Urban Services
ANNUAL REPORT 2005-2006

Volume 1

URBAN SERVICES

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ISSN 1036-2569

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GPO Box 158, Canberra City ACT 2601.

Produced by Publishing Services for the:
Department of Territory and Municipal Services
GPO Box 158, Canberra City ACT 2601

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Printed on recycled paper

Publication No 06/378

http://www.act.gov.au

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Contents

Transmittal Certificate ..... **v**

PART A: Chief Executive Review **1**
Organisation chart 3

PART B: Agency Performance **7**
Enterprise Services 8
Municipal Services 13

Information and Access 27
Human Rights Act 27
Access to Government Strategy 27
Community Engagement 31
Multicultural Framework 46
Aboriginal and Torres Strait Islander Reporting 49
ACT Women's Plan 50

PART C: Management of the Organisation **55**
Managing our People 56
Human Resources Performance and Analysis 56
Staffing Profile 59
Culture and Values 60
Workplace Diversity 60
Workplace Health and Safety 64
Learning and Development 68
Workplace Relations 77

Governance 78
Internal Accountability 78
Fraud Prevention 81
Risk Management and Internal Audit 81
External Scrutiny 83
Reports Required by Legislation 83
- Freedom of Information 83
- Public Interest Disclosure 86
- Territory Records 86

Sustainability and Environment 87
Commissioner for the Environment 87
Ecologically Sustainable Development 87
Strategic Bushfire Management Plan 92

PART D: Analysis of Financial Performance.....95
Management discussion and analysis .....Volume 2
Financial report .....Volume 2
Statement of performance .....Volume 2
Strategic asset management.....96
Capital Works 98
Government Contracting.....103

Appendices 123
Legislative Report.....124
Legislative Assembly Committee Inquiries and Reports.....125

Subsumed Report 141

Compliance Index 146

Glossary of Abbreviations and Acronyms 147

Alphabetical Index 148

Other Sources of Information about Urban Services 150

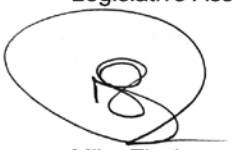
Transmittal Certificate

This 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. It has been prepared in conformity with other legislation applicable to the preparation of the Annual Report by the Department of Urban Services.

I hereby certify that the attached Annual Report is an honest and accurate account and that all material information on the operations of the Department of Urban Services during the period 1 July 2005 to 30 June 2006 has been included and that it complies with the Chief Minister's Annual Report Directions.

I also hereby certify that fraud prevention has been managed in accordance with Public Sector Management Standard 1, Part 4.

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 3 months of the end of the financial year.



Mike Zissler
Chief Executive
Territory and Municipal Services

18 September 2006

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Part A: Chief Executive Review

Chief Executive's Review

Who we are

Every single day, Canberran's and visitors to the ACT experience the work of the Department of Urban Services. Whether you ride along a recreation path, stop at a traffic light, play in a park or borrow a book, the Department is there. Each year we:

- manage and maintain billions of dollars worth of assets, including roads, streetlights, sportsgrounds, playgrounds, swimming pools and stormwater systems;
- manage government businesses, such as Capital Linen and Yarralumla Nursery, with an annual turnover of approximately $65 million;
- lend 2.6 million items through the public libraries to 165,000 registered borrowers;
- collect about 13% of ACT Government taxes, fees and fines;
- mow 4,300 hectares of irrigated and non-irrigated grass in urban open space, manage 14 lakes and ponds, and look after 625,000 trees and 5,760 shrub-beds;
- re-home, or re-unite, about 95% of the 1,500 unwanted and lost dogs that come into our dog shelter's care;
- clean and maintain 88 shopping centres, 67 toilet blocks and 119 BBQ's in parkland;
- provide garbage and recycling services to 125,000 properties;
- locate and destroy over 150 European wasp nests on public land;
- provide driver's licences and advice on road regulation and road safety;
- serve over 500,000 customers in our Shopfronts, with more than 900,000 transactions;
- answer more than 480,000 enquiries in our call centres;
- receive around 6.8 million hits on the ACT Government websites we manage; and
- respond to approximately 8,500 enquiries at the Women's Information and Referral Centre.

How we do things

The 2005-06 Department of Urban Services Strategic Plan provides the blueprint for the establishment of a changing organisation. It was developed with our emerging environment in mind, with particular emphasis on our responsibilities to the community to deliver efficient and effective services. Accordingly it has a focus on community engagement, sustainable practices, supporting our people, working within budget, and building on the momentum of change.

The Strategic Plan is underpinned by a range of Business Plans that detail the activities required to deliver the services "on the ground", with the overall aim to:

- create a safe and sustainable natural and built environment;
- provide accessible customer-focussed services;
- contribute to policy development at the whole-of-government, regional and national levels; and
- support, develop and retain staff in a healthy and safe workplace.

Throughout this period of change we further developed our risk management and community engagement strategies, and most importantly continued to deliver the responsive and customer-focussed services the community has come to expect of us.

Our Structure

During 2005-06 Urban Services continued the successful implementation of our change program, T*aking Charge of Our Future*. The year saw the consolidation of the new organisational structure, with six separate Business Groups merged into two networks, Enterprise Services and Municipal Services, and a small Office of the Chief Executive. The structure became formally operational on 1 July 2005, and throughout the year new ways of doing business realised significant efficiencies and savings.

The Municipal Services Network brought together the areas primarily responsible for delivering traditional municipal services, particularly those related to the construction and maintenance of urban infrastructure and land management. This involved a comprehensive review of business practices and processes that helped to improve the management and delivery of these important services.

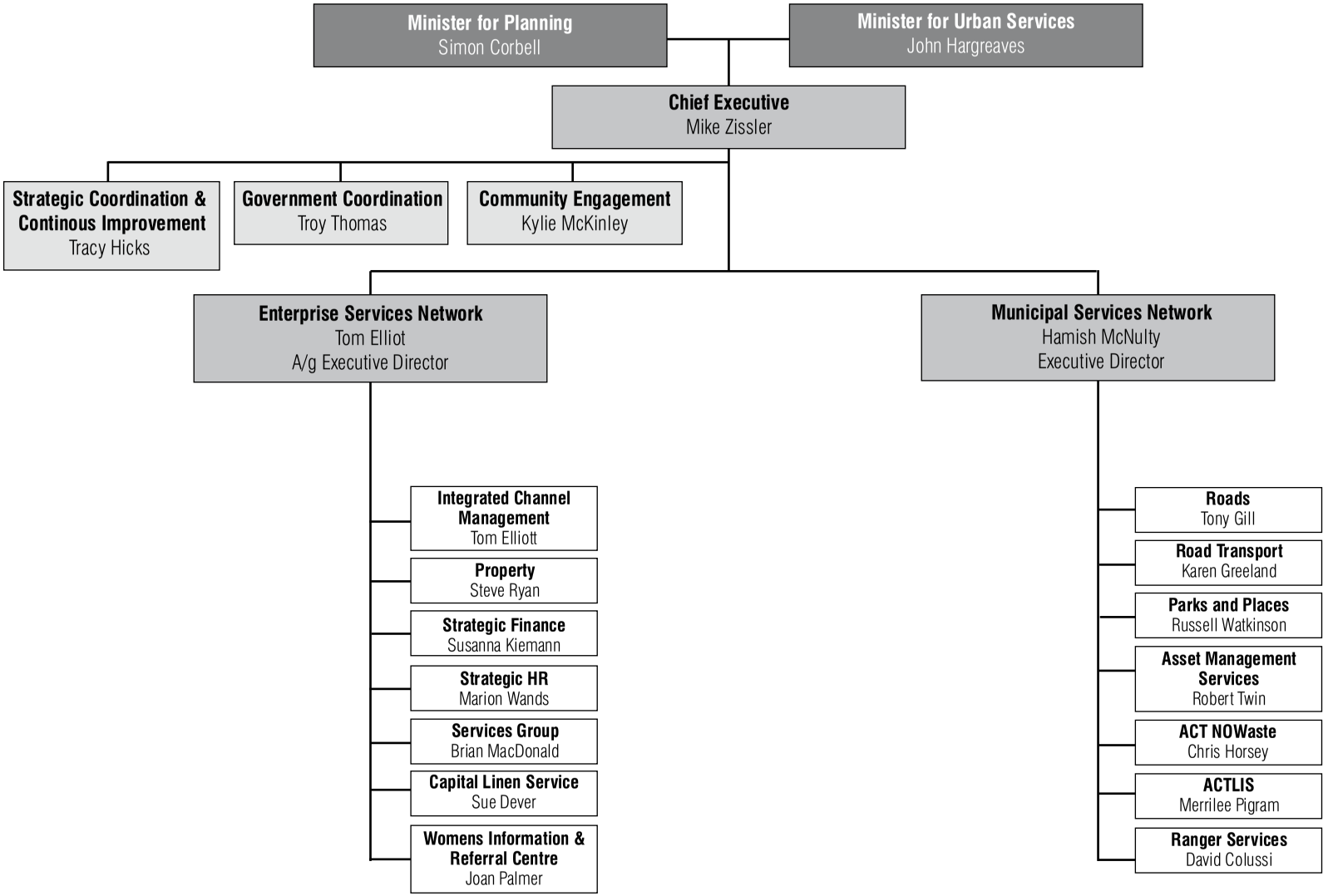
The Enterprise Services Network assumed responsibility for the delivery of government information, corporate and business support functions, and commercial enterprises. Significant restructuring and business process re-engineering was undertaken within the Network, including the centralisation of Human Resources and Finance areas that identified a range of efficiencies.

The Office of the Chief Executive is a small team, containing the drivers of structural and cultural organisational change, internal audit, risk management, and business planning and reporting. Community engagement and communications activities for the Department are coordinated from the Unit, as well as whole of government reporting and legislative programs.

Our Values

These were reflected throughout the year in our policies and operations:

- trust;
- inclusion;
- respect;
- commitment;
- flexibility;
- cooperation;
- respecting diversity;
- taking responsibility; and
- mutual understanding.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Minister for Urban Services
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Chief Executive
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Strategic Finance
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Strategic HR
Marion Wands
Services Group
Brian MacDonald
Capital Linen Service
Sue Dever
Womens Information & Referral Centre
Joan Palmer
Roads
Tony Gill
Road Transport
Karen Greeland
Parks and Places
Russell Watkinson
Asset Management Services
Robert Twin
ACT NOWaste
Chris Horsey
ACTLIS
Merrilee Pigram
Ranger Services
David Colussi

Our Stakeholders

- All ACT residents;
- Minister for the Territory and Municipal Services, Chief Minister, Minister for Planning and Minister for Sport, Recreation and Tourism;
- Other ACT and Commonwealth Government agencies;
- Community organisations; and
- ACT Businesses.

Legislation

The Department administers a wide range of important legislation, from how the ACT Government manages its records to road transport legislation that protects those using our roads. During 2005-06, the Department's legislative program addressed issues such as cat management in the ACT, fees charged for the sale of dogs from Domestic Animal Services, littering offences, road safety and taxis.

The Department received Human Rights statements of compatibility for all of its new Bills introduced into the Legislative Assembly.

Financial Performance

The Department recorded an operating deficit of $31.3 million for the 2005-06 financial year. This result was down $46.8 million on the 2005-06 budgeted surplus of $15.5 million, reflecting a reduction in revenue relating to infrastructure assets transferred into the Department from other agencies. Total assets increased by $170 million to $4.6 billion, mainly as a result of the revaluation of roads during 2005-06.

In 2005-06, the Department also collected $116 million in revenue on behalf of the ACT Government.

Outlook

The creation of the new Department of Territory and Municipal Services (TAMS) will bring together a wide variety of functions, including those existing services provided by Urban Services, as well as sport and recreation, environment and sustainability, tourism and ACTION buses.

TAMS will face significant challenges throughout 2006/07 in continuing to provide its diverse range of services to the people of Canberra. We have been given the task of achieving substantial savings, which means we will look very carefully at what services we are providing, how we are delivering them, and where efficiencies can be made.

The centralisation of corporate and business support functions within the new Shared Services Centre will also have an impact on the organisation, particularly the transfer of a number staff to the new Department in February 2007.

To guide the change we will be introducing an extensive organisational reform program, "Going Forward Together". The program will adopt a similar methodology to *Taking Charge of Our Future*, using project teams to drive the change, and identify improved ways of doing business and deliver savings.

The impact of significant change on the organisation cannot be underestimated. We will ensure that our people are kept informed and involved in the change program, and offer them individual support whenever it is needed.

In a time of diminishing budgets we will need to ensure the Department remains responsive to community needs and concerns. The implementation of our community engagement policy, including feedback gained through the Community Advisory Group, will provide us with greater insight into residents' needs and wants.

Conclusion

Urban Services reacted effectively to its changed circumstances in 2005-06. A strong structure was put in place from the *Taking Charge of Our Future* process, which allowed us to react positively to the Government's recent review of functions.

Our relationships with the community remain strong and we recognise that the things we do every day affect Canberrans in many different ways. Our staff culture of leading change and commitment to the community ensure that we continue to deliver efficient and timely services to the ACT.

The changes that we are currently implementing will test us all to provide more efficient services that still meet community needs. I am confident that the hard work done by the Department in 2005-06 will provide a solid base to continue to provide the services that Canberrans use every day, and meet the challenges presented to us over the coming years.

On 30 June 2006 the Department of Urban Services ceased to exist, hence this will be the Department's last Annual Report. Over many years the Department has developed a reputation for delivering quality services to the community. The creation of the Department of Territory and Municipal Services provides an opportunity to build on this reputation and to create a more unified approach to service delivery across government, as well as a more robust and responsive organisation, that has the capability to meet the challenges of the future.

Mike Zissler

Chief Executive

Part B: Agency Performance

Enterprise Services

Output Class 1: Municipal Services

Output 1.1 – Customer Services and Information

This output is spread across the Municipal and Enterprise Services Networks. The Customer Services and Information (CS&I) component improves customer service by fostering electronic service delivery and providing electronic transactions as well as bill-paying capabilities for government services through ACT Government Shopfronts and Call Centres. In addition, CS&I provides motor vehicle inspections and registrations, driver licences and heavy vehicle monitoring services.

See also Volume 2, page 105

Output Class 3 – Government Services

Government Services includes the following businesses that provide services to ACT Government agencies: Facilities Management, Publishing Services, ACT Records Services, Capital Linen Service and Property ACT.

See also Volume 2, page 112

Business Overview

The **Enterprise Services Network** comprises business units that provide services to other areas of the Department, across all of government, or on a commercial basis.

Integrated Channel Management (ICM) provides a range of service delivery channels to the ACT community, from government and community information and advice, to the payment of a range government fees and charges. Within ICM, Canberra Connect provides shopfront, call centre and on-line (internet based) services, and the Publishing Centre provides publishing services across the ACT Government, including print based and electronic material and communications products.

Property ACT manages Territory owned commercial buildings; acts as lessee on behalf of the Territory for commercial leases; manages Government office accommodation and multipurpose buildings, and evaluates the future use for properties that become surplus to agencies' service delivery needs. Property also undertakes a range of whole of Government functions such as facilities management, energy procurement and strategic policy development in relation to property issues.

Women's Information Referral Centre (WiRC) delivers a free and confidential information and referral service for women on a wide range of issues, in a supportive environment. WiRC also conducts courses covering areas of specific interest to women and refers women to other specialist agencies, services or support groups where appropriate.

Strategic Finance provides financial management and budget planning across the Department. It is responsible for financial reporting and the provision of information and support to managers to effectively manage finances, budget and performance outcomes.

Strategic Human Resources (Strategic HR) provides support to managers to effectively manage the Department's people resources. Strategic HR is also responsible for the management of whole of Department human resource issues, including workplace culture, workplace health and safety, payroll services and workforce planning.

Capital Linen Service provides linen rental and laundering services to a wide range of clients in the ACT region. Its clients include public and private hospitals, health facilities, hotels and restaurants.

The **Services Group** provides a variety of services to the ACT Government and community, including: **Yarralumla Nursery** – a commercial wholesale and retail plant nursery; **Record Services** – provides record management, file creation, file storage and mail services to the majority of ACT Government Departments; **Territory Records Office** – includes the statutory role of the Director, Territory Records Office and responsibilities for the functions under the *Territory Records Act 2002*; and **Urban Services Records Manager** – provides support and advice to the Chief Executive and staff in implementing and complying with the record keeping practices required under the *Territory Records Act 2002*.

The Services Group also provides support to the Chief Executive **ACT Public Cemeteries Authority** and the Minister for Urban Services in relation to part 3 and part 4 of the *Cemeteries and Crematoria Act 2003*. The ACT Public Cemeteries Authority produces its own annual report.

Our Community

Canberra Connect redeveloped the ACT Government portal, greatly increasing the ability of Canberrans to discover ACT and regional information. The integrated customer services system was launched in February 2006, increasing Canberran's ability to easily seek answers from government on frequently

asked questions, submit service requests and provide feedback. The system allows customers and the Department to track a service request through to completion and ensures consistency of information from all contact points.

Canberra Connect increased its across Government service provision by becoming the first point of telephone contact for the Department of Disability Housing and Community Services from February 2005. Similarly, Canberra Connect operates the Asbestos hotline, Environment Helpline, Seniors Information Service, Bushfire Recovery Unit, and Live in Canberra Project information service.

Yarralumla Nursery originated a number of community activities, including a cross-cultural understanding project that involved training the Aboriginal Community of Narrabundah in landscaping, horticulture and plant maintenance at Boomanulla Oval, and a "Gather and Grow" community partnership project to build a garden for Tuggeranong and Weston Creek Seniors. The "Gather and Grow" garden has wheelchair access and raised garden beds for those with disabilities.

The Department's commitment to sustainability and the living environment has seen Capital Linen Service install new laundry equipment that will provide significant reductions in water, gas and electricity consumption into the future. Similarly, Yarralumla Nursery completed a zero run off water recycling project that will see a 50% reduction in the amount of water extracted from Lake Burley Griffin for the nursery's plant watering needs.

The procurement activities of Property Branch have seen 19% of all electricity consumed by the ACT Government coming from green energy sources. This figure has been targeted to rise to 23% from July 2007.

Our Services

The Canberra Connect website continues to display high levels of patronage with a 5% increase in online payment usage. This is expected to continue with the delivery of a new Canberra Connect Services portal in early July 2006, which will greatly improve the discovery and access to ACT Government Internet services for the ACT community.

To respond to a continued increase in usage of Internet services, a major study into the requirements for a computer system that would record the collection of online, phone and BPay payments, at government shopfronts and Australia Post was conducted. This study will inform the creation of a future system that will make electronic payments easier and faster.

Access to a range of ACT bookings and reservations through the Canberra Connect website was increased with the addition of ACTPLA building conveyancing enquires, Molonglo River water-skiing bookings and ACTION bus charter hire.

Property Branch completed a substantial refurbishment of the heritage listed Hotel Kurrajong and is progressing the works program at Callam Offices, with completion expected by early 2007.

Capital Linen continued to seek opportunities to expand its client base in the growing aged care sector. A Government commissioned competitive neutrality review of Capital Linen by the Independent Competition and Regulatory Commission was generally positive and the Government is currently considering its recommendations. Capital Linen Service received an Australian Service Excellence Award from the Customer Service Institute of Australia.

Property Branch has conducted a number of asbestos audits on Government facilities and overseen the removal of asbestos from a variety of locations, including Campbell Primary School, where the removal of

asbestos occurred during the 2005 Christmas holidays.

Record Services purchased and installed a new x-ray machine to provide enhanced mail security services to ACT Government agencies, and has relocated records to a new secondary storage facility to improve the security and preservation of ACT Government records.

WiRC had contact with an average of 675 people per month in 2005-06, providing information and referral services on a wide range of enquiries, support groups for survivors of domestic violence, basic computer literacy sessions, and outreach sessions to various community groups.

Our Organisation and People

ICM improved the efficiency of the internal ACT Government email network by removing file attachments from Whole of Government messages but retaining relevant information. Messages instead provide a link to information stored on the network and available to all ACT Government network users.

A new approach to learning and development was created which aligns learning to the needs of the business and the ACT Government. The approach tailors the delivery of training to specific job requirements and recognises the importance of capabilities at three distinct levels: behavioural capabilities required for a high performing culture; core capabilities required to work effectively as a Government employee within in Urban Services; and technical capabilities required to do specific jobs. Capability development across these three levels will help to ensure a high performing and sustainable Department.

The Department continued to promote a risk-based approach to managing safety, minimising the impact of workplace injury and increasing health and safety awareness Department-wide. In 2005-06, the Department achieved a $1.1million reduction in premiums.

The Promoting a Healthy Workplace program continued to be implemented focussing on disease and illness prevention, increasing physical activity, emotional wellbeing and raising health awareness for staff.

A number of initiatives have been undertaken to increase the 'inclusiveness' of the Department as an employer, and to enhance the experience of employees, particularly those with a disability and women in non-traditional roles. A recruitment-attraction workshop, work-life discussion panel, and a presentation from a local female media identity have all assisted to raise awareness about these issues. In addition, working parties to progress actions of the DisABILITY in DUS Action Plan and Women's Action Plan have been active for much of the year.

The Department undertook to carefully and sensitively manage staffing issues surrounding the restructure of the Department: *Taking Charge of our Future*. This included providing advice and assistance to staff throughout the change process and close management of staff who received a voluntary redundancy.

Our Budget

The Enterprise Services Network contributed to the savings made across the Department in 2005-06 following the *Taking Charge of Our Future* process and is on track to realise further savings in 2006-07 by further streamlining business processes, staff natural attrition and voluntary redundancies.

Future Directions

The Canberra Connect services portal will be re-launched in July 2006, with a new focus on discovering and accessing government services using Smartforms technology. The portal will include over 40 service descriptors, where government services are explained in detail, and clear instructions on how to make payments or source further information. A

new revenue collection system will also be implemented across Canberra Connect.

Canberra Connect is currently redeveloping the existing Urban Services website to coincide with the establishment of TAMS. Similarly the integration of call handling services across TAMS will be progressed.

Canberra Connect Shopfronts will be implementing the Integrated Customer Service System to improve customer service and ensure consistency of information. Security in all Shopfronts will be reviewed and upgraded as needed.

Yarralumla Nursery will continue to provide technical advice to the Government's Arboretum working group, and explore further options to improve the water efficiency of the nursery.

WiRC will move to the Department of Disability, Housing and Community Services on the 1 July 2006. This move will be positive for WiRC as the Centre is closely aligned with the community sector in the ACT and will have support from the Multicultural Affairs and Community Development area.

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Municipal Services

Output Class 1: Municipal Services

Output 1.1 – Customer Services and Information

This output is spread across the Municipal and Enterprise Services Networks. The Municipal Services component is made up of managing public, the heritage and Legislative Assembly libraries.

See also Volume 2, page 105

Output 1.2 Roads and Infrastructure

Roads and infrastructure provides infrastructure services including management of territory and municipal roads, national highways, community paths, drainage, car park facilities, traffic and streetlights. The asset management strategy aims to optimise the useful life of the infrastructure networks without placing the Territory at risk of unmanageable replacement or maintenance burdens in future years. It also seeks to ensure that the infrastructure assets are used as effectively as possible so that the community receives the best value for money.

See also Volume 2, page 107

Output 1.3 Waste and Recycling

Waste and recycling provides waste and recycling services including: strategic advice and strategy development, household garbage and recycling collection and processing, the implementation of the waste management development control measures, resource recovery and waste infrastructure management.

See also Volume 2, page 108

Output 1.4 Canberra Urban Parks and Places

Canberra Urban Parks and Places provides asset, sport and recreational facilities use and management services for urban parks, lakes, sportsgrounds, pools and public urban open space. These services include policy, management planning, setting standards; inventory creation, acceptance and refurbishment of assets; commissioning of horticultural maintenance, cleaning and poll management services; approvals and inspections; the plant issue scheme; and services in ACT Forest reserves.

See also Volume 2, page 109

Output Class 2: Transport

Output 2.1 Road Transport Regulation and Services

Road transport and regulation services (RTRS) regulate public passenger transport, driver competency, vehicle safety, parking practices and heavy vehicles to promote road user safety. RTRS also implements national road transport reforms.

See also Volume 2, page 110

Output 2.2 Public Transport

Public transport assists the Government in implementing the Sustainable Transport plan. In particular, it will promote the goals of achieving a modal shift from private vehicles to public transport and ensuring that the transport system helps make Canberra a more accessible city.

See also Volume 2, page 111

Business Overview

The **Municipal Services Network** comprises those business units which provide municipal, asset management, and road transport policy and infrastructure services across the ACT.

Parks and Places develops strategic policy and manages the physical infrastructure of Canberra's urban open space and public assets. This includes sport and recreation facilities, cleaning and graffiti removal, tree management, lakes, bushfire fuel reduction, fire fighting services, catchment and environmental management and maintaining horticultural assets. Parks and Places also develop and review legislation, statutory management planning, domestic animals policy, land care programs, and the 'round town program.

ACT NOWaste ensures the provision of waste management services, including household recycling and garbage collection, processing and disposal, and development and implementation of waste management policy and strategies in line with the ACT Government's No Waste Strategy. The unit operates a materials recovery facility, landfills, transfer stations, regional recycling drop-off centres and resource recovery estates.

Road Transport develops regulatory policy on public passenger transport, driver competency, vehicle safety, heavy vehicles and parking practices. This framework is implemented through measures such as the accreditation of public passenger transport service providers, driver licensing functions, vehicle registration processes, audits of heavy vehicles, and the review of parking infringements.

Roads ACT manages the construction and maintenance of roads and associated infrastructure in Canberra, including the setting of standards, preparing contract specifications, developing policy for commissioning and is responsible for the operation and maintenance of the Canberra's roads, bridges, community paths, driveways, street signs, line marking, traffic signals, street lighting and urban stormwater drainage assets.

ACT Library and Information Service (ACTLIS) is made up of nine branch libraries that are spread across the ACT, two mobile library vehicles, the ACT Heritage Library the ACT Government and Assembly library and the ACT Virtual Library.

Ranger Services provide regulatory activities to ensure a safe and clean Canberra. Ranger Services contributes positively to road safety through the operation of mobile speed camera vans and fixed position red light/speed cameras across our road network. Ranger Services also regulates vehicle parking in public areas, domestic animal ownership, public land use and commercial business activities, and has an emergency response role in the removal of sharps (needles and syringes) and associated paraphernalia from public open space.

Asset Management Services provides Asset Acceptance and Asset Information services. Asset Acceptance ensures that proposed municipal engineering, landscape and waste infrastructure assets meet relevant design standards, specifications and codes so they are safe, fit for purpose, efficient to maintain and complement existing infrastructure. Asset Information is responsible for managing a range of information applications to meet the needs of Municipal Service.

Our Community

Parks and Places continued to bring people together in parks around the city through the innovative and successful 'round town program of free events. In 2005-06 the program presented 41 events, including a New Year's Eve function, Mother's Day party, Father's Day party, teddy bears' picnics and grandparents and grandchildren's party and even a dog's dinner. There were also regular movie screenings, live music and dance displays in the city, and a variety of family

events throughout the Territory. The program, and the communities' enthusiastic reaction, was a positive indication that Canberra is a culturally rich and vibrant community.

The 'round town program worked with a number of community groups to enable fundraising activities, including Scouts, Girl Guides, Camp Quality, Karinya House, SES, RSPCA and ACT Rescue and Foster, raising over $15,000. Partnerships with other organisations included Copland College, Emmaus Christian School, the Heart Foundation, COTA, the Mental Health Foundation, AUSDance, and the Gungahlin and Tuggeranong Child and Family Centres.

The Community Partnerships Program made funding available for business units to work in partnership with identified community groups and develop projects that complement and extend their core business and priorities of the Canberra Social Plan. During 2005-06 ten diverse projects received a total of $220,333 in funding. Projects include a short story writing competition for children, BMX, in-line and skateboard events for youth at Canberra's skateparks, a community garden for seniors in Weston Creek and a series of photographic workshops for people with a disability.

The Parks and Places Usage and Satisfaction Survey estimated that in 2005-06, 10.8 million people visited urban parks in Canberra, with 91% of the community satisfied with the experience provided by Town and District Parks.

ACT NOWaste continued to provide domestic garbage and recycling services to 130,000 ACT householders, and supplied over 2,500 bins to new households in 2005-06.

The Waste Wise Schools Program continues to be a success with many new schools coming on board, new teachers being trained in waste minimisation processes. Schools already in the program continue to progress their No Waste actions.

The second No Waste Awards for excellence in sustainable waste management were held in November 2005. The Awards were established to encourage innovative solutions in waste reduction and to promote ideas that can be adopted by others. The Awards are open to schools, businesses, government Departments and community organisations in the ACT.

Green waste continues to be accepted free at Mugga Lane and West Belconnen facilities. The ACT continues to be one of the few jurisdictions to maintain sustainable markets for the organic products being produced and it is estimated that some 180,000 tonnes of green waste material was diverted from landfill.

Road Transport supported the Wheelchair Accessible Taxi (WAT) Reference Group, established by the Minister for Urban Services, to consider how improvements in WAT services could be achieved. The Group's report was presented to the Minister in September 2005 and all 36 recommendations were accepted. The majority of the recommendations have been implemented with minimum service standards introduced for taxi networks, the network being offered a subsidy to assist with the implementation of micro-management of wheelchair hirings and several WATs being recommissioned.

A taxi licence release program was developed and implemented to increase the reliability of taxi services. The first ballot of ten leased taxi licences was held in April 2006, with all of the new taxis on the road by the end of June 2006. The hire car reforms implemented in 2005 have resulted in almost a 50% increase in the number of hire cars in the ACT.

Road User Services in collaboration with the ACT Revenue Office developed changes to the processing of vehicle registration stamp duty exemptions at Canberra Connect Shopfronts. This has resulted in a one-stop shop for motorists who are entitled to registration stamp duty exemptions.

Bpay and Australia Post Billpay were introduced, and have proved popular as payment options for motor vehicle registration renewals. During the ten months to the end of April 2006 over 54,500 customers renewed vehicle registrations using these methods. This is 19% of the 287,000 vehicle registrations renewed during the period. During the same period 75,500 parking and traffic infringement notices were also paid by these methods.

2005-06 saw one of the largest road resealing programs ever undertaken in the ACT. A total of 185,000 (50 lane kms) square metres of Territorial and 530,000 (165 lane kms) square metres of Municipal Roads were resealed. As part of these works the Tuggeranong Parkway (between Glenloch Interchange and Hindmarsh Drive) and a significant number of municipal roads in Aranda, Campbell, Charnwood, Kaleen, McGregor, Macquarie, Watson and Weetangera in the North of Canberra; and Duffy, Chifley, Kambah, Rivett and Wanniassa in the south of Canberra were resealed.

In early 2006 a survey relating to the ACT Public Library's collection was conducted, with over a thousand responses received. The responses will inform a review of the ACT Public Library Collections Policy.

Domestic Animal Services focused on increasing community awareness of appropriate domestic animal management by conducting visits to primary schools and participating in the "Dogs Breakfast" and "Dogs Dinner" 'round Town events.

Our Services

Parks and Recreation Facilities

In 2005–06 $0.8 million was allocated to construct Stage Two of the Belconnen Lakeshore refurbishment, covering part of the lake edge promenade between Lake Ginninderra and Emu Bank, extending on work done on the plaza between the restaurants and the wooden footbridge in 2003. The work is consistent with the foreshore master-plan and is expected to be completed in August 2006. Features of the redesigned promenade include:

- greater accessibility for mobility-impaired users and cyclists;
- retention of existing shade trees and installation of additional plantings;
- new paving, landscaping, street furniture and lighting; and
- level changes that bring users closer to water level along the southern portion of the promenade.

Forward Design work for Margaret Timpson Park was completed in January 2006. The work presents ideas and a plan giving direction for the Park's future development as an important community recreation area in the Belconnen Town Centre. The study identified existing infrastructure of the park to be upgraded to support current community requirements as well as expected future demands resulting from developments planned for the Belconnen Town Centre. Extensive consultation was undertaken with Belconnen community stakeholders, and information gained from this process was used to guide the design to:

- incorporate amenity facilities that encourages regular community use;
- enable regular Festival activities; and
- link the park to other developments in the Town Centre.

A five year program of master-planning for the rejuvenation of Canberra's town and district parks commenced with Canberra's two most visited urban parks: Glebe Park and Black Mountain Peninsula. The plans will outline opportunities to improve the parks for visitors, guide the short to medium term renewal of facilities, assist in undertaking strategic management of the site and affirm site values.

During 2005-06 the replacement of five play spaces in urban open space and parks, was programmed including the installation of an innovative enhanced-access "Liberty Swing" enabling use by disabled visitors at Black Mountain Peninsula.

The Facilities Improvement Program provided new and upgraded amenities at a number of sport and recreation locations across the ACT, including sportsgrounds training lights, change-rooms, toilets, pavilions and swimming pools.

The new management contract for Canberra Olympic Pool and Lakeside Leisure Centre commenced on 1 July 2005 with Belgravia Leisure Pty Ltd.

Urban Open Space

The Tree Replacement Program replaced 883 ageing street and park trees in 2005-06, consistent with the Asset Management Plan for Urban Trees, which has highlighted many declining trees will have to be removed and replaced over the next 10 to 20 years due to Canberra's ageing urban forest.

During 2005-06 Parks and Places received 8,000 tree related maintenance requests from the community, which is more than double that received four years ago. This increase is due to a number of factors including the continuing impact of the dry conditions on trees and ageing of the urban forest. With the prevailing dry weather continuing throughout 2006 and insufficient rain to recharge the local water table, it is estimated that 10,000 public trees have died over the last three years. In 2005-06, 3,250 trees were removed at a cost of $0.5 million. The comprehensive tree-watering program re-commenced over the summer, with trees less than three years old, being watered over a four month period.

Working in conjunction with ActewAGL a major Powerline Clearance Program has now been carried out across the city to prune trees that were interfering with powerlines. Pruned trees will be re-inspected every two years to ensure they do not interfere with powerlines in the future.

The Australian National University was commissioned to estimate the asset, economic, environmental and social values of Canberra's urban forest estate. This research showed that the energy reduction, pollution mitigation and stormwater mitigation benefits provided by the urban forest were valued at $15.5 million per annum and the total amenity value was $1,100 million.

In 2005 Parks and Places established a group of 12 horticultural staff whose primary focus is to concentrate on improving the look and feel of town and district parks and make them more welcoming to visitors and tourists.The results of this change should become evident over the next few years as trees, shrubs and flower beds are replanted, picnic facilities improved and general standard of maintenance increased.

With the continuing drought, Parks and Places maintained its compliance with restrictions on water use throughout the year. Irrigation was discontinued on the appropriate percentage of sportsgrounds and irrigated parklands to achieve the necessary reductions. About twenty sportsgrounds, totalling over 40 hectares, remain unwatered and therefore unusable for formal sporting activities. Subject to weather conditions the affected sportsground will be restored in 2006-07.

In June 2005 the Chief Minister announced the Government would introduce a Bill to amend the *Domestic Animals Act 2000* to further protect native wildlife in the Mulligans Flat and Goorooyarroo Nature Reserves. The new provisions require all cats in the new suburbs adjacent to the nature reserves, Forde and Bonner, to be contained within residential premises or cat enclosures at all times. The cat containment policy gives protection to native fauna in the area and has welfare benefits for the cats themselves.

The Bill also introduced compulsory microchipping of cats in the declared cat containment area, for cats at point of sale and progressively for all cats of any age by 2009. The Bill was passed by the Legislative Assembly on 17 November 2005 and the amended Act and the Regulation commenced on 23 May 2006.

Parks and Places commenced a review of the *Domestic Animals Act 2000*.

Issues examined include:

- life-time dog registration;
- compulsory dog microchipping at point of sale;
- tighter regulation of dangerous and attacking dogs, and dog seizure and return provisions;
- cat de-sexing before age of first breeding;
- guidelines for dealing with animal nuisance complaints;
- Codes of Practice for keeping other animals (not dogs or cats);
- limits on keeping multiple cats (i.e. same as for dogs); and
- dog prohibited areas to be mapped by disallowable instrument.

The Government intends to introduce an Exposure Draft Bill in late 2006 to engage with the community on the proposed changes.

Waste and Recycling

In progressing the Government's No Waste policies, the Turning Waste into Resources Action Plan continues to be implemented. The plan includes key programs targeting the government sector, businesses, construction and demolition industry, educational institutions, public events and general community engagement.

Implementation of the No Waste By 2010 Strategy resulted in the recovery of 550,000 tonnes of material that would otherwise have been disposed of at landfills, representing a recovery rate of 73 per cent. However, estimated waste generation rates have risen despite a record level of resource recovery. The current estimated waste generation figure is 750,000 tonnes.

ACT NOWaste conducted a number of activities in 2005–06 to encourage business waste reduction. A targeted media campaign was run encouraging businesses to take-up standard recycling practices while helping the environment and saving money. A business waste reduction guide was also developed and disseminated. Work also commenced on the development of a web-based technology that would allow businesses and waste service providers to communicate and negotiate online, assisting the transition to greater recycling and saving money.

The Plastic Bag Reduction Program continued with a more targeted approach, providing businesses with the opportunity to join a program offering in-store promotional and staff training material, and guidelines on reducing plastic bag use and plastic bag recycling. Hundreds of in-store visits were conducted to encourage retailers to join the program and reduce plastic bag usage. Unfortunately there has been a low level of retailers willing to participate in this initiative up to now.

A draft Public Event Waste Management Policy has been developed and will now undergo a community engagement process. The policy aims to ensure that public events above a certain threshold in size have a minimum level of recycling services available. Bin top recycling infrastructure continues to be made available, free of charge, to event organisers.

The re-usables operations at Mugga Lane and Mitchell continue to divert a broad range of re-usable items.

Second Hand Sunday is being reviewed to evaluate community participation levels and its effectiveness in terms of re-usable items

recovery, and a new initiative to replace the current model is being developed.

A sharps (needles and syringes) responsible disposal education campaign was run during 2005-06. Letter box drops advising of proper disposal options were undertaken, posters placed in chemists and doctors surgeries, stickers placed on fit packs, media releases and cooperative work with stakeholders was carried out.

A review of the Development Control Code for Best Practice Waste Management was completed. A two-stage community and stakeholder consultation process was utilised to identify issues related to waste management and minimisation in the design, planning, building and operational phases of domestic and commercial developments. The Code will not be formally released until the Planning Reform process has been finalised by the ACT Planning and Land Authority.

The Waste Pricing Strategy further increased commercial tipping fees to provide an additional incentive for businesses to use alternative recycling services. In 2005-06 the differential between landfill disposal and recycling costs was $27 per tonne, which provides a significant cost savings opportunity to business.

Further advances at the Mugga Lane Landfill and Mitchell Resource Recovery Centre have been made to progress resource recovery. Computers are now being diverted and recycled to avoid sending heavy metals to landfill. Recycling of significant quantities of construction and demolition waste including concrete, bricks, tiles, wood, plastics and range of other material is now taking place.

Landfill gas continues to be extracted from Mugga Lane and Belconnen Landfills and converted to green electricity for the Canberra grid and community. This initiative is a valuable green house gas abatement project.

The Materials Recovery Facility in Hume continues to sort, bail and transport the ACT's recyclable materials to markets where they are turned into products ranging from steel cans to road cones. During 2005-06 the facility sorted an estimated 50,000 tonnes of recyclables, an increase of 5,000 tonnes on the previous year. Weekly tours and open days of the facility were conducted to increase community awareness of recycling activities. A television campaign also continued to support domestic recycling and encourage the reduction of contamination of the recycling system.

Construction of the second stage of the Hume Resource Recovery Estate was completed.

A new synthetic lined landfill cell is being developed at Mugga Lane. This new cell is being constructed in four stages, with the first two stages now complete and the remaining two planned for 2006-07. The total cost of the new cell will be approximately $11.1 million dollars and provide around seven years landfill capacity based on current landfill rates.

Road Transport Regulation and Services

Road Transport continued to represent the ACT on the Accessible Public Transport National Advisory Committee. To allow members of the community with a disability to feel more confident using ACTION's new accessible low floor buses, demonstrations of these buses were arranged in November and December 2005.

Consistent with the Sustainable Transport Plan, bike racks were fitted to all ACTION buses used on inter-town routes and these were commissioned in November 2005.

Road Transport participated in the inter-governmental Transport Security Working Group and provided information to operators on security threat and planning issues. A licence to use the New York Transit Authority's *See Something, Say Something* public awareness slogan was obtained and Road

Transport worked with ACTION and the Australian Federal Police on an information campaign which started in September 2005. Road Transport also represented the ACT on the CCTV Working Group established to develop a national code of practice for the use of CCTV in the mass passenger sector.

Road transport released new advertising campaigns focused on understanding of road rules and safe driving practices.

Road Transport implemented the ACT Road Safety Action Plan 2005-06 to tie in with the National Road Safety Strategy. Specific actions include expansion of the speed camera network, further "Black Spot" treatments and examination of options to improve motorcycle rider licensing arrangements.

Road Transport contributed to development of national road transport legislative reforms to enhance uniform regulatory measures, including:

- further development of the Compliance and Enforcement legislation, establishing chain of responsibility provisions in relation to breaches of heavy vehicle rules. This is scheduled for implementation in 2006-07;
- further development of the regulatory framework for Performance Based Standards for innovative heavy vehicles;
- progressing the implementation of the Intelligent Access Program (enables use of satellite-based telematic services to monitor freight vehicles for compliance with agreed conditions of operation); and
- progressing the second package of amendments to the Australian Road Rules.

In 2005-06 a Drug Driving Working Party was established, including representatives from the Australian Federal Police, ACT Health and ACT Justice and Community Safety. The working party will be used to monitor developments in drug driving testing in other jurisdictions and advise on implementation issues for the ACT. Its advice will also contribute to an issues paper on a review of the *Road Transport (Alcohol and Drugs) Act 1977*.

Road Transport continued to participate in inter-governmental registration and licensing initiatives and projects. A key theme of this work is identity management and the ACT assisted in a pilot Document Verification System, with the Commonwealth's National Identity Security Coordination Group. This trial involves the on-line checking of NSW and ACT driver licence details contained in identity related applications to the Department of Foreign Affairs and Trade and the Department of Immigration, Multicultural and Indigenous Affairs.

Following industry consultation, Road User Services reviewed and expanded the training program for new members of the Authorised Examiner Scheme who conduct ACT vehicle roadworthy inspections. The revised program assists applicants in developing a system of vehicle inspection and provides comprehensive information on checking vehicle identification to help detect possible stolen vehicles.

Roads ACT

Construction of the Gunghalin Drive Extension (GDE) is well underway with the section between Barton Highway and Ginninderra Drive expected to open to the public late 2006. Significant progress has also been made on the bridges being constructed over Ellenborough Street and Belconnen Way. Road closures have been kept to a minimum and temporary traffic measures implemented have been successful.

Full completion of the GDE is scheduled for mid 2008.

The $10.0 million upgrade of Fairbairn Avenue between Anzac Parade and Northcott Drive was completed and opened for public use in February 2006. The project covered

improvements to safety, access and amenity issues along this section of road and included provision of new intersection arrangements at Treloar Crescent, Truscott Drive and Mount Ainslie Drive. Two underpasses were constructed to provide safe crossing points for Campbell residents and noise walls installed to reduce the impact of passing traffic. Facilities were also provided to accommodate the provision of on road cycling as part of this project.

A review into future funding options for Tharwa Bridge was undertaken and the findings are currently being assessed by Roads ACT. The review included a number of public information sessions and a presentation to the ACT Heritage Council.

During 2005-06 Roads ACT successfully completed the "Bridge Safety Screen" Policy aimed at reducing the risk of objects being thrown off bridges on vehicles travelling below. It is intended that prioritised high-risk bridges will be fitted with screens as funding permits.

Amendments to Design Standards for Urban Infrastructure 13 – Pedestrian and Cycling Facilities were also completed, ensuring improved safety levels for cyclists and other community path users. Roads ACT engaged extensively with key stakeholders such as Pedal Power and local road and traffic consultants during this process.

The Roads ACT Asset Management Plan was revised and updated for 2005-06 to represent current financial, service level and environmental aspects of the plan in achieving target levels of service against agreed outcomes.

As part of the strategy to improve road user safety at signalised intersections 10 new signals were installed, and a mid block and a part time metering signal were installed at a roundabout. In addition, the traffic signal upgrade program continued with 12 upgrades of push buttons to audio-tactile, 3 installations of a new traffic controller, 2 installations of full right turn controls, a mast arm signal to improve visibility at one location and installation of flashing advanced warning signs at one location.

ACTLIS

The total number of public library loans increased by 6% in 2005-06. The new and much improved Kippax Library opened in August 2005 and has been extremely popular, with loans increasing by 120% in the short time since its opening. Phase one of the Belconnen Library refurbishment was completed at the end of 2005. The second phase commenced in February 2006 and will be completed by September 2006, resulting in a much more user-friendly facility.

Areas serviced by mobile libraries continue to expand, with visits to retirement villages and nursing homes increased. Mobile libraries also now visit the Lanyon Market Place, Tharwa Village, Tuggeranong Markets, Oaks Estate, Sundowner Caravan Park and Weston Creek community.

The ACT Heritage Library contributed items from its collection to the *National Treasures from Australia's Great Libraries Exhibition* that opened at the National Library of Australia in December 2005. The exhibition is now touring all States and Territories until August 2007.

The ACT Government and Assembly Library continue to provide information and research services to members of the ACT Legislative Assembly and to members of the ACT Public Service. In September 2005, a new state-of-the-art Voice Recording Software (VRS) Recording System was installed. The Library now records radio stations 2CN and 2CC. These recordings are sent as MP3 file attachments via email to Members of the Legislative Assembly.

Ranger Services

There has been a reduction in dog euthanasia rates to less than 6%, down from approximately 7% in 2004-05. This correlates with an increased re-homing rate of 91% of dogs impounded as opposed to 89% in 2004-05. There has also been continued improvement in enforcement activity particularly in relation to dog attacks with over 97.5% of reported attacks resulting in seizure of the dog compared to 94% in 2004-05.

Domestic Animal Services has negotiated a Memorandum of Understanding with the RSPCA for de-sexing and vet care of animals. In conjunction with Environment ACT an avian influenza response plan was prepared, and funding was received from Emergency Management Australia to construct two animal recovery trailers for use in major emergencies where large numbers of animals are displaced.

The City Rangers undertook a blitz on illegal dumping around community charity bins in the first quarter of 2005-06. The joint campaign with ACT NOWaste has reinforced the government's 'no tolerance to litter' message.

The Traffic Camera Office deployed one new mobile speed camera van funded through the 2005–06 Budget. Two new fixed red light/ speed cameras also budgeted for in 2005-06 are scheduled to be operational in October 2006.

Parking Operations employed two additional Parking Information Officers to help regulate on and off-street parking with a strong focus on mobility zones, loading zones and other high-demand areas.

Asset Management Services

Asset Management Services ensure the integrity of new municipal infrastructure, landscape and waste assets constructed in the ACT. A major responsibility of the section is providing advice on potential constraints and opportunities regarding municipal assets that are to be integrated into the master-planning phase of major Territory and private development initiatives. Over 1,500 development applications and submissions were considered during 2005-06 and 95% of these were responded to within 10 days.

The unit conducts regular audits to ensure that relevant standards are maintained and to highlight areas where the Department needs to be proactive in providing advice to ensure compliance. A total of 10 supplier audits were conducted during 2005-06. In addition, the unit conducted 1,200 compliance inspections and responded to approximately 5,000 queries relating to Driveways and Stormwater Easements.

The unit conducted an Industry Forum in November 2005, where 40 participants discussed development and construction in the ACT. This forum enabled the Department to articulate its role in the construction and planning of municipal assets, as well as providing a forum to raise industry issues. Feedback from the forum was incorporated into Departmental documentation to ensure its ease of use by industry.

In December 2005 and March 2006 further stages of a new Integrated Asset Management System were released, which will significantly improve the way that infrastructure and landscape asset information is managed.

A number of mapping tasks were completed for the Department during 2005-06, including plans of management, sportsgrounds, community paths, landfill areas, fuel reduction burn areas and bushfire operational plans. In addition to paper maps the unit is extending its specialised Internet mapping to meet the needs of business units and the community, such as that which depicts dog exercise areas.

ACT Locate remains a popular web locate and mapping facility used across the ACT, with average daily visits of around 300 on business days and 150 on weekends.

Our Organisation and People

A stocktake of the Parks and Places fleet, plant and equipment was completed in April 2006. A vehicle management strategy review has highlighted the need to improve efficiencies, and Parks and Places will undertake further initiatives in line with Department policy in 2006-07.

A review of Parks and Places business systems was undertaken in February 2006. Further operational and business procedures will be developed in 2006-07 to support continuous improvement and compliance initiatives.

In consultation with Parks and Places field and office representatives, a Staff Training Plan is being finalised consistent with Departmental objectives to ensure core training needs are met in 2006/2007.

In January 2006, four apprentices successfully completed their Trade Certificates in Horticulture. One of these apprentices, Daniel Patterson was awarded the Apprentice of the Year in Horticulture in 2005. Eight new apprentices were also employed in January.

ACT NOWaste continues to support both ACT and Commonwealth government agencies under the Department's Government Leadership Program. A range of support and advisory services have been provided, such as guidelines on waste reduction processes, advice on appropriate infrastructure and services, education and promotional materials and case studies of success stories.

The Network undertook to carefully and sensitively manage staffing issues surrounding the restructure of the Department: *Taking Charge of our Future*. This included providing advice and assistance to staff throughout the change process and close management of staff who received a voluntary redundancy.

Our Budget

The Municipal Services Network contributed to the Department achieving its Budget savings target in 2005-06 and is on track to realise further Budget savings in 2006-07, by further streamlining business processes, natural attrition of staff and voluntary redundancies.

Future Directions

ACT NOWaste will continue to implement the No Waste by 2010 Strategy programs under Turning Waste into Resources, including initiatives that support The *Canberra Plan* objectives. Programs will continue to target government agencies, businesses, education institutions, the construction industry and public events.

A focus will be maintained on improving waste management and resource recovery facilities particularly at Mugga Lane and Mitchell. It is planned to bring weighbridge contracts back under the direct control of the Department.

As soon as it is ready for allocation, the Hume Resource Recovery Estate will be marketed to the resource recovery industry to develop a precinct approach and encourage synergies in co-location for resource recovery operators.

A new Waste Service Providers Forum is planned to provide an improved dialogue with the waste and resource recovery industry, so as to further work cooperatively in moving to more sustainable waste management practices.

In the mean time the Department's focus will be on diverting standard recyclables, construction and demolition waste and garden waste from the waste stream. Key activities will include facilitating the establishment and growth of existing construction and demolition waste processing operators and importantly to establish and encourage mixed waste

separation prior to delivery of materials to landfill.

The new Office of Transport structure will be in place from 1 July 2006.

Road Transport will implement the demand responsive services legislation and maintain momentum in addressing issues with wheelchair accessible taxi services. A further three ballots of leased taxi licences will be held over the next two to four years increasing the number of standard taxis, under the licence release program by 20%.

Progress with the "Action Plan for Accessible Public Transport in the ACT" will be evaluated in 2006-07 and an updated Action Plan developed.

In 2006-07 the focus for national road transport reforms will be on progress to the implementation phase, following passage through the parliamentary process. It is anticipated that these will include:

- 2nd package of amendments to the Australian Road Rules;
- the Compliance and Enforcement package; and
- the Intelligent Access Program.

An issues paper on the *Road Transport (Alcohol and Drugs) Act 1977* will be developed to provide an opportunity for community consultation on drink driving legislation reform.

Work will continue on the development of options to encourage the use of vehicles with good environmental performance.

Road Transport will continue the ACT's involvement in national work establishing a production Document Verification System for on-line verification of driver licences, and participate in other nationally significant projects which impact on road use in the ACT.

Planning will be progressed for an upgrade of Pialligo Avenue and how this would be linked into the future Majura Parkway. A taskforce has been established by the Minister for the Territory and Municipal Services to overview the progress of this planning as well as identify an agreed arrangement for the staging of the future works.

A review of the ACT section of the Kings Highway was undertaken in 2005-06, and this will be the basis for any future funding proposals either as part of the ACT Capital Works Program or Australian Government Road programs.

The continued successful construction of the GDE and associated traffic management will remain a priority.

Asset Acceptance is following up on the successful Industry Forum through the formation of a reference group that will meet as required to assist in refining standards and procedures, and addressing concerns. The municipal services drafting standard will be upgraded in late 2006.

Full implementation of the Integrated Asset Management System (IAMS) is due for completion in February 2007. The commissioning of IAMS during 2005-06 has enabled the updating of data with the latest asset information resulting from the range of developments across the ACT. This will result in a complete representation of the assets managed by DUS and enable a more accurate assessment of asset values and maintenance requirements across the Territory.

Asset Management Services is preparing to establish an intranet portal to improve its capacity to integrate the range of information sources across the Department. This will be established in late 2006 and will assist in resolving some of the information system integration issues as the Department moves into a new transition phase.

ACTLIS is in the process of reviewing the Home Library Service and the results of this survey will assist in improving services. A New

ACT Public Library Collections Policy will be completed in 2006. The new Civic Library Link building will open towards the end of 2006.

The National Policy Framework for Indigenous Libraries and Services and Collections will be launched in September 2006. ACTLIS will adopt this framework and implement its policy for services to Indigenous people in the ACT.

Ranger Services will work closely with the Department of Justice and Community Safety to establish the Office of Regulatory Services. Specifically the transfer of Parking Operations and outdoor café regulation will require close collaboration for the first quarter of 2006-07.

Ranger Services will continue to provide regulatory activities for open public space, litter offences and domestic animals. It is anticipated that the regulatory work regarding cat containment in the new suburbs of Forde and Bonner will begin in 2006-07.

In addition, Ranger Services will commission the operation of a number of new speed camera devices to be deployed across the Territory. Ranger Services working with the Office of Transport will also expand the network of gazetted roads on which mobile speed cameras can operate.

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Information and Access

Human Rights Act

The *Human Rights Act 2004* commenced operation on 1 July 2004 and is part of the government's commitment to build a human rights culture in the ACT and ensure that Territory managers 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 the Territory law clearly authorises otherwise.

During 2005 the Department participated in an inter-Departmental committee established to examine search and seizure powers in Territory law from a human rights approach.

The Department also continued to obtain advice from the Bill of Rights Unit of the Department of Justice and Community Safety about the human rights implications of proposed operational policy and legislation. Statements of compatibility were provided by the Bill of Rights Unit for all new Bills, within the Department's responsibility, that were introduced into the Legislative Assembly.

Preparations have also commenced for an audit of existing road transport legislation for compatibility with the Human Rights Act, which is proposed for the second half of 2006.

The Department is committed to ensuring that its regulators are informed on all aspects of human rights, and has attended a seminar delivered by the NSW Public Interest Advocacy Centre on the topic of "human rights and search and seizure powers".

Access to Government Strategy

In 2005 Urban Services developed its second Access Action Plan for 2005-2008, as required under the ACT Government *Access to Government Strategy*. Outlined below are the Department's achievements in 2005-06 against the key areas.

Equitable Access to Services & Facilities

In July 2004 the Department published the Updated Action Plan for Accessible Public Transport in the ACT 2004-2007. The continued implementation of this plan aims to improve the accessibility through addressing physical access to transport vehicles and infrastructure, as well as issues of policy and planning, information and communication. A key objective of the plan is to improve the performance of the Wheelchair Accessible Taxi (WAT) fleet, which continues to be monitored by the Department.

The Department is also assisting in the implementation of the recommendations of the WAT Reference Group Report, released in September 2005. Progress against this report includes the introduction of micro-management of the WAT fleet, which was mandated by new minimum service standards for taxi networks and notified on 20 February 2006. The service standards also require taxi networks to improve customer information and complaints handling for wheelchair hirings. The Department also continues to conduct random checks of WATs to ensure that drivers are correctly securing passengers and their wheelchairs in the

vehicle. Urban Services has also allowed existing WAT operators to take over decommissioned vehicles, bringing the WAT fleet from 14 vehicles up to the present 18.

Bus stops and taxi ranks continue to be upgraded to provide accessibility with 10% of bus stops now fully accessible and 77% of taxi ranks having accessible boarding points. The Department has commissioned a scoping study to assess the level of funding required to ensure all bus stops in the Territory are accessible and comply fully with the Disability Standards for Accessible Public Transport. A scoping study of the ACT's four bus interchanges has also been commissioned to gauge accessibility and compliance with the Disability Standards for Accessible Public Transport. Required work identified at Tuggeranong and City Interchanges is currently being implemented.

Urban Services is responsible for much of the public space in the ACT. The Department works toward creating public spaces that are accessible by everyone through a range of initiatives. The Civic Accessibility Study was commissioned in 2001 to determine strategic principles and guidelines to provide a framework for ensuring a high quality, accessible public realm and the development of a works program to achieve full access throughout Civic. This framework was applied to stage 1 of the City Walk upgrade in 2005 and the Childers Street upgrade, currently in progress.

In 2005-2006 the Urban Services Community Partnership program funded the following projects to improve access for people with disabilities:

- The development of Access for Everyone – Civic Entertainment and Retail Guide, was a project managed in conjunction with People with Disabilities Inc ACT (PWD). A consultant, Eric Martin and Associates, was engaged to conduct an access audit of retail premises willing to participate in the project, and develop an access map. The Guide, launched in March 2006, highlights accessible premises for those in the community who have mobility or sensory limitations and is available at www.pwdact.org.au.
- Gather and Grow, was a project which involved the Yarralumla Nursery and the Weston Creek Community Centre building a garden for Tuggeranong and Weston Creek Seniors. The garden is wheelchair accessible and has raised garden beds. It was successfully completed in early 2006 and people who are elderly, frail or have a disability are able to access the garden and participate in gardening activities.
- Visual Communication: Observations of Canberra, was a project managed by the ACT Library and Information Services in conjunction with Hands on Studio and Centacare. The project provided people with intellectual and/or physical disabilities with opportunities to develop creative skills and produce photographs, which were displayed across libraries in December 2005, coinciding with the International Day for People with a Disability.
- A Park for Everyone, is being managed by Parks and Places in conjunction with the Tocumwal community. The project aims to create a park environment that promotes access for people with disabilities, which includes a sensory play space and garden. It is progressing, with a landscape consultant engaged, the plans approved and quotes for construction being sought.

To improve the accessibility of children's play facilities, the Department is reviewing its playgrounds policy, with the draft policy released for consultation in May 2006. A liberty swing at Black Mountain Peninsula District Park is being installed for people with disabilities and access to Lake Tuggeranong is also being improved for use by organisations like Sailability ACT, which facilitates sailing activities for people with disabilities.

Equitable Opportunities for Participation

The Department launched an Integrated Customer Support (ICS) system in February 2006, which collects customer feedback provided to Canberra Connect. Customers are able to provide a range of comments (including complaints, compliments, requests for information, requests for service, notifications and suggestions) to the ACT Government via this online system. Customer comments received through the Canberra Connect Call Centre and Shopfronts are also recorded on the system. Customers wishing to track their feedback have the ability to so through the ICS system. The system also allows for the feedback to be automatically forwarded to the responsible agency for a response and to enable service improvement.

In early 2006 the Department undertook a Complaints Mapping Survey to identify how each business unit manages complaints. The survey identified that all business units adhered to the Urban Services Complaint Handling Policy and Procedures. However, it highlighted that there is currently no central mechanism for collating and analysing complaints data, which could be utilised for strategic planning purposes.

Urban Services finalised an investigation into consultation strategies preferred by people with disabilities in May 2006. A survey was distributed to 21 local peak disability bodies and other representative service groups to ascertain how the Department could improve its consultation processes with this target group. Responses to the survey have been collated and will inform the design and implementation of future Departmental consultations with people in the community who have a disability.

Urban Services also recently established a Community Advisory Group to provide advice on appropriate strategies to engage communities and groups. This Group has 10 community representatives, including a person with a disability, and meets bimonthly to provide strategic advice to the Department on community engagement issues.

Accessible Information

Urban Services is responsible for providing accessible signage at bus interchanges, tactile indicator paving at bus stops and taxi zones, and continues to install audible signals at traffic intersections and pedestrian crossings. Locations for audible signals are prioritised based on requests from disability groups or other government stakeholders (i.e. Disability ACT) or at locations where there is a clear immediate need. In 2005-2006 audible signals were installed across the following 9 locations: Mouat St/Brigalow St; National Cct/Brisbane Ave; Hindmarsh Dr/ Tuggeranong Parkway Northbound Ramps; Hindmarsh Dr/Tuggeranong Parkway Southbound Ramps; Haydon Dr/Battye St; Wentworth Ave/Telopea Park; Haydon Dr/ Ginninderra Dr; Canberra Ave/National Circuit; and Hindmarsh Dr/Melrose Dr.

Equitable Business Processes

In 2006 the Department supported three Graduate Administrative Assistants, who identified themselves as a person with a disability. In preparation for this the Department ensured a welcoming environment existed, workplace modifications were undertaken and induction information was provided to new starters in suitable formats. In the last year the Department also facilitated 16 work experience placements for people with a disability at various business units including Yarralumla Nursery, Parks & Places, the Tuggeranong Library and Domestic Animal Services.

To develop an approach for Urban Services to become a truly 'inclusive' organisation and to assess its capacity to establish an inclusive workplace that supports diversity, a Department-wide culture mapping and validation exercise was conducted in early 2006. This involved a cross section of 120 staff and managers attending various workshops, with participants encouraged to articulate disability and inclusion issues.

Staff Training, Advice and Support

Urban Services is implementing the ACT Public Service Employment Framework for People with a Disability via its disABILITY in DUS – Action Plan, finalised in March 2006. A consultant was engaged by the Department in late 2005 to assist with consultations with external stakeholders, management and staff. Information from these consultations informed the development of the disABILITY in DUS - Action Plan, which identifies the following outcomes for the Department:

- an inclusive organisational culture which is welcoming to people with a disability;
- a workplace which is sensitive to disability issues, confident in dealing with them and linked appropriately to disability employment supports; and
- a greater representation of people with a disability in the Urban Services workplace at all levels and across functional areas.

Progress against the disABILITY in DUS – Action Plan to date includes identifying a Disability Employment Contact role to provide information and support for current and potential staff and management.

The Department is developing benchmarks to identify the current number of people with a disability working across business units, including permanent employees, contract employees, people employed through other organisations and those undertaking work experience. It is also developing a disability employment website on the Department Intranet to provide a range of information and resources for managers and staff. The electronic toolkit for managers will have information that supports them to appropriately manage staff with disabilities, as well as dispel some of the myths about the perceived risks of employing people with a disability.

To increase the Department's capacity to employ a greater proportion of people with disabilities, guidance is provided to managers on modifications to the merit principle, consistent with the Public Sector Management Standards, and using a tailored approach to match individuals' skills and abilities to positions. Urban Services' induction program includes a module on diversity and disability awareness. The Department has also been revitalising its Workplace Diversity Contact Officer Network through the recruitment of more members, greater promotion of their role across the Department and facilitating refresher training on responding to issues relating to disability.

A range of training is offered to ensure Urban Services employees are supported and appropriate services are provided. In April 2006 the ACT Deafness Resource Centre provided training to people in ACT Records Services, with feedback indicating that the training not only improved their understanding of the disability but also created greater capacity in the area for better communication to occur between those employees with a hearing impairment and others in the workplace.

Strategic Human Resources recently organised training on computer software that assists staff with visual impairment, operating the TTY (telephone typewriters) service offered through Canberra Connect and accessing the National Relay Service. Staff also participate in the Disability Discrimination workshops, offered by the ACT Human Rights Office. Customer Service training continues to be delivered for staff with customer services responsibilities, including sessions on Customers with a Difference and Workplace Diversity.

The Department has recently established an Urban Services Disability Reference Group (DRG) to assist with the promotion of the Access Action Plan 2005-2008 and the disABILITY in DUS – Action Plan across the Department, monitor their implementation and provide ongoing advice to the Department's Strategic Management Team on disability access issues, priorities and reporting. The DRG includes representation from trade unions, disability employment agencies, the ACT Disability Advisory Council, specific business units in the Department and employees. Approximately 50% of

employee representatives on the DRG identify themselves as a staff member with a disability.

In June 2006 Urban Services held a 'Working with a Disability' Panel for interested staff to attend. The Panel was made up of staff with disabilities who were willing to talk about their experiences in the workplace, and Managers who have experience managing and supporting people with disabilities. It was very successful and provided participating staff with an opportunity to reflect on how the Departments' services and workplace could be improved for people with disabilities.

Community Engagement

ACT residents are likely to come into contact with Urban Services every day. This contact can range from something as simple as stopping at traffic lights or paying their vehicle registration via Canberra Connect to joining in one of the 'round town events, or participating in community consultation.

Building on the ACT Government's Community Engagement Framework, Urban Services embraced community engagement by establishing a Community Engagement Unit, within the Office of the Chief Executive, in November 2005.

The Unit established the Community Advisory Group (CAG) which reflects the diversity of our local people The CAG is advisory in nature and exists to:

- provide information and advice about the community, that will help DUS directly target community engagement activities to the relevant audiences;
- assist DUS to analyse the most appropriate techniques for types of engagement;
- advise DUS on any issues that may arise from consultation mechanisms;
- assist DUS in communicating constraints and opportunities with community engagement mechanisms; and
- provide a forum for a broad range of community members to express their perspectives on DUS services.

The CAG operates in a spirit of cooperation and negotiation under the framework of the ACT Government's Community Engagement Policy.

In March 2006 the Unit worked with the CAG to develop a Community Engagement Policy that specifically addressed the needs of Urban Services. The Policy provides a capacity for the community to influence and improve the delivery of the Department's services, as well as provides a framework to collect valuable feedback to include in decision-making processes. This ensures that the Department continues to offer targeted services that meet community needs, and helps guide priorities into the future.

In April 2006 the Unit introduced a specific framework for Departmental consultation based on IAP2 (International Association for Public Participation) frameworks and core values. This best practice model assists us in making better decisions which reflect the interests and concerns of our community.

The Unit also provided internal staff training to raise awareness about community engagement and the most effective and appropriate tools and techniques to facilitate effective consultation.

The Community Engagement Unit conducted research on the community's satisfaction levels with a range of Departmental services and advised business units throughout the year on how it could improve its engagement activities.

The following table lists the many ways we engaged the community during the year. The list is comprehensive, demonstrating the Department's commitment to include the community in the decision-making process.

Listed below are major community engagement activities undertaken by the Department of Urban Services during 2005-2006.

Municipal Services Network

Project	Target Group	Consultation Process	Group/Individuals Consulted
Road Transport			
Transport Reform Advisory Group (TRAG) to review efficiency and effectiveness of public vehicle transport	Public transport owners and operators in the ACT and surrounding region.	TRAG met every eight weeks or as required to provide advice to the Minister. Agenda and minutes provided to all members.	ACROD Advisory Committee; NSW Bus and Coach Association; Aerial Taxis and Canberra Taxi Proprietors Assoc; Limousine Industry Association, ; ACTION; TWU; AFP; Federal Airports Corporation; Weston Creek Community Council; Chief Minister's Department.
Wheelchair Accessible Taxi Reference Group	Groups involved with the needs of people with disabilities, individuals with disabilities	The Steering Committee met three times and the Working Group met five times during the period May to September 2005. The public consultation phase commenced on 28 May 2005 and closed on 8 July 2005. Submissions were made in person by representatives from the taxi industry. The Groups report was released in September 2005.	Nominees from Disability Advisory Council; Council on the Aging; Carers ACT; Department of Urban Services; Department of Disability; Housing and Community Services.
School Transport Liaison Committee	Users of ACTION school bus services	Meetings once every school term	ACTION; Department of Education & Training (inc Government and Non-Government Schools Office); Association of Parents and Friends of ACT Schools; Catholic Education Office; P&C Association; Association of Independent Schools.
Customer Satisfaction Survey – Taxi Services	People who use Taxi Services, including both general and business users.	Telephone survey, face to face interviews and log book reporting.	Unidentified members of the Canberra community.

Project	Target Group	Consultation Process	Group/Individuals Consulted
Road Transport			
Customer Satisfaction Survey – ACTION Bus Services	People who use Bus Services	Telephone survey, face to face interviews at interchanges and onboard buses.	Unidentified members of the Canberra community.
Roads ACT			
Majura Parkway and Pialligo. A task force was set up by the Minister for TAMS. The Taskforce met in June 2006.	Affected stakeholders and lease holders	Stakeholders meetings and letters	Defence; ACTION; Pedal Power; government agencies; Canberra Airport.
Tharwa Bridge Future Options Study (ongoing). Tharwa Bridge temporary strengthening and its future restoration or replacement The last public information session was held in December 2005.	Tharwa Community and Heritage Council	Roads ACT officer has regular contact with residents. Presentation to Heritage Council February 2006.	Tharwa Community and ACT Heritage Council.
Fairbairn Avenue upgrade (Completed January 2006)	Local residents, the wider community and road users.	Meetings and discussions with local residents. Media releases Meetings with other government agencies. Responding to phone calls, emails and Ministerials.	Fairbairn Avenue Community Action Group; local residents; people interested in purchasing local houses; National Capital Authority; Pedal Power; Defence; War Memorial Museum.

Project	Target Group	Consultation Process	Group/Individuals Consulted
Roads ACT			
Gungahlin Drive Extension (ongoing) There was community consultation within the period July 2005 - January 2006.	Community and local residents and key stakeholder groups.	Meetings with local residents and stakeholder organisations. Public meetings advertised in the press. Public displays at Site Management Team Office.	Australian Sports Commission; Canberra Stadium; Aranda Residents.
Bicycle User Group (ACTSTUG Capital Works Sub-Committee) (ongoing).	Bicycle riders	Meet every six weeks with organisations to discuss ongoing issues.	Pedal Power, ACT Veterans Cycling Club, ACT Cycling Club
Motorcycle Users Group (ongoing)	Motorcycle riders	Meet every 3-4months to discuss ongoing issues	ACT Motorcycle Riders Association.
Nicholls Shopping Centre modifications to access road. The Nicholls Project is ongoing and Charnwood project was completed. There was community consultation within the period of July 2005 to January 2006.	Road Users Traders ACTION Buses	Meetings and Letters Media Release	Road Users; Traders; ACTION Buses
Local Area Traffic Management (various) Deamer Crescent (Richardson) O'Halloran Crescent (Kambah) (completed).	Local residents and road users	Meetings with local residents Undertaken on behalf of Roads ACT Meetings and letter drops Notified other agencies and developed temporary traffic management programmes with affected agencies.	Local residents and road users.

Project	Target Group	Consultation Process	Group/Individuals Consulted
Roads ACT			
Capital Upgrades of footpaths, street lighting and stormwater infrastructure. There was community consultation with affected residents within the period of July 2005-January 2006.	Affected residents	Meetings with local residents and traders Letters of information to affected parties.	Local residents and traders.
Traffic Management Parking on Verges (Fyshwick) (ongoing).	Road Users Car Dealers	Letters and/or meetings with affected agencies	Motor Traders along affected roads; Office of Fair Trading; ACT Government Solicitor; Motor Traders Association; Fyshwick Chamber of Commerce.
Traffic Management Parking (minor) – various (ongoing).	Residents directly affected by measures (5-10 households) Disability Access Mobility Group ACTION Buses (depending on location)	Letter drops and telephone calls to inform and advise.	Affected residents Disability Access Mobility Group ACTION Buses (depending on location)
Traffic Management Parking (various) – shopping centre and commercial precincts (ongoing).	Transport Workers Union and affected businesses	Meetings and letter drops to inform and discuss.	TWU; Affected Businesses; ACTION Buses (depending on location).
Special events (i.e. Summernats, Canberra Show) Road Closures This project is ongoing. There was community consultation within the period of July 2005-January 2006.	Local residents, road users and local community	Letter drops and media releases to inform community.	Local residents; road users and local community.

Project	Target Group	Consultation Process	Group/Individuals Consulted
Roads ACT			
Bus Lane Modifications (ongoing).	Road Users ACTION Canberra Taxis Transport Workers Union	Meetings/Letters to individuals and stakeholder groups	Road Users; ACTION; Canberra Taxis; TWU.
Snow clearing on Rural Roads (ongoing).	Community National, Forest & Park users	Group Consultations	Namadgi National Park and Corin Forest.
Sutton Road upgrade	General community.	Group meetings Media releases Input to local community newsletter	Adjacent lease holders, local residents, environmental groups and road users.
Traffic Calming (Around Schools) Bergmann College This project is partially complete. University Of Canberra. This project was completed.	Parent Teachers Association Dept of Education and Training Concerned Schools Road Users	Meetings and Letters to concerned stakeholders	Parent Teacher Associations; ACT Department of Education and Training; Concerned Schools.
Request for comments on the National Transport Commission's proposed 2nd Package of Amendments to the Australian Road Rules (including changes to the Seatbelt Laws).	All road users.	Media Release used to advise community via ABC local radio, The Canberra Times and The Chronicle requesting community comment. Information about the proposed amendments to the Australian Road Rules was provided on the ACT Government's Road Transport website.	The Motorcycle Riders Association – ACT Branch; TWU; NRMA; the general public.

Project	Target Group	Consultation Process	Group/Individuals Consulted
Parks and Places			
Bushfire Operational Plan Physical Removal Activities	Residents affected by the physical removal activities	Letter box drop to adjoining affected areas prior to the commencement of works, if requiring further information a phone number was provided to the householders.	Only if residents requested additional information.
Bushfire Operational Plan Prescribed Burns	Canberra Community generally and specific Residents affected by the burn.	Media Release and letter drop to streets fronting onto the burn site, telephone call to individual areas as per burn plan requirements.	Adjoining lessees. As per burn plan DUS Agencies and Media Unit; Environmental Protection and Environment ACT; Police; Air Traffic Control; Meteorology (Airport); ACT Fire Brigade; ACT Rural Fire Service; COMCEN Emergency Services Authority.
Canberra Urban Parks and Places' Annual Usage Services and Satisfaction Survey	Canberra community park and sportsground visitors.	Random telephone survey (sample size 1200); in-park (sample size 500) and in sportsground survey (sample size 500) using predefined questionnaires.	Unidentified members of the Canberra community and inter-state visitors.
Canberra Urban Parks and Places' Annual Customer Satisfaction Survey	Clients of Canberra Urban Parks and Places	Questionnaire and interviews with a stratified sample of CUPP's customers in seven client groups (total sample size: 216 of 8,864 customers)	Seven client groups samples: Minister and advisors; ACT Government Agencies and NCA; Consultants and other service providers, General Public; Sporting bodies; volunteers and NGO's.
Cat Containment and microchipping regulations under the Domestic Animals Act 2000	Industry and Government agencies and groups	Meeting December 2005	RSPCA, vets, retailers and domestic animal carers.
Colour-in Canberra	Canberra community	Consultation by letter to nearby business' and residences, radio and newpapers.	Nearby businesses.

Project	Target Group	Consultation Process	Group/Individuals Consulted
Parks and Places			
Community Partnerships Program (grants program)	Children, youth, seniors, women, culturally diverse, Indigenous, people with disability and low income.	Program level: Pre funding information seminars, stakeholder meetings, telephone and email advice, funding agreements, letters, monthly progress reports, final report and acquittal. Project level: Full stakeholder engagement, i.e. work in partnership with target group to plan, deliver and evaluate individual projects.	Communities @ Work; North side Community Service; PCYC; ACT Writer's Centre; National Trust; Community Programs Association; Heart Foundation; Journey of Healing; Centacare; Migrant Resource Centre; Boomanulla Oval; Adrenalin Empire; Canberra In-line Skaters Association and Canberra BMX Riders Association.
Draft Plan of Management for Urban Open Space and public access sportsgrounds in the Gungahlin region.	ACT community, Gungahlin Community, Government stakeholder agencies, facility managers, facility user groups, sporting clubs and associations.	Public notice, issues workshops, public meetings, public consultation on Draft Plan.	Gungahlin Development Authority; ACT Planning and Land Authority; Sport and Recreation ACT; Gungahlin Community Council; Ginninderra Catchment Group; Land Development Agency; Conservation council of South East Region and Canberra, Environment ACT.
Determining Perpetual Care Trust percentages under the *Cemeteries and Crematoria Act 2003*	Industry stakeholders and ACT Government agencies.	Consultation with industry groups.	Industry groups; ACT Cemeteries Board; Norwood Park Ltd; ACT Government Agencies; ACT Public Trustee.

Project	Target Group	Consultation Process	Group/Individuals Consulted
Parks and Places			
Glebe Park and Black Mountain Peninsula Master Planning	Canberra community Relevant industry and other relevant organisations, individuals and developers ACT Government agencies	Public notices Public information session Meetings with community groups / industry/ ACT govt agency and other relevant agencies Written submissions invited Correspondence Email/ letters circulated re public info session Ongoing consultation with PPTeam 200 copies of the P&P information session flyer were letterboxed by the Reid Resident's Association with permission from.	Public: Reid Resident's Association, Convention Centre and Crowne Hotel Management, SMEC. Act Government: ACTPS (Canberra Central; DA team); Heritage ACT; City Rangers; Roads ACT; ACT No Waste; Arts ACT; AFP; CIT; DHCS; PCALM agencies (Park Presentation team, community events and programs, urban Tree management, Asset Acceptance); ACTION; ActewAGL.
Graffiti steering committee meetings	All parties affected by graffiti.	Monthly meetings	Police, ActewAGL; Telstra; Parks and Places; Department of Education and Training; Department of Justice and Community Services; Youth Coalition of the ACT; Ministers Youth Counci; Property Council ACT; Department of Housing and Community Services; ACTION buses; Crime Prevention Committee; Arts ACT.
Kippax Library sub station box Street art mural	Kippax shopping centre community	Process Kippax Task Force, Kippax library meetings as necessary	Kippax Task Force, Kippax library.

Project	Target Group	Consultation Process	Group/Individuals Consulted
Parks and Places			
Margaret Timpson Park Forward Design	Belconnen Community Traders Workers union Development industry ACT Government agencies	Two public meetings Public notices and media Meetings with Belconnen community, focus groups, interest groups and individuals Personal interviews with traders in immediate vicinity of MTPk Meetings with development industry to discuss cooperative approach Public display of Final draft Written submissions invited	Belconnen Festival Committee; Belconnen Health Centre; Belconnen Community Development; Belconnen Senior Citizens; Belconnen Community Services; Belconnen Arts and Cultural Centre Advisory Group; Belconnen Traders and Facilities Managers adjacent to the Park; BEST Club and Positive Strokes; Chris Timpson; Migrant Resource Centre; Indigenous Land Council; Megan Kelly; Melba High School; NDH Property Group; Unions ACT; Willemsen Corporation; Belconnen Community Council; Belconnen Festival Committee; Belconnen public; ACT Heritage Council; ArtsACT; ACTPLA; AFP; Belconnen Businesses.
Mobility mapping	Traders in the relevant area of Civic People with disabilities	Information flyer distribution and permission request to leaseholders and traders in the relevant area of Civic Public meeting Personal interviews with all relevant traders	150 businesses in the mapping area -traders and leaseholders; organisations representing people with disabilities were consulted and asked to comment on the draft map and website; ACROD (ACT); Access Adapt; Membership of PWD.

Project	Target Group	Consultation Process	Group/Individuals Consulted
Parks and Places			
Play spaces strategy	Organisations and groups representing children and their families Children ACT Government agencies	School survey Information to community groups Round table community meeting Supplementary meetings Written submissions invited Correspondence Multiple meetings, discussions and correspondence with relevant ACT Government Agencies	Children: All public and private primary schools - Giralang/Kaleen/Kambah (more than 1400 children). Community: ACT Children's Services Association; ACT Playgroups association; Active Australia Schools Network; Canberra pre school society; Gymbaroo; Noah's Ark; Parent Link; Parent Line; YWCA of Canberra; YMCA of Canberra; Central Canberra Family Day Care; Communities at Work; Belconnen Community Service; Northside Community Service; Southside Community Service; Family support-SCS; Woden Community Service; Woden Community Development team and Childcare team; Committees for Children Program-Inner North. ACT Government Agencies: DET; OCYFS; ACTPLA; LDA; ACTPS; Sport and Recreation ACT.
Street and Park Tree Replacement Program	Affected residents and stakeholder groups.	Letter to residents, public meetings and public notification (when required).	Local residents; resident associations and Community Councils.
Rural Road Prescribed Burns	Canberra Community	Media Release by ESA	Burns undertaken by the Rural Fire Service and Fire Fighting Volunteers.

Project	Target Group	Consultation Process	Group/Individuals Consulted
Parks and Places			
'round town community events	General Population, families, children, senior's, youth and geographically isolated.	Surveys and interviews conducted during events to inform future planning, pre and post event stakeholder meetings (to seek input and provide feedback) and telephone and email contact to ensure regular communication.	Community (attendees of events) COTA; Scouts; Guides; SES; Heart Foundation; ACT Health; Mental Health Foundation; Schools; Child care centres; Child and Family Centres; Aged care facilities; Karinya House; Camp Quality; Canberra Men's Centre; Police; RSPCA and ACT Rescue and Foster.
Asset Management Services			
Industry forum on asset acceptance procedures and processes for land development and redevelopment	Consultants, contractors, landscape architects, developers, inter-government agencies	Meeting to discuss the approval process and the various submissions required for obtaining approval from Asset Acceptance for off site works carried out under land development	
ACT NOWaste			
Issues associated with Bin Placements for Collection for Hawker and Holt residents	Affected residents and ACT Housing	Circular letters and joint meeting with affected parties	Management of body corporates, ACT Housing and affected residents.
2005-2010 Business Strategy Development	Business community	Issues paper presented to identified stakeholders and followed up with in-house forum	Toms Trashpak; Shop Basics; The Good Guys; Canberra Business Council; Cleanaway; ACT Chamber of Commerce; Thiess Services; SITA.
Draft Policy for Recycling at Public Events	Stakeholders involved in hosting, developing and managing public events	Circulation of letters, telephone conversations, input prior to development of draft policy, review of draft policy.	Public event organisers, land managers and those seeking to host future events.

Project	Target Group	Consultation Process	Group/Individuals Consulted
ACT NOWaste			
Multi-Unit Development Signage	Owners Corporations	Telephone, Email and Letter communications	Corporate managers for owners corporations.
Review of the development control code for best practice waste management in the ACT	Those involved in the planning, designing, approval, building, developing and managing of property	Conducted a series of stakeholder meetings for varying sectors. Released draft revised code to industry and public for comment and formal comments received were considered for final draft.	Planners, ACTPLA, builders, developers, architects, property managers/owners, associations including MBA, HIA and Property Owners/Managers Association.
ACTLIS			
Improvement of the Multicultural language collections. Selection of library materials by members of the Vietnamese, Serbian, Italian, French and Indonesian Communities	Several sections of the multicultural community	Library Materials in the languages listed were selected by 90 members of those communities	Representatives of the Vietnamese, Serbian, Italian, French and Indonesian speaking communities.
Improvement of the Multicultural Language Collections. Selection of library materials by the Spanish community.	Spanish community	Library materials in the Spanish language were selected by 80 members of that community	Representatives of the Spanish speaking community.
Review of the ACT Public Libraries Collection Development policy.	Library members	Community focus groups, survey conducted canvassed 970 respondents – made available in libraries and on-line.	On-line users and library customers.
Review of Library serials	Library members	In house and on-line surveys 300 responses	On-line users and library customers.
Review of Home Library Service delivered by volunteers	Home Library Service volunteers and through them their customers	Letters and survey forms	Volunteers; Home Library Service customers.

Enterprise Services Network

Project	Target Group	Consultation Process	Group/Individuals Consulted
Property Branch			
Customer Satisfaction Survey – completion of 2004 Survey (mentioned in the 2004-2005 Community Engagement Report) and the 2005 Survey	Community organisations and groups leasing multipurpose accommodation from the Property Branch.	Survey instrument (disseminated as a paper based survey in 2004, and as a paper based and electronic survey in 2005).	Tenants in multipurpose buildings owned and managed by the Property Branch.
Integrated Channel Management			
Canberra Connect Customer Benchmarking Survey	Sample from wide range of community groups.	Random telephone survey of 400 households and some additional focus groups held November/ December 2002, May/June 2003, December 2003/January 2004, July/August 2004, February 2005, November 2005, May 2006.	Response is segmented by specific demographics including sole parent, low income, aged etc, and cultural diversity including ATSI and NESB.
Canberra Connect Focus Group	Sample from cross sections of the Canberra Community living/working in Gungahlin.	One focus group was held in October 2005 – Gungahlin Feasibility Study	Individuals were asked a series of questions about service delivery to the Gungahlin community by Canberra Connect.

Project	Target Group	Consultation Process	Group/Individuals Consulted
Integrated Channel Management			
Consultation on ACT Government Records Management	The ACT Community	The Territory Records Advisory Council is appointed by the Minister for the Territory and Municipal Services under provisions of the Territory Records Act 2002 to advise the Director of Territory Records on issues relating to records management in the ACT Government.	Members of the Territory Records Advisory Council come from community groups and professional associations and from the Aboriginal and Torres Strait Islander community.
Women's Information and Referral Centre			
WiRC Client Satisfaction Survey	People who use WiRC services – predominately females.	Reply paid surveys were included in the January – June 2006 Community Calendar for Women mail out to individuals. Surveys were also available at the Centre.	Unidentified members of the community.

Multicultural Framework

Urban Services values and recognises the cultural and linguistic diversity of the people of the ACT and the important contribution they make to the community. During the year the Department continued to implement initiatives to ensure equitable and inclusive provision of government services to all members of Canberra's diverse community.

This report summarises the 2005-06 initiatives against the three goals listed in the ACT Government's Framework for a Multicultural ACT, namely:

- Embracing cultural and linguistic diversity;
- Valuing cultural and linguistic diversity; and
- Utilising cultural and linguistic diversity.

Embracing Cultural and Linguistic Diversity

Corporate Initiatives

Throughout the year the Department's recruitment processes enabled job vacancies to be advertised in a wide range of publications and through a range of media to ensure that employment opportunities are accessible to all members of the community, including people from culturally and linguistically diverse backgrounds.

The Urban Services *Recruitment Manua*l and *Guidelines for Selection Committees*, developed in 2004, includes information about diversity principles including the provision of appropriate selection documentation, which is inclusive and does not contain any inherent bias. Selection panel training includes similar information. These philosophies were observed throughout theyear by all staff engaged in recruitment processes.

Information on procedures for obtaining recognition of overseas qualifications was, and is, available to potential applicants on the Department's website.

Information Access

Information on how to access translation and interpreter services is provided through the Department's publications. Information in languages other than English and telephone interpreter services are also provided via the Canberra Connect website and call centre.

In 2005-2006, the Women's Information and Referral Centre continued to provide accessible assistance and to develop relationships with at risk and marginalised communities, including women from culturally and linguistically diverse backgrounds. Assistance included information, referrals and targeted services, including domestic violence and sexual assault programs; information and programs for women that focus on personal development, such as assertiveness, stress management and self confidence; sessions on basic computer skills for women who have little on no computer skills.

Library Services

The Multicultural services link on the ACT Library and Information Services (ACTLIS) web page was updated. The site includes library information in 29 languages, and links to the language collections of the ACT Public Library and other language resources.

In November 2005, ACT Library and Information Services, in association with other Australian State and Territory libraries, launched the national multilingual portal MyLanguage.gov.au. This site provides access to online information resources for over 65 language groups, and includes ACT-specific information. The site was a finalist in the 2006 Stockholm Challenge Award, an International award program for the promotion of socially inclusive websites based in Sweden. ACTLIS played a major role in the development of this site.

ACTLIS provides collections in 18 different languages, some of which have been donated by local communities. Access to resources in other languages is facilitated

via a partnership with the State Library of NSW (SLNSW). Bulk loans from SLNSW have included materials in Farsi, Thai, Tamil, Russian and Urdu.

In collaboration with the ACT Legislative Assembly Library, a guide has been produced to demonstrate how library resources can help staff from culturally and linguistically diverse backgrounds in their work.

Roads ACT

Roads ACT regularly makes presentations to overseas delegations on the range of services it provides to the ACT community. Participation in these activities not only contributes to the transfer of knowledge and expertise, but also provides participants with an opportunity to develop and enhance their cultural skills and understanding.

Valuing cultural and linguistic diversity

Capital Linen Service

Capital Linen Services' employees from culturally and linguistically diverse backgrounds are well represented in the supervisory and leading hand ranks of the business unit, with 54% of these positions occupied by an employee from a non-English speaking background.

44% of Capital Linen Services' employees who have participated in the nationally accredited certificate training provided by the business unit are from culturally and linguistically diverse backgrounds. For a number of these people English literacy was a potential barrier, which was overcome by providing employees with a collaborative and flexible approach to training and a range support from managers, family, colleagues and the training organisation.

Corporate Initiatives

New employees to the Department attended an Induction Program, which includes a specific session on diversity and emphasised the Department's commitment to creating an environment that embraces and values the individual differences between people and the importance of providing opportunities for all individuals to achieve their full potential. The session also includes information on the ACT Government Multicultural Staff Network.

Support is provided to the Department's Workplace Diversity Contact Officers who contribute to ensuring that the work place is free from discrimination, harassment and bullying and that all employees are able to achieve their full potential regardless of age, ethnicity, disability, family circumstances, gender, political belief, race, religion and sexual orientation.

The Department of Urban Services' Certified Agreement 2004-2007 provides the framework to ensure that workplace practices are respectful of employee's cultural obligations. The Agreement also provides information for managers and staff about flexible working arrangements including part time work, flex time, leave arrangements and home based work.

Executive performance agreements include the requirement to practise effective human resource management to all staff, in accordance with the principles of developing and motivating staff, equal employment opportunity, selection on merit, providing a safe and healthy work environment, flexibility of working arrangements to meet staff needs and service delivery.

Community Engagement

The Community Engagement Unit provides information and advice to assist government officers to engage with members of the community from culturally and linguistically diverse backgrounds in an inclusive way. The Department's Community Advisory Group

includes representatives from Canberra's culturally and linguistically diverse community.

Community Partnerships Program

The Community Partnerships Program project '1955' involves creating a 'reverse time capsule' by interviewing migrants who arrived in, and were part of creating Canberra in 1955. Audio reflections, photographs, artefacts and stories from a representative group have been collected to form the contents of the 'time capsule'. The transcripts from each interview have been converted into a script for the final stage of the project where young actors will portray each migrant. The film will be stored on DVD/CD and distributed to ACT schools as a way of bringing Canberra's cultural heritage to a new generation. Copies of the film along with materials collected will be housed at the ACT Heritage Library, and a public exhibition will be held to launch the project in mid 2006.

Library Services

In 2005-06 ACT Library and Information Services hosted a number of programs in partnership with community groups including an interstate Latin American Poetry forum and the launch of a book by local Chinese writers in association with the Chinese Cultural Association. An exhibition about Don Quixote took place in partnership with the Spanish Embassy. Two Spanish story times were also held.

ACT Library and Information Service received donations of material from the Embassies of Saudi Arabia, Spain and Chile. TACSAA, the Turkish Cultural Association, donated over 150 books and serials.

Six English conversation groups are held each week across several libraries in the ACT. These groups are run in partnership with ACT Library and Information Services and the Canberra Institute of Technology's Home Tutor Scheme.

The ACT Heritage Library partnered with the Migrant Resource Centre and the Multicultural Arts Officer to conduct oral histories with migrants who came to Canberra in 1955. ACT Heritage Library staff also conducted a record keeping workshop for people from culturally and linguistically diverse backgrounds.

Property

The Property Branch worked closely with the Department of Disability Housing and Community Services to establish the new Theo Notaras Multicultural Centre on the second floor of North Building on London Circuit. The Centre, which was officially opened by the Chief Minister on 8 December 2005 houses six peak bodies and 23 community organisations–including representatives from the Pakistani, Mon, Thai, Vietnamese, Spanish, Korean, Samoan and Russian Communities.

Utilising cultural and linguistic diversity

Capital Linen Service

On-the-job training at Capital Linen Service is provided to increase participation of people from culturally and linguistically diverse backgrounds, older age groups, women and other disadvantaged groups.

Corporate Initiatives

Equal opportunity data collected for employees indicates that Urban Services has one of the most culturally diverse workforces in the ACT. For example Capital Linen Service has over twenty nationalities represented in its workforce, Roads ACT has in excess of sixteen different nationalities, while more than a third of ACT Library and Information Services staff are from culturally and linguistically diverse backgrounds.

Library Services

During the 2006 Multicultural Festival Community Selection days were arranged, where members of the Serbian, Vietnamese, Italian, French, Indonesian, Spanish and Latin American communities selected the resources for inclusion in the ACT Public Library's collections.

ACT Library and Information Services has increased the number of bilingual material available for children in order to support language learning and cultural maintenance. This material also provides children in the wider community with access to the stories and languages of different cultures. ACT Library and Information Services staff participated in a University of Canberra seminar for parents who are raising bilingual children.

ACT Library and Information Services employs a project officer who is responsible for developing services for people from culturally and linguistically diverse backgrounds.

Aboriginal and Torres Strait Islander Reporting

The Council of Australian Government's report *Overcoming Indigenous Disadvantage, Key Indicators 2003* identifies the following priority areas to achieve a vision for how life should be for Indigenous people:

- safe, healthy and supportive family environments with strong communities and cultural identity;
- positive child development and prevention violence, crime and self harm; an
- improved wealth creation and economic sustainability for individuals, families and communities.

In 2005-06 Urban Services facilitated a number of programs and initiatives that contribute to these outcome areas and to the Department's commitment to building partnerships with and improving services to Aboriginal and Torres Strait Islander people in the ACT.

ACT Library and Information Services

ACT Library and Information Services is a member of the Council of Australian State Libraries Indigenous Library Services and Collections Working Group. In line with the National Policy Framework for Indigenous Library Services and Collections, ACT Library and Information Services began reviewing its services to Aboriginal and Torres Strait Islander people in 2005-06.

The Mobile Library continued to make monthly visits to the Winnunga Nimmityjah Aboriginal Health Service, providing materials on topics such as diabetes, pregnancy, adult literacy and financial management, as well as general interest resources. New materials have also been purchased in response to requests made by customers of this service.

During NAIDOC Week (July 2005) the Mobile Library presented a Children's Storytime at Winnunga, and a display of Indigenous textiles was mounted at Tuggeranong Library.

The ACT Public Library began implementing a collection development program which reflects both traditional and contemporary Indigenous culture, as well as purchasing the publications and recordings of local indigenous artists.

Book Start bags for babies continued to be provided to new parents at the Winnunga Nimmityjah Aboriginal Health Service.

ACTLIS staff attended an Indigenous Cross Cultural Workshop at the ACT Multicultural Centre. A library orientation program was also run from the Civic Library for students of the Yurauna Centre, an Aboriginal and Torres Strait Islander student support learning centre at the Canberra Institute of Technology.

ACTLIS continues to employ a project officer responsible for developing policies and services to Indigenous people.

Community Partnership Program

Through the Community Partnerships Program, Urban Services continued to work with communities, including Aboriginal and Torres Strait Islander groups on projects that complement Urban Services' core business, while engaging the community and improving customer service.

In 2004-05 the Department provided funding for Journey of Healing ACT to work in partnership with Environment ACT on the Ngunnawal Stories project. The project involves developing a book about Ngunnawal elders through interviews. Draft chapters have now been completed and are due to be finalised at an Elders camp in September 2006. An Indigenous editor and graphic designer are currently being sought to oversee the final published product due to be completed in December 2006.

The Boomanulla Oval Landscaping Project (originally funded in 2003–04) was completed in 2005-06. Yarralumla Nursery staff worked with local Indigenous participants to propagate and grow a range of plants for landscaping the Boomanulla Oval which hosts a variety of local Indigenous sporting and community groups. The project was formally launched during NAIDOC week in July 2006.

Community Engagement

The Community Engagement Unit provides information and advice to assist government officers to engage with Indigenous individuals and communities in an inclusive way.

Property Branch

Property Branch assisted ACT Health to identify and make available suitable accommodation for the provision of vocational education and skills training programs in order to achieve improved participation, retention and outcomes for young people, including Indigenous students and those at risk.

Strategic Human Resources

The Department's recruitment processes have been designed to enable managers to advertise vacancies in a wide range of publications, including Indigenous media, such as the Koori Mail.

Women's Information and Referral Centre

The Women's Information and Referral Centre continued to provide accessible assistance and to develop relationships with at risk and marginalised communities, including women from Indigenous backgrounds. Assistance included:

- information, referrals and targeted services, including domestic violence and sexual assault support programs;
- information and provision of programs for women that focus on personal development, including assertiveness, stress management and self confidence; and
- sessions on basic computer skills for women who have little or no computer skills.

ACT Women's Plan

The *ACT Women's Plan* sets out the ACT Government's vision for working with the community to improve the status of all women and girls, and provides a shared approach for working towards this vision across ACT Government agencies. The Plan identifies six key objectives for agencies to work towards and an annual Action Plan outlining specific actions by agencies to progress the objectives. In 2005-06, Urban Services implemented a number of specific initiatives relevant to four of these objectives. These included operating the Women's Information and Referral Centre (WiRC), providing recreational events for women, and delivering initiatives to assist in providing protection and support for women. Specific achievements against each objective are outlined below.

The two objectives of the *ACT Women's Plan* where the Department did not have specific contributions are Responsive Housing and Economic Security and Opportunities. However, the WiRC does provide support, information and referral for women experiencing domestic violence and

homelessness. Similarly, the Department's *Women's Workplace Action Plan* will contribute to increasing the economic security and careers of women in Urban Services.

Objective one: Representation and recognition

Urban Services continues to implement its *Women's Workplace Action Plan* 2005-2007, which was launched by the Minister for Urban Services in October 2005. The plan's mission is 'that Urban Services is a diverse and gender friendly workplace–where women and men can contribute their best, reach their career potential and enjoy a healthy work/life balance'. It sets out structured commitments on how the Department proposes to address issues that impact on women's opportunities to reach their full career potential in Urban Services.

By November 2005 an Urban Services Women's Committee was established and a Women's Advocate appointed, whose primary role is to advocate and champion women's career development in Urban Services, as well as Chair the Women's Committee. The Women's Committee progressed a range of workplace and career issues of interest to both women and men during the year, including work/life balance, professional development and participative decision-making.

For International Women's Day, WiRC produced a program of events and distributed it to 104 women's organisations, community services and women's groups in the ACT. The Women's Committee organised an International Women's Day, Women in Leadership event featuring Virginia Hausegger as the key-note speaker. Over 100 people attended the event and alternative arrangements were made for staff unable to leave their worksites to provide them with information on women's issues and an opportunity to celebrate the event at their workplaces.

In 2006 WiRC produced the ACT women's services guide, which has a comprehensive list of services of particular relevance to women and their families. The brochure is available at the WiRC or its website and is regularly updated.

Objective two: Good health and wellbeing

WiRC continues to produce the Community Calendar for Women twice a year, which provides information about groups and course that enhance women's health and wellbeing. Approximately six thousand copies of the Calender are distributed to community services, service providers, medical centres and individuals, as well as also being available on the WiRC website.

During 2005-06 WiRC ran four domestic violence support groups for women, attracting a total of 36 participants. The group raises awareness of the impact of domestic violence on the women and their children, reduces self-blame, increases self-esteem and reduces isolation. Participants are also informed of services and support in the ACT community. In July 2005 WiRC also recommenced its work with the Canberra Rape Crisis Centre, providing a support group for survivors of sexual abuse.

To promote good health across the Department, the Urban Services Women's Committee organised a Work/Life Balance panel discussion in April 2006, with 45 people attending. Panel members were Urban Services staff, who spoke about how they each balance their work and home commitments to achieve quality of life. The working group is currently preparing a staff survey to inform a review of the implementation of work life balance options for Urban Services staff. The information gathered will enable the Department to put in place actions to improve work and life balance opportunities for staff.

Objective four: Safe, inclusive communities

To develop an approach for Urban Services to become a truly 'inclusive' organisation and assess its capacity to support diversity, a Department-wide culture mapping and validation exercise was conducted in early 2006. This involved a cross section of 120 staff and managers attending various workshops, with participants being encouraged to articulate disability and inclusion issues. Following the exercise, the Department is focusing on issues such as support provided to women managers to reach their career potential and increasing the awareness of Urban Services as being an employer committed to diversity.

Information, referral and targeted services for women in the community continue to be provided through the WiRC. Its targeted services include support groups, the Thinking Thursday information sessions, outreach activities and computer Internet training sessions. In 2005-06 WiRC had an average of 675 enquiries per month from women seeking support primarily for domestic violence / relationships, accommodation, counselling, legal / separation, financial and health issues, and requesting information on courses. WiRC's average number of referrals made to other services per month was 200.

WiRC's Community Calendar provides information on programs for women that focus on personal development, including assertiveness, stress management and self confidence. In 2005-06 44 groups were identified in the calendars, 11 provided directly by WiRC and the others by the ACT community sector.

The 'round town program provides access to recreational events in local areas across the ACT, which among other objectives, assists in addressing issues of social isolation for women. During 2005-06 'round town events were held in twenty locations, including Dunlop, Gungahlin, Theodore, Gordon, Kambah and Hawker, and attracted an estimated total of 50,000 people. A special Mother's Day event was held on the 14th of May in Glebe Park with over 4,500 people attending. It raised over $1,000 for Karinya House, a not-for-profit women's organisation.

The Government has also prepared legislation to provide for demand responsive public passenger services in the ACT from early July 2006.

The objective of the new provisions in the *Road Transport (Public Passenger Services) Act 2001* is to ensure the effective regulation of flexible, demand responsive, multi-hire public passenger services. It provides for Regulations to apply to two kinds of bus services, regular route services, and tour and charter services, as well as taxi and hire car services.

To improve community safety the following areas had new lighting installed or upgraded: Masson Street, Turner; Cowper Street and Wakefield Avenue, Ainslie; Griffith Shops, Griffith; Tuggeranong Foreshore, Greenway; Liardet Street, Weston; Kennedy/Giles Street, Kingston; King Street (Carpark) Deakin; Duff Place, Deakin; and Ricardo Street, Wanniassa.

Objective six: Flexible education and training

In 2005-06, WiRC advertised groups, courses and workshops for women, held in the community on both the WiRC website and the Communities Online website, as well as via Whole of Government email messages, the *Canberra Times* and through women's networks.

During 2005-06, WiRC conducted 14 Computer and Internet training sessions, with a total of 27 women participating in the sessions. The aim of these sessions is to enable women to feel more confident and to explore further training in these areas. WiRC also provided 11 personal and professional development courses for women, with a total of 88 participants. Course topics included Stress Management, Self esteem, Anger

Management, Assertiveness and Effective Communication.

WiRC has a library with a range of books utilised by women accessing services provided by the Centre, to complement the learning gained at groups and courses. The library continues to build its resources through the purchase of 40 new books last year.

In 2006-07, WiRC is moving across to the Department of Disability, Housing and Community Services. One of its new initiatives will be a partnership with the Women's Legal Centre to provide information sessions on separation issues that will include legal information, support in the community and opportunities for peer support.

Part C: Management of the Organisation

Managing Our People

Human Resources Performance and Analysis

Overview of Performance

At 30 June 2006, Urban Services had a workforce of 1036 employees of whom, 886 (87.5%) were permanent employees and 464 (44.8%) were women. The workforce decreased over the course of the financial year as a result of the *Taking Charge of our Future* project. This project was undertaken to realign the Department's business activities in order to improve the service it provides to the ACT Government and Community.

As part of *Taking Charge of our Future*, Human Resources was restructured to become better aligned with the needs of the Department. The Branch was renamed Strategic Human Resources to reflect the increased focus towards the long-term sustainability of the Department, and a Workforce Capability section, responsible for a range of strategic people initiatives such as workforce planning, attraction and retention, recruitment, learning and development, performance management and diversity was created. The integration of these functions into one section recognises the significant impact these have on the overall achievements of Urban Services' workforce.

During the year, Urban Services' workforce continued to adapt to the changed work arrangements and requirements. Senior management, line managers and human resource practitioners worked in partnership to address major workforce issues confronting the Department. Key challenges included managing the change processes associated with the restructure of the Department, developing targeted approaches to enhance workforce capability, attracting employees, including those with disabilities, and continuing to maintain, develop and implement initiatives to ensure a safe and healthy workplace.

The Department has realised a range of achievements in terms of workforce activities and enhanced practices. These include.

- *Recruitment:* The Department invested considerable efforts into strategies to attract potential applicants. These have included providing customised assistance to business managers to develop contemporary marketing approaches, utilising more effective advertising options, and giving greater consideration to the diverse needs of our community.
- *Learning and Development*: A new approach to Learning and Development was developed which aligns learning to the needs of the business and the ACT Government, and tailors the delivery of training to specific job requirements. The approach also recognises the importance of capabilities at three distinct levels: behavioural capabilities required for a high performing culture (eg. open communication); core capabilities required to work effectively as a Government employee within in Urban Services (eg. understanding and respecting diversity); and technical capabilities required to do specific jobs (eg. using key pieces of equipment).

Capability development across these three levels will help to ensure a high performing and sustainable Department

- *OHS Initiatives:* The Department continued to promote a risk-based approach to managing safety, minimising the impact of workplace injury and increasing health and safety awareness Department-wide. In 2005-2006, the Department achieved a $1.1M reduction in premiums with the premium rate reducing from 4.31% in 04-05 to 2.99% in 05-06. The Promoting a Healthy workplace program continued to be implemented focussing on disease and illness prevention, increasing physical activity, emotional wellbeing and raising health awareness for staff.
- *Equity and Diversity Initiatives:* A number of initiatives have been undertaken to increase the 'inclusiveness' of the Department as an employer, and to enhance the experience of employees, particularly those with a disability and women in non-traditional roles. For example, a recruitment-attraction workshop, work-life discussion panel, and a presentation from a local female celebrity have all assisted to raise awareness about these issues. In addition, working parties to progress actions on the DisABILITY in DUS Action Plan and Women's Action Plan have both been active for much of the year
- *Workplace Relations:* The Department undertook to carefully and sensitively manage the staffing issues surrounding the restructure of the Department. This included providing advice and assistance to staff throughout the change process and close management of staff who received voluntary redundancy
- *Performance Management:* As part of enhancing a performance culture, the Department developed a new approach to Performance Management (PLUS – Performing, Learning, Understanding, Succeeding), which provides a broader approach to developing staff and enhancing performance. The program recognises the importance of ongoing informal feedback, and considers the longer-term needs of both staff and the Department. The approach integrates not only traditional performance monitoring, review, and capability development, but also career advice and succession planning, all in the context of ongoing open communication.
- *HR Management Systems:* The Department has continued to actively participate in the implementation of the CHRIS21 system. This has included providing input into system configuration and functionality requirements post-implementation and provision of resources for the purposes of modular application testing. Staff resources have also been committed on an ongoing basis to input and validate data as system configuration and component modules of CHRIS21 have been released.

Workforce Planning

During 2005-06 the Department piloted a new approach to workforce planning to ensure managers are informed of the status of the workforce and are positioned to plan for the future. This approach has included the development of a regular workforce profile report that provides managers with their workforce profile against a set of key workforce indictors. The approach also incorporates benchmarks against ACT Government, Commonwealth and Private sector indicators. The Department has invested considerable effort into developing reporting methodologies that will continue to enhance workforce planning capabilities in the coming financial year.

Human Resource Performance Reporting

Human Resources measures and reports on its performance by providing monthly reports on FTE staffing levels measured against agreed ownership targets to the Senior Management Team, and monthly reports on the initiatives and outcomes of activities undertaken by the Strategic Human Resources branch to the Senior Management Team.

Future Directions

In line with the Department's business directions for 2006-07, Urban Services will continue to support programs to assist employees cope with change following the functional review, ensure a safe and healthy workplace, enhance employee growth and performance, attract great people, and enhance workforce capability within the Department.

Specific projects planned for 2006-07 include:

- supporting the Department's workforce through change as a result of the Functional Review;
- contribute to the implementation of recommendations arising from the Functional Review;
- continue to implement the new approach to performance management, learning and development and workforce planning;
- continue to work with line managers to attract great people and develop effective means of retaining great employees;
- continue to progress initiatives aimed at making the Department a truly inclusive organisation for its current and future workforce.

Staffing Profile

Table 1: Staff Headcount by Classification as at 30 June 2006

Classification Group	Female	Male	Total
Executives	5	10	**15**
Senior Officers	51	86	**137**
Administrative Service Officers	272	176	**448**
Professional Officers	33	7	**40**
Technical Officers	8	21	**29**
Public Affairs Officers	1	4	**5**
Rangers	0	4	**4**
General Service Officers	19	200	**219**
Capital Linen Service Officers	64	50	**114**
Graduate Administrative Assistants	2	2	**4**
Trainees and Apprentices	9	12	**21**
Total Headcount	**464**	**572**	**1036**

Table 2: Staff Headcount by Employment Category as at 30 June 2006

Employment Category	Female	Male	Total
Permanent Full-time	341	486	**827**
Permanent Part-time	68	11	**79**
Temporary Full-time	32	54	**86**
Temporary Part-time	4	1	**5**
Casual	19	20	**39**
Total Headcount	**464**	**572**	**1036**

Table 3: Staff Headcount by Average Length of Service as at 30 June 2006

Gender	<1yr	1-3yr	3-6yr	6-9yr	9-12yr	12yr	Total
Female	66	86	103	46	23	140	**464**
Male	59	159	83	37	28	206	**572**
Total	**125**	**245**	**186**	**83**	**51**	**346**	**1036**

Table 4: Staff Headcount by Age as at 30 June 2006

Gender	<20	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65+	Total
Female	4	26	39	54	52	65	79	69	52	19	5	**464**
Male	7	33	38	52	77	79	98	75	62	42	9	**572**
Total	**11**	**59**	**77**	**106**	**129**	**144**	**177**	**144**	**114**	**61**	**14**	**1036**

Culture and Values

The values we display as individuals and as an organisation continued to underpin the way we operated throughout 2005-06. Honesty, integrity, accountability, cooperation and openness form the basis of our dealings with the community, our stakeholders and each other. We will continue to respect diversity and be flexible in our approach to work.

New employees of the Department receive training in the values of the Department and the ACT Public Sector Code of Ethics. During the year, the Strategic Management Team developed and communicated to the Department the core behaviours that they would operate under.

During 2005-06, the Department developed The Guide to Discipline and Inefficiency Procedures. The Guide provides a practical step-by-step method for dealing with discipline and inefficiency cases within the Department. The Guide is in accordance with Sections J and K of the the Department's Certified Agreement 2004-07 and the *ACT Public Service Code of Conduct*. Features of the Guide include outlining how to give feedback and discipline letter templates for all steps of a discipline or inefficiency process.

This new education/training tool will be accessible on-line through the Department's intranet and through a 'managers tool-kit' presentation being implemented for new and existing managers and staff early in the new financial year.

Workplace Diversity

The Department progressed a number of initiatives that optimise the diverse skills, talents and background of its people. During the year, two projects were undertaken and targeted at two distinct groups.

It was acknowledged that there is a risk in that by merely promoting diversity, some of the issues particular to people with a disability or to women or to Indigenous people or those from a culturally and linguistically diverse background, are lost. At the same time it was appreciated that there would be advantages in bringing together synergies between the Women in Urban Services project and the Disability in Urban Services project to ensure that most effective use is made of time and resources.

The governance structures for both diversity related projects provide opportunities for staff from different work areas and diverse backgrounds to contribute to strategic policies and solutions.

Women in Urban Services

The Women in Urban Services project was initiated during 2004-05 to canvass a range of issues of interest to both women and men. These included work/life balance, professional development, and participation in decision-making. The project was designed with three distinct phases: Phase 1: Identifying the Issues; Phase 2: Analysing and Reporting on the Issues; and Phase 3: Implementation.

Phase 1 involved consulting with staff and was finalised in May 2005. Phase 2 commenced in June 2005 and involved an analysis and reporting of the issues. The *Women's Workplace Action Plan* 2005-2007 was developed and launched by the Minister for Urban Services in October 2005. The Plan's mission is 'that Urban Services is a diverse and gender friendly workplace – where women and men can contribute their best, reach their career potential and enjoy a healthy work/life balance'. The Plan sets out structured commitments on how the Department proposes to address issues that impact on women's opportunities to reach their full career potential in Urban Services.

The implementation of the plan is Phase 3, which commenced in November 2005 with the appointment of a Women's Advocate and the establishment of the Women's Committee. The role of the Women's Advocate is to advocate and champion women's career development in Urban Services and to oversee the implementation of the Women's Workplace Action Plan. It had been identified during the consultation phase that a Women's Workplace Committee should be formed and that it would take overall responsibility for the implementation of the Action Plan.

The outcomes required by the Plan are improved people management skills and practices, an enhanced organisational culture which values gender diversity, an improved recognition of work/life balance and flexible work practices and an improved capacity for more women to become senior managers and for women at all levels to achieve their career potential. These outcomes are consistent with Equity and Diversity Framework Principles.

Key achievements of the plan as they relate to ACTPS Equity and Diversity Framework Principles are:

Leaders value and promote equity and diversity

- Women's Advocate appointed and Women's Committee established;
- Performance management framework revised and redeveloped with enhancements to ensure that gender specific issues are considered; and
- Development of Women's Leadership Program.

Strategic and operational plans incorporate equity and diversity strategies

- Women's Advocate and Committee played key role in Department-wide culture mapping exercise;
- Attracting and retaining a diverse ACT Public Service; and
- Promotion of Women in Urban Services in local media including feature stories.

Equity in employment practice

- Review of Recruitment/Selection practices underway to ensure no hidden gender bias.

Work and life balance

- Working Group established to review and report on issues. Survey developed to audit status; and
- Women's Network hosted panel session to raise awareness.

disABILITY in DUS

During 2005-06 the Department also conducted the disABILITY in DUS project in order to ensure the Department meets its responsibilities under the ACTPS Employment Framework for People with a Disability. In addition, this work supports the commitment of the Executive to increase the diversity of the workforce so it more closely aligns with the customers of the Department.

This project has two stages. Stage 1- Consultation was conducted between October 2005 and January 2006. A Consultant was engaged and project team established. Consultations with external stakeholders and internal groups including Senior Managers Forum, Workplace Diversity

Contact Officers and two staff consultations were undertaken. A planning workshop was also held and DisABILITY in DUS–Action Plan prepared.

Outcomes specifically being sought by the Plan are an inclusive organisational culture which is welcoming to people with a disability, a workplace which is sensitive to disability issues, confident in dealing with them and linked appropriately to disability employment supports, and greater representation of people with a disability in the Urban Services workplace at all levels and across functional areas.

Key achievements of the plan as they relate to ACTPS Equity and Diversity Framework Principles.

Leaders value and promote equity and diversity

- Project governance ensures Executive team are project champions.
- Reference Group established that reports to Senior Management Team and provides advice on strategies. The group includes seven staff members with a disability.

Strategic and operational plans incorporate equity and diversity strategies

- Issues related to disability and inclusion were included in Department-wide culture mapping exercise.
- Developed benchmarks to assist us to measure progress.

Attracting and retaining a diverse ACT Public Service

- Network established of people across the Department who have an interest in the disability area to promote awareness and share information.
- Three GAA's with disabilities were employed, two staff with visual impairment and one staff member with a hearing impairment. Ensured welcoming environment existed, workplace modifications undertaken and induction information provided to new starters in suitable formats. Feedback form prepared to check rate of satisfaction of employees who have a disability.

Equity in employment practice

- Hosted workshop in March 2006 to develop approach for Department to become leader as a truly 'inclusive' organisation. Recruitment campaign developed to promote Urban Services as a vibrant and diverse employer including identifying target audiences, key messages and communication channels
- Advice and support provided to selection committees wanting to implement disability friendly processes. Example of flexible selection processes being used by Records Services for recruitment to ASO1 vacancies. Used tailored assessment techniques that took account of disabilities.

Strategies and initiatives for the forthcoming year

Women in DUS

Women's Network has developed a program of events for 2006 including forum on returning from maternity leave, two women in leadership seminars and a learning series on assertiveness and communication skills for women and networking discussion.

Promotion of Women's Action Plan will continue with Women's Committee meetings being hosted at various worksites across Department to enable women in those workplaces to participate. In addition, information campiagn for remote worksites will be rolled out with sessions tailored to specific workplaces.

In order to improve the capacity for women at all levels to achieve their career potential, managers will be encouraged to support and nominate women in their area to attend career development seminars and training. As part of performance and career planning, all

staff members will be asked to articulate the core, behavioural and technical capabilities required in their job requirements and to identify capabilities that require development. In addition, there are tools to assist with career planning of goals and development. All individuals will be asked to consider their longer-term career goals. Managers will be required to consider strategies that will assist staff members to achieve their longer-term career goals. This involves stating career goals, listing development required and preparing development strategies and activities that will be undertaken.

The Women's Committee will assist in identifying the components of the required change culture, specifically where they relate to gender attitude, and develop responses which may assist in achieving the desired culture and attitude.

disABILITY in DUS

A quarterly Seminar series will be conducted including a panel workshop by employees with a range of disabilities and manager's experiences of managing staff with disability, mental health and well-being, deafness awareness and adaptive technology demonstrations.

The Department plans to host a'disability employment market place' event where disability employment agencies will be invited to provide information and advice to Urban Services managers and staff.

A specialised tool kit and specific training for managers in dealing with mental health issues in the workplace will be piloted.

Other strategies and initiatives for the forthcoming year

The blended learning approach will continue to be implemented and will integrate diversity issues into management development initiatives including staff mentoring skills; job design, advertising/interview and selection training; induction for new and existing managers; culture and gender equity awareness and work/life balance and flexible workplace awareness.

The Department will ensure that management of diversity is included in performance indicators/assessment of senior managers, managers and supervisors and encourage managers and supervisors to incorporate workplace diversity initiatives into their professional development plans.

Raising awareness of existing workplace policies and practices that 'proactively' support a healthy work/life balance and a flexible workplace will continue.

Table 1: Diversity profile as at 30 June 2006.

Employment Category	Women	ATSI	Disability	NESB	All Staff
Casual	19	0	1	5	**39**
Permanent Full-time	341	2	24	102	**827**
Permanent Part-time	68	0	2	13	**79**
Temporary Full-time	32	0	4	7	**86**
Temporary Part-time	4	0	0	0	**5**
Total	**464**	**2**	**31**	**127**	**1036**
Percentage of All Staff	**44.8%**	**0.2%**	**3.0%**	**12.3%**	**100.0%**

Workplace Health and Safety

Workers' Compensation

- *Incidents:* A total of 217 workplace incidents and injuries were reported during the year, compared with 254 in 2004-05. This represents a 15% reduction in incident reports. None of the incidents resulted in a fatality.
- *Claims:* 46 workers' compensation claims were accepted in 2005-06 compared with 69 in 2004-05. This represents a 36% decrease in the number of workers compensation claims lodged.

The Department has performed well against the ACT Government workplace health and safety targets.

Target 1: Reduce the incidence of workplace injuries (with 5 days or more incapacity) by 40% by 2012 and 20% by 2007.

As displayed in Figure 1, the Department received 15 claims in 2005-06 where incapacity was present for 5 or more days. This is less than the target of 36 claims.

Target 2: Eliminate all fatalities

No workplace fatalities occurred in the Department in 2005-06.

Target 3: Reduce the average lost time rate by 40% by 2012 and 20% by 2007.

As displayed in Figure 2, the Department decreased its lost time rate due to workplace injuries to 518 weeks n 2005-06. This is less than the 1748 attributed by the ACT Government targets.

Target 4: Reduce the average time taken for rehabilitation intervention by 90% by 2012 and 45% by 2007

As displayed in Figure 3, the Department has not met its target of 16 weeks for rehabilitation intervention. 2005-06 saw the Department experience an average rehabilitation intervention timeframe of 18 weeks. This result is due to 3 claims being submitted several months after the initial injury, thereby extending the rehabilitation timeframe measure from date of injury to first rehabilitation intervention.

Figure 1: Incidence of claims where incapacity was present for 5 or more days.

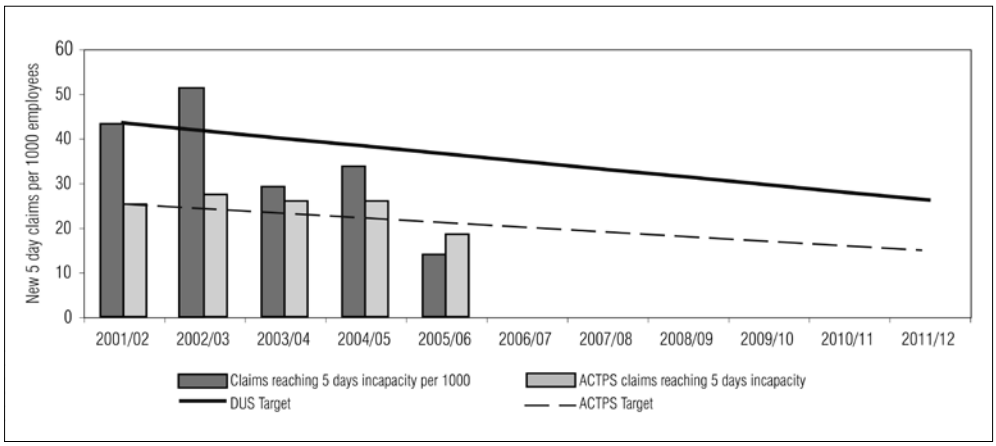


Figure 2: Average weeks lost to workplace injury.

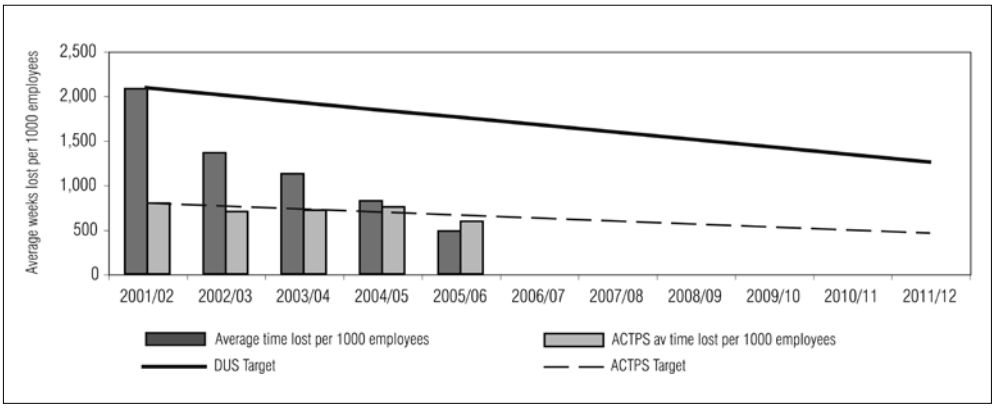
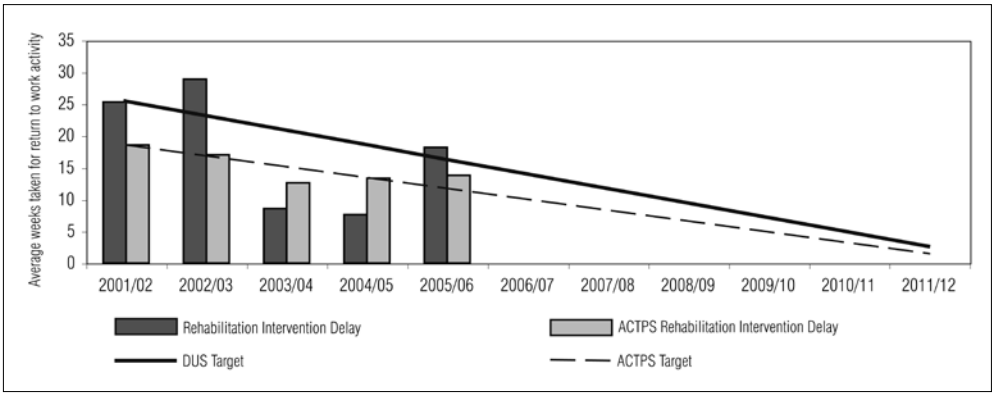


Figure 3: Average time taken for rehabilitation intervention.



Occupational Health and Safety (OHS) Initiatives

Leadership

- *OHS Policy Statement:* The Urban Services OHS Policy Statement was revised and distributed across the Department. To display the leadership commitment to OHS the revision included addition of the following signatories, the Chief Executive and Executive Directors of both Networks.
- *OHS Planning:* OHS Planning for 2005-06 included the requirement for all business units to complete the Department's OHS Scorecard. The scorecard is a measure of OHS performance against 11 OHS key performance indicators including planning, risk management, roles and responsibilities, OHS structures, reporting, investigation and training. All business units have commenced development of comprehensive business specific Risk Registers and OHS Business Plans.
- *OHS Steering Committee:* The OHS Steering Committee terms of reference were revised and approved by the Strategic Management Team. Representation on the Committee was also revised to include Business Unit Managers, WISE Coordinators and relevant unions. The new structure was formed to better reflect the requirements of the Department in making OHS decisions relevant to the revised OHS Management System
- *Policy and Procedure Development:* 14 WISE OHS Procedures were developed and approved following review by the WISE coordination Network, OHS Steering Committee and Strategic Management team. Procedural development focused on the areas of OHS risk management, OHS roles and responsibilities, incident reporting and investigation, OHS consultation, sun protection and workplace inspection.
- *Accident/Incident Investigations:* The Workplace Health and Safety team has continued to promote the importance of accident and incident reporting and investigation across all business units with the primary focus of injury prevention. Tailored accident/ incident investigation training has been rolled out across the Department for Supervisors and Managers to enhance skills and knowledge. Revised procedures and educational posters support the training.
- *WISE Coordination Network:* The WISE Coordination Network has been maintained with 13 Coordinators across the Department. Six new coordinators were selected due to transition of roles and completed training to provide functional coordination of OHS activities and programs across their respective Business Units.
- *OHS Training and Induction:* Corporate OHS induction training was conducted quarterly. The program is continually reviewed to reflect changes to the Departments OHS management system.
- *Hazard Alerts:* Hazard Alert training was conducted Department wide during 2005-06. The Hazard Alert program is designed to allow for rapid reporting and control of identified hazards within the workplace.
- *OHSMS Briefing for Managers:* 65 Executives and Managers attended an OHS briefing breakfast. The aim was to inform attendees of the Department wide OHS planning for 2005-2006, their roles and responsibilities and the framework for performance review and reporting.
- *Employee Assistance Program (EAP):* IPS Australia was successful in winning the tender to provide EAP services to the Department for the next three years. A Department wide marketing campaign was conducted in October 2005 to promote the new EAP service provider.

- *Occupational Overuse Prevention:* Occupational Overuse continues to be a focal area of injury prevention within the Department. The Workplace Health and Safety Team completed individual workstation assessments for most new staff as part of their Business Unit induction program and in response to notification of specific staff incidents or concerns
- *Safety Alerts:* Three Safety Alerts were issued during the year; topic areas included inspection of shed doors, sharps in gardens and mobile plant dangers. The Safety Alert program aims to enhance OHS communications and enable learning's from incidents that are deemed to have Department wide implications.

Promoting a Healthy Workplace Program

Physical Activity Promotion

- *Lunchtime Team Activities:* An 8 week sporting challenge was run with over 100 employees participating in physical activity challenges. The challenge activities included cotton bud hockey, ultimate frisbee, continuous cricket and a YMCA fun day.
- *Soccer Challenge:* 10 teams from across the ACT Government competed in an 8 week Department's soccer challenge.
- *Walk at Lennox Gardens:* 150 employees participated in the annual 5 kilometre fund raising and physical activity promotion walk at Lennox Gardens. The walk raised $1800 for the National Heart Foundation.

Promoting Healthy Workplace Program (PHWP)

- *PHWP Steering Committee:* The PHWP Steering Committee continued to meet quarterly planning, implementing and reviewing the 2005-06 *Promoting a Healthy Workplace* Plan. The Plan includes strategies that address physical activity promotion, disease prevention, health and wellbeing and awareness raising.

Disease and Illness prevention

- *Skin Cancer Prevention Campaign:* Roads ACT, Parks and Places, Yarralumla Nursery, Domestic Animal Services and ACT Records participated in a skin cancer prevention program. The program targeted outdoor workers and focused on raising awareness of the WISE sun protection procedures and offered employees the opportunity to have a hand and face skin cancer check.
- *Smoke Free Workplace Program:* A Department wide quit smoking program commenced with subsidised quit smoking information sessions and group/individual-quit programs.
- *Smoke Free Workplace Survey:* 338 staff participated in the Department-wide survey. The survey aimed to identify the needs of employees and to assist in the development of the smoke free policy and guidelines that will be implemented across the Department in 2006.
- *Flu Immunisation:* Ninety staff from across the Office of the Chief Executive, Municipal and Enterprise Services Network participated in a subsidised flu immunisation program.

Emotional Wellbeing

- *Staying Connected Program:* Urban Services engaged the child support agency to conduct two, one-day seminars titled 'Staying Connected'. The program is designed for separated Dads and provides practical steps on how to deal with separation and stay connected with their children.
- *Running Your Own Brain:* Eighty staff participated in a one-day workshop on understanding how the brain works and how to maintain and improve emotional wellbeing in ensuring a work/life balance.

- *Employee Assistance Program (EAP):* During the Department's *Taking Charge of Our Future* program a series of seminars were conducted on dealing with change.The seminar themes included 'Looking after yourself when dealing with change' and 'Supporting and leading staff through change'. Department wide promotion of the EAP continued via workplace handouts, posters and email information.

Reporting Requirements - Notices and Directions

- *Safety Duties:* No notices for Failure to Comply With Safety Duties were issued against Urban Services under Division 4.2 of the Act.
- *Provisional Improvement Notices:* No Provisional Improvement Notices (PIN) were issued against Urban Services under Division 5.2 of the Act.
- *Improvement Notices:* No Improvement Notices were issued against Urban Services under Division 7.4 of the Act.
- *Prohibition Notices:* No Prohibition Notices were issued against Urban Services under Division 7.5 of the Act.

Learning and Development

The structure and focus of Learning and Development changed significantly during the financial year, because of *Taking Charge of our Future*. In particular, the project identified a need to move to an environment that would specifically address Department capability needs.

The Learning and Development area has a great focus on the range of contemporary learning interventions available, rather than an over reliance on traditional methods of training. To ensure strong workforce capability and a culture that is aligned with organisational values, significant attention is being devoted to determining 'core' and 'behavioural' capabilities and sourcing learning interventions that meet these capabilities.

The following tables outline the Department's status and planning against the ACT Public Service Learning and Development Maturity model.

Table 1: Foster and support a learning culture through inspirational leadership and shared vision.

Descriptors	Indicators	Current Status/Planned Action
Actively committing to learning and development across the organisation at both individual and business level. Leading individuals, teams and groups to achieve organisational goals through a supportive workplace learning environment. Facilitating mentoring and guidance to support the development of employees. Acknowledging that experiential and on-the-job learning are legitimate development opportunities. Ensuring that learning and development is necessary and valued across the organisation.	1. The Chief Executive's commitment to the importance and relevance of learning and development is known and communicated to all staff.. 2. The importance and relevance of learning and development is articulated in all relevant organisational literature such as corporate plans, business plans and annual reports. 3. Learning and Development processes are linked and integrated with other HR processes and systems eg workforce planning, recruitment and selection, performance management, succession planning and career development. 4. Learning and development requirements are planned for in budget cycles and included in new budget initiatives. 5. Effectiveness of formal learning and development is traced and reported. 6. Managers are supported to effectively develop the abilities of their staff through training, coaching and other tools and resources.	1. A new Blended Learning and Development strategy (2006-2008) has been developed. The Chief Executive and Senior Management Team have demonstrated their commitment to Learning and Development initiatives through the endorsement of this plan. 2. The Enterprise Services Business Plan (2005-06) demonstrates a commitment to the new Learning and Development initiatives. 3. Structurally, a new section called Workforce Capability has been established and consists of Blended Learning & Development, Workforce Planning, Attraction, Recruitment, Performance Management, and Diversity. The new structure has assisted in the integration of all of these functions. For example, L&D has been incorporated into performance management practices, succession and career planning, while specific coaching/ education has been given to managers in attraction initiatives and to employees, including managers, in diversity topics. 4. Staff learning and development requirements are incorporated into Departmental budget planning. 5. There is currently a learning and development database to capture attendance at L&D organised training. Each program is evaluated for effectiveness. Under the new strategic plan, effectiveness of core training will be reported to the Senior Management team bi-annually. It is expected that reporting will be enhanced when the L&D module of Chris 21 becomes operational.

Table 1: Foster and support a learning culture through inspirational leadership and shared vision continued.

Descriptors	Indicators	Current Status/Planned Action
	7. Leaders and managers actively support learning and development by participating in learning and development activities themselves. 8. The organisation sees learning as a legitimate part of work. 9. The organisation sees itself as a learning organisation.	6. The Department is examining best practice mentoring and coaching and how to implement this across the organisation. Recommendations from this project will be incorporated into the new performance management system. 7. The Chief Executive and the Senior Management Team have been actively involved in the current Leaders of the Future leadership program. This has included attendance and presentation at workshops, project sponsorship and mentoring of participants. Other examples of management participation in training include Senior Management Team participation in Executive coaching, Australian Company Director training and relevant IT Training. Promotion of training and the development of a learning culture is an on-going activity within Blended Learning and Development. 8/9. Learning and Development contacts in each business area have been sought in order to share and disseminate information. Discussions have been held regarding the formation of a revised Learning and Development Committee alternatively, Learning and Development issues have been addressed through an established Committee. The creation of a learning culture requires long-term consistent application of current strategies.

Table 2: Align and integrate learning with ACTPS Key Values, Directions and Agency Business Goals.

Descriptors	Indicators	Current Status/Planned Action
Clearly articulating the organisation's learning and development plan. Ensuring that the organisation's core business related learning and development needs are met. Adopting and maintaining systems and processes to allow reflective reporting against the L&D plan.	1. Determination of current and future learning needs is carried out as part of performance management and workforce planning activities. 2. Organisational learning plans are linked with the Human Resources Strategy 2003-2005 and ACT Public Service values. 3. Current and future technical and non-technical, professional and generic learning needs and activities of the agency are determined and communicated to staff. 4. Appropriate learning pathways, competency frameworks, professional frameworks and capability frameworks are determined and communicated to staff eg National Competency and Executive Capability frameworks. 5. Learning and development consists of an appropriate balance of New Apprenticeships, Competency, Professional Education and generic learning activities.	1. The new Performance Management program (PLUS – Performing, Learning, Understanding, Succeeding) includes individual capability development plans to be undertaken. 2. The new Blended Learning and Development plan is linked with relevant plans including the ACT Public Service values and the ACTPS Learning and Development Framework 3. Key behavioural and core capabilities have been identified and will be communicated to staff. It is proposed to utilise the PLUS Performance Management program and individual capability development plans as the principal means to determine current and future technical and other learning needs. 4. Competency frameworks and learning pathways will be published on the intranet as noted in the Blended Learning and Development Strategy 2006-2008. 5. New Apprenticeships, Competency Based Training programs and Professional Education (through Studies Assistance) are undertaken when appropriate. Currently there are 21 apprentices, 5 people undertaking CBT programs and 15 undertaking a range of Professional Education programs.

Table 3: Provide and promote learning and development opportunities.

Descriptors	Indicators	Current Status/Planned Action
Prioritising opportunities in line with organisational and business goals and individual needs. Providing equitable and accessible opportunities in order to maximise individuals learning. Implementing a communication/marketing strategy for learning and development.	1. There is a balance between formal and informal learning and development opportunities. 2. Team based and individual work-based opportunities to learn and improve are provided. 3. Coaching and mentoring activities are provided. 4. Clear and updated access policies, guidelines and tools for learning and development opportunities are available. 5. Learning and Development nomination and selection procedures are simple and support merit and equal opportunity principles. 6. Marketing is a feature of all targeted programs and activities.	1. The Department continues to provide formal learning opportunities to staff (eg. records management, induction) balanced with informal learning as part of day-to-day work. Formal accredited opportunities are also available through the Studies Assistance program. 2. While many formal opportunities are individually based, participants of the Leaders of the Future program are given the opportunity to work on team projects as part of the requirements of the course. 3. The existing mentoring program was promoted throughout the year, however uptake has been low. The existing mentoring program is currently being reviewed. 4. Guidelines and policies relating to learning and development are located on the intranet. A database of training providers is being finalised and will be published on the intranet with tools to assist managers select the appropriate training provider. 5. Consideration is given to the Department's diverse workforce in developing the most effective way of marketing learning and development opportunities. Further research will be carried out with regard to access and equity issues particularly in relation to e-learning opportunities in the upcoming year. 6. The Blended Learning and Development Strategy 2006-2008 has been summarised into an A3 plain English marketing document. This document has been used to promote the change in focus and structure of the Learning and Development section. Communication and promotion of the new strategy is continuing.

Table 4: Lead and manage learning effectively.

Descriptors	Indicators	Current Status/Planned Action
Leading by example at all levels. Supporting the transfer of acquired skills, knowledge and attitude into the workplace. Ensuring learning and development activities are an integral component of organisational expenditure to facilitate workforce planning. Monitoring and reporting on learning effectiveness. Providing funding for sustainable learning and development strategies.	1. Leaders, managers and supervisors model and facilitate learning in the workplace. 2. The procurement of learning and development services is transparent and accountable. 3. Effective transfers of learning back to the workplace. 4. Appropriate learning and development resources such as staff and systems are available to manage and co-ordinate learning and development activities. 5. Learning and development activities and metrics are recorded, analysed and reported on. 6. The Executive team periodically reviews the data on learning and development and provides appropriate direction. 7. Performance of external service providers is regularly evaluated. 8. Opportunities to collaborate and network with other organisations to achieve grater financial economies and exchange are developed and taken.	1. The current leadership program strongly promotes workplace learning. Senior Management involvement on the program via active participation on the program, sponsorship of projects, mentoring and commitment of financial resources has sent a clear message of support for learning. 2. The Department has worked closely with Procurement Solutions to ensure that the correct procedures are adhered to in relation to L&D initiatives. In addition, L&D employees are working towards gaining expertise in this area through a ertificate IV in Procurement. 3. BL&D continues in their partnership with managers to ensure that skill/ knowledge developed through learning opportunities are effectively transferred to the workplace. This will be specifically measured as part of ROI during the evaluation phases of the new approach to L&D. 4. The resources for BL&D were reviewed as part of *Taking Charge of Our Future*: There is currently 2 FTE staff working in the Blended Learning and Development team. 5. A training database currently captures learning and development activities for reporting purposes. It is envisaged with the implementation of the learning and development module of Chris 21, reporting and analysis of activity will be enhanced. 6. The Chief Executive and the Senior Management Team review learning and development activity on a bi-annual basis

Table 4: Lead and manage learning effectively continued.

Descriptors	Indicators	Current Status/Planned Action
		7. Training providers engaged by Blended Learning and Development are required to provide evaluation reports. A mechanism for business units to provide information and statistics on learning and development activities they have engaged in is currently under development. Discussions have been held regarding centralising the capturing of statistics and a trial will be carried out. It is envisaged that reporting will be enhanced with the implementation of the learning and development module of Chris 21. 8. Opportunities to collaborate and network with other organisations have been investigated and will continue to be explored and the new approach continues to be implemented.

Table 5: Evaluate learning and development.

Descriptors	Indicators	Current Status/Planned Action
Relevance Appropriateness Reaction Behaviour/capability Performance on the job Outcome/result	1. Learning objectives for key programs or activities are evaluated for their relevance and alignment to the expressed needs of individuals and the organisation. 2. Learning objectives are re-aligned when necessary prior to commencement or implementation. 3. Learning design for key programs or activities are evaluated for their appropriateness to the organisational context, culture, infrastructure and systems and re-designed if necessary prior to commencement or implementation. 4. Participant and facilitator feedback is provided, analysed reported and acted on for key program activities. 5. Learning and development interventions centred on core business requirements contain appropriate assessment components. 6. Changes in performance on the job are measured following development activities. 7. Cost benefit analysis, return on investment or impact assessments are carried out for formal programs/activities.	1/2/3 Evaluation, defining and validation of behavioural and core capabilities has been carried out. Key behavioural capabilities have been identified after a series of workshops with staff and managers throughout the organisation. A new induction program has been developed to align with the needs of business areas and the changing culture of the organisation, a component of the program is dedicated to examining behavioural capability expectations. Information regarding the Disability project and the Women's project has also been incorporated into the program. 4. Evaluation templates are utilised in the Department, although and these will be reviewed in the upcoming year. 5. Appropriate assessment components will be integrated into core training. 6. Follow up on job performance post development activities will be incorporated into the new approach to performance management. 7. A Return on Investment tool is currently being developed.

Learning and Development Program Delivery Training.

Course Name	Participation
Microsoft Office (Access, Excel, Word, PowerPoint)	95
Induction	31
Leaders of the Future Program	20
Supervision and People management	14
Diversity Awareness	6
Telephone Essentials	21
Job Winning Skills	74
Selection Panel Skills	5
Facilitation	8
Fraud and Ethics	7
Executive 360 degree feedback	7
International Customer Service	20

Other external programs included participation in the Australian Company Directors program, MBA training, professional briefings, conference attendance, Post Graduate Management studies and Competency Based Training Programs. Also, eight staff members successfully completed the Certificate IV in Frontline Management through an external training provider.

To a large extent, the above table represents training delivered under the previous Learning and Development arrangements. The Blended Learning and Development Strategy 2006 - 2008 identifies core and behavioural capability training (capabilities viewed as essential to all staff) being the focus future of training development. Core & behavioural capabilities have been identified and recommendations have been made to Senior Management. Centralising statistical reporting on technical training carried out in the business areas is currently being investigated. A reporting mechanism has been developed and a trial will be carried out.

Whole of Government Learning and Development initiatives

Take the Lead program: Staff attended the Take the Lead information sessions organised by the Chief Ministers Department and, as a result, six staff participated in the 2005-06 programs.

Graduate Program: Three graduates received placements within Urban Services during the 2005 Graduate program. Four Graduates were placed during the first round rotations in 2006, with another two Graduates to be placed in the second round rotations. Graduates have been placed in various business units including Parks and Places, Property, Strategic Human Resources, Government Coordination, and Community Engagement.

Classification Review: Staff have participated in the classification matrix development sessions and train-the-trainer NTIS sessions. A Classification Review project plan has been formulated. Blended Learning and Development are progressing the mapping of competency standards to job specifications.

Performance Management Policy and Practice

A new performance management program is currently in the final stages of development. The "PLUS" program (Performance, Learning, Understanding, Succeeding) is a tool designed to assist managers and staff clarify performance & behavioural expectations and to measure success against these expectations. In addition to this, the program will assist in:

- Establishing plans to develop capabilities in order to carry out work;
- Career advice and progression planning;
- Succession planning; and
- Encourage ongoing informal open communication between managers and staff.

Key to identifying valued behaviours (which have been integrated into PLUS) have been the behavioural workshops held throughout the organisation, in which approximately 130 staff participated. Input from the Senior Management Team was also provided. Following validation workshops, the following valued behaviours were endorsed on 1 May 2006:

- Open Communication;
- Teamwork;
- Respect;
- Positiveness;
- Honesty;
- Value-adding; and
- Flexibility.

Discussions are now being held regarding learning interventions appropriate to build valued behavioural and core capabilities.

Workplace Relations

The Department has continued to manage the Special Employment Arrangements (SEAs) of staff working in the Department, including the transition of staff from Australian Workplace Agreements (AWAs) to SEAs.

The following table outlines the activities undertaken and status of SEAs and AWAs within the Department:

Total number of staff covered by an SEA - from1 July 2005 till 30 June 2006	11
Number of SEAs currently being negotiated:	0
Number of SEAs terminated/lapsed during the year (including formal terminations and those that have lapsed due to staff departures):	0
Number of SEAs that provide fully maintained private-plated vehicles for private, as well as business, use.	0
Number of employees covered by AWAs.	2
Number of employees who have transferred from AWAs to SEAs this year.	7
Number of AWAs that have lapsed or have been terminated this year.	33

Details of full package offer under SEA's (including details of salary and allowances for superannuation purposes and ANY other benefits such as additional recreation leave, etc):

- Position No: 85624 SOGA
  Base Salary: $95918 enhanced salary of $130000
  Total: $148200 (including superannuation)
- Position No: 00597 SOGA
  Base Salary: $95918 enhanced salary of $130000
  Total: $148200 (including superannuation);

- Position No. 17808 SOGA
  Base Salary: $95918 enhanced salary of $130867
  Total: $151403 (including superannuation)
- Position No. 10487 SPOB
  Base Salary: $92974 enhanced salary of $120225
  Total: $132746 (including superannuation)
- Position No. 46114 SOGA
  Base Salary: $95918 enhanced salary of $137725
  Total: $153059 (including superannuation)
- Position No. 00657 ASO6
  Base Salary: $63416 enhanced salary of $77000
  Total: $85461 (including superannuation)
- Position No.21750 SOGB
  Base Salary: $92974 enhanced salary of $100000
  Total: $114406.30 (including superannuation)
- Position No.17003 SOGA
  Base Salary: $95918 enhanced salary of $117250
  Total: $134956 (including superannuation)
- Position No.22405 SOGA
  Base Salary: $95918 enhanced salary of $97151
  Total: $111485 (including superannuation)
- Position No.10373 SOGB
  Base Salary: $99755 enhanced salary of $112786
  Total: $130667 (including superannuation)
- Position No.22036 SOGA
  Base Salary: $95918 enhanced salary of $115000
  Total: $127473 (including superannuation)

Governance

Internal Accountability

Senior Executive Structure

The Urban Services senior executive structure consists of the Chief Executive and the Executive Directors for each of the Department's two networks. The names and areas of responsibility of the senior executives are outlined in the organisational chart on page 3.

Senior Execuive Remuneration

As stipulated 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.

Senior Management Committees

Name of Committee	Role of Committee	Membership
Strategic Management Team (SMT)	Provide a strategic leadership role for Urban Services; act as a leading decision making forum; review whole-of-Department critical issues and service wide performance; and set the corporate governance for Urban Services	Chief Executive, Urban Services Executive Director, Municipal Services Executive Director, Enterprise Services Director, Strategic Coordination and Continuous Improvement Director, Strategic HR Director, Strategic Finance
Enterprise Services Network Management Meeting	Provide a strategic leadership and coordination role for the network and provide information on and implement decisions / recommendations from SMT.	Executive Director Director Integrated Channel Management Director Property Director Strategic Finance Director Strategic HR Manager Services Group Director Capital Line Service Manager Womens Information and Referral Centre
Municipal Services Network Management Meeting	Provide a strategic leadership and coordination role for the network and provide information on and implement decisions/ recommendations from SMT	Executive Director Director Roads Manager Road Transport Director Parks and Places Manager Asset Management Services Manager ACT NOWaste Manager ACT Library and Information Services Manager Ranger Services

Name of Committee	Role of Committee	Membership
Urban Services Audit Committee	Oversight the Department's governance, risk and internal control environment	Chair - Len Early Independent Member - Pat Farrelly Executive Director, Municipal Services Executive Director, Enterprise Services Director, Strategic Coordination and Continuous Improvement Advisors Director, Strategic HR Manager, Continuous Improvement ACT Auditor General's Office - Rod Nicholas
Occupational Health and Safety Committee	• Provide advice on strategic and Department-wide OHS and injury management issues • Review and endorse policies/strategies to meet WISE requirements and assist in compliance with OHS legislation, regulations and codes of practice; • Advise the Chief Executive and Executive on policy matters and priorities concerning injury prevention and injury management, including injury prevention and management training; • Monitor and review actions taken to implement the outcomes of policy initiatives on injury prevention and injury management issues; • Review and recommend Business Branch OHS Plans to the Strategic Management Team; • Act as a forum for Business Branches to identify, discuss and review major organisational OHS issues; • Provide reports to the Strategic Management Team on significant issues; • Monitor and review statistical data and identify trends in accidents, incidents injuries or diseases and advising the Chief Executive on appropriate responses; and • Monitor the effectiveness of implemented injury prevention and management performance measures.	Chair - Director Strategic HR WHS Manager Risk Manager Director ACT Roads Manager Ranger Services Manager Capital Linen WISE Coordinator Property WISE Coordinator Parks and Places WISE Coordinator Canberra Connect Unions: Paul Driver - CPSU Phil Johnston - CFMEU

Name of Committee	Role of Committee	Membership
Community Advisory Group	The Community Advisory Group is advisory in nature and exists to: • provide information and advice about the community, that will help directly target community engagement activities to the relevant audiences; • assist to analyse the most appropriate techniques for types of engagement; • advise on any issues that may arise from consultation mechanisms; • assist in communicating constraints and opportunities with community engagement mechanisms; and • provide a forum for a broad range of community members to express their perspectives on DUS services.	Ms Tania Parkes - Chair Mr Emmanuel Notaras Mr Alan Hodges Ms Luisa Latukefu Ms Mary Pekin Dr Robin Tennant-Wood Mr Ian Trewhella Mr Marco Spaccavento Mr Peter Gately Ex-officio Mr Mike Zissler Ms Kylie McKinley

Fraud Prevention

The Urban Services Audit Committee oversees the fraud control arrangements for the Department and reports to the Chief Executive via the Senior Executive Responsible for Business Integrity Risk.

The Department's comprehensive internal audit program provides a broad coverage of high and medium risks identified through the Department's risk assessment process within it's annual audit program and additional audits are conducted in response to any serious risk that may be identified throughout the year.

Fraud prevention is actively promoted and encouraged within the Department through induction training in fraud and ethics and specific targeted training in high risk areas identified through the risk assessment process or as a result of any emerging fraud trends. Information on fraud and related issues is also available to staff on the Department intranet.

Fraud Detection

Two instances of alleged fraudulent behaviour were detected during the year. One related to procurement activities and the other the theft of money. Both cases were referred to the Australian Federal Police for investigation. Following examination of the circumstances of these matters the control systems were strengthened.

Risk Management and Internal Audit

The Department of Urban Services Audit Committee oversees the Department's governance, risk and internal control environment on behalf of the Chief Executive. The Committee comprises an independent Chairperson, independent member and Senior Executive representative from each of the Department's networks.

During the year the Audit Committee met on seven occasions, with the July 2005 meeting relating to the presentation of the Financial Statements and 30 Audit Reports being presented at the other six meetings. All Committee members attended every meeting.

The Internal Audit Charter and Audit Committee Charter were revised and signed off by the Chief Executive and Chair of the Audit Committee during the 2005-06 Financial Year.

A panel of two audit firms provide a full range of compliance, performance and IT audit services for the Department. The number of contracted audit firms was reduced from three to two during the year, as part of a tender process.

Reports presented to the Audit Committee during the 2005-06 were:

- Recycling Revenue – ACT NOWaste;
- Contract Management (Cleanaway);
- Motor Vehicle Registration Processes and Controls;
- Property – Payables and Receivables;
- Property Management Practices;
- Driver Licencing;
- Conduct of Volunteer Programs;
- Fraud Management (City Services);
- Legislation Management – Domestic Animal Services;
- Policy and Planning – City Management;
- Yarralumla Nursery – Commercial Operations;
- Records Material Management;
- Payroll Function Transfer – City Services;
- Recruitment Processes – City Services;
- Revenue Collection Methods;
- Data Collection and Storage;
- Telephone Usage;
- Trade Practices Act;
- Mail Security;
- Publishing – Transport Forms;
- Costing Arrangements – Canberra Connect;
- Cash Management;
- Integrated Channel Management-Emergency Response;
- Review of Management of Environmental Issues;
- Record Management Practices;
- Parking Devices – Coin collection and Handling;
- Management of Debts – Finance;
- Management of ACT Government Offices;
- RIPS Implementation Planning; and
- Credit Card Usage.

The Chairperson, Mr Len Early met with the Chief Executive on a regular basis to advise him on significant governance, risk and internal control issues and to ensure that the Audit Committee was meeting the expectations and requirements of the Chief Executive.

The Department has in place a Risk Management Framework that defines the process for Risk Management across all parts of the Department. The framework is based on the Australian and New Zealand Risk Management Standard 4360 and it is continually reviewed to ensure compliance with latest best practice methodologies.

The ACT Insurance Authority (ACTIA) is responsible under the ACT Government's Risk Management Policy for assisting agencies to implement the risk management policy and procedures across the whole Government. Urban Services works closely with ACTIA to ensure its risk framework meets all relevant guidelines.

Business units within the Department employ risk assessment processes consistent with the guidelines to identify potential risk event levels and where necessary elevate those to the Strategic Management Team.

Risk Management processes and practices are supported throughout the Department by the Risk Management Reference Group, and

its subgroup, the Risk Management Working Group.

External Scrutiny

This section reports on instances of external scrutiny of the Department of Urban Services during 2005–06 that have had, or may have, a significant impact on its operations. It also reports on audits of the operations of the Department by the Auditor-General (other than the report on financial statements) and interaction with Commonwealth agencies such as the Commonwealth Grants Commission and the Productivity Commission.

Judicial and tribunal decisions

In 2005-06 litigation concerning the construction of the Gungahlin Drive Extension was resolved, with the Federal Court dismissing the remaining appeals reported in the Department's 2004-05 Annual Report, making way for the project to proceed.

ACT Auditor-General's Office

During 2005-06 the ACT Auditor General released two reports concerning aspects of the operations of the Department. The Auditor-General for the ACT is a statutory position created by the ACT Legislative Assembly under the *Auditor-General Act 1996.*

In March 2006 the Auditor General released a report on its audit of the administration of the *Charitable Collections Act 2003* by the Department. The report contained five recommendations for improving the monitoring of risk, the licensing process and the keeping of public records. The report also recommended a review of the current threshold for collections requiring a licence and the transfer of responsibility for administrative of the Act to the Department of Justice and Community Safety. The Department is working to implement all of these recommendations.

In June 2006 the ACT Auditor General also reported on its audit of road safety. The Report contained seven recommendations for the Department including assessment of the ACT Road Safety Strategy and Action Plan; improving overall coordination of road safety functions; producing safety statistics in a timely manner; improving processes to ensure the quality of driving instructors and considering options on learner and novice driver and motorcycle training.

Interaction with Commonwealth agencies

During 2005–06 the Department provided road related data for inclusion in the ACT submission to the Commonwealth Grants Commission's *Review of the Interstate Distribution of Local Roads Grants*.

Reports Required by Legislation

Freedom of Information

This report is prepared in accordance with the requirements under Section 79 of the *Freedom of Information Act 1989*. The details listed below reflect the administrative arrangements as at 30 June 2006. The 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; and
- requires the publication of information on the functions and official documents of an agency, and that particular documents be available for inspection and sale.

Comparative statistics of Freedom of Information (FOI) applications - 1 July 2003 to 30 June 2006

	2005-06		2004-05		2003-04	
Applicant Type	**No.**	**%**	**No.**	**%**	**No.**	**%**
Member of Public	38	76	33	67	45	58
Solicitor	8	16	11	23	13	17
Association	0	0	0	0	2	3
Company	0	0	1	2	7	9
Organisation	0	0	0	0	3	4
Consultant	0	0	0	0	0	0
Journalist	0	0	2	4	0	0
Other	4	8	2	4	7	9
Total	**50**	**100**	**49**	**100**	**77**	**100**

Summary - outcomes of FOI requests

During the year a total of 50 requests were received. One request was still being processed at 30 June 2006 and one request was withdrawn. The total number of requests received in the 2005-2006 financial year increased by 1.

	2005-06		2004-05		2003-04	
Decision	**No.**	**%**	**No.**	**%**	**No.**	**%**
Full Release	5	10	17	37	23	30
Partial Release	30	61	20	44	42	54
Entire Exemption	5	10	5	11	3	4
Technical Refusal#	8	16	2	4	9	12
Withdrawn	1	2	2	4	0	0

no documents exist.

Response Times

Year	0-30 days	31-45 days	46-60 days	61-90 days	90+ days
2005-06	46 (94%)	2 (4%)	0	0	0
2004-05	39 (87%)	5 (11%)	1 (2%)	0	0
2003-04	57 (74%)	11 (14%)	4 (5%)	0 (0%)	5 (7%)

*In all cases (31-45 days) an extension of time was negotiated.

Appeal of Decisions

- There were nine applications for internal review. Five were upheld and four were overturned.
- There were two appeals to the Administrative Appeals Tribunal. One was discontinued and one was upheld.
- There were no complaints on an FOI matter lodged with the ACT Ombudsman.
- There were no requests to amend personal records.

Fees and Charges

There were no requests made by the Department to applicants, for payment of fees and charges associated with an application and processing of an FOI request.

Measures to Assist the Public

Copies of the Freedom of Information leaflet and application form are available from the Department's Freedom of Information coordinator by telephoning (02) 6207 5672. It is also available on the new Department of Territory and Municipal Services website, www.tams.act.gov.au.

Section 8 Statement

A copy of the Section 8 Statement is not published in this report, but is available on request from the Department's Freedom of Information coordinator.

Section 7 Statement

Section 7 of the *Freedom of Information Act 1989* requires the Department to prepare and publish a statement outlining organisation, functions and powers, the categories of documents available and facilities provided for access to documents. The following is correct as at 30 June 2005.

Organisation, functions and powers

The organisation and functions of the agency are described in this Annual Report. Legislation administered by Urban Services is published in full in the Administrative Arrangements Order.

Public participation in decision-making

Avenues available for public participation in decision-making include public submissions to inquiries; discussion at public meetings; consultative committees for specific purposes; access to records through FOI requests; comments on draft documents; comments on Bills before the Assembly; and contact with the relevant Minister.

Categories of documents

The Department holds several basic categories of documents:

- those that are freely available on request and without charge;
- those available for sale including those that are part of a public register; and
- all other kinds of documents that may be available under the FOI Act.

Documents available on request and without charge

Documents within this category include publications produced by the Department on various aspects of its activities. These are distributed from public counters and libraries throughout the Territory and may be available on the ACT Government's Internet Home Page.

Documents available for sale

Documents available for public access but with a fee payable include maps, plans, publications relating to land management and street names.

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

- general files including internal, interDepartmental and public documents, minutes of meetings of management and other committees, agendas and background papers, policy statements, 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 relating to selected heritage places;
- technical and scientific reports and discussion papers; and
- grant applications.

Facilities for access to information

Those seeking information are encouraged to seek access by contacting the Department before commencing the more formal FOI procedure. In many cases it may be possible to access information far more speedily and efficiently through such an approach. Physical access to the documents of the agencies is available at the listed address below.

All FOI requests should be directed to:
Chief Executive
Territory and Municipal Services
PO Box 158
CANBERRA ACT 2601

The Department's street address is:
Macarthur House
12 Wattle Street
Lyneham ACT 2602

Public Interest Disclosure

This report is provided in accordance with Section 11 of the *Public Interest Disclosure Act 1994.*

Procedures maintained by Urban Services

Urban Services' Public Interest Disclosure Procedure Statement provides information to assist people who may be considering making a disclosure. It details what the Department will do when it receives a disclosure. The procedures:

- advise contact details of officers who can provide information and assistance in making disclosures;
- detail who in the Department has the responsibility for receiving and handling disclosures;
- provide information on the protection against reprisals available to the person making the disclosure;
- provide assurance on the impartiality of the process; and
- provide advice on possible outcomes.

The Procedure Statement was reviewed and updated during the year. Public access was improved by making it available on the Department's Internet site and a link was also included on the Department's intranet.

Disclosures Received

No public interest disclosures were received during the year.

Territory Records

Urban Services Records Management Program

The T*erritory Records Act 2002* requires an agency 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 Records Management Program for the year ended 30 June 2006 the

Department of Urban Services has met the specified requirements.

In progressing its compliance with the Act, Urban Services had one further agency specific function to be considered by the Territory Records Advisory Council and approved by the Director of Territory Records. The function, "Development Approval and Asset Acceptance" has now been approved and become a Notifiable Instrument posted on the ACT Government's legislation website: Development Approval and Asset Acceptance RDS – NI2005-400.

Records and Information Management training of Departmental staff has continued throughout the year. The information sessions for new inductees on record management responsibilities have been reviewed and updated. A module approach to induction has been adopted to better cater for the specific needs of each group and allow greater flexibility in delivering the sessions.

In addition, an extensive internal audit of Records Management within DUS was conducted. Although the auditors found Urban Services to be compliant with the Records Management Program several recommendations were made. These recommendations have since been addressed or are in the process of being implemented.

Sustainability and Environment

Commissioner for the Environment

In the reporting period, the Commissioner for the Environment made no requests for information, investigations or recommendations to the Department of Urban Services.

Ecologically Sustainable Development

The Department continues to look for innovative ways to better manage Canberra's built and natural assets, and to conserve resources for future generations. During the year the Department played a vital role in safeguarding, preserving and enhancing Canberra's urban and non-urban environment, continuing to work towards an overall reduction in water, energy, and chemical use in the management of open spaces and sporting facilities, and reducing our waste stream.

Sustainability Action Plan

Consistent with the Government's commitment to move towards sustainability outlined in "People Place Prosperity: A Policy for Sustainability in the ACT" March 2003, the Department commenced the development of a Sustainability Action Plan to place DUS at the forefront of progressing the Government's sustainability agenda. With the creation of Territory and Municipal Services, this draft plan will be completed in 2006-07.

The new Department will have a Sustainability Working Group to bring together knowledge and expertise and to champion sustainability within all aspects of the Department's business. The Department has been moving steadily towards development and adoption of sustainability practices over the past few years, and the Sustainability Action Plan will ensure that ecologically sustainable development across the Department is conducted in a cohesive and planned manner.

Resource Use and Waste Generation

Fleet Vehicles

The following table displays the total number of vehicles, engine cylinders and fuel type as at 30 June 2006.

The Department is not currently able to provide total transport fuel used by type (i.e. petrol, diesel or LPG). In addition, the Department is currently reviewing its vehicular fleet to examine the possible use of more fuel efficient vehicles and smaller vehicles.

The Department has implemented a number of programs in Macarthur House that contribute to workplace recycling and waste reduction. Compost bins have been placed in all kitchens and signage developed to educate on recycling and composting. Similarly, a trial of dual compartment desk side waste separation bins was undertaken to ensure the separation of waste and recycling materials.

The Turning Waste into Resources Action Plan continues to be implemented. The plan includes key programs targeting the government sector, businesses, construction and demolition industry, educational institutions, public events and general community engagement.

Implementation of the No Waste By 2010 Strategy resulted in the recovery of 550,000 tonnes of material that would otherwise have been disposed of at landfills, representing a recovery rate of 73 per cent. However, estimated waste generation rates have risen despite a record level of resource recovery. The current estimated waste generation figure is 750,000 tonnes.

ACT NOWaste conducted a number of activities in 2005–06 to encourage business waste reduction, including a targeted media campaign, a business waste reduction guide, and work on developing a web-based technology that would allow businesses and waste service providers to communicate and negotiate online.

A draft Public Event Waste Management Policy has been developed and will now undergo a community engagement process. The policy aims to ensure that public events above a certain threshold in size have a minimum level of recycling services available.

Second Hand Sunday is being reviewed to evaluate community participation levels and its effectiveness in terms of re-usable items recovery, and a new initiative to replace

Vehicle Type	No	4 Cyl	6 Cyl	Diesel	LPG	Unleaded
Passenger *	39	26	13	0	2	36
Light Commercial	181	90	91	30	2	149
Trucks	61	41	20	60	0	1
Agriculture	34	26	8	33	0	0
Plant, Forklift, etc	55	52*	3	46	1	9
Total	**370**	**235**	**135**	**169#**	**5#**	**195#**

the Department operated one hybrid unleaded/electric during the year

* includes 1 & 3 cylinder machinery.

the current model is being developed. A web-based re-useables exchange is in the planning stages and will allow residents to list re-useable items and those looking for items to search all year round online.

A review of the Development Control Code for Best Practice Waste Management was completed. A two-stage community and stakeholder consultation process was utilised to identify issues related to waste management and minimisation in the design, planning, building and operational phases of domestic and commercial developments.

The Waste Pricing Strategy implementation further increased commercial tipping fees to provide an additional incentive for businesses to use alternative recycling services.

The City Rangers undertook a blitz on illegal dumping around community charity bins in the first quarter of 2005-06. The joint campaign with ACT NOWaste has reinforced the government's 'no tolerance to litter' message.

The Department will manage the Parkwood and Hume Recycling Estates to encourage innovative recycling companies to locate and offer their services in Canberra.

Landfill gas continues to be extracted from Mugga Lane and Belconnen Landfills and converted to green electricity for the Canberra grid and community.

The Materials Recovery Facility in Hume continues to sort, bail and transport the ACT's recyclable materials to markets where they are turned into products ranging from steel cans to road cones. During 2005–06 the facility sorted an estimated 50,000 tonnes of recyclables, an increase of 5,000 tonnes on the previous year.

Improving Water Efficiency

Ongoing water restrictions made it necessary to continue implementing water efficiency measures, particularly to help reduce the use of potable (drinking) water for parks, street trees and recreational facilities. A number of initiatives to conserve and reuse vital water resources were continued or introduced.

Irrigation systems in three parks on the shores of Lake Ginninderra continue use lake water for irrigating grass following their conversion from potable water. Capital Linen installd new laundry equipment that will provide significant reductions in water, gas and electricity consumption into the future. Similarly, Yarralumla Nursery completed a zero run off water recycling project that will see a 50% reduction in the amount of water extracted from Lake Burley Griffin for the nursery's plant watering needs.

As part of the ongoing water saving measures, irrigation continued to be turned off on 20 sportsgrounds and significant areas of open space. Funding was made available in the 2004-05 Budget for the restoration of sportsgrounds. The Department will examine using less water reliant grasses and water retaining crystals in the restoration of some ovals, to determine their suitability for use on sportsgrounds.

Delays have occurred in implementing the software upgrade project to the Comtrol irrigation management system, with completion now expected in 2006-07. The project will further enhance the Department's capability to provide a more water efficient irrigation system.

The Department will ensure compliance with the procurement principle "environmental sustainability" when purchasing water saving products for operation and maintenance activities. The Department will also audit water saving devices (toilets, bathrooms etc) at Department owned property (buildings, public toilets, depots and sportsgrounds) and install suitable vandal proof water saving devices.

Improving Energy Efficiency

The procurement activities of Property ACT has seen 19% of all electricity consumed by the ACT Government coming from green energy sources. This figure has been targeted to rise to 23% from July 2007.

Property ACT will ensure compliance with procurement principle 'environmental sustainability' when purchasing goods, services and works for building maintenance, management and government leasing activities and for the construction of new government buildings; new office accommodation leases are in buildings that are green star rated, meet water efficiency measures, public transport accessibility and provide bicycle facilities; and continue to promote the ACT Government's Office Fit-out Guidelines, in particular those related to sustainability practices, to all Government agencies.

Property ACT will continue the energy audit program of Government owned and occupied buildings

Sustainable Transport

Consistent with the Sustainable Transport Plan, bike racks were fitted to all ACTION buses used on inter-town routes and these were commissioned in November 2005.

Amendments to Design Standards for Urban Infrastructure 13 – Pedestrian and Cycling Facilities were completed, ensuring improved safety levels for cyclists and other community path users.

The Roads ACT Asset Management Plan was revised and updated to represent current financial, service level and environmental aspects of the plan in achieving target levels of service against agreed outcomes.

The Department installed a secure bike shed at Macarthur House to provide a safe area to lock up commuter bicycles and encourage cycling to work.

Revegetation of Bushfire Affected Areas

The revegetation of bushfire affected areas from the January 2003 bushfires has now been completed in the urban areas. Throughout the year the revegetation occurred across Woden, Weston and Tuggeranong Valley. Works included 92 ha of dry land grassing, 1,571 tree and 4,042 shrubs planted. All restoration works undertaken by contract has now been handed back the Government for ongoing maintenance.

Key achievements of the overall restoration work since 2003 include a total of:

- 130,000 square metres of regrassing;
- 2,600 replacement trees in road corridors, open spaces and parks;
- 1,000 replacement street trees in residential verges; and
- 15,000 other plants (including shrubs and accent plants).

Controlling Weeds and Pests

Parks and Places continued its Weed Control Program to protect urban parkland, waterways and conservation areas from environmental weeds.

The Molonglo River Willow Removal Program continued for the fourth year, with hazardous willows growing in the water ski area removed to improve access and safety and maintain riverbank stability. Extensive woody weed control, was also undertaken throughout Canberra in areas such as Yarralumla Creek, Oaks Estate, Woden Creek and Lyneham.

The Alligator Weed control program continued to focus on gathering data on the level of infestation in ACT waterways and the effectiveness of control methods. Infestations were mapped and treated in the Ginninderra catchment. The Tuggeranong Valley was extensively surveyed and found to be free of

Alligator Weed. An Alligator Weed field day for community and employees was held to assist in identification and treatment.

Looking after the Urban Forest

The urban forest provides many ecological goods and services to Canberra, including shade, pollution reduction, cleaner air and reduced water runoff. The Australian National University was commissioned to estimate the asset, economic, environmental and social values of Canberra's urban forest estate. This research showed that the energy reduction, pollution mitigation and stormwater mitigation benefits provided by the urban forest were valued at $15.5 million per annum and the total amenity value was $1,100 million.

The Tree Replacement Program replaced 883 ageing street and park trees in 2005-06, consistent with the Asset Management Plan for Urban Trees, which has highlighted many declining trees will have to be removed and replaced over the next 10 to 20 years due to Canberra's ageing urban forest.

With the prevailing dry weather continuing throughout 2006 and insufficient rain to recharge the local water table, it is estimated that 10,000 public trees have died over the last three years. In 2005-06, 3,250 trees were removed at a cost of $0.5 million. The comprehensive tree-watering program re-commenced over the summer, with trees less than three years old, being watered over a four month period.

Involving the Community

Urban Services worked in partnership on a variety of environmental issues with a wide range of ACT community organisations, particularly catchment groups, Conservation Volunteers Australia and Greening Australia.

Ongoing support was provided to Urban Landcare Groups and volunteers to help reduce land and water degradation. The primary focus of these groups was on weed control and waterways restoration.

Department staff conducted two "Clean Up Australia" Day events this year at different locations.

Yarralumla Nursery originated a number of community activities, including a cross-cultural understanding project that involved training the Aboriginal Community of Narrabundah in landscaping, horticulture and plant maintenance at Boomanulla Oval, and a "Gather and Grow" community partnership project to build a garden for Tuggeranong and Weston Creek Seniors. The "Gather and Grow" garden has wheelchair access and raised garden beds for those with disabilities.

Raising Community Awareness

A range of education and public information initiatives with a sustainability theme were conducted during the year.

The very popular "Go Wild In Your Backyard" seeds of local native plants were widely distributed at events. The campaign aimed to raise awareness about natural communities, biodiversity and ecologically sound gardening practices.

The Weedbusters display at Floriade showcased 20 "garden escapees", popular garden plants that have become serious environmental weeds in the surrounding bushland. The display was supported by a large amount of information about identification, detrimental impacts of pest plants and removal techniques. The "garden escapees" display was mirrored by a display of alternative garden plants suitable for the local environment.

Future Directions

The Territory and Municipal Sustainability Working Group and Sustainability Action Plan will ensure that ecologically sustainable development is at the centre of how the Department does its business.

Strategic Bushfire Management Plan

The Bushfire Management Unit is responsible for bushfire prevention, preparedness and recovery on behalf of Urban Services, and to support the Emergency Services Authority (ESA) bushfire and emergency response activities.

The unit enhances the Department's fire-management capability through the following activities:

- coordinating the Department's fire season readiness;
- improving communication and coordination of bushfire-related issues and activities;
- contributing to Departmental and ACT-wide policy development, standards and goal setting on bushfire related issues;
- implementing a program of skill and knowledge development to better equip fire fighters and land managers generally; and
- monitoring and auditing the achievements of whole-of-Department fire management activities.

Legislative Framework

The *Emergencies Act 2004* (the Act) required the development of a Strategic Bushfire Management Plan (SBMP). The SBMP establishes the basis and framework for the efficient, effective and comprehensive management of fire and fire related activities for protecting human life, property, assets and the environment.

Yarralumla Brickworks Bushfire

On 29 December 2005 a fire under a westerly wind ran through the 9.6 hectares quarry site of the Yarralumla Brickworks, destroying one house and damaging another three homes.

Recovery Activities

Stage 1 of activities were to further strengthen the 30-metre Inner Asset Protection Zone edge along adjoining residential areas, this has been achieved by removing dead burnt pine trees and re shaping slopes to further assist mowing and stump removal. Stage 2 of the works will target the removal of burnt pines in the quarry with remaining pines pruned to 2 metres in height.

The Brickworks are now the subject of an Integrated Facilities Management Plan, which will be used by land managers and staff / contractors in undertaking management, maintenance and operational activities site is currently being developed that will inform maintenance staff of the expected maintenance regimes.

2005-06 Bushfire Operational Plans

One of the requirements of the SBMP is that land managers inside the Bushfire Abatement Zone (BAZ) produce a Bushfire Operational Plans (BOP). Land managers have chosen to produce BOPs consistent with the SBMP for all land they manage. The following information will report on the activities within Urban Services on Unleased and Territory Land. Urban Services is currently 99% through its annual slashing and grazing activities and has achieved 95% of the work detailed in the current two-year BOP. In addition Urban Services undertook 35 activities from the ACT Planning and Land Authority's two year BOP.

Implementation of activities

Fuel hazard reduction and access improvements fall under the broad heading of Prevention. Training and infrastructure upgrades fall under the heading of Preparedness in the SBMP. The reporting will align with the fuel management zoning set out in the SBMP, which supports a Territory wide approach to fuel hazard reduction. Three fuel management zones are defined and applied to the ACT. These are Asset Protection Zones

(APZ), Landscape Division Zones (LDZ) and Land Management Zones (LMZ).

Prevention

Bushfire prevention works involved a variety of methods to reduce or remove fuels such as dead and damaged trees, long dry grass, and fallen branches, some shrub and lower branches, bark and leaves. These methods included physical removal, hazard reduction burning, slashing and mowing, grazing, and the maintenance and creation of fire suppression trails.

Prescribed Burning

Prescribed burning, also referred to as hazard reduction or controlled burning, is a carefully planned operation that aims to contain fire within an identified area. The burns reduce fuels, which decrease the intensity and rate of spread of bushfires.

14 kilometres of rural roads and 24 hectares have undergone prescribed burning in forest and grassland areas.

Asset Protection Zone

Prescribed burns have been undertaken in Fisher Parkland, along Kuringa Drive Spence and Fraser, Caswell Drive Aranda, a native grass site along Alexandra drive Yarralumla, Hall Palmer Street, Monash grasslands and Mitchell.

One burn at Latham was not undertaken because it was determined that the native grass did not require an ecological burn to remove built up thatch layers.

Landscape Division Zone

Prescribed burns have been undertaken along Tharwa Drive, Point Hut Road, Kambah Pool Road and Horse Park Drive rural roads. These prescribed burns were undertaken and managed by volunteer brigades and the Rural Fire Service. The Department acknowledges and appreciates their help in assisting with these fuel reduction activities.

Physical Removal

Physical removal involves the elimination or reduction (by hand or with machinery) of woody weeds, pine wildlings, damaged and dead trees, dead branches, bark and leaves, shrubs and re-growth vegetation. Trees assessed as posing a threat to nearby homes were also removed. This allows areas to be more efficiently fuel reduced in the future, the receipt of funds under Commonwealth Governments Natural Disaster Mitigation Plan programme assisted many of these works.

50 hectares have undergone physical removal activities highlighted in this year's program.

Asset Protection Zone

16 physical removal projects have been undertaken in areas such as Flynn-Ginninderra Creek, Latham-Umbagong Park, Chapman, Fraser and Spence -Kuringa Drive, Hughes, O'Connor-Dryandra St, Fisher Parkland, Weston, Mitchell-Gungahlin Drive, Fadden-Appel Cres, Mitchell and Curtin wood yards, Kaleen - Barton Highway, Bruce-Belconnen Way and Hall.

Slashing / Mowing

An extensive slashing/mowing program was conducted throughout Canberra, particularly to reduce the spread and impact of grassfires. Slashing focuses on areas adjacent to houses, and along roadside verges which are recognised as areas where fires have a greater potential to ignite.

1,615 hectares were slashed six times throughout the year. A further 217 km of slashing was undertaken along rural roads to provide a strategic break in the landscape. Areas are monitored for regrowth and mown when the appropriate height standard is exceeded.

Asset Protection Zone

1,471 ha of slashing activities were completed in and around Canberra residential and suburban areas. Due to the increased grass growth this year an additional 30 sites were mown twice to strengthen the urban edge.

Works undertaken from ACT Planning and Land Authority BOP included 35 areas on 136 hectares where mowing and some herbicide spraying were completed to reduce fuel hazards. The areas included Amaroo, Nicholls, Mitchell, Watson, Acton, Yarralumla, Fyshwick, Oaks Estate, Hume, Tharwa, Symonston, Chapman and Curtin.

Landscape Division Zone

144 ha of slashing activities were completed along major roads and a further 217 km of rural roads creating landscape divisions.

Grazing

Grazing of livestock is used in areas not considered environmentally sensitive. 16 hectares have undergone grazing in this year's program. The ability to agist livestock became one of the major issues for Land Management Agencies to reduce grass growth, given the good seasonal growth leading into summer.

Land Management Zone

The Curtin, Cotter Plots was grazed with horses, however areas around Bonython could not be grazed due to the availability of cattle. Where possible a 30 metre slashed edge was maintained along the edges of these areas to counter for the inability to access stock.

Fire Trails

38 km of fire trail routine maintenance was undertaken along fire trails along the urban edge and within open space reserves. 2.33 km of major upgrades have been undertaken on Simpsons Hill increasing the length of the trail and providing a turn around point.

Preparedness

The following number of Urban Services staff attended training throughout the year: 4 basic fire fighter, 3 advanced fire fighting, 8 senior fire fighting, 2 chainsaw basic, 6 chainsaw Intermediate, 1 advanced chainsaw, 7 Remote Area Fire Team (RAFT) crew, 12 work safely around aircraft and 5 in hover exit, 12 in senior first aid, electrical awareness and traffic management planning and 1 Occupational Health and Safety officer training.

Urban Services was able to provide a dedicated RAFT crew of seven members who can assist the Rural Fire Service in first response to remote area fires.

Fuel Hazard Assessment

The 2005-06 fuel hazard assessment program included 120 urban edge assessments that were stratified by vegetation community and prioritised by urban edge zoning classification found in the SBMP. The results from these assessments are used strategic and operational plan decision making.

Future Directions

The Department will continue to develop the next Bushfire Operational Plan that details annual fuel and fire management activities and will continue to provide input into ACT wide policy development, standards and goal setting on bushfire related issues.

Part D: Analysis of Financial Performance

Strategic Asset Management

The Department's assets are diverse and included, infrastructure such as roads, bridges, traffic signals, cyclepaths, footpaths and stormwater assts; waste and recycling assets; urban park assets including sportsgrounds,; public libraries; public transport; and property assets.

The Department managed assets with a total value of $4.5 billion as at 30 June 2006 as follows:

Asset	Value $
Land	107.8 million
Buildings	181.2 million
Leasehold Improvements	2.6 million
Plant and Equipment	12.1 million
Infrastructure Assets	4,016.9 million
Community and Heritage Assets	176.7 million
Total	**4,497.3 million**

During 2005-06 the Department undertook a revaluation of roads, carparks, traffic signals and library materials with the result being an increase in valuations as follows: -

Asset	Value $
Roads	155.1 million
Carparks	6.1 million
Traffic Signals	4.8 million
Library Materials	2.3 million
Total	**$168.3 million**

As at 30 June 2006, the Department also had 28 properties that are classified as Investment Property with a current valuation of $29.3 million.

During 2005-06, no significant assets were removed form the Agency's asset register.

Property Branch undertook 20 building audits and 48 hazardous materials audits in 2005-06. Major asset upgrades in 2005-06 are:

- Hotel Kurrajong – Building Code of Australia and building upgrade works to a Heritage facility used as a Hotel School $606,000;
- North Building - Building Code of Australia and associated works to enable 2,000 m^2 to be converted for use as a multicultural centre $514,000;
- Macarthur House - re-roofing to waterproof the building $353,000; and
- Callam Offices - a three year program of upgrade works to a 4 storey 8,000 m^2 office builidng. Works include Building Code of Australia upgrades to fire and emergency systems - total over 3 years $2.4m.

During 2005-06, $36.6m in Infrastructure Assets were received free of charge from the Land Development Agency and the ACT Planning and Land Authority. A further $6m in land and building assets were received froo of charge from other ACT Government Agencies.

Asset Strategy Initiatives

The Asset Management Plan for Urban Trees has highlighted many declining trees will have to be removed and replaced over the next 10 to 20 years due to Canberra's ageing urban forest.

The Roads ACT Asset Management Plan was revised and updated for 2005-06 to represent current financial, service level and environmental aspects of the plan in achieving target levels of service against agreed outcomes.

Parks and Places conducted a number of condition or asset verification audits on park irrigation across Canberra, BBQs, parks infrastructure in Woden / Weston Creek and fitness tracks. In addition 200,000 trees were added to the assets register as individually mapped trees.

ACT NOWaste commenced a consultancy to develop an asset remediation plan for sullage ponds at the Belconnen landfill, updated the asset register of plant/equipment at Belconnen and conducted an OHS inspection of all large doors and gates.

Office Accommodation

In 2005-06, the agency accommodated 452 office employees in useable office area of 9,339m2 in Scala House, Macarthur House and the Dickson Motor Vehicle Registry.

Accommodation usage was 18.40m2 per employee, which is an increase over the 2004-05 figure of 15.6m2 per employee, reflecting changes to the Department resulting from staff movements, natural attrition and voluntary redundancies as part of the *Taking Charge of Our Future* process.

As part of *Going Forward Together*, the Department will examine office utilisation and requirements across the ACT Government. The outcome of this review will assist the Department to meet its target of 15.0m2 per employee.

The Department also operates 10 libraries, 5 shopfronts 2 major depots and 14 other depots.

Energy Strategies

Property Branch will continue to conduct energy audits across the Department and Government. Upgrades to more efficient lighting and air conditioning controls across Property Branch properties will be made when existing systems require replacing. Installation of solar hot water systems in DUS buildings will be examined where appropriate, when existing hot water systems require replacement.

As part of a review of fleet vehicles, the expansion of the use of energy efficient vehicles will be examined.

Capital Works

Department of Urban Services 2005-06 Departmental Capital Works Program

Project	Proposed Completion Date	Original Value $'000	Revised Value $'000	Prior Expend $'000	2005-06 Expend $'000	Expend to Date $'000
NEW WORKS						
ACT NoWaste						
Mugga Waste Cell Stage 3	Mar-07	4,300	4,300	0	934	934
		4,300	**4,300**	**0**	**934**	**934**
Property						
Callam Offices Upgrade	Dec-06	1,500	1,500	0	178	178
		1,500	**1,500**	**0**	**178**	**178**
Parks and Places						
Phillip Oval	Transferred to DED	1,700	0	0	0	0
		1,700	**0**	**0**	**0**	**0**
City Services						
Replacement of Ageing Linen Equipment	Jul-06	1,300	1,300	0	500	500
		1,300	**1,300**	**0**	**500**	**500**
TOTAL NEW WORKS		**8,800**	**7,100**	**0**	**1,611**	**1,611**
CAPITAL UPGRADE PROGRAM						
Roads and Bridges						
- Pavement Rehabilitation	Jun-06	1,000	630	0	630	630
- Traffic Light Upgrades	Jun-06	100	100	0	100	100
- Road Safety Improvements	Jun-06	250	250	0	250	250
- Arterial Roads Barriers	Jun-06	150	150	0	149	149
- Arterial Road Lighting	Jun-06	200	160	0	160	160
- Armour Cable Replacement	Jun-06	350	341	0	341	341
- Bridge Strengthening	Jun-06	500	869	0	869	869
		2,550	**2,500**	**0**	**2,500**	**2,500**
Sustainable Transport Initiatives						
- Cycle Facilities	Jun-06	350	350	0	350	350
- Pedestrian Facilities	Jun-06	350	347	0	347	347
		700	**697**	**0**	**697**	**697**

Project	Proposed Completion Date	Original Value $'000	Revised Value $'000	Prior Expend $'000	2005-06 Expend $'000	Expend to Date $'000
Neighbourhood Improvements						
- Traffic Management Measures at Schools	Jun-06	200	200	0	200	200
- Neighbourhood Improvements	Jun-06	500	500	0	500	500
- Streetlighting	Jun-06	200	198	0	198	198
- Residential Street Improvements	Jun-06	200	200	0	200	200
- Stormwater	Jun-06	400	400	0	400	400
		1,500	**1,498**	**0**	**1,498**	**1,498**
Urban Open Space						
- Playground Safety Program	Jun-06	500	508	0	508	508
- Landscape Upgrade Program	Jun-06	350	351	0	361	361
- Tree Replacement Program	Jun-06	250	253	0	253	253
- Toilet Refurbishment	Jun-06	200	202	0	202	202
		1,300	**1,324**	**0**	**1,324**	**1,324**
Precinct Upgrades						
- Belconnen Lakeshore Refurbishment	Jun-06	800	806	0	806	806
		800	**806**	**0**	**806**	**806**
Sports Facilities						
- Facilities Improvements	Jun-06	1,100	1,072	0	1,072	1,072
		1,100	**1,072**	**0**	**1,072**	**1,072**
Libraries						
- Belconnen Library Refurbishment	Jun-06	700	708	0	708	708
		700	**708**	**0**	**708**	**708**
Property Upgrades						
- Property Upgrades	Jun-06	800	800	0	800	800
		800	**800**	**0**	**800**	**800**
Public Transport Infrastructure						
- Public Transport Infrastructure	Jun-06	350	350	0	350	350
		350	**350**	**0**	**350**	**350**
TOTAL CAPITAL UPGRADE PROGRAM		**9,800**	**9,755**	**0**	**9,754**	**9,754**
TOTAL NEW WORKS		**18,600**	**16,855**	**0**	**11,365**	**11,365**

Project	Proposed Completion Date	Original Value $'000	Revised Value $'000	Prior Expend $'000	2005-06 Expend $'000	Expend to Date $'000
WORKS IN PROGRESS						
Roads ACT						
Pialligo Avenue Upgrade (Morshead Dr to the airport) Forward Design	Jun-07	5,000	500	144	127	271
Majura Parkway	Jun-07	1,500	780	400	113	513
Lake Burley Griffin Water Enhancement	Feb-06	80	80	41	21	62
		6,580	**1,360**	**585**	**261**	**845**
Property						
Moore Street Health Building Level 5 Refurbishment	Dec-06	845	845	367	385	752
MNW - Grant Cameron Community Centre	Dec-06	250	300	180	55	235
		1,095	**1,145**	**547**	**440**	**987**
ACT NOWaste						
Home Resource Recovery Estate	Jun-06	800	800	579	198	776
		800	**800**	**579**	**198**	**776**
City Services						
International Arboretum	Jun-08	10,000	12,000	401	458	859
		10,000	**12,000**	**401**	**458**	**859**
Traffic Congestion and Road Safety Improvement Program						
Gungahlin Drive Extension	Sep-08	53,000	104,050	15,683	26,130	41,813
Fairbairn Avenue Upgrade	Jun-06	8,000	9,700	8,179	1,355	9,534
		61,000	**113,750**	**23,862**	**27,485**	**51,347**
Roads to Recovery Program						
On-Road Cycling Facilities (Woden Valley)	Jul-05	600	650	616	13	629
		600	**650**	**616**	**13**	**629**
Land Development Infrastructure						
Flemington Road Retardation Basin	Dec-06	170	170	133	0	133
Lawson Infrastructure Stage 1 (Design)	Aug-05	220	220	203	0	203
		390	**390**	**336**	**0**	**336**
TOTAL WORKS IN PROGRESS		**80,465**	**130,095**	**26,926**	**28,853**	**55,779**

Project	Proposed Completion Date	Original Value $'000	Revised Value $'000	Prior Expend $'000	2005-06 Expend $'000	Expend to Date $'000
COMPLETED PROJECTS						
PROJECTS FINANCIALLY COMPLETE						
Roads ACT						
Neighbourhood Improvements	Aug-05	3,000	649	609	40	649
Community Paths	Sep-05	700	700	616	84	700
Heavy Vehicle Route Bridges Upgrading Stage 5	Feb-06	1,500	1,500	903	597	1,500
Road Safety Improvements	Oct-05	300	300	228	72	300
Armour Cable Replacement	Jun-05	250	250	201	49	250
Traffic Management Measures at Schools	Aug-05	150	150	53	97	150
Residential Street Improvements	Jul-05	500	500	446	54	500
Kings Highway	Jul-05	50	50	0	50	50
		6,450	**4,099**	**3,056**	**1,042**	**4,098**
Roads to Recovery Program						
Boboyan Road Upgrade	Cancelled	2,100	100	0	98	98
Sutton Road Upgrade Stage 2	Cancelled	6,000	0	0	0	0
Tharwa Drive Upgrade Stage 1	Cancelled	5,000	0	0	0	0
		13,100	**100**	**0**	**98**	**98**
Trunk and Infrastructure Augmentation						
Gungaderra Creek Stormwater Infrastructure	Oct-05	1,000	800	561	239	800
Forward Design Forde/Bonner Infrastructure	Oct-05	200	200	186	14	200
		1,200	**1,000**	**747**	**253**	**1,000**
ACT NoWaste						
Parkwood Road Recycling Estate	Sep-06	120	120	53	44	97
Mugga Lane Landfill Disposal Cell – Stage 2	Jun-06	2,400	2,400	1,401	998	2,399
		2,520	**2,520**	**1,454**	**1,042**	**2,496**
Property						
MNW - Yarralumla Nursery - Zero run-off water recycling	Jun-06	220	238	63	175	238
North Building Refurbishment	Jun-06	642	641	127	514	641
		862	**879**	**190**	**689**	**879**

Project	Proposed Completion Date	Original Value $'000	Revised Value $'000	Prior Expend $'000	2005-06 Expend $'000	Expend to Date $'000
Canberra Urban Parks and Places						
Pest Willow Removal Along Molonglo River	Aug-05	150	150	80	70	150
		150	**150**	**80**	**70**	**150**
Libraries						
Belconnen Library Refurbishment Stage 1	Jun-06	241	241	155	86	241
Civic Library Refurbishment	Jul-05	300	394	294	0	294
		541	**535**	**449**	**86**	**535**
Public Transport						
Ellenborough St Bus Layby	Jul-05	150	150	130	20	150
Woden Master Plan – Relocation of Bus Interchange Forward Design	Dec-05	400	405	191	214	405
Belconnen Town Centre Bus Interchange Feasibility Studies	Feb-06	60	60	34	7	41
Real Time Information System at Bus Interchanges	Transferred to ACTPLA	100	100	40	16	56
		710	**715**	**395**	**257**	**652**
TOTAL PROJECTS FINANCIALLY COMPLETE		**25,533**	**9,998**	**6,469**	**3,439**	**9,908**
PROJECTS PHYSICALLY BUT NOT FINANCIALLY COMPLETE						
Roads ACT						
Traffic Route Lighting	Feb-06	350	350	334	0	334
Traffic Light Upgrades	Feb-06	250	250	134	50	184
		600	**600**	**468**	**50**	**518**
Traffic Congestion and Road Safety Improvement Program						
Horsepark Drive (Gundaroo Drive / Federal Highway)	Dec-06	7,000	11,570	10,054	1,494	11,548
		7,000	**11,570**	**10,054**	**1,494**	**11,548**
Roads to Recovery Program						
Sutton Road Upgrade (Yass Rd to NSW Border)	Oct-05	4,600	5,700	5,563	70	5,633
		4,600	**5,700**	**5,563**	**70**	**5,633**

Project	Proposed Completion Date	Original Value $'000	Revised Value $'000	Prior Expend $'000	2005-06 Expend $'000	Expend to Date $'000
Land Development Infrastructure						
Amaroo Infrastructure Stage 3	Dec-05	1,500	1,465	1,031	429	1,460
		1,500	**1,465**	**1,031**	**429**	**1,460**
Libraries						
Kippax Library	Sep-05	2,500	2,862	2,605	195	2,800
		2,500	**2,862**	**2,605**	**195**	**2,800**
TOTAL PROJECTS PHYSICALLY BUT NOT FINANCIALLY COMPLETE		**16,200**	**22,197**	**19,720**	**2,238**	**21,959**
GRAND TOTAL		**140,798**	**179,145**	**53,115**	**45,896**	**99,011**

Government Contracting

Procurement Principles and Processes

The Department makes use of contractors in providing services to the community. The procurement selection and management processes for all contractors including consultants, during the year complied with the *Government Procurement Act 2001*, subordinated guidelines and circulars.

Procurement processes above $50,000, were reviewed by an Approved Procurement Unit and the Government Procurement Board as required by the Government Procurement (Approved Procurement Units) Guideline 2002.

The Department is committed to ensuring that suppliers meet all of their industrial relations obligations in the performance of any contract activities. The Department may request details from suppliers, including an Ethical Suppliers Declaration, which is sent to a relevant Union (through UnionsACT), ACT Workcover and the Public Sector Management and Industrial Relations Group for vertification.

External Sources of Labour

Contractor/Consultancy Services (greater than $20,000)

The following table lists contractor/consultancy services used by the Department in providing services to the Community by output class. Building and other capital works are identified in the Capital Works Program table on page 98.

Business Unit	Contractor/Consultant	Description	Approval Date	Actual Expenditure
Output Class 1 - Municipal Services				
Customer Services and Information	Acumen Alliance Pty Ltd	Support services for Integrated Document Management System	Oct-03	$419,458
Customer Services and Information	Ausdoc Information Management Pty Ltd	Record Sentencing Services	Jul-04	$129,751
Customer Services and Information	Callisto Computing Pty Ltd	Professional services to rego.act	Jun-04	$134,187
Customer Services and Information	Chubb Security Services Pty Ltd	Cash delivery and collection, security services	Mar-02	$110,581
Customer Services and Information	CITEC	Supply of Electronic Payment Services	Dec-02	$281,915
Customer Services and Information	CSC AUST Pty Ltd	Rego.act contract services	Feb-01	$218,428
Customer Services and Information	Digital Lucida	Scanning and file creation services	Jul-04	$25,000
Customer Services and Information	Effective People Pty Ltd	Contract labour hire	Jul-05	$1,410,229
Customer Services and Information	Empire Management & Cleaning Services	Cleaning services	Jan-04	$146,054
Customer Services and Information	Imaginelife By Design	Trolley maintenance	Oct-05	$28,755
Customer Services and Information	Informed Sources Pty Ltd	Contract labour hire	Jul-04	$124,767
Customer Services and Information	Moore Contracting Services Pty Ltd	Project management services for whole of government receipting system	Jul-05	$86,865

Business Unit	Contractor/Consultant	Description	Approval Date	Actual Expenditure
Customer Services and Information	National Mailing & Marketing Pty Ltd	Mailing overdue/ reserve notices	Jul-05	$76,506
Customer Services and Information	Objective Corporation Pty Ltd	Support services for Integrated Document Management System	Oct-03	$176,874
Customer Services and Information	Sirsidynix Pty Ltd	Library management system	May-06	$83,473
Customer Services and Information	Smalls Recruiting Pty Ltd	Contract labour hire	Jul-04	$424,765
Customer Services and Information	Velvet Ruby Pty Ltd	Professional services to rego.act	Jun-04	$85,250
Customer Services and Information	Verossity Pty Ltd	Contract labour hire	Jul-04	$70,707
Roads and Infrastructure	ACT Survey Pty Ltd	Reflective testing and Linemarking	Jul-05	$26,442
Roads and Infrastructure	ACTEWAGL	Dam safety and surveillance services	Jul - 04	$221,636
Roads and Infrastructure	ACTEWAGL	Stormwater inspections and maintenance	Jul - 03	$2,905,981
Roads and Infrastructure	ACTEWAGL	Street light operation and maintenance	Jul-03	$3,044,367
Roads and Infrastructure	Aldridge Traffic Systems Pty Ltd	Traffic lights equipment	Jul-05	$33,635
Roads and Infrastructure	Ark Solutions (Aust) Pty Ltd	Integrated Asset Management System Implementation	Jul-05	$249,946
Roads and Infrastructure	ARRB Transport Research Ltd	Data collection, network testing	Jul-05	$68,000
Roads and Infrastructure	Aust Grinding Company Pty Ltd	Footpath grinding	Jul-05	$495,859
Roads and Infrastructure	Boral Construction Materials Group Ltd	Emulsion and overlays	Jul-05	$1,764,820
Roads and Infrastructure	Boss Haulage	Truck hire and operator	Jul-05	$325,476
Roads and Infrastructure	Brown Consulting (ACT) Pty Ltd	Road resurfacing and restoration	Jul-05	$307,986
Roads and Infrastructure	Canberra Constructions	Concrete paving	Jul-05	$107,309
Roads and Infrastructure	Canberra United Landscapers	Footpath repairs	Nov-05	$203,249

Business Unit	Contractor/Consultant	Description	Approval Date	Actual Expenditure
Roads and Infrastructure	Capital City Heavy Haulage Pty Ltd	Plant hire and operators	Jul-05	$40,763
Roads and Infrastructure	Caradoc Lic Pty Ltd	Edit and maintain the Traffic Control Device Inventory data	Jul-05	$67,000
Roads and Infrastructure	Care Traffic Services	Equipment hire	Jul-05	$37,183
Roads and Infrastructure	CB Excavations Pty Ltd	Footpath repairs and maintenance	Aug-05	$134,824
Roads and Infrastructure	Chinchilla Pty Ltd	Smith Road resheeting, Oakes Estate Road crossing	Dec-05	$225,747
Roads and Infrastructure	Clarke & Di Pauli Surveyors	Traffic Control Device Validation	Feb-05	$400,520
Roads and Infrastructure	Cleanaway	Truck hire	Jul-05	$46,232
Roads and Infrastructure	Coates Hire	Equipment Hire	Jul-05	$187,188
Roads and Infrastructure	Coffey Geosciences Pty Ltd	Slope assessment and Batter stability	Jul-05	$119,790
Roads and Infrastructure	Contour Constructions Civil & Landscape	Arterial Road barriers and bridge repairs	Dec-05	$222,721
Roads and Infrastructure	Cord Excavations Pty Ltd	Linemarking	Nov-05	$22,263
Roads and Infrastructure	Croker Glass Service	Bus Shelter repairs	Jul-05	$55,964
Roads and Infrastructure	CSP Landscaping Pty Ltd	Dam and drainage	Jul-05	$21,316
Roads and Infrastructure	Dale & Hitchcock Civil E ngineering & Landscaping	Various works including stormwater upgrade and felling dead trees	Feb-06	$1,060,348
Roads and Infrastructure	Datacol Research Pty Ltd	Traffic surveys	Jul-05	$49,295
Roads and Infrastructure	De Neefe Signs Pty Ltd	Linemarking	Jul-05	$81,526
Roads and Infrastructure	Ecowise Environmental Pty Ltd	Stream gauge & Dam monitoring	Jul-05	$258,696
Roads and Infrastructure	Ecowise Services Aust Pty Ltd	Equipment repairs	Jul-05	$38,040
Roads and Infrastructure	Ecowise Services Aust Pty Ltd	Traffic signals and street lighting maintenance	Jul-05	$862,802

Business Unit	Contractor/Consultant	Description	Approval Date	Actual Expenditure
Roads and Infrastructure	Effective People	Update and validate the Integrated Asset Management System and the Corporate Geographic database	Jun-06	$33,500
Roads and Infrastructure	Emoleum	Plant and equipment hire and operator	Jul-05	$673,236
Roads and Infrastructure	Emoleum	2005-06 sealing program	Jul-05	$2,795,517
Roads and Infrastructure	Exor Corporation Pty Ltd	Integrated Asset Management System Implementation	Jul-05	$891,478
Roads and Infrastructure	GD Samaritan Service	Bus shelter and footpath repairs	Jul-05	$54,665
Roads and Infrastructure	GHD Management Engineering Environment	Road pavement assessment	Jul-05	$72,283
Roads and Infrastructure	Go Traffic	Traffic controllers	Jul-05	$22,213
Roads and Infrastructure	Guideline ACT Pty Ltd	Bridge joint repairs	Jul-05	$120,278
Roads and Infrastructure	Hawkec Pty Ltd	Footpaths maintenance	Jul-05	$166,431
Roads and Infrastructure	Henness Concrete Contractors	Concrete footpaths, testing and repair	Jul-05	$943,560
Roads and Infrastructure	Hugill Consulting Pty Ltd	Bridge advice	Jul-05	$31,555
Roads and Infrastructure	Huon Management Services Pty Ltd	Road batter stablity	May-05	$771,191
Roads and Infrastructure	Information Technology & Engineering Consultants Pty Ltd	Asset Acceptance Coordination	Jul-05	$164,500
Roads and Infrastructure	K & T Muller	Plant and equipment hire and operator	Jul-05	$72,246
Roads and Infrastructure	Kenoss Contractors Pty Ltd	Williamsdale Quarry works	Dec-05	$335,021
Roads and Infrastructure	Klass Electrical Pty Ltd	Lighting	Jul-05	$94,822
Roads and Infrastructure	Kuna Contractors Pty Ltd	Footpath repairs	Nov-05	$66,553
Roads and Infrastructure	Marine & Civil Maintenance Pty Ltd	Epoxy injection of bridges	Dec-05	$227,170

Business Unit	Contractor/Consultant	Description	Approval Date	Actual Expenditure
Roads and Infrastructure	McKenzie Group Pty Ltd	Update and validate data in the Integrated Asset Management System and the Corporate Geographic database	Jun-05	$36,000
Roads and Infrastructure	MG Lyons Pty Ltd	Bridge repairs	Aug-05	$43,390
Roads and Infrastructure	Minchem (Canberra) Pty Ltd	Footpath repairs	Jul-05	$118,047
Roads and Infrastructure	Northrop Engineers Pty Ltd	Engineers, Bridges, Resheeting and street-light maintenance	Jul-04	$385,503
Roads and Infrastructure	Palerang Council	Road maintenance	Jul-05	$90,316
Roads and Infrastructure	Patches Asphalt	Cyclepath repair and maintenance	Jul-05	$86,453
Roads and Infrastructure	Patrick G Kearins	Bus shelter and footpath repairs	Jul-05	$24,204
Roads and Infrastructure	Paul Abbey Constructions Pty Ltd	Civil works, bridge and footpath repairs	Jul-05	$254,959
Roads and Infrastructure	Prime ACT Pty Ltd	Footpath repairs	Jul-05	$44,471
Roads and Infrastructure	Ram Constructions	Resheeting	Jul-05	$35,517
Roads and Infrastructure	RD Gossip Pty Ltd	Traffic Control Device Validation	Apr-05	$241,526
Roads and Infrastructure	RD Gossip Pty Ltd	Visual assessment, signs, footpaths, traffic control devices and linemarking	Jul-05	$213,944
Roads and Infrastructure	Ready Workforce Pty Ltd	Contract labour hire	Jul-05	$25,844
Roads and Infrastructure	SMEC Aust Pty Ltd	Tharwa and Ginninderra bridges load limits	Jul-05	$223,782
Roads and Infrastructure	SOS Recruitment	Update and validate Integrated Asset Management System and Corporate Geographic database	Jun-06	$41,000
Roads and Infrastructure	Strawbale Developments	Edit and maintain the Traffic Control Device Inventoryn data	Nov-05	$34,500
Roads and Infrastructure	TMC Contractors Pty Ltd	Bus shelter and footpath repairs	Mar-06	$457,204

Business Unit	Contractor/Consultant	Description	Approval Date	Actual Expenditure
Roads and Infrastructure	Trafficking ACT Pty Ltd	Traffic control operators	Jul-05	$295,885
Roads and Infrastructure	Urban Contractors Pty Ltd	Ginninderra Bridge works	Oct-05	$128,488
Roads and Infrastructure	Verossity Pty Ltd	Update and validate data in the Integrated Asset Management System and the Corporate Geographic database	Dec-05	$131,500
Roads and Infrastructure	Westaff Aust Pty Ltd	Contract labour hire	Jul-05	$765,840
Roads and Infrastructure	Woden Contractors Pty Ltd	Maintain unsealed roads	Oct-05	$236,778
Waste and Recycling	Bungendore Rural Services	Various maintenance works at West Belconnen landfill	May-06	$44,092
Waste and Recycling	Canberra Sand & Gravel Pty Ltd	Provision of greenwaste receipt and processing at Parkwood	Jun-01	$246,360
Waste and Recycling	Canberra Sand & Gravel Pty Ltd	Assistance with provision of greenwaste receipt and processing at Mitchell	Oct-02	$53,658
Waste and Recycling	Cleanaway	Provision of domestic waste and recycling materials collection services	Apr-03	$7,520,259
Waste and Recycling	Corkhill Brothers Sales Pty Ltd	Provision of greenwaste receipt and processing at Mugga Lane landfill	May-01	$317,709
Waste and Recycling	Ecowise Environmental Pty Ltd	Water Quality Testing at West Belconnen and Reporting of West Belconnen Landfill and Mugga Lane landfill results	Feb-05	$28,276
Waste and Recycling	GHD Pty Ltd	Sullage Rehabilitation Report at West Belconnen Landfill	Apr-05	$40,900

Business Unit	Contractor/Consultant	Description	Approval Date	Actual Expenditure
Waste and Recycling	Pepamint Pty Ltd	Pre-tender estimate and other advice on Mugga Lane Resource Recovery/Landfill procurement.	Sep-05	$24,400
Waste and Recycling	Revolve Pty Ltd	Settlement of contract claims	Apr-05	$66,500
Waste and Recycling	Thiess Services Pty Ltd	Provision of services relating to the Operation of the Mugga Lane Landfill, the Material Recycling Facility at Hume and the Mitchell Resource Management Centre	Jan-01	$3,392,233
Waste and Recycling	URS Aust Pty Ltd	Review of the development control code	Jul-05	$27,700
Canberra Urban Parks and Places	ACT Earthmoving & Truck Repairs Pty Ltd	Horticultural Services	Sep-05	$234,870
Canberra Urban Parks and Places	Action Bobcat	Plant Hire	Jul-05	$35,404
Canberra Urban Parks and Places	Adecco	Contract labour hire	Jul-05	$4,234,645
Canberra Urban Parks and Places	Allbulk Landscape Supplies Pty Ltd	Converting green waste to mulch	Feb-06	$46,086
Canberra Urban Parks and Places	Alltype Building Pty Ltd	Maintenance of swimming pool facilities - Canberra Olympic & Tuggeranong Lakeside	Dec-05	$50,486
Canberra Urban Parks and Places	Beemak Enterprises	Watercart hire and labour for watering trees	Sep-05	$504,996
Canberra Urban Parks and Places	Bellarine Tree Services Pty Ltd	Tree maintenance services	May-06	$162,862
Canberra Urban Parks and Places	Bolans Tree Service Pty Ltd	Tree maintenance services	Jun-06	$176,355
Canberra Urban Parks and Places	Brindabella Irrigation	Irrigation Repairs	Oct-05	$96,868

Business Unit	Contractor/Consultant	Description	Approval Date	Actual Expenditure
Canberra Urban Parks and Places	Canberra Horticulture Pty Ltd	Cleaning & horticultural services/ Graffiti removal	Jul-05	$1,953,629
Canberra Urban Parks and Places	Canberra Verti-Drain	Sportsgrounds maintenance - Vertidraining	Oct-05	$40,167
Canberra Urban Parks and Places	Canscape	Stump grinding services	Sep-05	$126,761
Canberra Urban Parks and Places	Capital City Heavy Haulage Pty Ltd	Pick up abandoned vehicles and Sportsground maintenance	Jun-05	$57,418
Canberra Urban Parks and Places	Capital Weed Control	Lake maintenance services, environmental weed control & treatment of ants, termites, bees & wasps etc	Aug-05	$510,501
Canberra Urban Parks and Places	Clear View Horticultural Maintenance	Mowing services	Sep-05	$411,302
Canberra Urban Parks and Places	Complete Turf Renovation Services Pty Ltd	Sportsgrounds maintenance - Vertidraining	Oct-05	$105,854
Canberra Urban Parks and Places	CQS Aust	Provision of plant & temporary staff	Jul-05	$462,941
Canberra Urban Parks and Places	Custom Made Landscapes	Floriade 2006 Construction	Jul-05	$267,262
Canberra Urban Parks and Places	Dabakala Pty Ltd	BBQ Maintenance	Jul-05	$124,333
Canberra Urban Parks and Places	Dan & Dan Landscaping Pty Ltd	Spring & Winter planting program	Nov-05	$38,264
Canberra Urban Parks and Places	Deeble B & C Pty Ltd	Provision of water tanker	Mar-06	$44,400
Canberra Urban Parks and Places	Deves Field Pty Ltd	Sportsgrounds I rrigation and Repairs	Jul-05	$135,277
Canberra Urban Parks and Places	Ecowise Services Aust Pty Ltd	Sportsgrounds Repairs and maintenance	Jul-05	$125,920
Canberra Urban Parks and Places	Effective People	Contract labour hire	Jul-05	$100,127

Business Unit	Contractor/Consultant	Description	Approval Date	Actual Expenditure
Canberra Urban Parks and Places	Emoleum	Carparks Repairs and maintenance	Dec-05	$99,264
Canberra Urban Parks and Places	Great Enterprises	Park Furniture Supply	Jul-05	$114,271
Canberra Urban Parks and Places	Hirotec Maintenance Pty Ltd	Maintenance of swimming pool facilities - Canberra Olympic & Tuggeranong Lakeside	Dec-05	$214,527
Canberra Urban Parks and Places	John Wood Consultancy Services	Gungahlin Draft Plan of Management	Jan-06	$34,862
Canberra Urban Parks and Places	JT & NC Emery	Provision of water tanker	Feb-06	$43,130
Canberra Urban Parks and Places	KD & KF Carratt	Plant Hire	Aug-05	$86,319
Canberra Urban Parks and Places	L Jenal	Mowing Services	Jul-05	$106,222
Canberra Urban Parks and Places	Lines Signs & Pavements Pty Ltd	Provision of signs	Jul-05	$60,167
Canberra Urban Parks and Places	Mag Welding Services Pty Ltd	Repairs & maintenance of sportsgrounds	Aug-05	$353,956
Canberra Urban Parks and Places	Market Attitude Research Services	Customer satisfaction survey	Aug-05	$79,130
Canberra Urban Parks and Places	McMahon's Lawn Turf	Turf/log barriers/ bollards	Sep-05	$261,258
Canberra Urban Parks and Places	National Capital Group Pty Ltd	Plant Hire	Nov-05	$24,953
Canberra Urban Parks and Places	Nova Multimedia	New Years Eve function	Dec-05	$21,402
Canberra Urban Parks and Places	Orix Aust Corp Ltd	Truck Hire	Jul-05	$390,318
Canberra Urban Parks and Places	Out & About Landscapes	Floriade 2006 Construction	Jul-05	$265,090
Canberra Urban Parks and Places	Pastures Rural Centre	Mowing Services	Nov-05	$33,707
Canberra Urban Parks and Places	RSPCA	Desexing of dogs	Jul-05	$20,913
Canberra Urban Parks and Places	Safe Working Systems	Safety and Quality Service Retainer	Aug-05	$31,149

Business Unit	Contractor/Consultant	Description	Approval Date	Actual Expenditure
Canberra Urban Parks and Places	Sapphire Coast Tree Service & Tower Hire	Dead tree removal	Aug-05	$724,359
Canberra Urban Parks and Places	SITA Australia PTY Ltd	Waste removal services	May-04	$43,000
Canberra Urban Parks and Places	Spotless Services Aust Ltd	Cleaning & horticultural services	Jul-05	$2,759,419
Canberra Urban Parks and Places	Techni-Clean Aust	Graffiti removal	Jul-05	$448,137
Canberra Urban Parks and Places	Turf The Lot	Turf services	Oct-05	$57,480
Canberra Urban Parks and Places	Utility Asset Management	Tree Services	May-06	$284,538
Canberra Urban Parks and Places	Verossity Pty Ltd	Contract labour hire	Jul-05	$42,554
Canberra Urban Parks and Places	Walterturnbull Pty Ltd	Cityscape Review	Mar-06	$41,959
Canberra Urban Parks and Places	Woodpecker Tree Services	Removal of dead trees	May-06	$134,800
Corporate	Acumen Alliance	Advice on consolidation of Canberra Connect	Jul-05	$110,000
Corporate	Acumen Alliance	Internal Auditor services	Oct-05	$109,989
Corporate	Artcraft Research	Customer satisfaction survey	Jul-05	$78,000
Corporate	ASG Group Limited	Assistance with Departmental review	Jul-05	$70,950
Corporate	Assist Pty Ltd	Financial systems support	Jul-05	$90,700
Corporate	Effective People	Contract labour hire	Jul-05	$20,876
Corporate	Excelerated Consulting	Implementation of budget management and reporting system	Jul-05	$98,364
Corporate	Hays Personnel Services	Contract labour hire	Jul-05	$149,639
Corporate	Human Solutions Pty Ltd	Contract labour hire	Jul-05	$53,240
Corporate	Hyro Solutions Pty Ltd	Redesign of Canberra Connect portal	Jul-05	$156,161

Business Unit	Contractor/Consultant	Description	Approval Date	Actual Expenditure
Corporate	Information Management & Review Services	Financial systems support	Jul-05	$78,274
Corporate	IPS Worldwide	Employee Assistance Program	Apr-05	$33,545
Corporate	KPMG Consulting	Assistance in converting to International Accounting Standards	Jul-05	$25,000
Corporate	Maxnetwork Pty Ltd	Assist with change program, job sizing and Human resource advice	Jul-05	$78,222
Corporate	RPR Consulting Pty Ltd	Disability Employment Framework	Jul-05	$20,000
Corporate	Smalls Recruiting	Contract labour hire	Jul-05	$26,249
Corporate	Tailored HR Solutions	HR Management Advice	Jul-05	$62,886
Corporate	Walterturnbull Pty Ltd	Audit Services	Jul-05	$272,104
Corporate	Wargeila Pty Ltd	Contract labour hire	Jul-05	$60,198
	Other Contractors	Below reporting threshold		$1,654,457
Output Class 2 - Transport				
Road Transport Regulation and Services	Careers Unlimited	Contract labour hire	Feb-06	$25,871
Road Transport Regulation and Services	Chubb	Coin counting and banking	Jul-03	$113,561
Road Transport Regulation and Services	Chubb	Supply of operators for mobile vans	Nov-04	$214,984
Road Transport Regulation and Services	Complete Constructions Aust Pty Ltd	Provide on site maitenance and vehicle fitouts	Aug-04	$25,551
Road Transport Regulation and Services	Database Consultants Australia	Infringement issuing system	Jun-05	$50,477
Road Transport Regulation and Services	Effective People	Provision of contract staff	Jul-05	$30,495
Road Transport Regulation and Services	Morgan Taylor Management Services	Repairs to camera equipment	Dec-03	$25,914

Business Unit	Contractor/Consultant	Description	Approval Date	Actual Expenditure
Road Transport Regulation and Services	TMA	Ticket machines supplies	Jul-05	$98,352
Road Transport Regulation and Services	Velvet Ruby Pty Ltd	Traffic Camera Office software maintenance and upgrades	Nov-03	$29,304
Public Transport	ACT Rugby Union (Ltd)	Sale of Brumbies Motor Vehicle Registration Plates	Feb-05	$24,510
Public Transport	Adecco	Provision of contract staff	Jul-05	$76,347
Public Transport	Dallarooma	Rural school bus service	Jan-05	$23,647
Public Transport	Effective People	Provision of contract staff	Jul-05	$110,789
Public Transport	Freebott Pty Ltd	Road Ready Program and Knowledge Test	Apr-04	$20,933
Public Transport	GKY Internet	Hosting and maintenance of Road Ready website	Sep-04	$27,000
Public Transport	Kayboa Pty Ltd	Rural school bus service	Jan-05	$88,267
Public Transport	Keirs of Canberra Charter Coaches	Rural school bus service	Jan-05	$73,232
Public Transport	Market Attitude Research Services	ACTION Customer Satisfaction Survey 2006	May-06	$33,226
Public Transport	Stay Upright Motorcycle Techniques	Motor Cycle Rider Training and Assessment	Apr-04	$20,451
Public Transport	Taylor Nelson Sofres Aust Pty Ltd	Taxi Customer Satisfaction Survey 2006	May-06	$43,409
Public Transport	Transborder Express Pty Ltd	Rural school bus service	Jan-05	$87,972
	Other Contractors	Below reporting threshold		$139,596

Business Unit	Contractor/Consultant	Description	Approval Date	Actual Expenditure
Output Class 3 - Government Services				
ACT Records	A & A Architects Pty Ltd	Professional assistance with business case evaluation	Jul-05	$22,110
Capital Linen Service	Ensign Services Pty Ltd	Laundry processing	Apr-04	$115,309
Capital Linen Service	Hays Personnel Services	Contract labour hire	Jul-05	$28,761
Property	A.C.T. Electrics	Electrical services	Jul-05	$222,231
Property	AC Control	Air conditioning services	Jul-05	$193,000
Property	ACME Roofing Industries	Roof works	Jul-05	$152,566
Property	ACT Boiler & Burner Services Pty Ltd	Boiler and mechanical services	Jul-05	$118,269
Property	ACT Doorland	Door repairs and maintenance	Jul-05	$113,129
Property	ACT Fencing & Metalwork	Fencing works	Jul-05	$328,797
Property	ADT Security	Security services	Jul-05	$84,140
Property	Affinity Electrical Technologies	Electrical services	Jul-05	$365,693
Property	ALKA Interiors	Building and maintenance services	Jul-05	$60,179
Property	Alpine Airconditioning & Electrical Contractors	Electrical services	Jul-05	$249,567
Property	Archinfotech Pty Ltd	Building and maintenance services	Jul-05	$23,770
Property	Aris Building Services	Building and maintenance services	Jul-05	$697,985
Property	Aura Sports	Provision of playground equipment	Jul-05	$89,927
Property	Australian Pest Control	Pest control services	Jul-05	$38,797
Property	Beaver Industries Pty Ltd	Building and maintenance services	Jul-05	$177,761
Property	Bedford Carpentry Pty Ltd	Building and maintenance services	Jul-05	$39,853
Property	Bell-Air Airconditioning Pty Ltd	Air conditioning services	Jul-05	$147,891

Business Unit	Contractor/Consultant	Description	Approval Date	Actual Expenditure
Property	Benmax Pty Ltd	Heating/Cooling repairs	Jul-05	$28,457
Property	Berkeley Challenge Pty Ltd	Cleaning services	Jul-05	$322,076
Property	Besam Australia Pty Ltd	Door repairs and maintenance	Jul-05	$23,160
Property	Budget Carpet Care	Carpet repairs and cleaning	Jul-05	$76,518
Property	Canscape	Stump grinding services	Jul-05	$50,435
Property	Capital Carpet Sales	Supply & install carpet	Jul-05	$89,983
Property	Caprice Kitchens & Joinery	Kitchen & joinery	Jul-05	$44,766
Property	Carrier Air Conditioning Pty Ltd	Air conditioning services	Jul-05	$48,619
Property	Chubb Fire Safety Ltd	Fire and safety works	Jul-05	$180,590
Property	City Reflection Pty Ltd	Cleaning services	Jul-05	$64,668
Property	Classic Solutions	Asbestos removal	Jul-05	$585,860
Property	Colemans Fencing (Aust) Pty Ltd	Fencing supplies	Jul-05	$53,845
Property	Complete Cleaning Services	Cleaning services	Jul-05	$93,847
Property	Condor Cleaning Pty Ltd	Cleaning services	Jul-05	$21,136
Property	Contour Constuctions Co	Civil works and landscape	Jul-05	$63,659
Property	Control & Electric Pty Ltd	Electrical services	Jul-05	$121,233
Property	Corianton Management Services Pty Ltd	Contract labour hire	Jul-05	$130,909
Property	Dan & Dan Landscaping Pty Ltd	Landscaping	Jul-05	$49,460
Property	Datavoice Communications	Electrical and data cabling services	Jul-05	$71,944
Property	Discount Tree Services (ACT) Pty Ltd	Tree surgery	Jul-05	$22,603
Property	Dom's Painting Services	Painting services	Jul-05	$24,540
Property	Drain King Plumbing & Draining	Plumbing and draining	Jul-05	$60,160
Property	DSB Partners Pty Ltd	Civil design and engineering	Jul-05	$34,061

Business Unit	Contractor/Consultant	Description	Approval Date	Actual Expenditure
Property	Ecowise Services Aust Pty Ltd	Electrical services	Jul-05	$193,470
Property	Existing Buildings Group Pty Ltd	Mechanical maintenance	Jul-05	$265,147
Property	Faraj Cleaning Services	Cleaning services	Jul-05	$68,641
Property	FMS (ACT) Pty Ltd	Mechanical maintenance	Jul-05	$647,132
Property	Fred Express Cleaning Service	Cleaning services	Jul-05	$170,759
Property	Fulton Technology Pty Ltd	Maintaining Property Register	Jul-05	$32,409
Property	Galeotti Building Services Pty Ltd	Building and maintenance services	Jul-05	$641,141
Property	General Lighting Services	Electrical & auto doors	Jul-05	$34,415
Property	GG Plumbing	Plumbing services	Jul-05	$132,413
Property	GK Ellery & Assoc Pty Ltd	Civil contractor/ consultantancy	Jul-05	$51,013
Property	Glendening Painting & Decorating Services Pty Ltd	Painting services	Jul-05	$108,801
Property	Hoods Carpet Court	Carpet replacement	Jul-05	$31,655
Property	Hutchings Roofing Pty Ltd	Roofing works	Jul-05	$46,856
Property	Hydro Industries Pty Ltd	Water treatment	Jul-05	$26,760
Property	IMD	Building and maintenance services	Jul-05	$135,845
Property	Imperial Look	Fitout services	Jul-05	$30,860
Property	ISS Washroom Services	Washroom services	Jul-05	$48,653
Property	J & E Carpentry	Building and maintenance services	Jul-05	$151,034
Property	Jewell & Buckley Electrical	Electrical services	Jul-05	$26,395
Property	King Air Pty Ltd	Heating/cooling repairs	Jul-05	$42,634
Property	Klass Electrical Pty Ltd	Electrical services	Jul-05	$174,957
Property	L & D Dal Cortivo	Locksmith works	Jul-05	$32,606
Property	LC Hughes & Co Pty Ltd	Mechanical works	Jul-05	$175,455
Property	Leaves Away	Landscaping	Jul-05	$133,800

Business Unit	Contractor/Consultant	Description	Approval Date	Actual Expenditure
Property	Longley Mechanical Services	Mechanical works	Jul-05	$39,820
Property	M & M Rolfe Cleaning Services	Cleaning services	Jul-05	$91,765
Property	M&D Konsul	Building and maintenance services	Jul-05	$57,578
Property	Magro Constructions Pty Ltd	Building and maintenance services	Jul-05	$43,468
Property	Manteena Pty Ltd	Building and maintenance services	Jul-05	$323,305
Property	Master Carpets (Act) Pty Ltd	Carpet suppliers	Jul-05	$60,355
Property	Masterbuilt Garages	Rollers doors/ sheds	Jul-05	$51,478
Property	Matelow Pty Ltd	Building and maintenance services	Jul-05	$484,822
Property	Matsari Holdings Pty Ltd	Painting services	Jul-05	$25,790
Property	Matt Gillingham Cleaning Services	Cleaning services	Jul-05	$261,022
Property	Menzies Property Services Pty Ltd	Cleaning services	Jul-05	$104,525
Property	Mil Services Pty Ltd	Security services	Jul-05	$41,224
Property	Monarch Building Solutions	Building and maintenance services	Jul-05	$136,655
Property	National Capital Security & Fire Pty Ltd	Fire and safety works	Jul-05	$324,985
Property	National Cleaning Services Aust Pty Ltd	Cleaning services	Jul-05	$200,608
Property	National Fire Solutions Pty Ltd	Fire and safety works	Jul-05	$110,339
Property	Nausiti Pty Ltd	Painting & building repairs	Jul-05	$208,849
Property	Northrop Engineers Pty Ltd	Streetlighting maintenance contract	Jul-05	$20,285
Property	Novatec Design Pty Ltd	Architectural design work	Jul-05	$23,430
Property	P&A Sigismundi Carpentry & Joinery	Carpentry and Joinery	Jul-05	$125,464
Property	Paul Abbey Constructions Pty Ltd	Building and maintenance services	Jul-05	$29,077

Business Unit	Contractor/Consultant	Description	Approval Date	Actual Expenditure
Property	Paul Smith	Building and maintenance services	Jul-05	$248,981
Property	Peter Allan Smith	Hydraulic Condition Assessement	Jul-05	$31,323
Property	Peter Ashley Electrical Services	Electrical services	Jul-05	$267,436
Property	Peter Ozols	Building and maintenance services	Jul-05	$20,420
Property	Phase 4 Electrical	Electrical services	Jul-05	$168,496
Property	Picasso Builders Pty Ltd	Building and maintenance services	Jul-05	$191,596
Property	Prestige Paving & Landscaping	Paving and landscaping	Jul-05	$79,285
Property	Pro Form	Kitchen & Joinery	Jul-05	$20,239
Property	Project Coordination (Aust) Pty Ltd	Building and maintenance services	Jul-05	$312,371
Property	Pro-Tech Services Pty Ltd	Data electrical	Jul-05	$199,080
Property	Q Commercial Carpets	Supply & install carpet	Jul-05	$154,484
Property	Queanbeyan Sheetmetal Products	Metal fabrication	Jul-05	$89,012
Property	Radmo Constructions Pty Ltd	Building and maintenance services	Jul-05	$751,046
Property	Raper Enterprise Pty Ltd	Supply building materials	Jul-05	$38,480
Property	RB & R Daintree Pty Ltd	Security systems	Jul-05	$60,421
Property	Reclaim Industries Ltd	Waste management	Jul-05	$46,074
Property	Regional Bricklaying	Bricklaying	Jul-05	$21,100
Property	Robson Laboratories Pty Ltd	Hazmat testing	Jul-05	$381,149
Property	Rose Cleaning Service	Cleaning services	Jul-05	$23,054
Property	Ruckschloss Consulting Pty Ltd	Engineering consultant	Jul-05	$27,510
Property	Rudds Consulting Engineers Pty Ltd	Engineering Consultants	Jul-05	$29,925
Property	Salloum Cleaning Contractor	Cleaning services	Jul-05	$21,705
Property	Schiavello (ACT) Pty Ltd	Building and maintenance services	Jul-05	$56,050

Business Unit	Contractor/Consultant	Description	Approval Date	Actual Expenditure
Property	School Electrical Services Pty Ltd	Electrical maintenance	Jul-05	$22,213
Property	Shane's Glass	Glass work	Jul-05	$98,894
Property	SITA Environmental Solutions	Waste removal	Jul-05	$21,482
Property	SMI Fitout Pty Ltd	Building and electrical services	Jul-05	$774,851
Property	Smorgon Steel	Steel and fencing suppliers	Jul-05	$23,702
Property	Solar Powered Solutions Pty Ltd	Alternative electrical services	Jul-05	$118,182
Property	Stain Busters Cleaning Systems Act	Cleaning services	Jul-05	$34,207
Property	Stellar Engineering	Pipe work and modifications	Jul-05	$275,049
Property	Stephen Sih	Electrical engineering consultant	Jul-05	$96,963
Property	Steve Coombe	Fire engineering consultant	Jul-05	$49,162
Property	TDK Shopfitting	Office and shopfitting services	Jul-05	$23,040
Property	Thyssenkrupp Elevator	Lift and elevators	Jul-05	$102,584
Property	Trane Australia	Mechanical works	Jul-05	$68,618
Property	Universal Office Cleaners Pty Ltd	Cleaning services	Jul-05	$400,329
Property	Waco Kwikform Ltd	Scaffolding supplies	Jul-05	$53,994
Property	Weldwise	Welding services	Jul-05	$20,300
Property	Westaff Aust Pty Ltd	Contract labour hire	Jul-05	$82,076
Property	Wormald Fire Systems	Fire and safety works	Jul-05	$205,324
Publications	Effective People	Provision of contract staff	Jul-05	$226,198
Yarralumla Nursery	Deakin and Olsen	General plant production work	Nov-05	$43,911
Yarralumla Nursery	Koomarri	Weeding of nursery plants	Dec-05	$49,525
Yarralumla Nursery	Select Australia	Personnel services	Jul-05	$46,593
	Other Contractors	Below reporting threshold		$1,976,055

Contractor/Consultancy Services (greater than $100,000)

Selected by Select Tender Process

Business Unit	Consultant/ Contractor	Description	Approval Date	Actual Expenditure	Reason for Select Tender
Output Class 1 - Municipal Services					
Canberra Urban Parks and Places	Martins Fertilisers Pty Ltd	Supply of Growing media for Floriade flower beds	Jan-06	$120,000	Part sponsorship arrangement with ACT Tourisn Commission
Output Class 3 - Government Services					
Capital Linen Service	Jensen Australia Pty Ltd	Purchase of a compact washroom service	Apr-06	$382,767	Compatibility with existing laundry equipment

Contractor/Consultancy Services (greater than $50,000)

Consistent with procurement principles, the Department uses pre-qualified contractors wherever possible. The following table identifies the use of non pre-qualified contractors in 2005-06.

Business Unit	Consultant/ Contractor	Description	Approval Date	Actual Expenditure	Reason for Select Tender
Output Class 3 - Government- Services					
Yarralumla Nursery	Watertek Pty Ltd	Zero runoff recycle water project	Jul-06	$77,000	Non pre-qualification category for this type of work

Appendices

Legislative Report

The Department of Urban Services administers a wide range of legislation, including Acts, Standards and Codes of Practice, which involve the regulation of activities associated with the Department's municipal and territorial responsibilities. The Department is responsible for the following legislation:

Enactment/Laws	Responsible Administrative Group	Responsible for Managing Delegations
ACTION Authority Act 2001	Municipal Services	Municipal Services
Cemeteries and Crematoria Act 2003	Municipal Services	Municipal Services
Charitable Collections Act 2003	Municipal Services	Municipal Services
Domestic Animals Act 2000	Municipal Services	Municipal Services
Gungahlin Drive Extension Authorisation Act 2004	Municipal Services	Municipal Services
Hawkers Act 2003	Municipal Services	Municipal Services
Interstate Road Transport Act 1985 (Cwlth)	Municipal Services	Municipal Services
Interstate Road Transport Charge Act 1985 (Cwlth)	Municipal Services	Municipal Services
Litter Act 1977	Municipal Services	Municipal Services
Motor Vehicle Standards Act 1989 (Cwlth)	Municipal Services	Municipal Services
NRMA – ACT Road Safety Trust Act 1992	Municipal Services	Municipal Services
Nudity Act 1976	Municipal Services	Municipal Services
Public Baths and Public Bathing Act 1956	Municipal Services	Municipal Services
Road Transport (Alcohol and Drugs) Act 1977	Municipal Services	Municipal Services
Road Transport Charges (Australian Capital Territory) Act 1933 (Cwlth)	Municipal Services	Municipal Services
Road Transport (Dimensions and Mass) Act 1990	Municipal Services	Municipal Services
Road Transport (Driver Licensing) Act 1999	Municipal Services	Municipal Services
Road Transport (General) Act 1999	Municipal Services	Municipal Services
Road Transport (Public Passenger Services) Act 2001	Municipal Services	Municipal Services
Road Transport (Safety and Traffic Management) Act 1999	Municipal Services	Municipal Services
Road Transport Reform (Dangerous Goods) Act 1995 (Cwlth)	Municipal Services	Municipal Services
Road Transport Reform (Vehicles and Traffic) Act 1993 (Cwlth)	Municipal Services	Municipal Services
Road Transport (Vehicle Registration) Act 1999	Municipal Services	Municipal Services
Roads and Public Places Act 1937	Municipal Services	Municipal Services
Territory Records Act 2002	Enterprise Services	Enterprise Services
Trespass on Territory Land Act 1932	Municipal Services	Municipal Services

Legislative Assembly Committee Inquiries and Reports

The following Legislative Assembly Committee inquiries were completed and presented during the term of the current Government:

Standing Committee on Planning and Environment

Report No.	Title	Date Presented
24	Inquiry into the Road Transport (Public Passenger Services) Amendment Bill 2003	11 December 2003
26	Inquiry into Annual and Financial Reports 2002-2003 for the Department of Urban Services and Related	4 March 2004
19	Inquiry into Annual and Financial Report 2004-2005	13 December 2005

Implementation of recommendations of Assembly Committee Report No 24

Recommendation	Government Response	Action to Date
Hire Cars		
That the Government implement a budget financed buy-back scheme for hire car licence plates, followed by a lease scheme for the plates.	Agreed in principle. The Government will offer to buy back hire car licences and make available for lease an unlimited number of hire car licences.	Buy back scheme implemented. Leased hire car licence scheme implemented.
That the buy-back scheme be accompanied by: • immediate adequate and appropriate compensation based on the current market value, based on recent sale prices of ACT hire car plates, or the 1997 market value of the plates as determined by the Australian Valuation Office and adjusted for CPI, which ever is the greater; and • a system of interim registration for hire car vehicles until the appropriate legislation is passed.	Agreed in part. The price offered under a buy-back must reflect a balance of the needs of licence owners and those of the ACT community. The buy-back must be fair to licence owners and affordable to the community. Funds for the buy-back will be provided as soon as possible, and no later than 1 July 2005. It will not be necessary to establish an interim registration system. Existing arrangements will continue until the buy-back scheme has been implemented and hire car licences are available on a lease basis	Buy back offer accepted by all hire car licence owners.
That any legislation include a rigorous framework for enforcement of an accreditation, licensing and registration regime with penalties for operators who breach the regulations, and that the Department of Urban Services be properly resourced with appropriately trained personnel to undertake the enforcement regime.	Agreed. Enforcement powers are incorporated in the accreditation regime provided under the Road Transport (Public Passenger Services) Amendment Bill. In the 2003-04 budget, $120,000 was provided for taxi and hire car accreditation. The Enforcement and Compliance Program for hire cars will include audits of accredited operators. Many complaints about the need for enforcement have been related to the restricted number of high cost licence plates available for hire car work. When these restrictions are removed, entry to the market would be determined by accreditation requirements and payment of an annual lease fee. The focus for enforcement would then be mainly on whether or not the operator is accredited and continues to meet the accreditation requirements, not, as in the past, whether the operator has the relevant licence for the hiring being undertaken. The Government will introduce and implement legislation for an accreditation regime for hire cars – an arrangement supported by the Committee.	Hire car operator accreditation scheme implemented March 2005. Enforcement of hire car regulations ongoing.

Recommendation	Government Response	Action to Date
That the following be included in the legislation: • Ten-seat stretch limousines and vehicles with similar seating capacities to be classified as hire cars not buses with MO plates. A bus should only be 19 seats and up and that everything under that should be classified as people movers; • RHV nomenclature should be withdrawn and all new and existing RHV vehicles issued with 'SV' (special vehicle) licences; • Special vehicle permit holders be required to display all applicable licences and permits in the vehicle at all times when it is working; • Only one category of H licence private hire cars; • All advertising of hire car services to include the licence and other permit numbers held by the advertiser; and • Regulation of all hire car licences must include the appropriate insurance, a demonstrated knowledge of the streets and roads of the ACT, some elementary mechanical knowledge, first aid qualifications, and child and infant seats and restraints (on request) and compliance with any other government safety requirements.	• Not agreed. It is not consistent with the Australian Design Rules nor arrangements elsewhere in Australia. This recommendation is based on preserving the high licence value of hire cars versus buses (for which there has never been a licence quota). A buy-back of licences and the introduction of accreditation would remove the need for this 'construct'. Public vehicles with 6 to 9 seats would need to lease hire car licences following a Government buy-back of licences. • Not agreed. The Government considers there is no need to change the terminology from 'restricted hire vehicle (RHV)' to 'special vehicle'. Existing RHV vehicles are used for public passenger transport to weddings and school formals and, on certain occasions, for standard hire car work. Following a Government buy-back of hire car licences, RHV licences will continue to be available for weddings and school formal work due to its seasonal nature but anyone wishing to do other hire car work will need to obtain a hire car licence from the Government on a lease basis. • Agreed in principle. All hire car operators will be required to display their accreditation number either on the vehicle or on a stay-fast label. • Agreed in part. There will continue to be one type of hire car licence under which "H" numberplates must be displayed. As indicated above, the RHV licence category will be maintained for weddings and school formal services. • Agreed. The draft Regulations for the Amendment Bill include a requirement that the accreditation number of an accredited operator must be included in advertising material. • Agreed in part. Public vehicle insurance is required for public vehicles under current Road Transport legislation, and driver training is required for hire car drivers. Under the accreditation regime, hire car operators would be required to have appropriate vehicle maintenance programs in place. First aid qualifications may be desirable but are not considered essential for hire car drivers. Child and infant restraints may be requested by the customer at the time of booking the vehicle.	Hire car operators required to display "H" numberplates. Restricted hire car operators required to display stay-fast label. Road Transport Legislation (Hire Cars) Amendment Regulation 2005 commenced in March 2005 and includes two hire car categories, leased hire car and restricted hire cars for weddings and school formals. Included in the Road Transport Legislation (Hire Cars) Amendment Regulation 2005 commenced in March 2005. Accreditation requirements include hire car operator responsibilities for vehicle maintenance.
That the arrangements for the Queanbeyan hire cars to operate in the ACT be formalised, but this not be restricted to any number and be subject to mutual recognition of accreditation standards in both the ACT and Queanbeyan.	Agreed. The introduction of accreditation for hire cars (as contained in the Bill) will provide the framework for mutual recognition with NSW hire cars. Any differences in licence values between NSW and the ACT may be barriers to mutual recognition. After the buy-back of hire car licences, the licence fees charged in each jurisdiction will become more closely aligned.	Cross border hire car arrangements investigations commenced and will be completed in 2006-07

Recommendation	Government Response	Action to Date
That the Government provide, within the legislative framework, regulations that will allow all potential entrants to the hire car industry to compete equitably to provide the consumer with the widest range of choice possible at the lowest possible price within standards set in the legislation.	Agreed in principle. The removal of licence quotas, the reduction in lease fees and the introduction of accreditation, would ensure entry to the industry is limited only by the applicant's ability to meet the Government's standards for safety, consumer protection, and minimum quality of service.	Implemented under the Road Transport Legislation (Hire Cars) Amendment Regulation 2005.
That the legislation deletes: • the provision whereby hire cars may operate as unrestricted hire cars from time to time; • the provision for the maximum number of hire car licences to be determined by the Minister; and • all references to RHVs to be replaced with provisions as recommended in this report.	Agreed in part. Following implementation of a Government buy-back of licences, the current arrangements, whereby restricted hire cars may operate as unrestricted hire cars when the demand cannot be met by unrestricted hire cars, will cease. The Road Transport (Public Passenger Services) Amendment Bill removes the provision for the maximum number of hire car licences to be determined by the Minister. The Government considers there is no need to change the terminology from 'restricted hire vehicle (RHV)' to 'special vehicle'. Existing RHV vehicles are used for public passenger transport to weddings and school formals and, on certain occasions, for standard hire car work. Following a Government buy-back of hire car licences, RHV licences will continue to be available for weddings and school formal work due to its seasonal nature but anyone wishing to do other hire car work will need to obtain a hire car licence from the Government on a lease basis.	Implemented under the Road Transport Legislation (Hire Cars) Amendment Regulation 2005.
Taxis		
That a buy-back scheme be implemented for taxi licences.	Not agreed. The Government will proceed with an auction of 10 taxi licences as soon as possible in accordance with the formula based approach proposed in the Road Transport (Public Passenger Services) Amendment Bill 2003. This approach will provide an objective and predictable mechanism to increase the supply of taxi licences when warranted.	Proposed taxi licence amendments deleted from Road Transport (Public Passenger Services) Amendment Bill 2003 during Assembly debate in August 2004. Formula based approach to licence reform not implemented. Government adopted a taxi licence release program in February 2006 under which 40 leased, short term taxi licences will be available by ballot. The first ballot of 10 licences was held in April 2006.

Recommendation	Government Response	Action to Date
That the compensation for taxi licence plates be based on the Australian Valuation Office figures for taxi licence plates current at 1 January 1997, and to include an amount equivalent to membership fee paid by licence owners to the Aerial Taxi Cabs Co-operative Society Limited.	Not agreed. As indicated in the Reform Program announced by the Government in December 2002, net revenue from the sale of new licences (after allowing for costs associated with the reforms) will be returned to current licence owners for at least two years and possibly five years.	Proposed taxi licence amendments deleted from Road Transport (Public Passenger Services) Amendment Bill 2003 during Assembly debate in August 2004. Formula based approach to licence reform not implemented. Government adopted a taxi licence release program in February 2006 under which 40 leased, short term taxi licences will be available by ballot. The first ballot of 10 licences was held in April 2006.
The establishment of a new dispatch network authority operating under the auspices of ACTION.	Not agreed. The provision of taxi network services is not considered to be a Government function. Additional taxi networks will become established if the market conditions are right. It is the Government's role to remove restrictions and barriers that prevent the market from operating efficiently.	
That any legislation includes a framework for enforcement of an accreditation, licensing and registration regime with penalties for operators who breach the regulations, and that the Department of Urban Services be properly resourced with appropriately trained personnel to undertake the enforcement regime.	Agreed in principle. The current legislation and funding arrangements are consistent with this recommendation.	Taxi accreditation and enforcement and compliance program are ongoing.

Recommendation	Government Response	Action to Date
That annual and short-term periodic licences be made available to suitable and accredited persons.	Not agreed. Taxi licences obtained at auction will be perpetual, transferable licences.	Proposed taxi licence amendments deleted from Road Transport (Public Passenger Services) Amendment Bill 2003 during Assembly debate in August 2004. Formula based approach to licence reform not implemented. Government adopted a taxi licence release program in February 2006 under which 40 leased, short term taxi licences will be available by ballot. The first ballot of 10 licences was held in April 2006.
That the Government develop a transparent framework for an assured orderly release of plates so that industry does not suffer regular investor failure.	Agreed in principle. The formula based licence release scheme will provide a transparent framework for an orderly release of taxi licence plates. The process for releasing licences will be market responsive, ensuring an adequate supply of licences without a dramatic fall in licence values in any one year.	Proposed taxi licence amendments deleted from Road Transport (Public Passenger Services) Amendment Bill 2003 during Assembly debate in August 2004. Formula based approach to licence reform not implemented. Government adopted a taxi licence release program in February 2006 under which 40 leased, short term taxi licences will be available by ballot. The first ballot of 10 licences was held in April 2006.
That safety precautions for all types of passengers including babies, young people and adults are more seriously addressed.	Agreed.	Advice has been provided to Canberra Cabs on the vehicle standards applying to the use of roof pods for carrying baby capsules.
That to provide a better and more safe service for children under two, the number of drop off points for baby capsules be increased and that more baby capsules be available at these extra drop-off points.	Agreed in principle. The Government encourages industry to improve arrangements for making baby capsules available to customers. The Industry has advised that it is considering extending the existing service. The Government will monitor the situation.	Advice has been provided to Canberra Cabs on the vehicle standards applying to the use of roof pods for carrying baby capsules.

Recommendation	Government Response	Action to Date
That cross border taxi arrangements, allowing ACT taxis and Queanbeyan taxis to operate in both jurisdictions continue without imposing additional regulatory costs on the taxi services, subject to mutual recognition of accreditation systems in both the ACT and Queanbeyan.	Agreed. The implementation of mutual recognition of accreditation systems for taxis in the ACT and Queanbeyan was completed in July 2003. No additional regulatory costs are imposed on operators.	Arrangement completed in 2003.
Wheelchair Accessible Taxis		
That the wheelchair accessible fleet meets its obligations under the Disability Discrimination Act to provide equivalent services for all wheelchair users by 2007.	Agreed. Wheelchair accessible taxi service standards have improved, particularly since the introduction of the new Lift Fee and closer cooperation from Canberra Cabs. It is clear that many WAT drivers and operators take their responsibilities seriously. However some do not, and the Government is now working with the network to significantly improve the effort of all WAT drivers and operators, and both the network and the Government will apply substantial sanctions and penalties if satisfactory improvement is not forthcoming. The Government will continue to monitor wheelchair accessible taxi services and implement new measures to improve their performance. The viability of wheelchair accessible taxi services will be enhanced by increasing the permitted vehicle age from six to eight years, consistent with arrangements in most other jurisdictions.	A Wheelchair Accessible Taxi Reference Group was established in May 2005 to develop recommendations for short, medium and long term measures to improve the level of service provided by wheelchair accessible taxis. The WAT Reference Group report of September 2005 recommended that "micro-management" of the WAT fleet be introduced as an urgent measure to improve service timeliness, reliability and viability. On 20 February 2006 the Government introduced Minimum Service Standards for taxi networks that mandates the micro-management of WATs. The permitted period a vehicle may be used as a wheelchair accessible taxi has been increased to eight years.

Recommendation	Government Response	Action to Date
That WATs be assigned to the ACTION network, that the dispatch of the WATS be controlled by ACTION, and that the WATs be regularly used on low patronage bus routes to be assigned by ACTION, as well as undertaking their normal special purpose WAT services.	Not agreed. WATs will not be assigned to ACTION. On coming into office, this Government made it clear that it would not compulsorily transfer any taxi operator to a particular network. However, Urban Services has commissioned a study of the feasibility of introducing a demand responsive public transport service in the ACT. Such a service could involve ACTION in hiring taxis (both standard and wheelchair accessible) on a contract basis for specified periods and/or services.	ACTION commenced operating a Flexibus service in April 2005. Flexibus is an evening bus service where the bus driver plans the route depending on where the passengers want to go within a defined area. The Road Transport (Public Passenger Services) Amendment Act 2006 was passed by the Legislative assembly on 9 March 2006. The Amendment Act introduces a new type of public passenger service called Demand Responsive Services (DRS). DRS are characterised by flexible routes and times, the availability of a booking service, the requirement for passengers to share vehicles with other passengers and, in some circumstances, the availability of door-to-door service. DRS fare will be cheaper than taxis but more expensive than buses. Operators of DRS will be required to obtain accreditation and meet standards consistent with those applied to bus, taxi and hire car services – such as standards for maintenance, complaints handling and record keeping.
That the Government use the transfer of the WATs to the ACTION network to establish conditions that will attract a second network provider to the ACT for standard cabs.	Not agreed. Additional taxi networks will become established if the market conditions are right. It is the Government's role to remove restrictions and barriers that prevent the market from operating efficiently.	

Recommendation	Government Response	Action to Date
Proposed Solutions and any Buy Back Schemes		
That the Government immediately implements an off-budget buy-back scheme for taxi licences that will provide adequate compensation and includes a minimum no capital loss provision and implements at the same time a budget-funded buy-back scheme for the hire car industry.	Agreed in part. The Government will offer to buy-back hire car licences and proceed with its proposed legislation for a formula based scheme for the release of taxi licences.	Proposed taxi licence amendments deleted from Road Transport (Public Passenger Services) Amendment Bill 2003 during Assembly debate in August 2004. Formula based approach to licence reform not implemented.
To ensure the success of the buy-back scheme, current restrictions on the number of ACT taxi and hire car licences and licence quotas be removed immediately to revitalise sustainable integrated transport services for the travelling ACT public.	Agreed in part. The formula based approach for the release of taxi licences does not result in an unrestricted number of licences. The number of taxi licences will be determined methodically and in response to demand, rather than arbitrarily as is now the case. An unlimited number of hire car licences will be available when the hire car licence buy-back is implemented. It is noted that this recommendation is not consistent with the first two dot points under Recommendation 4 of this section of the Committee's report nor with Recommendation 6 of the "Taxis" section of the Committee's report.	Proposed taxi licence amendments deleted from Road Transport (Public Passenger Services) Amendment Bill 2003 during Assembly debate in August 2004. Formula based approach to licence reform not implemented. The restriction on the number of hire car licences has been removed.
That at the same time the buy-back scheme for the taxi licences is implemented the Government facilitate the establishment of market incentive for the entry into the industry of an additional dispatch network.	Agreed in part. The lack of competition in the taxi network service limits choice for customers and operators. The Government notes that without competition from other networks, operators, drivers and in particular the public are without option in choosing their taxi service or its provider. Competition could also put downward pressure on network service charges which impact on operators' costs and taxi fares. While there is no limit on the number of taxi networks that can be accredited in the ACT, there is a number of barriers to entry including the restrictions on the number of licences and the requirement for taxi networks to meet response time standards. Even if there were no restrictions at all on the number of taxi licences, the response time standards may continue to be a problem, particularly for small networks that would not be able to provide the same geographical coverage as networks that have large fleets. The Government is prepared to consider removing waiting time standards for all networks, for other than wheelchair accessible taxis, when there is more than one network in the ACT. Networks would however be required to report on their performance and this would continue to be compared with the service provided to people requiring wheelchair accessible taxi services.	Proposed taxi licence amendments deleted from Road Transport (Public Passenger Services) Amendment Bill 2003 during Assembly debate in August 2004. Formula based approach to licence reform not implemented. A new taxi network was issued with network accreditation on 12 August 2005. The Elite Taxis network is made up of two fleets, the Elite taxis fleet and a Silver Service fleet. The silver service fleet provides a guaranteed on time booking for an additional fee of $11.00. The Elite Taxis network has 47 vehicles of which 5 vehicles are part of the silver service fleet.

Recommendation	Government Response	Action to Date
That the taxi buy-back scheme must be supported by an appropriate administrative framework that will: • Ensure that it does not unduly restrict supply and entry into the industry and allow regular release of additional licences into the industry (the actual level of take up of taxi licences would be a risk borne by the financiers); • Agree a formula governing the release of new licences, with licence availability being linked to an appropriate measure such as the growth in passenger trips, population growth, and growth in Gross Territory Product; • Ensure that the supply of substitute services is reviewed; • Assure the private sector that the Government would not impose policy that would have a material adverse effect on the market for taxis and hire cars; • Ensure that licence fees are set at a level which is less then 80 percent of existing lease charges indexed to inflation and matching the revenue base of taxi and hire car operations, to enable the benefits of reform to be immediately realised (a fixed fee over the term would require a higher initial licence fee to limit the initial benefit of deregulation although over time the benefit would become more obvious as the proportion of licence fees to revenue decreases); • Ensure that it regulates minimum quality standards such as roadworthiness requirements, vehicle standards, driver presentation and knowledge to maintain consumer safety and consumer confidence and protect the interests of a sustainable industry;	Not agreed. However, the Government will continue to regulate standards such as roadworthiness requirements, vehicle standards, driver presentation and knowledge to maintain consumer safety and consumer confidence, and protect the interests of a sustainable industry. It is noted that the first two dot points are not consistent with Recommendation 2 of this section of the Committee's report.	Taxi accreditation, vehicle standards and roadworthiness programs are on-going. Proposed taxi licence amendments deleted from Road Transport (Public Passenger Services) Amendment Bill 2003 during Assembly debate in August 2004. Formula based approach to licence reform not implemented.

Recommendation	Government Response	Action to Date
• Ensure that the Taxi Fund would finance the compensation payable for cancellation of perpetual licences, so that it would not have to fund any capital outlay. This will ensure that the funding of the taxi-plate buy-back scheme would be off the balance sheet for the Territory; • Ensure that at the expiry of any defined term of the Taxi Fund, that it would establish framework to continue to generate licence fee income for its own account at whatever level it chose; and • Develop guidelines for the buy-back structure and subsequent legislation.	.	
Sustainable Transport		
That all feasibility studies for a sustainable and integrated transport system for the ACT should include Hall and outlying areas and suburbs.	Agreed in part. While The Sustainable Transport Plan recognises that the whole of the ACT (and surrounding area) has an integrated transport system, the Plan does not specifically address the transport needs of all areas in detail. In respect of Hall and similar settlements, these are recognised as rural villages in The Canberra Spatial Plan. The main planning objective for these villages is to maintain the village character, consistent with the views of the residents. While villages like Hall benefit from improvements to the road system as Canberra develops, they may not necessarily receive the full range of transport services that apply in the urban areas. Hall is currently served by private bus services.	Implementation of Sustainable Transport Plan on-going (managed by ACT Planning Authority).
That concession on registration should be offered to those operators who elect to use energy efficient cars, such as those with hybrid engines or those that use alternative fuels such as biodiesel.	Agreed in part. A 20 percent concession on registration fees is available for vehicles powered by gas, gas/petrol or electricity, including hybrid engines. The registration concession does not apply to vehicles using biodiesel. Biodiesel is designed to have the same operability characteristics as normal diesel fuel and can be used in normal diesel engines. Any registration concession for biodiesel fuel would need to be applied to all diesel vehicles	

Recommendation	Government Response	Action to Date
Conclusions		
The Committee recommends that the ACT Government should: • Interpret 'community wide' as region wide because of the cross border issues with NSW; • Work with the NSW Government to create a greater choice for consumers though a single taxi and hire car regulatory regime, as well as encouraging other network providers to come into the market; • Apply the Competition Principles Agreement to continuously assess whether the public passenger market provides services that meet customer expectations; show evidence of a competitive, sustainable, demand responsive and adaptable industry over the long term; produces adequate job opportunities for taxi drivers and operators, and hire car operators; and • Provide transport choices and ensure the transport system provides affordable transport and a reasonable level of equity of access to all sectors of the community.	Agreed in part. A single ACT-Queanbeyan taxi area has been in place, either as a trial or a permanent arrangement, for over two years. The introduction of accreditation for hire cars will provide the framework for mutual recognition with NSW hire cars. The Government will measure customer satisfaction and assess the level of equity of access by methods such as customer satisfaction surveys and performance reporting by taxi industry and ACTION. Providing transport choices and a reasonable level of equity of access to all community sectors, including people with disabilities, are key goals of The Sustainable Transport Plan.	Cross border hire car arrangement investigations commenced and will be formalised in 2006-07. Customer satisfaction surveys of taxi services and ACTION carried out in May/ June 2006.

Recommendation	Government Response	Action to Date
The committee recommends that the ACT needs a Road Transport (Public Passenger Services) Amendment Bill 2003, but that the ACT Government not proceed with the legislation in its current form.	Agreed in part. The Government will make amendments to the Road Transport (Public Passenger Services) Amendment Bill 2003 to remove references to the auctioning of hire car licences. Regulations will be drafted to provide for the leasing of an unlimited number of hire car licences. The elements of the hire car accreditation scheme previously agreed with industry, and included in the draft Regulations, will be unchanged apart from the intended introduction of an accreditation category for 'tourist services'. The Government will proceed with its proposed legislation for the release of taxi licences under a formula - a methodical approach ensuring that neither industry nor the public is disadvantaged.	Road Transport (Public Passenger Services) Amendment Bill 2003 amended to remove reference to auctioning of hire car licences. Road Transport Legislation (Hire Cars) Amendment Regulation 2005 commenced in March 2005 and provides for the leasing of an unlimited number of hire car licences. Hire car operator accreditation scheme, without tourist service category of hire car, implemented March 2005. Proposed taxi licence amendments deleted from Road Transport (Public Passenger Services) Amendment Bill 2003 during Assembly debate in August 2004. Formula based approach to licence reform not implemented.
The Committee recommends that a new Bill must be drafted to reflect an integrated sustainable transport approach, and include such changes as have been recommended in this Report, to prevent any further delay in urgently needed structural adjustment in the ACT public transport industry.	Agreed in part. The Bill will be amended in accordance with the Government Response.	Road Transport (Public Passenger Services) Amendment Bill 2003 amended removing the reference to the auctioning of hire car licences.

Recommendation	Government Response	Action to Date
The Committee recommends that in the practical implementation, the final Sustainable Transport Plan for the ACT will: a. Locate 'trip generators' such as hospitals, schools, shops and community centres close to centres with good accessibility for public transport, walking and cycling; b. Focus jobs in centres or corridors with good accessibility; c. Facilitate mixed-use centres and housing in established areas with good accessibility; d. Ensure people have transport choice in new 'greenfields' housing and access to shopping and sports facilities; e. Shape parking policies to support public transport use, walking and cycling; f. Encourage job innovations to reduce the need to travel, for example telecentres or working from home; g. Match the location of freight generators to their transport needs; h. Package urban development and transport investment in identified corridors; i. Require regulation of development by the Land Development Agency and the ACT Planning and Land Authority to help manage transport demand; and j. Ensure integrated transport and land use planning and renewable and sustainable energy principles (cars are responsible for 77 percent of road transport and 19 percent of total greenhouse gas emissions in the ACT) into decision-making.	Agreed in part. Most of these recommendations are reflected in The Canberra Spatial Plan and The Sustainable Transport Plan.	

Implementation of recommendations of Assembly Committee Report No 26

Recommendation	Government Response	Action to Date
The Committee recommends that the Department of Urban Services and the Related Agencies implement the recommendations made by the Standing Committee on Planning and Environment in its 'Inquiry into the Urban Services Portfolio 2001-2002 Annual and Financial Reports, Report No 12 February 2003'	Recommendations supported by the Government have been/will be implemented as appropriate.	Recommendations implemented as appropriate.
The committee recommends that the Department of Urban Service and the Related Agencies show transparent linkages between annual reports, strategic planning processes and other reporting processes, so that it is readily apparent where these fit into the overall planning and operating environment context, and what impacts the implementation of subsequent policies are having.	The Department as in previous years, will comply with the Annual Reports Directions prepared by the Chief Minister's Department. As required by the draft 2004 Annual Report Directions there will be an increased emphasis on reporting against outcomes and objectives identified in a range of strategic documents. For Urban Services these will include the *Canberra Plan*, "Directions and Priorities", Group business Plans, and other guiding documents, such as the Urban Services "Our People Plan". Significant achievements will be analysed against the outcomes, objectives and key result areas identified in these various documents, and will also include discussion of performance against expectations. Detailed notes will continue to be provided in Volume 2 on all significant variances against the Department's Quantity, Quality, Timeliness and Cost Performance Measures.	The Department endeavours to ensure there are clear linkages between annual reports and other strategic planning processes where possible. The 2004 Annual Report Directions provide for an increased emphasis on reporting against outcomes and objectives. These Directions have been complied with.
The Committee recommends that Department of Urban Services and the Related Agencies with related functional or crossover strategic responsibilities ensure that linkages are made and reported upon in individual reports, and that information be included about partnerships with other ACT Government Departments.	Refer to response provided above	Refer to response provided above.
The Committee recommends that Department of Urban Services and the Related Agencies improves the content and analysis of its annual reports and complying with the guidelines and legislative framework for preparing Annual Reports.	Refer to response provided above.	Refer to response provided above.

Recommendation	Government Response	Action to Date
The Committee recommends that the Chief Minister's Directions be revised to articulate the specific requirements for ACT Statutory Authorities, and that it all be clear as to how these Directions integrate with other of the legislative reporting requirements for Annual Reports.	The draft 2004 Annual Report Directions have been reviewed to clarify reporting responsibilities. Other legislation may identify additional reporting requirements for specific statutory offices or entities in addition to those set out in the Annual Report Directions. It is not feasible to incorporate all of the individual reporting requirements in the Directions. Requirements that apply generally are already referred to in the directions.	CMD have revised the Annual Report Directions.

Implementation of recommendations of Assembly Committee Report No 19

The Committee presented the report in the Assembly on 13 December 2005. A Government Response to the report, coordinated by Chief Minister's Department, is currently being finalised.

Implementation of the recommendations will be reported on in the 2007-08 Annual Report.

Subsumed Report

Report of the Director of Territory Records

This Report of the Director of Territory Records is provided to meet the requirement of Section 33 (1)(f) of the *Territory Records Act 2002* (the Act). The Director's first report, a Subsumed Report in the 2003-2004 Annual Report of the Department of Urban Services, provided a brief summary of legislation that has applied to the records of governments having responsibility for the ACT, and also outlined some of the considerations that led the ACT Government to develop specific records legislation.

On 6 December 2005 the Minister for Urban Services, Mr John Hargreaves MLA, launched the ACT component of the "Documenting a Democracy" website, making available the documents that provide the basis of the ACT's democratic institutions of government. He commented that he was:

> "...proud that one of the earliest initiatives of the Stanhope Government was to pass the *Territory Records Act 2002* which provides the focus for our commitment to encourage open and accountable government. The Act ensurs that Territory records are made, managed, and when appropriate, preserved for the benefit of present and future generations."

Overview

During the third full year of effective operation of the Act, government agencies have continued their steady progress towards implementing procedures to meet their obligations under the Act. The 39 approved Records Disposal Schedules for controlling disposal of ACT Government records now cover 130 functions of government (www.territoryrecords.act.gov.au).

Procedures have been developed for the Director to undertake compliance monitoring of agency Records Management Programs to assist agencies meet the requirements of the Act. Agencies continued with preparation for the opening of records to public access. All of this has required continuing effort on the part of agencies.

In the year ahead, final preparations must be made for the access provisions of Part 3 of the Act to come into force on 1 July 2007. At the same time, the Director will continue with a program of monitoring agency compliance with the Act, and will work with agencies in considering the review of the Act that is required in the second half of calendar 2008.

Roles and Responsibilities

The Director of Territory Records

Section 33 of the *Territory Records Act 2002* lists the functions of the Director of Territory Records. The range of functions is very broad with responsibilities ranging from providing advice and assistance to monitoring and reporting.

The Director works closely with Chief Executives and each agency's nominated Records Manager on the development and review of an agency's Records Management Program, and provides advice to agencies when requested. The Director does not approve the Program as this responsibility rests with the Chief Executive of the agency. The Chief Executive is also required to report on agency compliance with their Records Management Program in their agency Annual Report. The Director's monitoring responsibilities are separate from the responsibilities of the Auditor General as the Director's compliance role is to monitor the level of compliance across all agencies, based on information supplied by each agency.

The Territory Records Advisory Council

The Council's role is to advise the Director of Territory Records on the development and review of standards and codes for records management and the disposal of Government records. The Council also provides advice on

the preservation of records about Aboriginal and Torres Strait Islander heritage. Minutes of meetings are available on the Territory Records Office website.

The members of the Council represent a broad spectrum of interests within the ACT community with members from community organisations that have an interest in recordkeeping, including the Australian Society of Archivists, the Records Management Association of Australasia, the Heraldry and Genealogy Society of Canberra, the National Trust of Australia, and the Australian Women's Archive Project, as well as the Director and a representative of Aboriginal and Torres Strait Islanders. The Council advances the community interest in government recordkeeping. The term of the inaugural Council ended on 28 April 2005, and the second Council commenced with the first meeting in 2005-06. The second Council comprises: Mr George Nichols (Chairman), Ms Veronica Pumpa (Deputy Chair), Ms Judith Baskin, Ms Jill Caldwell, Ms June Penny, Mr Steve Stuckey, Mr Phillip Tardif, Ms Joanne Taylor and Mr David Wardle.

Members of the second Council continued the professionalism and enthusiasm shown by members of the inaugural Council. Again, members have vast records management experience and deep commitment to the role of recordkeeping as a cornerstone of good government. The Council ensures that the community interest is embedded in the procedures that make up the course of daily records management in the ACT Government. During the year, Council provided comment on a further 13 records disposal schedules, bringing the total to 39. This required extensive and detailed work to ensure consistency between and within Records Disposal Schedules. The Council is now considering a draft of a sixth Standard for Records Management dealing with digital records.

The Council of Australasian Archives and Records Authorities

The ACT is a full member of the Council of Australasian Archives and Records Authorities (CAARA), formerly the Council of Federal, State and Territory Archives (COFSTA). The Director represents the ACT at CAARA's biannual meetings.

The ACT is participating in CAARA's Australasian Digital Recordkeeping Initiative to develop a standard format for the making, keeping and using of those digital records of government having long-term value. (www.caara.org.au)

The ACT contributed to the Statement of Principle of Models for the distributed custody and management of government archival records, released on 16 March 2006, and is participating in the continuing development of the Statement of Principle - Providing public access to records in Australian government archives.

The Territory Records Office

The Territory Records Office (TRO) carries out the work program of the Director of Territory Records. The TRO creates Government-wide policies and standards regarding all aspects of the management of Territory records. Section 33 of the *Territory Records Act 2002* requires the Director to develop and approve standards and codes for records management for use by all ACT Government agencies. The Standards allow agencies to create their own records management regimes within these policy parameters. For each Standard, a complementary Guideline provides more assistance to those responsible for creating and implementing their agency's Records Management Program.

Below the level of Standards and Guidelines sit Records Advices. These are issued to provide more detailed advice on specific records management issues. The Standards, Guidelines and Records Advices are available on the Territory Records Office website.

Advice to agencies

The Director is required to balance roles specified in the Act. Section 33 requires the Director to work with agencies by providing advice and encouraging consistency between agencies. During the year, the Director assisted agencies with the interpretation of some of the principles contained in the Standards and Guidelines and the use of the whole of government thesaurus.

The Act also requires the Director to examine, approve and report on certain aspects of the recordkeeping work of agencies. The Director's emphasis reflects the developing state of agencies' records management capabilities and procedures. The commencement of compliance monitoring will provide agencies with a greater level of assurance with the application of their Records Management Program.

The Records Managers Forum is open to records managers of all agencies to provide a network for support and advice in developing common approaches to emerging issues. The Forum is valued by members on an ongoing basis, including during the present period of agencies' preparation for the opening of records to public access.

The Records Managers Forum identified a common need for training in records management, and the Director was concerned to ensure that any training properly reflected ACT specifications. A panel of internal and external providers was created by tender. The TRO manages the whole of government contracts for Records Management Consultants and Records Management Trainers. This has proved to be valuable for agencies in simplifying procurement while ensuring the integrity of ACT's records management regime.

Common administrative functions

The wisdom of adopting a common records management approach based on the functions of government was again demonstrated with changes to Administrative Arrangements Orders during 2005-06. Changed agency responsibilities occurred with little disruption to recordkeeping systems. The common approach has been based on consistent handling of records across the ACTPS where similar types of records exist. Seventeen categories of common records presently apply, ranging from human resources, through property management, to financial management and legal services.

Whole of Government thesaurus

For these 17 common administrative functions, a disposal schedule was developed based on an approved thesaurus. The use of a common thesaurus ensures records are titled using the same terms. This becomes vital when later searching for records. The thesaurus employed is the Territory Version of Keyword AAA (TVKAAA). Keyword AAA was developed by NSW for their use and is used under licence from the State Records Authority of NSW. The records disposal schedule for these common functions is known as the Territory Administrative Records Disposal Schedule, or TARDiS. It is based on the Commonwealth Administrative Functions Disposal Authority, and the assistance of the National Archives of Australia (NAA) is acknowledged.

A further benefit has been that agencies have had to develop only those records disposal schedules that apply to functions not covered by TARDiS – that is, records disposal schedules applying to functions that are specific to an agency. The basic structure of agency-specific records disposal schedules is now complete, although refinement will be an ongoing process in response to agencies' changing needs.

Access to records

Community awareness and enthusiasm surrounding the opening of Government records to public access continues to be widespread. The Act establishes as a right, except in certain circumstances, access to Government records that are over 20 years old. Although created for the business purposes of government, these records are a community resource acknowledged by many members of the community.

The past year has seen an increasing number of enquiries to the TRO regarding access to government records. Unless declared closed in accordance with the Act, records older than 20 years become open to public access on commencement of the Access provisions of the Act. The TRO is working closely with agencies to prepare for this event. Individual records are being assessed as necessary to ensure that information is not released where it should properly remain confidential. Agencies are investing considerable effort in evaluating and checking records in preparation for access.

External liaison

Liaising with interested members of the community, industry and professional organisations and interstate counterparts continues to have a high priority. As well as CAARA, working with the Australian Society of Archivists (ASA) and the Records Management Association of Australasia (RMAA) is most important. The intellectual and practical assistance given by members of all these bodies has contributed significantly to the records regime and its operation in the ACT.

The aim of the "Documenting a Democracy" initiative of the National Archives of Australia was to make widely available electronic copies of the documents that provide the foundations of Australian democracy. The ACT component of the website containing ACT founding documents was launched on 6 December 2005 by Mr John Hargreaves MLA, Minister for Urban Services, with attendance by the Hon. Gary Humphries, Senator for the ACT, Mr Wayne Berry MLA, Speaker of the ACT Legislative Assembly, Mr Ross Gibbs, Director-General of the National Archives of Australia and Mr George Nichols, the Chair of the Territory Records Advisory Council.

The TRO website is an important means of providing information and updates to colleagues, industry and our community about the ACT's records management practices. For internal users, the Internet website is supplemented by an Intranet.

Strategic policy

An ongoing work focus is dealing with policy issues that arise as the continuing implementation of the Act becomes embedded in workplace behaviours and community consciousness. The Territory Records Advisory Council is involved in providing advice on many of the policy issues.

Work has continued on appraising and sentencing some 5.6 shelf-kilometres of legacy records that have been inherited from previous administrative structures. 2.5 kilometres of these records have been completed. Liaison with National Archives of Australia has continued to ensure that historical records reside with the appropriate jurisdiction.

During 2005-06 agencies were consulted regarding their preferences for the means of providing public access to government records.

Section 58 of the *Territory Records Act 2002* requires that a formal review of the Act commence on 1 July 2008 (five years after the commencement of the Act) and be completed within six months. Preliminary consultation has commenced with agencies to identify any issues that are emerging as significant to agencies. Consultation will gradually increase with a wider range of organisations.

Whole-of-Government Issues

Access to Records

On the commencement of the Access provisions of the Act, Territory records will be open to the public when 20 years have elapsed since the creation of the record. All records will open unless a Section 28 Declaration has been made under the Act. The effect of the *Territory Records Act 2002* is to turn off the *Freedom of Information Act 1989* in relation to those records and the Section 28 Declaration has the effect of reactivating the FOI Act for a limited number of exempt categories, the most important being personal privacy. Consequently the *Territory Records Act 2002* preserves the appeal provisions of the FOI Act and ensures that those people who would have had access under the FOI Act continue to have access.

ACT agencies have been devoting considerable effort to reviewing their records to identify those that would be exempt under the Act so that those records do not inadvertently become open. There is recognition that agencies will need to have identified records which are not to be openly available and so will require a Section 28 declaration. There is also the need for adequate cataloguing and retrieval systems to allow people to find the information they are seeking. This work will absorb increasing effort over the coming year.

Compliance

As agencies' Records Management Programs and their associated procedures become increasingly robust and confirmed as a regular part of the daily routine of working life, the Director is able to devote greater attention to ascertaining the level of compliance with the Act. During 2005-06, a survey of all ACT Government agencies was undertaken to obtain information about levels of compliance throughout the ACTPS. The survey covered some 20 elements of compliance, and this is the first occasion on which such an information base has been established.

Compliance demands ongoing attention by agencies, as changes to administrative arrangements will necessitate amendments to an agency's Records Management Program. Although not onerous requirements, attention to the specifications in the Act ensure that community expectations continue to be met regarding recordkeeping aspects of the good governance of the ACT.

Digital Records

The *Territory Records Act 2002* is deliberately media-independent, regardless of whether the record is paper or electronic. Although most records today continue to be paper-based, it is recognised that future records will increasingly be digital in form. To this end, a draft sixth Standard for Records Management, dealing with digital records, is now being developed by the Territory Records Office. This is a sizeable task, as it must encompass a wide variety of requirements so as to promote consistency, yet not unduly constrain solutions to present concepts or technology. It must also conform with developments in the Australasian Digital Recordkeeping Initiative which aims to ensure consistency of format across Australasia.

Future Initiatives

In the coming years emphasis will be on preparation for the opening of records to public access. Agencies must identify affected records, and members of the public must be able to find and access the records they want. Finding tools and access arrangements will need to be resolved. This new accessibility will be supported by agency Records Management Programs that are robust and tested. As the nation's capital moves towards its 100th birthday in 2013, the awareness by Council and citizens of the importance of government in Canberra's history will ensure that Territory records provide a substantial and longer-term underpinning to immediate celebrations.

Compliance Index

Transmittal Certificate

PART A - Chief Executive Review **1**

The Organisation 1

Overview 2

Highlights 2

Outlook 4

PART B - Agency Performance **7**

Analysis of agency performance 8

Human Rights Act 27

Access to Government Strategy 27

Community Engagement 31

Multicultural Framework 46

Aboriginal and Torres Strait Islander reporting 49

ACT Women's Plan 50

PART C - Management of the organisation **55**

Managing our People 56

- HR performance 56
- Staffing profile 59
- Culture and values 60
- Workplace diversity 60
- Workplace health and safety 64
- Learning and development 68
- Workplace relations 77

Governance 78

- Internal accountability 78
- Fraud prevention 81
- Risk management and internal audit 81
- External scrutiny 83
- Reports required by legislation 83
  - Freedom of Information 83
  - Public Interest Disclosure 86
  - Territory Records 86

Sustainability and Environment 87

- Commissioner for the Environment 87
- Ecologically sustainable development 87
- Strategic Bushfire Management Plan 92

PART D - Analysis of financial performance **95**

Management discussion and analysis Volume 2

Financial report Volume 2

Statement of performance Volume 2

Strategic asset management 96

Capital Works 98

Government Contracting 103

Appendices **123**

Legislative Report 124

Legislative Assembly Committee inquiries and reports 125

Annexed and subsumed reports **141**

Report of the Director of Territory Records 141

Glossary of Abbreviations and Acronyms

ACROD	National Industry Association for Disability Services
ACT	Australian Capital Territory
ACTLIS	ACT Library and Information Service
ACTPLA	ACT Planning and Land Authority
AFP	Australian Federal Police
APZ	Asset Protection Zones
AWA	Australian Workplace Agreement
BAZ	Bushfire Abatement Zone
BBQ	Barbecue
BOP	Bushfire Operational Plan
CAG	Community Advisory Group
CCTV	Closed Circuit Television
CIT	Canberra Institute of Technology
COTA	Council On The Ageing
CS&I	Customer Services and Information
DET	ACT Department of Education and Training
DHCS	ACT Department of Disability Housing and Community Services
DRG	Disability Reference Group
DUS	ACT Department of Urban Services
EAP	Employee Assitance Program
FOI	Freedom of Information
FTE	Full Time Equivalent
GAA	Graduate Administrative Assistant
GDE	Gungahlin Drive Extension
HIA	Housing Industry Association
HR	Human Resources
IAMS	Integrated Asset Management System
IAP2	International Association for Public Participation
ICM	Integrated Channel Management
ICS	Integrated Customer Support
LDZ	Landscape Division Zones
LMZ	Land Management Zones
MBA	Master Builders Association
MBA	Master of Business Administration
NGO	Non-Government Organisation
NRMA	National Roads and Motorists' Association
NSW	New South Wales
OCYFS	ACT Office for Children, Youth and Family Support
OHS	Occupational Health and Safety
P&C	Parents and Citizens
PCYC	Police Citizens Youth Club
PHWP	Promoting Health Workplace Program
PLUS	Performance, Learning, Understanding, Succeeding
PWD	People With Disabilities ACT
RAFT	Remote Area Fire Team
RSPCA	Royal Society for the Prevention of Cruelty to Animals
SBMP	Strategic Bushfire Management Plan
SEA	Special Employment Arrangement
SES	ACT State Emergency Service
TAMS	Territory and Municipal Services
TWU	Transport Workers Union
WAT	Wheelchair Accessible Taxi
WiRC	Women's Information Referral Centre
WISE	Working In Safe Environments

Alphabetical Index

Aboriginal and Torres Strait Islander Reporting 49
Access to Government Strategy 27
ACT Library and Information Service 15
ACT NOWaste 15
ACT Public Cemeteries Authority 9
ACT Women's Plan 50
Agency Performance 7
Analysis of Financial Performance 95
Appendices 123
Asset Management Services 15
Canberra Connect 9
Capital Linen Service 9
Capital Works 98
Chief Executive Review 1
Commissioner for the Environment 87
Community Engagement 31
Compliance Index 146
Culture and Values 60
Ecologically Sustainable Development 87
Enterprise Services 8
External Scrutiny 83
Financial Performance Management Discussion and Analysis Volume 2
Financial Report Volume 2
Fraud Prevention 81
Freedom of Information 83
Glossary of Abbreviations and Acronyms 147
Governance 78
Government Contracting 103
HR Performance 56
Human Rights Act 27
Information and Access 27
Internal Accountability 78
Integrated Channel Management 9
Learning and Development 68
Legislative Report 124
Legislative Assembly Committee nquiries and Reports 125
Management of the Organisation 55
Managing our People 56
Multicultural Framework 46
Municipal Services 13
Organisation Chart 3
Other Sources of Information about Urban Services 150
Parks and Places 15
Public Interest Disclosure 86
Property 9
Ranger Services 15
Record Services 9
Report of the Director of Territory Records 141
Reports Required by Legislation 83
Risk Management and Internal Audit 81

Road Transport 15
Roads ACT 15
Staffing Profile 59
Statement of Performance Volume 2
Strategic Asset Management 96
Strategic Bushfire Management Plan and Bushfire Fuel Management 92
Strategic Finance 9
Strategic Human Resources 9
Subsumed Report 141
Sustainability and Environment 87
Territory Records 86
Territory Records Office 9
Transmittal Certificate v
Women's Information Referral Centre 9
Workplace Diversity 60
Workplace Health and Safety 64
Workplace Relations 77
Yarralumla Nursery 9

Other sources of information about Urban Services

Websites:

www.urbanservices.act.gov.au

www.tams.act.gov.au

www.canberraconnect.act.gov.au

www.act.gov.au

Publications:

A range of hard copy publications are available from Canberra Connect Shopfronts.

Phone:

13 22 81 to be connected to any Territory and Municipal Services business unit.

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Urban Services Annual Report 2005-2006

Volume 1