-07	\$550,700	Open tender	
1-Municipal Services	Parks and Conservation Services	FTJ Forestry Services	Weed control, pine plantation planning and pine regrowth management in the Lower Cotter catchment and in other rural areas	Jul-06	\$615,998	Open tender	
1-Municipal Services	Parks and Conservation Services	ACT Earthmoving and Truck Repairs Pty Ltd	Dryland grass mowing	Jul-06	\$834,025	Open tender	
1-Municipal Services	Parks and Conservation Services	Group One Pty Ltd	Plant hire for maintenance of access roads and fire fuel management	Apr-05	\$1,813,980	Open tender	

1-Municipal Services	Roads and Public Transport	Lau and Partners Pty Ltd	Software development	Dec-10	\$24,101	Standing offer arrangement	
1-Municipal Services	Roads and Public Transport	Couchcreative Pty Ltd	Road safety advertising	Jul-10	\$38,373	Standing offer arrangement	
1-Municipal Services	Roads and Public Transport	Prime Television Southern Pty Ltd	Road safety advertising	Jul-10	\$44,730	Standing offer arrangement	
1-Municipal Services	Roads and Public Transport	Win Television NSW	Road safety advertising	Jul-10	\$45,743	Standing offer arrangement	
1-Municipal Services	Roads and Public Transport	Road and Traffic Technology Pty Ltd	Visual message boards	Nov-08	\$64,651	Standing offer arrangement	
1-Municipal Services	Roads and Public Transport	Bentley Systems Pty Ltd	Software development	Feb-11	\$68,000	Standing offer arrangement	
1-Municipal Services	Roads and Public Transport	Canberra FM Radio	Road safety advertising	Jul-10	\$91,396	Standing offer arrangement	
1-Municipal Services	Roads ACT	Megaside Pty Ltd	Various minor new works –pavement marking and sign installation	Jul-10	\$20,450	Quotations	
1-Municipal Services	Roads ACT	Dale and Hitchcock Civil Engineering and Landscaping	Various road repair projects	Jul-10	\$20,729	Quotations	
1-Municipal Services	Roads ACT	GHD Pty Ltd	Federal Highway environmental audit and advice	Dec-09	\$21,900	Single select	Specialised skills and experience
1-Municipal Services	Roads ACT	Hawkins Civil Engineering Pty Ltd	Install bridge identification plates	Jun-10	\$23,406	Open tender	

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1-Municipal Services	Roads ACT	Capital Lines and Signs	Sign installation projects	Jul-10	\$24,677	Quotations	
1-Municipal Services	Roads ACT	B & B Asphalt Pty Ltd	Footpath repairs and associated works	Jul-10	\$26,082	Quotations	
1-Municipal Services	Roads ACT	Croker Glass Service	Public transport asset maintenance	Jan-10	\$27,040	Quotations	
1-Municipal Services	Roads ACT	Robson Environmental	Asbestos consultancy for bus shelters and interchanges and the Acton tunnel	Oct-10	\$27,300	Quotations	
1-Municipal Services	Roads ACT	Aecom Australia Pty Ltd	Pavement consultancy for Wentworth Avenue	Jul-10	\$28,682	Open tender	
1-Municipal Services	Roads ACT	Ecowise	Loop cutting and relocation of street lights	Jul-10	\$28,784	Quotations	
1-Municipal Services	Roads ACT	Roads and Traffic Authority NSW	Software licence	Jul-10	\$28,998	Single select	Only provider of service
1-Municipal Services	Roads ACT	Northrop Consulting Engineers	Engineering technical advice	Dec-10	\$29,080	Quotations	
1-Municipal Services	Roads ACT	Canberra CBD Limited	Banner installation and removal	Jul-10	\$30,000	Open tender	
1-Municipal Services	Roads ACT	Aurecon Australia Pty Ltd	Bridge bearing replacement consultancy	Jul-09	\$31,292	Open tender	
1-Municipal Services	Roads ACT	Paul Abbey Constructions Pty Ltd	Bridge and public transport asset maintenance	Jan-10	\$33,250	Quotations	
1-Municipal Services	Roads ACT	Acclaim Contractors	Bridge repairs	Jul-10	\$33,269	Quotations	

1-Municipal Services	Roads ACT	Michael Loneragan	Fencing works	Jul-10	\$36,260	Quotations	
1-Municipal Services	Roads ACT	Roads and Traffic Authority NSW	Road network testing	Sep-09	\$36,518	Single select	Only provider of service
1-Municipal Services	Roads ACT	Aecom Australia Pty Ltd	Acton tunnel investigation	Apr-10	\$37,000	Open tender	
1-Municipal Services	Roads ACT	Lyons Consulting Engineers	Topographic survey	Jul-10	\$37,455	Select tender	Specialised skills and experience
1-Municipal Services	Roads ACT	ARRB Group Ltd	Pavement management system consultancy	Nov-08	\$37,810	Select tender	Specialised skills and experience
1-Municipal Services	Roads ACT	Jav Constructions	Repair asphalt paths	Jul-10	\$38,220	Quotations	
1-Municipal Services	Roads ACT	Cardno (NSW/ACT) Pty Ltd	Temporary traffic management review for special events	Sep-09	\$38,994	Open tender	
1-Municipal Services	Roads ACT	Northrop Consulting Engineers	Bridge expansion joint consultancy	Dec-10	\$39,237	Open tender	
1-Municipal Services	Roads ACT	Huon Management Services Pty Ltd	Monaro Highway batter stabilisation	Oct-10	\$39,611	Quotations	
1-Municipal Services	Roads ACT	Wizard People Pty Ltd	Traffic management contract labour hire	Jul-08	\$41,423	Select tender	Specialised skills and experience
1-Municipal Services	Roads ACT	Hawkins Civil Engineering Pty Ltd	Swinger Hill stairway	Feb-11	\$41,600	Quotations	
1-Municipal Services	Roads ACT	AIM Pavement Solutions	Footpath repairs and associated works	Jul-10	\$44,460	Quotations	
1-Municipal Services	Roads ACT	Datacol Research Pty Ltd	Traffic data collection	May-06	\$46,772	Single select	Specialised skills and experience
1-Municipal Services	Roads ACT	ARRB Group Ltd	Design standards and specifications	Sep-10	\$47,089	Single select	National expert able to provide the specialised skills and experience

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1-Municipal Services	Roads ACT	Dale and Hitchcock Civil Engineering and Landscaping	Various minor new works	Jul-10	\$47,214	Quotations	
1-Municipal Services	Roads ACT	Brown Consulting (ACT) Pty Ltd	Stormwater rectification works at Naas Road and Boboyan Road	Dec-10	\$52,890	Open tender	
1-Municipal Services	Roads ACT	GTA Consultants	Feasibility study on Ashley Drive	Jul-10	\$53,150	Select tender	Panel contract
1-Municipal Services	Roads ACT	Care Traffic Services	Traffic management services	Jul-10	\$54,123	Quotations	
1-Municipal Services	Roads ACT	Acclaim Contractors	Install subsoil drain in Newcastle Street	Mar-11	\$55,068	Quotations	
1-Municipal Services	Roads ACT	GTA Consultants	Advice on 40km/h speed limit around town centres	Jul-10	\$56,600	Open tender	
1-Municipal Services	Roads ACT	Aurecon Australia Pty Ltd	Bridge strengthening consultancy	Aug-10	\$57,384	Open tender	
1-Municipal Services	Roads ACT	Aecom Australia Pty Ltd	Roundabout assessments	Jul-09	\$58,780	Open tender	
1-Municipal Services	Roads ACT	SMEC Australia Pty Ltd	Dam safety and surveillance services	Nov-10	\$60,341	Open tender	
1-Municipal Services	Roads ACT	Bost Pty Ltd	Gravel resheet works	Jul-10	\$65,000	Quotations	
1-Municipal Services	Roads ACT	GHD Pty Ltd	Advertising on bus shelters	Sep-09	\$67,998	Single select	Continuity of service and background experience
1-Municipal Services	Roads ACT	Capital Lines and Signs	Guide sign replacement	May-10	\$71,720	Open tender	

1-Municipal Services	Roads ACT	ARRB Group Ltd	Road pavement assessment	Sep-09	\$81,571	Open tender	
1-Municipal Services	Roads ACT	G. D. Samaritan Service	Footpath repairs and associated works	Jul-10	\$82,840	Quotations	
1-Municipal Services	Roads ACT	Lines Signs and Pavements Pty Ltd	Sign installation projects	Jul-10	\$83,333	Quotations	
1-Municipal Services	Roads ACT	Vic Roads	Road network testing program	Jul-09	\$84,025	Select tender	Specialised skills and experience
1-Municipal Services	Roads ACT	SMEC Australia Pty Ltd	Bridge inspection program	Dec-10	\$87,179	Quotations	
1-Municipal Services	Roads ACT	SMEC Australia Pty Ltd	Batter stabilisation, tree debris removal and bridge inspection	Oct-10	\$90,728	Open tender and quotations	
1-Municipal Services	Roads ACT	GHD Pty Ltd	Advice on turning templates for steer tag buses	Jul-10	\$95,767	Single select	Specialised skills and experience
1-Municipal Services	Roads ACT	Dale and Hitchcock Civil Engineering and Landscaping	Footpath repairs and associated works to maintain asset	Apr-11	\$96,375	Quotations	
1-Municipal Services	Roads ACT	Northrop Consulting Engineers	Bridge inspection program	Jul-10	\$98,980	Open tender	
1-Municipal Services	Roads ACT	Acclaim Contractors	Debris removal at Jerrabomberra Creek	Dec-10	\$100,080	Select tender	Emergency works
1-Municipal Services	Roads ACT	Downer Edi Works Pty Ltd	Plant and equipment hire	Jul-10	\$107,500	Quotations	
1-Municipal Services	Roads ACT	Aecom Australia Pty Ltd	Smiths Road / Sunshine Drive / Morsehead Drive cycle path – advice on emergency repairs due to flooding	Dec-10	\$110,025	Open tender	
1-Municipal Services	Roads ACT	Bellarine Tree Services Pty Ltd	Traffic management services	Jul-10	\$111,166	Quotations	

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1-Municipal Services	Roads ACT	Hewatt Grader Hire	Maintenance of plant and equipment	Jul-10	\$112,602	Quotations	
1-Municipal Services	Roads ACT	Hawkins Civil Engineering Pty Ltd	Bridge bearing replacement	Apr-10	\$127,092	Open tender	
1-Municipal Services	Roads ACT	Brown Consulting (ACT) Pty Ltd	Superintendence services for road resurfacing works	Sep-09	\$131,475	Open tender	
1-Municipal Services	Roads ACT	Brown Consulting (ACT) Pty Ltd	Road pavement assessments	Jun-10	\$139,458	Open tender	
1-Municipal Services	Roads ACT	Programmed Maintenance Services Pty Ltd	Bridge handrail painting	Mar-10	\$145,197	Open tender	
1-Municipal Services	Roads ACT	Lines Signs and Pavements Pty Ltd	Pavement marking	Aug-10	\$147,353	Open tender	
1-Municipal Services	Roads ACT	Electrix Pty Ltd	Steel streetlight pole inspections	Sep-09	\$151,764	Open tender	
1-Municipal Services	Roads ACT	I & L Hardy	Minor stormwater and drain maintenance works	Dec-10	\$173,139	Quotations	
1-Municipal Services	Roads ACT	Henness Concrete Contractors	Various minor new works	Jul-10	\$181,411	Quotations	
1-Municipal Services	Roads ACT	Contour Constructions	Footpath repairs and associated works	Jul-10	\$187,909	Quotations	
1-Municipal Services	Roads ACT	R D Gossip Pty Ltd	Minor new works investigation and design	Dec-06	\$192,896	Open tender	
1-Municipal Services	Roads ACT	Civil Werxs Pty Ltd	Traffic management services	Jul-10	\$205,421	Quotations	
1-Municipal Services	Roads ACT	Dale and Hitchcock Civil Engineering and Landscaping	Minor stormwater and drain maintenance works	Jul-10	\$216,947	Quotations	

1-Municipal Services	Roads ACT	Michael Deane Fencing Pty Ltd	Guardrail and fencing works	Jul-10	\$223,587	Quotations	
1-Municipal Services	Roads ACT	TMC Contractors Pty Ltd	Footpath repairs and associated works	Aug-10	\$240,307	Standing offer arrangement	
1-Municipal Services	Roads ACT	Lines Signs and Pavements Pty Ltd	Various minor new works	Jul-10	\$241,492	Quotations	
1-Municipal Services	Roads ACT	Capital Lines and Signs	Various minor new works	Jul-10	\$248,619	Quotations	
1-Municipal Services	Roads ACT	Go Traffic Pty Ltd	Traffic management services	Jun-09	\$265,180	Open tender	
1-Municipal Services	Roads ACT	Paul Abbey Constructions Pty Ltd	Footpath repairs and associated works	Oct-11	\$318,887	Standing offer arrangement	
1-Municipal Services	Roads ACT	Northrop Consulting Engineers	Streetlight maintenance superintendency	Jul-08	\$347,000	Open tender	
1-Municipal Services	Roads ACT	Beno Excavations Pty Ltd	Minor stormwater and drain maintenance works	Jul-10	\$350,742	Quotations	
1-Municipal Services	Roads ACT	Roads and Traffic Authority NSW	Design and installation of Bailey Bridge	Jan-11	\$353,671	Extension Of Tharwa Bridge contract	
1-Municipal Services	Roads ACT	Hawkins Civil Engineering Pty Ltd	Bridge 2052 Alinga Street – refurbishment of existing bridge	Jul-10	\$385,656	Open tender	
1-Municipal Services	Roads ACT	Capital Lines and Signs	Pavement marking projects	Sep-10	\$415,023	Open tender	
1-Municipal Services	Roads ACT	Henness Concrete Contractors	Footpath repairs and associated work	Sep-10	\$468,475	Standing offer arrangement	
1-Municipal Services	Roads ACT	Aust Grinding Company Pty Ltd	Footpath grinding to reduce hazards	Aug-08	\$477,470	Open tender	
1-Municipal Services	Roads ACT	Rural Services	Minor stormwater, drain and road maintenance and emergency response works	Jul-10	\$506,063	Quotations	

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1-Municipal Services	Roads ACT	KJ & MR Excavations Pty Ltd	Minor stormwater and drain maintenance work, concrete work and road shoulder repairs	Jul-10	\$761,134	Quotations	
1-Municipal Services	Roads ACT	CB Excavations Pty Ltd	Footpath repairs and associated works	Jul-10	\$790,941	Standing offer arrangement	
1-Municipal Services	Roads ACT	Deeble B and C Pty Ltd	Earthmoving works, grading on unsealed roads and road shoulder repairs	Sep-10	\$837,092	Open tender	
1-Municipal Services	Roads ACT	Civil Werxs Pty Ltd	Traffic management services and minor stormwater and drain maintenance work	Jul-10	\$857,012	Quotations	
1-Municipal Services	Roads ACT	Ecowise	Traffic signals maintenance	May-08	\$876,765	Open tender	
1-Municipal Services	Roads ACT	Boss Haulage & Excavations Pty Ltd	Plant and operator hire	Aug-10	\$1,009,399	Open tender	
1-Municipal Services	Roads ACT	Dale and Hitchcock Civil Engineering and Landscaping	Road repairs and clean-up from storm events	Jul-10	\$1,067,087	Quotations	
1-Municipal Services	Roads ACT	Patches Asphalt	Asphalt patching and resurfacing projects	Oct-10	\$1,401,820	Open tender	
1-Municipal Services	Roads ACT	Downer Edi Works Pty Ltd	Resealing works and microsurfacing	Sep-10	\$5,289,843	Open tender	
1-Municipal Services	Roads and Public Transport	FordKelly Executive Connection	Recruitment	Nov-09	\$29,380	Standing offer arrangement	

1-Municipal Services	Roads and Public Transport	Adcorp Australia Limited	Printing and publications	Jul-09	\$30,124	Standing offer arrangement	
1-Municipal Services	Roads and Public Transport	McCormick Rankin Cagney Pty Ltd	Consulting	Oct-10	\$75,662	Standing offer arrangement	
1-Municipal Services	Roads and Public Transport	McCormick Rankin Cagney Pty Ltd	Consulting	Oct-10	\$20,000	Standing offer arrangement	
1-Municipal Services	Roads and Public Transport	Hays Specialist Recruitment Australia Pty Ltd	Recruitment	Mar-10	\$30,818	Standing offer arrangement	
1-Municipal Services	Roads and Public Transport	Integral Services Group Pty Ltd	Surveys	Jul-10	\$38,774	Standing offer arrangement	
1-Municipal Services	Roads and Public Transport	SMEC Australia Pty Ltd	Consulting	Nov-10	\$20,890	Standing offer arrangement	
1-Municipal Services	Roads and Public Transport	Hays Specialist Recruitment Australia Pty Ltd	Contract labour hire	Nov-10	\$21,118	Standing offer arrangement	
1-Municipal Services	Roads and Public Transport	McCormick Rankin Cagney Pty Ltd	Consulting	Oct-10	\$24,806	Standing offer arrangement	
1-Municipal Services	Roads and Public Transport	Giro Inc	Software development	Mar-11	\$75,000	Standing offer arrangement	
1-Municipal Services	Roads and Public Transport	Transit Graphics	Printing and publications	Sep-11	\$78,893	Standing offer arrangement	
1-Municipal Services	Roads and Public Transport	Canberra FM Radio	Advertising for introduction of MyWay ticket system	Mar-11	\$24,544	Standing offer arrangement	

Output class	Business unit	Contractor/consultant	Description / reason contract let	Approval date (date contract let)	Actual expenditure (GST exc)	Procurement type	Reason for select tender
1-Municipal Services	Roads and Public Transport	Bus Advertising Media Pty Ltd	Advertising for introduction of MyWay ticket system	Feb-11	\$47,985	Standing offer arrangement	
1-Municipal Services	Roads and Public Transport	McCormick Rankin Cagney Pty Ltd	School bus review	Oct-10	\$101,094	Standing offer arrangement	
1-Municipal Services	Roads and Public Transport	Deane's Transit Group	Nightrider service	Dec-10	\$198,823	Open tender	
2-Enterprise Services	Yarralumla Nursery	Easyrain	Irrigation maintenance and repair	Jul-10	\$34,548	Quotations	
2-Enterprise Services	Yarralumla Nursery	Henry and Linda Olsen	Potting and plant propagation	Jul-10	\$43,450	Quotations	
2-Enterprise Services	Yarralumla Nursery	Koomarri	Potting and plant maintenance	Jul-10	\$66,116	Single select	The provider was best able to source applicants suitable for the work to be undertaken
2-Enterprise Services	Yarralumla Nursery	Randstad Pty Ltd	Contract labour hire	Jul-10	\$102,128	Standing offer arrangement	
2-Enterprise Services	Yarralumla Nursery	Plant Freight	Plant deliveries	Jul-10	\$111,370	Quotations	
1-Municipal Services	Roads and Public Transport	Regent Personnel Pty Ltd	Contract labour hire for introduction of MyWay ticket system	Jul-09	\$158,668	Standing offer arrangement	
2-Enterprise Services	ACTION	Transborder	Rural school services	Dec-10	\$115,839	Open tender	

2-Enterprise Services	ACTION	HBA Consulting	Communications strategy for ACTION certified agreement	Jul-10	\$39,250	Single select	Specialised skills and experience
2-Enterprise Services	ACTION	SG Fleet Australia Pty Ltd	Vehicle lease and fleet management services	Apr-09	\$424,289	Open tender	
2-Enterprise Services	ACTION	Kayboa	Rural school services	Dec-10	\$290,071	Open tender	

APPENDIX 4

C15 COMMUNITY GRANTS, ASSISTANCE AND SPONSORSHIP

SPORT AND RECREATION GRANTS

Organisation/ recipient	Project description / process / period of time engaged	Outcomes	Amount
ACT & SNSW Rugby Union Ltd	Triennial operational assistance	Financial assistance to support the continued operations, promotions and development of the peak sporting body	\$60,000
ACT Badminton Association	Operational assistance	Financial assistance to support the continued operations, promotions and development of the peak sporting body	\$4,000
ACT Baseball Association	Triennial operational assistance	Financial assistance to support the continued operations, promotions and development of the peak sporting body	\$38,000
ACT Broomball Association	Operational assistance	Financial assistance to support the continued operations, promotions and development of the peak sporting body	\$2,000
ACT Canine Association	Operational assistance	Financial assistance to support the continued operations, promotions and development of the peak body	\$4,000
ACT Chess Association	Operational assistance	Financial assistance to support the continued operations, promotions and development of the peak body	\$2,000
ACT Cricket Association	Triennial operational assistance	Financial assistance to support the continued operations, promotions and development of the peak sporting body	\$60,000

Organisation/ recipient	Project description / process / period of time engaged	Outcomes	Amount
ACT Cycling Federation	Triennial operational assistance	Financial assistance to support the continued operations, promotions and development of the peak sporting body	\$22,000
ACT Darts Council	Australian Darts Championship	Financial assistance to attend Australian Darts Championship in Gosford	\$250
ACT Equestrian Association	Weed-spraying equipment	Purchase weed-spraying equipment to control seasonal weed infestation and reduce maintenance costs	\$3,100
ACT Equestrian Association	Operational assistance	Financial assistance to support the continued operations, promotions and development of the peak sporting body	\$6,000
ACT Fencing Association	Operational assistance	Financial assistance to support the continued operations, promotions and development of the peak sporting body	\$5,000
ACT Gridiron	ACTG 2015 Vision	Development of a five-year strategic plan	\$2,000
ACT Gridiron	Operational assistance	Financial assistance to support the continued operations, promotions and development of the peak sporting body	\$4,000
ACT Gymnastic Association	Triennial operational assistance	Financial assistance to support the continued operations, promotions and development of the peak sporting body	\$60,000
ACT Hang Gliding and Paragliding Association	Operational assistance	Financial assistance to support the continued operations, promotions and development of the peak sporting body	\$2,500
ACT Ice Hockey Association	Operational assistance	Financial assistance to support the continued operations, promotions and development of the peak sporting body	\$4,000

Organisation/ recipient	Project description / process / period of time engaged	Outcomes	Amount
ACT Little Athletics Association	Triennial operational assistance	Financial assistance to support the continued operations, promotions and development of the peak sporting body	\$22,000
ACT Men's Intellectually Disabled Basketball Team	Travel assistance to attend championships	Financial assistance to attend championships in Maitland	\$500
ACT Monaro District Golf Association	Operational assistance	Financial assistance to support the continued operations, promotions and development of the peak sporting body	\$6,000
ACT Netball Association	Triennial operational assistance	Financial assistance to support the continued operations, promotions and development of the peak sporting body	\$38,000
ACT Pistol Association	Operational assistance	Financial assistance to support the continued operations, promotions and development of the peak sporting body	\$4,000
ACT Rogaining Association	Operational assistance	Financial assistance to support the continued operations, promotions and development of the peak sporting body	\$4,000
ACT Rowing Association	Regatta communications upgrade	Purchase of regatta communications equipment for use on Lake Burley Griffin	\$3,000
ACT Rowing Association	Triennial operational assistance	Financial assistance to support the continued operations, promotions and development of the peak sporting body	\$38,000
ACT Showjumping Club	Storage container	Purchase of container for safe storage of club equipment	\$1,000
ACT Small-bore Club	Disabled access	Construction of clubhouse ramp for disabled athlete access	\$3,000

Organisation/ recipient	Project description / process / period of time engaged	Outcomes	Amount
ACT Softball Association	Triennial operational assistance	Financial assistance to support the continued operations, promotions and development of the peak sporting body	\$60,000
ACT Squash Rackets Association	Triennial operational assistance	Financial assistance to support the continued operations, promotions and development of the peak sporting body	\$38,000
ACT Squash Rackets Association	Purchase of Woden Squash Centre – Sport Loan Industry Subsidy Scheme(SLISS)	Support for the association's purchase of the Woden facility	\$14,682
ACT Swimming	Electronic timing equipment upgrade	Purchase of portable electronic timing equipment for use at events	\$11,750
ACT Swimming	Triennial operational assistance	Financial assistance to support the continued operations, promotions and development of the peak sporting body	\$22,000
ACT Tenpin Bowling Association	Operational assistance	Financial assistance to support the continued operations, promotions and development of the peak sporting body	\$6,000
ACT Veterans Athletic Club	Operational assistance	Financial assistance to support the continued operations, promotions and development of the peak sporting body	\$8,000
ACT Volleyball	Triennial operational assistance	Financial assistance to support the continued operations, promotions and development of the peak sporting body	\$38,000
ACT Water Ski Association	Total Station Survey equipment	Purchase of Total Station Survey technical equipment to meet national and world governing bodies tournament event recording requirements	\$3,000

Organisation/ recipient	Project description / process / period of time engaged	Outcomes	Amount
ACT Water Ski Association	Operational assistance	Financial assistance to support the continued operations, promotions and development of the peak sporting body	\$4,000
ACT Water polo	Operational assistance	Financial assistance to support the continued operations, promotions and development of the peak sporting body	\$4,000
ACT Wrestling	Operational assistance	Financial assistance to support the continued operations, promotions and development of the peak sporting body	\$2,000
ACTSPORT	Triennial operational assistance	Financial assistance to support the continued operations, promotions and development of the peak sporting body	\$81,200
AFL (NSW/ACT) Ltd	Triennial operational assistance	Financial assistance to support the continued operations, promotions and development of the peak sporting body	\$60,000
Athletics ACT Association	Triennial operational assistance	Financial assistance to support the continued operations, promotions and development of the peak sporting body	\$22,000
Australian Paralympic Committee	2012 Australian Paralympic ACT Team support	Financial assistance to support the 2012 team	\$3,000
Bandits Baseball Club	Diamond equipment	Purchase of equipment to reduce maintenance costs	\$1,200
Basketball ACT	Triennial operational assistance	Financial assistance to support the continued operations, promotions and development of the peak sporting body	\$60,000
Basketball ACT	National League Team Program (NLTP) operational assistance	NLTP operational assistance	\$70,000
Belconnen West Tennis Club	Resurfacing tennis courts	Tennis court resurfacing to reduce maintenance	\$8,950

Organisation/ recipient	Project description / process / period of time engaged	Outcomes	Amount
Billiards and Snooker Association ACT	Operational assistance	Financial assistance to support the continued operations, promotions and development of the peak body	\$2,000
Bowls ACT	Triennial operational assistance	Financial assistance to support the continued operations, promotions and development of the peak sporting body	\$38,000
Boxing ACT	Operational assistance	Financial assistance to support the continued operations, promotions and development of the peak sporting body	\$4,000
Burley Griffin Canoe Club	Operational assistance	Financial assistance to support the continued operations, promotions and development of the peak sporting body	\$4,000
Calisthenics ACT	Operational assistance	Financial assistance to support the continued operations, promotions and development of the peak sporting body	\$8,000
Canberra City Gymnastic Club	Facility extension (SLISS)	Support to extend club facilities and enhance training capabilities	\$20,757
Canberra District Rugby League	Triennial operational assistance	Financial assistance to support the continued operations, promotions and development of the peak sporting body	\$22,000
Canberra Dragon Boat Association	Race course infrastructure	Race course upgrade to lanes/buoys and pontoons in keeping with national and international peak body standards	\$43,462
Canberra Dragon Boat Association	Operational assistance	Financial assistance to support the continued operations, promotions and development of the peak sporting body	\$4,000

Organisation/ recipient	Project description / process / period of time engaged	Outcomes	Amount
Canberra Rifle Club	Operational assistance	Financial assistance to support the continued operations, promotions and development of the peak sporting body	\$3,000
Eastlake Cricket Club	Redevelopment of nets at Kingston Oval	Redevelopment of Kingston Oval nets for safer use and to increase membership	\$8,400
Ginninderra Cricket Club	New cricket training facility at Kippax Oval	Provide multipurpose all-weather cricket facility for West Belconnen region	\$18,180
Gungahlin Eagles Rugby Union Club	Services building, Nicholls District Playing Fields	Extension to Gungahlin Community Centre to include a treatment area, change room and storage space	\$60,000
Hall Bushrangers Rugby Union Club	Marquee tent	Purchase of club marquee for use at club events	\$2,200
Heart Foundation ACT	Kids at Play active play and eating well project	Complete planning and implementation of ACT early childhood active play and eating well project	\$70,000
Hockey ACT	Tuggeranong hockey field	Construction of a synthetic grass hockey field to expand competitions and increase number of players and teams	\$250,000
Hockey ACT	Triennial operational assistance	Financial assistance to support the continued operations, promotions and development of the peak sporting body	\$60,000
Judo Federation of Australia ACT	Operational assistance	Financial assistance to support the continued operations, promotions and development of the peak sporting body	\$4,000
Melba Tennis Club	Resurfacing tennis courts	Improvement of courts with new synthetic court surfaces	\$22,374

Organisation/ recipient	Project description / process / period of time engaged	Outcomes	Amount
Orienteering ACT	Triennial operational assistance	Financial assistance to support the continued operations, promotions and development of the peak sporting body	\$22,000
Pedal Power ACT	Triennial operational assistance	Financial assistance to support the continued operations, promotions and development of the peak body	\$22,000
Pegasus – Riding for the Disabled	Barrels of Fun program	Purchase of equipment to increase participation	\$10,000
Red Hill Tennis Club	Concrete slab for tennis practice wall	Upgrade worn tennis practice wall for community use	\$4,200
Regional Group Training Apprenticeship	Australian school-based apprenticeships	Offering up to 15 sports industry apprenticeships annually	\$55,000
Snow Sports ACT Ltd	Triennial operational assistance	Financial assistance to support the continued operations, promotions and development of the peak sporting body	\$22,000
Special Olympics Australia – ACT Branch	Operational assistance	Financial assistance to support the continued operations, promotions and development of the peak sporting body	\$2,000
Sports Medicine Australia – ACT Branch	Triennial operational assistance	Financial assistance to support the continued operations, promotions and development of the peak body	\$45,000
Southern Canberra Gymnastics	Upgrade landing pits	Upgrade landing pits for safer gymnastic activities	\$13,000
Table Tennis ACT	Triennial operational assistance	Financial assistance to support the continued operations, promotions and development of the peak sporting body	\$22,000
Tennis ACT	Water saving measures – resurfacing tennis courts	Resurfacing tennis courts to lower maintenance costs and reduce water consumption	\$104,680

Organisation/ recipient	Project description / process / period of time engaged	Outcomes	Amount
Tennis ACT	Triennial operational assistance	Financial assistance to support the continued operations, promotions and development of the peak sporting body	\$60,000
The Royal Life Saving Society Australia – ACT Branch	Triennial operational assistance	Financial assistance to support the continued operations, promotions and development of the peak body	\$25,000
Touch Football Australia – ACT Branch	Triennial operational assistance	Financial assistance to support the continued operations, promotions and development of the peak sporting body	\$38,000
Triathlon ACT	Triennial operational assistance	Financial assistance to support the continued operations, promotions and development of the peak sporting body	\$60,000
Tuggeranong Archery Club	Multi-use facility building plan	Development of a multi-use facility building plan for Tuggeranong archery and community indoor facility	\$67,260
Tuggeranong BMX Club	Toilets	Upgrade of toilets	\$3,240
Woden Little Athletics Club	High-jump safety mats	Purchase set of high-jump mats for safer children's activities	\$3,250
Yachting ACT	Operational assistance	Financial assistance to support the continued operations, promotions and development of the peak sporting body	\$6,000
Yowani Country Club	Installation of floodlighting	Lawn greens floodlighting for night-time lawn bowling	\$47,000

NATIONAL LEAGUE TEAM FUNDING PROGRAM

	Organisation/ recipient	Project description/process / period of time engaged	Outcomes	Amount
1	ACT Comets (men's cricket)	National League Team Funding Program	Operational assistance	\$24,000
2	ACT Diamonds (women's softball)	National League Team Funding Program	Operational assistance	\$10,000
3	ACT Meteors (women's cricket)	National League Team Funding Program	Operational assistance	\$24,000
4	Canberra Capitals (women's basketball)	National League Team Funding Program	Operational assistance	\$120,000
5	Canberra Cavalry	National League Team Funding Program	Operational assistance	\$31,000
6	Canberra Darters (netball)	National League Team Funding Program	Operational assistance	\$24,000
7	Canberra Gunners (men's basketball)	National League Team Funding Program	Operational assistance	\$31,000
8	Canberra Heat (men's volleyball)	National League Team Funding Program	Operational assistance	\$10,000
9	Canberra Heat (women's volleyball)	National League Team Funding Program	Operational assistance	\$10,000
10	Canberra Knights (men's ice hockey)	National League Team Funding Program	Operational assistance	\$24,000
11	Canberra Lakers (men's hockey)	National League Team Funding Program	Operational assistance	\$31,000
12	Canberra Strikers (women's hockey)	National League Team Funding Program	Operational assistance	\$31,000
13	Canberra United (women's football)	National League Team Funding Program	Operational assistance	\$60,000
14	Cockatoos (men's orienteering)	National League Team Funding Program	Operational assistance	\$10,000
15	Cockatoos (women's orienteering)	National League Team Funding Program	Operational assistance	\$10,000

2011 INCLUSIVE PARTICIPATION FUNDING PROGRAM

	Organisation/ recipient	Project description/process / period of time engaged	Outcomes	Amount
1	ACT Boccia	Inclusive Participation Program	Match Controllers Program	\$2,080
2	ACT Dragons Volleyball Club	Inclusive Participation Program	D-Volleyball Program	\$890
3	ACT Football Federation (Capital Football)	Inclusive Participation Program	Football-Connect Participation Project	\$10,000
4	Swimming ACT	Inclusive Participation Program	Swimming for people with a disability	\$3,770
5	Capital Lakes Rowing Club	Inclusive Participation Program	Adaptive Rowing Program	\$1,100
6	Mpowerdome	Inclusive Participation Program	Targeted population programs	\$20,000
7	National Heart Foundation – ACT Division	Inclusive Participation Program	Engaging older adults and people with a disability in physical activity	\$6,660
8	Navmat Dragon Boat Racing Club	Inclusive Participation Program	Grand Masters Dragon Boat	\$2,420
9	NICAN Inc	Inclusive Participation Program	Inclusive training for ACT sport	\$5,600
10	Pedal Power ACT	Inclusive Participation Program	New Horizons	\$9,970
11	Pegasus – Riding for the Disabled	Inclusive Participation Program	Natural Horsemanship Program	\$6,600
12	Pegasus – Riding for the Disabled	Inclusive Participation Program	Coach Training Program	\$11,295
13	Special Olympics Australia – ACT Branch	Inclusive Participation Program	Canberra Region Sports Growth Program – Swimming	\$9,000
14	Special Olympics Australia – ACT Branch	Inclusive Participation Program	Canberra Region Sports Growth Program – Cricket	\$9,000
15	Vision Impaired Sport ACT	Inclusive Participation Program	Goalball for vision impaired	\$7,960
16	YMCA of Canberra	Inclusive Participation Program	Healthy Life Styles for All program	\$20,000
17	YMCA of Canberra	Inclusive Participation Program	Senior Sports Carnival	\$10,000

OTHER GRANTS

	Organisation/recipient	Project description/process / period of time engaged	Outcomes	Amount
1	Conservation Volunteers Australia (CVA)	Financial assistance for the CVA Volunteer Interpreter Program (VIP) at Tidbinbilla to publish a children's book. VIP authors provided all text and photographs at no charge; TAMS' contribution was used to print the book.	Publication of A to Z of Tidbinbilla interpretive book	\$2,500
2	Tuggeranong Community Arts Association (TCAA)	Deed of grant signed with the TCAA covering September 2010 to September 2013 to meet the direct costs of preparing, staging, managing and promoting public events or artistic performances on the Tuggeranong Park stage	Public events and artistic performances supported	\$10,000

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LIST OF ABBREVIATIONS AND ACRONYMS

AA	Administrative Arrangements	EAP	Employee Assistance Program
ABC	Australian Broadcasting Corporation	EDD	Economic Development Directorate
ACAT	ACT Civil and Administrative Tribunal	EDs	Executive Directors
ACC	Agency Consultative Committee	EEO	Equal Employment Opportunity
ACT	Australian Capital Territory	ELT	Executive Leadership Team
ACTEW	ACT Electricity and Water	EPA	Environment Protection Authority
ACTGS	ACT Government Solicitor's office	EPIC	Exhibition Park in Canberra
ACTIA	ACT Insurance Authority	EREC	Expenditure Review and Evaluation Committee
ACTION	ACT Internal Omnibus Network	ESA	Emergency Services Authority
ACTHL	ACT Heritage Library	ESDD	Environment and Sustainable Development Directorate
ACTPLA	ACT Planning and Land Authority	ESL	English as a second language
ACTPG	ACT Property Group	ETD	Education and Training Directorate
ACTPS	ACT Public Service	FBT	Fringe Benefits Tax
AFP	Australian Federal Police	FOI	Freedom of information
AGIMO	Australian Government Information Management Office	FTE	Full-time equivalent
APZs	Asset Protection Zones	GDE	Gungahlin Drive Extension
ANU	Australian National University	GM	General Managers
ASBA	Australian School-Based Apprenticeships	GPG	Government Property Group
AS/NZS	Australian/New Zealand Standard	GPO	Government Payment for Outputs
ATO	Australian Tax Office	GSO	General Service Officer
AWAs	Australian Workplace Agreements	GST	Goods and Services Tax
AWAC	Animal Welfare Advisory Committee	HR	Human Resources
BCP	Business Continuity Plan	HR21	Automated human resource management system
BOP	Bushfire Operational Plan	HRRE	Hume Resource Recovery Centre
BPay®	Bill Pay	IAC	Internal Audit Committee
CALD	Culturally and Linguistically Diverse	IAMS	Integrated Asset Management System
CBD	Central Business District	ICS	Integrated Customer Service
CCTV	Closed circuit television	ICT	Information and communications technology
CFO	Chief Finance Officer	IM	Information management
CIT	Canberra Institute of Technology	IT	Information technology
CLS	Capital Linen Service	IWD	International Women's Day
CMCD	Chief Minister and Cabinet Directorate	JACS	Justice and Community Safety Directorate
CMP	Conservation management plan	km	kilometres
CNG	Compressed natural gas	LED	Light emitting diode
CO2	Carbon dioxide	LMAs	Land management agreements
COAG	Council of Australian Governments	LOTE	Languages other than English
COTA	Council on the Ageing	LPG	Liquefied petroleum gas
CSD	Community Services Directorate	m2	metres squared
CSE	Commissioner for Sustainability and the Environment	MBA	Master Builders Association
CVA	Conservation Volunteers Australia	MLA	Member of the Legislative Assembly
DAs	Development applications		
DAS	Domestic Animal Services		
DDG	Deputy Director-General		
DG	Director-General		

MLRMC Mugga Lane Resource Management Centre

MOU Memorandum of Understanding

NAIDOC National Aboriginal Islander Day of Observance Committee

NCA National Capital Authority

NLTP National League Team Program

NRAWG Namadgi Rock Art Working Group

NRMA National Roads and Motorists' Association

NSW New South Wales

OHS Occupational Health and Safety

OSCAR Online System for Comprehensive Activity Reporting

PAC Public Accounts Committee

PCS Parks and City Services

PID Public Interest Disclosure

PPP Productivity Placement Program

Pty Ltd Proprietary Limited

RAFT Remote Area Fire Team

RAOs Representative Aboriginal Organisations

RAPS Whole-of-government payment and receipting system

RED Respect, Equity and Diversity

REDEX Rapid Express Direct Service

RFID Radio Frequency Identification

RMC Risk Management Committee

RMIA Risk Management Institution of Australasia

RMWG Risk Management Working Group

RSPCA Royal Society for the Prevention of Cruelty to Animals

RSS Really Simple Syndication

RTA Roads and Traffic Authority

RTPIS Real Time Passenger Information Service

SBMP V2 Strategic Bushfire Management Plan Version 2

SEA Special employment arrangement

SES ACT State Emergency Service

SAMC Strategic Asset Management Committee

SAMF Strategic Asset Management Framework

SERBIR Senior Executive Responsible for Business Integrity Risk

SLISS Sport Loan Industry Subsidy Scheme

SOG Senior Officer Grade

TAMS Territory and Municipal Services Directorate

TCAA Tuggeranong Community Arts Association

TRO Territory Records Office

TVE Territory Venues and Events

TWU Transport Workers Union

U3A University of the Third Age

UC University of Canberra

URL Uniform Resource Locator

WBRMC West Belconnen Resource Management Centre

WCU Worker Consultation Unit

WESP Work Experience and Support Program

WHS Workplace Health and Safety

WIP Work in progress

WISE Working in Safe Environments

WSRs Work Safety Representatives

VIP Volunteer Interpreter Program

YPN Young Professionals' Network

YMCA Young Men's Christian Association

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