

TERRITORY AND MUNICIPAL SERVICES

ANNUAL REPORT
2011-2012

Volume One

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**ACT**
Government

Territory and Municipal Services

Ms Katy Gallagher MLA
Minister for Territory and Municipal Services
ACT Legislative Assembly
London Circuit
Canberra City ACT 2601

Dear Minister

Transmittal Certificate

I present the 2011-12 Annual Report of the Territory and Municipal Services (TAMS) Directorate, which is in two volumes. The first volume contains information about the Directorate's performance and the second volume contains the financial reporting. This Report has been prepared under section 5(1) of the *Annual Reports (Government Agencies) Act 2004* and in accordance with the requirements under the Chief Minister's Annual Report Directions. It has been prepared by the Directorate in line with other legislation applicable to the preparation of annual reports.

I certify that the attached annual report is an honest and accurate account and that all material information on the operations of TAMS during the period 1 July 2011 to 30 June 2012 has been included.

I hereby certify that fraud prevention has been managed in accordance with Public Sector Management Standards, Part 2.

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

Yours sincerely

Gary Byles
Director-General

24 September 2012



ACT
Government

Territory and Municipal Services

Ms Katy Gallagher MLA
Minister for Territory and Municipal Services
ACT Legislative Assembly
London Circuit
Canberra City ACT 2601

Dear Minister

Statement of reference to subsumed and annexed reports

The 2011-12 Territory and Municipal Services Directorate Annual Report complies with the Chief Minister's Annual Report Directions. As part of this compliance, ACT Public Cemeteries Authority is a subsumed and annexed report. The Animal Welfare Authority is also an annexed report.

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

Yours sincerely

Gary Byles
Director-General

24 September 2012



ACKNOWLEDGMENT TO COUNTRY

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

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

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

ABOUT THIS REPORT

The TAMS 2011-12 Annual Report is the organisation's primary accountability document to the ACT Government and the Canberra community.

The report is divided into two volumes:

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

The Animal Welfare Authority and the ACT Public Cemeteries Authority Annual Reports are an annexure to the TAMS Annual Report as required in the Chief Minister's Annual Report Directions.

This Annual 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 and other relevant legislation.

A change to administrative arrangements in 2011-12 resulted in the transfer of the National Arboretum Canberra (the Arboretum) from the Economic Development Directorate (EDD) to TAMS on 23 November 2011.





SECTION A

PERFORMANCE AND FINANCIAL REPORTING



A1 THE ORGANISATION

OUR ROLE

TAMS delivers a wide range of services that Canberrans rely on every day: for example, collecting and recycling waste, providing public libraries and ensuring municipal infrastructure such as streetlights and public barbeques are in good working order. It also ensures animal welfare and oversees the issue of discarded shopping trolleys.

TAMS is responsible for managing the ACT's roads, footpaths and cycle paths and operating its public transport system (ACTION).

TAMS is responsible for the management of the majority of ACT parks and reserves, forestry plantations, and the public domain including Canberra's urban trees, public open spaces and City places. It protects and conserves the natural resources of the ACT, and promotes appropriate recreational, educational and scientific uses of these areas. TAMS also manages the Arboretum, biosecurity, domestic animal services and other licensing and compliance services, including ranger services and permits for public land use.

The Directorate manages a number of the ACT Government's businesses, including commercial operations such as Capital Linen Service, Yarralumla Nursery and ACT Property Group. TAMS also provides administrative oversight to the ACT Public Cemeteries Authority which includes Woden, Gungahlin and Hall cemeteries.

Canberra Connect is a whole-of-government service that is the main contact point for access to ACT Government information, services and payments and is located in TAMS.

OUR VISION

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

OUR VALUES

- deliver services that are effective and efficient
- anticipate customer needs and respond with empathy
- work with integrity and be accountable
- demonstrate leadership and embrace teamwork.

OUR MISSION

Through great people deliver great services within budget.



OUR CLIENTS AND STAKEHOLDERS

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

- the Chief Minister and Minister for Territory and Municipal Services
- the ACT Legislative Assembly
- other ACT Government directorates
- ACT residents
- visitors to the ACT
- ACT businesses
- community organisations and peak representative groups
- Australian Government agencies
- suppliers and contractors
- professional bodies and unions.

OUR STRUCTURE

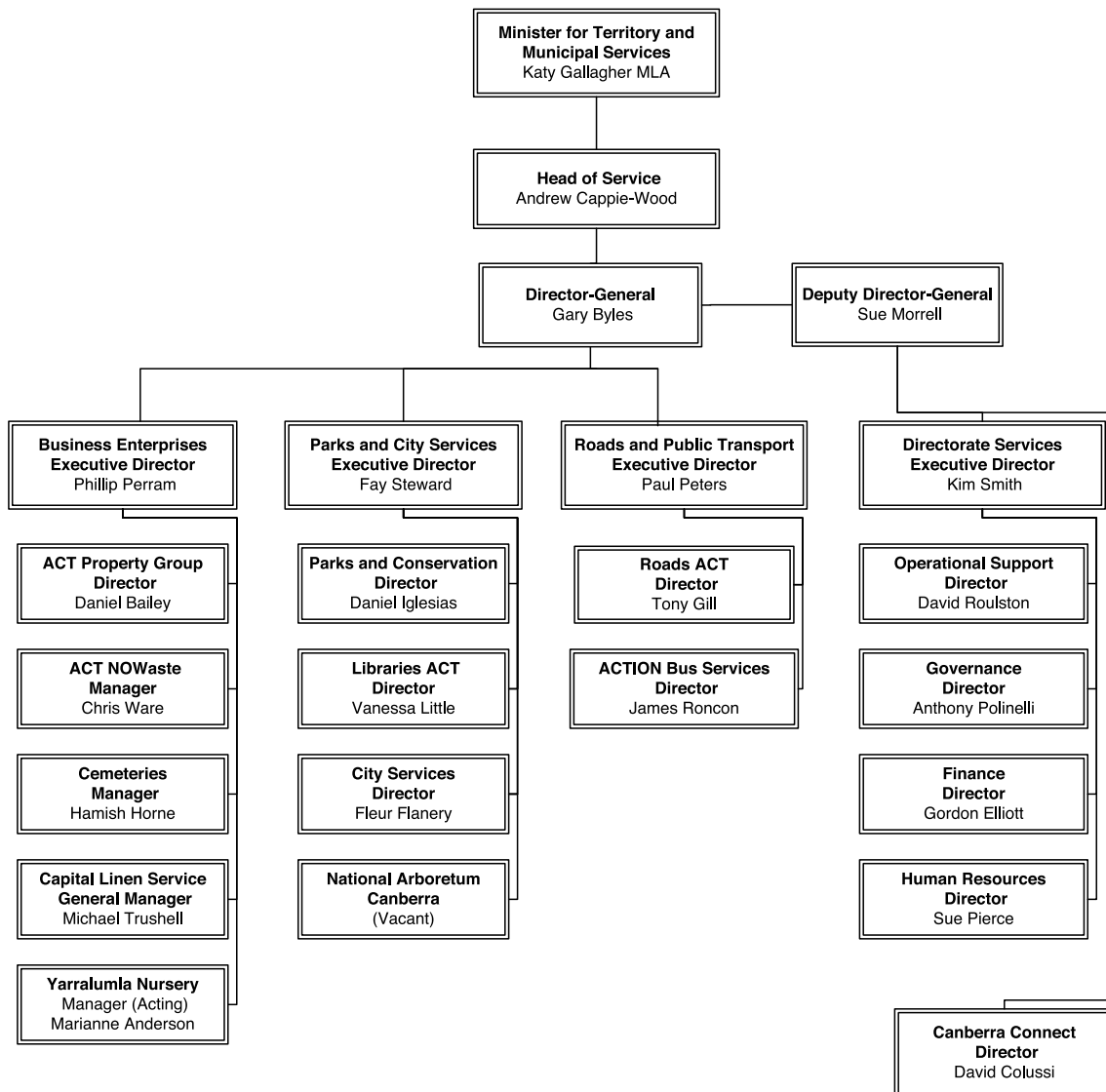
TAMS comprises four divisions: Parks and City Services (PCS), Roads and Public Transport (RPT), Business Enterprises (BE) and Directorate Services (DS). Canberra Connect reports independently to the Deputy Director-General, recognising the significant role it plays for the community as the primary ACT Government gateway for information, payments and services.

Chart 1 following illustrates the Directorate's organisational structure on 30 June 2012. The organisational structure and management committees are explained in section C5 Internal accountability, page 88.



TAMS ORGANISATION CHART

30 JUNE 2012



TAMS Executive Leadership Team

Back row: Kim Smith, Paul Peters, Fay Steward, Phillip Perram and Gordon Elliott

Front row: Sue Morrell and Gary Byles



A2 OVERVIEW

During 2011-12 the Directorate reported to the following Ministers:

- Mr Simon Corbell MLA, Minister for Territory and Municipal Services
- Ms Katy Gallagher MLA, Chief Minister and Minister for Territory and Municipal Services.

On 23 November 2011 Ms Katy Gallagher was appointed the new Minister for Territory and Municipal Services



With effect from 23 November 2011, Ms Gallagher was appointed Minister for Territory and Municipal Services in a portfolio reallocation. The management of the Arboretum was also transferred to TAMS from the Economic Development Directorate at this time. The change consolidated ministerial reporting arrangements with the Arboretum reporting to the Chief Minister.

In September 2011, TAMS released its Statement of Intent 2011-12. The Statement reflects the Government's key priorities for TAMS, the Directorate's priorities and the Director-General's focus areas. Further information on the Directorate's strategic planning process and components of the TAMS Statement of Intent for 2011-12 is included in section C5 Internal accountability, page 88.

Throughout 2011-12 TAMS administered legislation on a diverse range of subject areas, reflecting the varied nature of the Directorate's work. This legislation included enactments on:

- municipal services and waste minimisation
- land management
- cemeteries and crematoria.



A3 HIGHLIGHTS

During 2011-12, TAMS continued to deliver a significant portion of the ACT Government's Capital Program, with works totalling \$191.679 million.

The transport programs undertaken in 2011-12 were designed to improve traffic flow and safety. Projects included completing Gungahlin Drive, the Kings Highway realignment and the Tharwa Bridge upgrade, as well as progressing the Monaro Highway duplication. Construction tenders were progressed for the Belconnen to City transit way, Parkes Way widening, Cotter Road duplication, Sutton Road upgrade and Majura Parkway.

Several projects were undertaken in the context of the Government's sustainable transport policies. In May 2012, ACTION implemented a new network (Network 12) which included services to the new Gungahlin suburbs of Bonner, Crace, Forde and Casey; improvements to existing services in Kippax, central Canberra, Fyshwick and Majura Park; improved connections across the network; and the addition of a high frequency link between Woden and Canberra Hospital.

ACTION negotiated the purchase of 20 articulated buses – the first such buses to be purchased in over 20 years. These accessible, large-capacity and environmentally friendly buses start being delivered in 2012-13.

The environment continued to be a key area of focus and challenge with Canberra recording its wettest summer in 63 years. As part of the Waterways Restoration Program willow debris was removed from over 30 kilometres of waterway, and 6,100 native plants replaced willows removed from along the Molonglo River at Oaks Estate and below Scrivener Dam.

His Royal Highness Crown Prince Frederik and Her Royal Highness Crown Princess Mary of Denmark plant a Field Maple (*Acer campestre*) at the National Arboretum Canberra

Photo courtesy of Linda Muldoon



The Directorate continued its coordinated pest control programs, with trained detection dogs utilised in the Mulligans Flat Woodland Sanctuary to reduce rabbit and hare populations, and to establish a safe environment for the reintroduction of Eastern Bettongs to the ACT. Work continued on the One Million Trees initiative, with over 6,340 trees and shrubs planted in streets, parks and along suburban roads and 51,000 planted along the Murrumbidgee River Corridor during 2011-12.

Development continued at the Arboretum in preparation for its official opening in 2013. Sixteen new forests were planted to bring the total to 87 forests; a 1.6 megalitre underground irrigation tank was installed; and construction commenced on the visitors centre to house the National Bonsai and Penjing collection.



The ACT became the first jurisdiction in Australia to implement the new National Television and Computer Recycling Scheme. The free scheme commenced on 15 May 2012 enabling Canberrans to dispose of their unwanted televisions, computers and computer peripherals such as printers, keyboards, mice and hard drives. The scheme will help boost recycling rates, while also reducing illegal dumping. In the first six weeks of operation up to 30 June 2012, a total of 759 tonnes of televisions and computers were received at the two landfill sites for transfer to recycling centres in Sydney.

Several other new capital works projects and services were initiated or completed in 2011-12. Key achievements are summarised on pages 32-34.

In 2011-12 the Tharwa Bridge restoration project, which included the installation of a 108 metre long, 100 tonne timber deck, was completed

Photo courtesy of Kate Travis



The Directorate worked with the Australian Government on numerous projects in 2011-12, including:

- Majura Parkway
- Constitution Avenue upgrade
- Tharwa Bridge restoration including the installation of a 108 metre long, 100 tonne timber deck
- construction of an outdoor performance stage at Tuggeranong Town Park
- installation of traffic lights at the intersection of Majura and Phillip Avenues
- West Belconnen intersection improvements
- Sutton Road pavement rehabilitation
- construction of an accessible play space at Black Mountain Peninsula District Park – the first all-inclusive play space in Canberra
- upgrade of visitor facilities in Commonwealth Park
- National Arboretum Canberra
- upgrade of various traffic intersections to improve road safety as part of the Nation Building Black Spot Program
- responding to a number of biosecurity related incidents across Australia.



AWARDS SNAPSHOT

TAMS proudly recognised its achievements throughout 2011-12, including:

- Mr Tony Gill, Director Roads ACT, received a Public Service Medal in the 2012 Australia Day Honours for his dedicated service to improving road safety in the ACT
- Mr Tony Corrigan, Mr Simon Katz and Mr John Lawler, Parks and Conservation Service, received the first clasp to the National Service Medal for 25 years of service
- Mr Peter Galvin, Parks and Conservation Service, received the second clasp to the National Service Medal for 35 years of service
- Mr Des Clarke, Parks and Conservation Service, received the third clasp to the National Service Medal for 45 years of service
- Canberra Connect received the One Service Award and Ms Kirsti Bullock, Canberra Connect, received the Positive Workplace Award, at the inaugural ACT Public Service Awards for Excellence
- the *Murumbung Yurung Murra* (Ngunnawal for Good, Strong, Pathways - connection to lore and Country) team, coordinated by Parks and Conservation Service, won the 2011 ACT NAIDOC Caring for Country Award for their valuable role in conserving Canberra's natural landscape, protecting sites of significance and educating the community on the cultural heritage of the region. This cross-directorate team is a forum for staff working in the fields of cultural heritage and land management
- Parks and Conservation Service fire crews received first and second place in the annual State Emergency Service Navigation Canberra competition.

2011-12 PRIORITIES AND ACHIEVEMENTS AT A GLANCE

Completed – started in 2011-12 or earlier and achieved in 2011-12

Underway – started in 2011-12 or earlier and due for completion in future financial years

Ongoing – continuous improvement, no set end date.

Table 1: TAMS priorities and achievements at a glance

OUTPUT CLASS 1: MUNICIPAL SERVICES	
Information Services 1.1	
Implement the Australian Business Excellence Framework in libraries for continuous improvement	Ongoing
Replace the whole-of-government receipting and payment system	Completed
Continue MyWay ticketing, payment and online services	Ongoing
Relocate Tuggeranong Shopfront	Completed
Implement a new online form and payment options for businesses	Ongoing
Deliver customer services in emergency situations	Ongoing
Expand the Canberra Connect Contact Centre to better meet demand	Completed
Deliver flexible payment options through the Targeted Assistance Strategy	Ongoing
Coordinate activities as part of the National Year of Reading 2012	Underway
Roll out of new public access computers in public libraries	Completed
Introduce the Digital Accessible Information System (DAISY) readers for visually impaired readers, funded by the Australian Government's Library Initiative Program	Completed



OUTPUT CLASS 1: MUNICIPAL SERVICES	
Transport Services 1.2	
Continue the ACT Government's roads capital works program	Ongoing
Install safety screens on high and medium risk bridges over roads with a speed limit greater than 60km/h	Ongoing
Continue cycling projects, including the planning and design for the Civic cycle loop	Underway
Improve signage and upkeep of Canberra's roads and cycle paths	Ongoing
Provide new Bike and Bus as well as Park and Ride facilities	Ongoing
Install the first point-to-point safety cameras on Hindmarsh Drive	Completed
Permanently implement 40km/h speed zones in the Gungahlin and Woden town centres and consult on the provision of 40km/h speed zones in other town centres	Underway
Upgrade bus stops and shelters to comply with disability standards	Underway
Provide safe access to the new Namadgi High P-10 School by constructing a pedestrian bridge on Drakeford Drive	Underway
Undertake bridge strengthening works on commercial routes	Ongoing
Progress planning for and construction of the Majura Parkway and Constitution Avenue projects which include a significant funding contribution from the Australian Government	Underway
Deliver a transport program to improve traffic flow and safety including Gungahlin Drive, the Kings Highway realignment and the Tharwa Bridge upgrade	Completed
Enhance road safety through the Nation Building Black Spot Program	Ongoing

OUTPUT CLASS 1: MUNICIPAL SERVICES	
Waste and Recycling 1.3	
Reduce the amount of rubbish going to landfill by improving recycling at the Mitchell transfer station	Ongoing
Provide input into the development of a new waste strategy with the Environment and Sustainable Development Directorate (ESDD)	Completed
Trial a bulky waste collection program	Underway
Develop a new dry commercial Materials Recovery Facility to recover at least 40,000 tonnes of waste each year	Ongoing
Commence free e-waste recycling in the ACT as part of the National Television and Computer Recycling Scheme	Completed
Progress waste reduction strategies including the construction of an industrial workshop at the Hume Resource Recovery Estate	Ongoing
Trial street-level recycling in the City centre to increase the rate of recycling	Completed



OUTPUT CLASS 1: MUNICIPAL SERVICES	
Land Management 1.4	
Support ACT Government directorates with the delivery of land supply targets for the ACT	Ongoing
Plan for the Canberra Centenary Trail	Underway
Support Greening Australia's tree-planting activities in the Lower Cotter catchment for a five-year period (2009-13)	Underway
Enhance environmental management of Mulligans Flat Woodland Sanctuary and Jerrabomberra Wetlands Nature Reserve	Ongoing
Plant trees under the One Million Trees initiative	Ongoing
Upgrade Scullin shopping centre	Completed
Upgrade playgrounds across Canberra, as part of the playground safety program	Ongoing
Upgrade the lookout area and new perimeter pathway to the Black Mountain Peninsula District Park	Completed
Construct new play facilities on the western foreshores of the Lake Ginninderra District Park	Completed
Complete the Weston Park Conservation Management Plan	Completed
Finalise the Tuggeranong Town Park performance stage project jointly funded by the ACT and Australian Governments	Completed
Construct new visitor facilities and upgrade lighting and services infrastructure in Commonwealth Park jointly funded by the ACT and Australian Governments	Completed
Install 36 signs in parks and reserves across Canberra	Completed
Upgrade toilet facilities in Glebe Park, Acton Park, Lotus Bay, Chisholm and Hughes shopping centres and construct a new toilet at Scullin shops and Mulligans Flat as well as install two new facilities in the City	Completed
Install new shade sails over existing playgrounds in John Knight Memorial Park, Chifley Place in Chifley and Whitney Place in Weston	Completed
Upgrade Gillespie Park in Oaks Estate	Completed
Increase conservation efforts through the coordinated control programs of vertebrate pests, including rabbits and invasive weeds	Ongoing
Develop and implement integrated tree removal and replacement programs within the urban area	Ongoing
Implement recommendations from the Commissioner for the Environment on the Urban Forest Renewal Program (UFRP)	Ongoing
Upgrade Eastern Valley Way Inlet (stage 2) including improvements to the landscaping and promenade areas adjacent to Lake Ginninderra in Belconnen	Underway
Upgrade Emu Inlet (stage 1) to improve recreational access and amenity on the foreshore of Lake Ginninderra	Completed



OUTPUT CLASS 1: MUNICIPAL SERVICES	
OUTPUT CLASS 1: MUNICIPAL SERVICES continued	
Land Management 1.4	
Construct the Gibraltar walking track and viewing platform in Tidbinbilla Nature Reserve	Completed
Plan for the Molonglo Riverside Park	Underway
Establish a trust to deliver enhanced environmental management for Mulligans Flat Woodland Sanctuary and Jerrabomberra Wetlands Nature Reserve	Completed

OUTPUT CLASS 1: MUNICIPAL SERVICES	
Environmental Regulation 1.5	
Build relationships with interstate counterparts	Ongoing
Participate in a large range of national decision-making committees	Ongoing
Encourage retention of the urban forest by working on a range of programs	Ongoing
Enhance animal welfare in the ACT through a cooperative relationship with the RSPCA and through the activities of the Animal Welfare Advisory Committee	Ongoing

OUTPUT CLASS 1: PUBLIC TRANSPORT	
Public Transport 1.6	
Improve ACTION's bus network to meet customers' travel needs	Ongoing
Implement improvements to ACTION buses, including capital investment and improvements to bus shelters and seats	Ongoing
Increase the number of people using ACTION buses	Ongoing
Provide more information on ACTION's services for customers	Ongoing
Deliver new buses as part of the 135 bus replacement program	Underway
Continue major maintenance works to current fleet	Ongoing
Replace the ageing radio communications system incorporating vehicle tracking and a duress system	Underway
Implement a real time passenger information system	Underway
Introduce a journey planner in association with Google	Completed



OUTPUT CLASS 2: ENTERPRISE SERVICES	
Government Services 2.1	
Deliver the free plant issue scheme for new landholders	Ongoing
Increase use of ACT Property Group's property portfolio	Ongoing
Improve efficiency and productivity at the Capital Linen Service	Ongoing
Refurbish Albert Hall to sustain its heritage position as a pre-eminent example of early Canberra architecture	Completed



A4 OUTLOOK

In 2012-13 TAMS will continue to implement key elements of the ACT Government Performance and Accountability Framework to strengthen its service planning and evaluation processes. The annual TAMS Statement of Intent will reflect the ACT Government's key priorities and link to the Directorate's priorities. Ongoing focus areas across the Directorate include operating within budget, improving compliance with legislation and continuing to develop a culture of responsiveness, customer service and engagement.

Priorities for 2012-13 include:

- continuing to deliver the Transport for Canberra program to improve public transport services and patronage through improved bus network and infrastructure planning and development. Initiatives to improve bus services include a feasibility study into a third major bus depot in the City's north; the upgrade of Woden bus depot; ongoing development of the Belconnen to City transit way; and the real time passenger information project
- progressing capital works associated with the Transport for Canberra program, including the ACT and Australian Government funded Majura Parkway project; increasing the number of bus stops and shelters that comply with current disability standards; constructing on-road and off-road cycle and community paths; undertaking a program of bridge-strengthening works on commercial routes to upgrade their load-bearing capacity for road safety; and installation of additional bridge safety screens
- progressing the replacement of buses to improve customer comfort, environmental sustainability and to meet disability accessibility targets
- refining the ACT Government's tree maintenance program, encompassing over 700,000 trees, by caring for young trees through the provision of additional watering and formative pruning; and undertaking maintenance of older trees
- progressing improvements to recreational assets and enhancing opportunities for nature based activities by constructing a Centenary Trail, planning for the Molonglo Riverside Park and completing the Eastern Valley Way Inlet upgrade project
- continuing the shopping centre upgrade program with construction of the Waramanga, Red Hill and Farrer shops public realm upgrades as well as forward designs for another eight local centres
- constructing the Weston Park perimeter loop path and play pond upgrade
- continuing the playground upgrade program
- continuing to upgrade priority public toilet facilities in Canberra parks
- completing the Tuggeranong District Park master plan
- continuing to implement the Commissioner for Sustainability and the Environment recommendations to improve the management of Canberra's urban forest with a focus on long term planning, integration of tree maintenance activities including pruning, tree removal and tree planting and improved public notification processes prior to works being undertaken
- enhancing environmental management of Jerrabomberra Wetlands Nature Reserve through the Capital Woodland and Wetlands Conservation Trust and drafting a master plan
- continuing breeding programs for Eastern Bettongs in partnership with Environment and Sustainable



Roads ACT currently maintains 403 kilometres of on-road cycle lanes and 343 kilometres of off-road cycle paths in the ACT. Work will continue in 2012-13 to construct cycle and community paths



Development Directorate (ESDD) and the Mulligans Flat Board of Management, and the Corroboree Frog breeding program at Tidbinbilla Nature Reserve

- increasing conservation efforts through a coordinated vertebrate pest control program, including rabbits, in high-priority nature reserves, and a program to control and remove invasive weeds in Namadgi National Park
- progressing waste reduction strategies by constructing a major commercial waste acceptance and recycling facility at the Hume Resource Recovery Estate
- developing a new landfill facility for Canberra
- progressing the planning process for a new southern cemetery
- opening the Arboretum
- ensuring Canberra presents well for the Centenary celebrations.



A5 MANAGEMENT DISCUSSION AND ANALYSIS

A6 FINANCIAL REPORT

A7 STATEMENT OF PERFORMANCE

A8 STRATEGIC INDICATORS



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

A9 ANALYSIS OF AGENCY PERFORMANCE

PARKS AND CITY SERVICES

Parks and City Services (PCS) is responsible for the management of most ACT parks, reserves, arboreta, public open spaces and City places, including lakes and Canberra's urban trees. PCS also manages public libraries, biosecurity, domestic animal services and other licensing and compliance services, including ranger services and permits for public land use.

Community feedback surveys undertaken in 2011-12 continued to show high community satisfaction ratings, as summarised below:

- 97 percent satisfaction with the management of town and district parks
- 100 percent satisfaction with the management of Tidbinbilla Nature Reserve, consistent with 2010-11
- 99 percent satisfaction with the management of Namadgi National Park
- 87 percent satisfaction with the management of the City, an increase of five percent from 2010-11
- 97 percent satisfaction with Libraries ACT
- 72 percent satisfaction with the management of street and park trees, which is a decrease of five percent from 2010-11. The full year figure for 2011-12 was influenced by a particularly poor result recorded in October 2011 that was attributed to the local effects of storms on trees.

Following community consultation and with the involvement of the Tidbinbilla Board of Management, the Tidbinbilla Revised Draft Plan of Management 2011 was prepared. The Plan was referred to the Legislative Assembly Standing Committee on Planning, Public Works and Territory and Municipal Services in April 2011. The committee conducted an inquiry into the plan and tabled a report on 1 May 2012.

CITY SERVICES

City Services comprises four business units – Urban Treescapes, Place Management, Licensing and Compliance and Design and Development – whose primary function is to manage and maintain 5,780 hectares of parks and urban open space in Canberra.

Urban Treescapes

The Urban Treescapes Unit manages approximately 700,000 trees throughout the City consisting of 300 species making it one of the largest and most diverse urban forests in Australia.

In 2010-11, the Commissioner for Sustainability and the Environment (the Commissioner) investigated the ACT Government's management of urban trees and the need for an enhanced program of urban tree renewal. The report was tabled in the ACT Legislative Assembly on 7 April 2011 and a response by the ACT Government was tabled on 16 February 2012. The Government agreed or agreed in principle to 40 of the 44 recommendations.

In 2011-12, PCS continued to implement the Commissioner's agreed recommendations. Processes have been developed for implementing a number of the other agreed or agreed in principle recommendations including:

- increasing the amount of programmed tree maintenance work delivered which has increased productivity



- the integration of tree management programs including tree maintenance, removal and planting so that a more coordinated approach to these programs has been achieved
- commencement of a review of existing policy and legislation around the management and protection of trees
- strategic population of the tree register including 53 individual trees and 16 groups of trees of local significance
- reconvening a cross agency Tree Network Committee to improve decision making in relation to trees managed by the ACT Government
- increasing levels of training for staff involved in decision making relating to urban trees.

In 2010-11, PCS undertook a Canberra-wide audit of street and park trees in 83 suburbs to better understand conditions and maintenance requirements. A tree condition audit of a further 12 suburbs was completed in 2011-12 with the additional information to continue to inform tree management and maintenance activities across Canberra.

FUTURE DIRECTIONS

In 2012-13 TAMS will:

- continue to implement agreed recommendations of the Commissioner
- implement programmed maintenance for urban trees
- replant approximately 2,000 new trees to replace trees that have been removed due to disease or safety issues.

Place Management

Place Management is responsible for urban open space maintenance and management across Canberra. This includes mowing, cleaning toilets and shopping centres, maintenance of playgrounds, horticultural work, pest control and management of urban lakes and wetlands.

Highlights for 2011-12 included:

- mowing 34 percent more area compared to the 2010-11 program. This comprised between seven and eight passes of Canberra's non-irrigated public open spaces, an increase from the six passes completed

The 2011-12 mowing program was the largest on record with over 76,000 hectares of Canberra's public open spaces mowed



- coordinating the floral display for Floriade, one of Australia's largest horticultural shows that attracts over 400,000 visitors annually. Floriade was selected as one of the sites Her Majesty Queen Elizabeth II visited on her jubilee tour in October 2011
- installing 37 recycling bins in the City centre as part of a trial that commenced in December 2011 and concluded 30 June 2012. Results of the trial indicate that approximately 18 tonnes of recyclable material was collected
- restoring Molonglo Reach foreshores involving the removal of pest willows and other woody weeds and revegetation using native plants to restore the habitat and improve water quality
- maintaining 503 playgrounds including nine skate parks, with seven of these playgrounds being renewed



Her Majesty Queen Elizabeth II visited Floriade on her jubilee tour in October 2011



in 2011-12 and new play equipment being installed at Western Foreshores District Park.

FUTURE DIRECTIONS

In 2012-13 TAMS will:

- deliver one of the largest mowing programs of any single jurisdiction in Australia
- continue to provide for the servicing and maintenance of the street level recycling bins installed in the City
- review the trial outcomes of installing recycling bins in the City centre
- replace aged and vandalised assets to make these assets safe and functional for public use and amenity. This includes playground softfall, physical barriers to prevent illegal access to parkland and laneways as well as unsafe retaining walls and shrub beds along arterial roads
- upgrade furniture and bins in parks and shopping centres in various locations throughout the City including Hawker, Kingston, Manuka, Jamison and Mawson. In addition, log bollards and barriers will be installed and refurbished around Lake Tuggeranong, Fadden Pines, Tuggeranong Parkway and district parks
- improve gravel car parks at Alexandrina Drive, Yarralumla, Molonglo Reach, Latrobe Park and other district parks and hill top reserves
- increase maintenance activities in urban open space areas in the lead up to and during the Centenary celebrations in 2013, including:
 - mowing of arterial roads during the first quarter of 2013 (January-April)
 - edging of major arterial roads including Drakeford, Kingsford Smith and Ginninderra Drives, as part of increased levels of maintenance to enhance the look of the City
 - refurbishment of shrub beds in shopping centres across Canberra (prioritised based on an audit currently being undertaken)
 - increased weed control around trees and obstacles in town and district parks.

Licensing and Compliance

Licensing and Compliance services include: Domestic Animal Services (DAS), incorporating the domestic animal shelter at Mugga Lane, Symonston; ranger services; biosecurity planning and coordination; animal welfare; use of public land approvals; and administration of licensing under the *Nature Conservation Act 1980* and *Fisheries Act 2000*.

During 2011-12, Licensing and Compliance issued 1,718 permits for the temporary public use of unleased Territory land, 25 licences for permanent use of unleased Territory land and 205 new licenses for native flora and fauna activities under the *Nature Conservation Act 1980* and *Fisheries Act 2000*. The unit conducted investigations of 28 alleged offences against legislation administered by PCS resulting in four cases being



DAS continued to be one of the most successful dog shelters in Australia re-homing 94 percent of the 1,323 suitable dogs that came to the facility during 2011-12



actions for further action. Three official cautions were issued issued. A further two investigations are yet to be finalised.

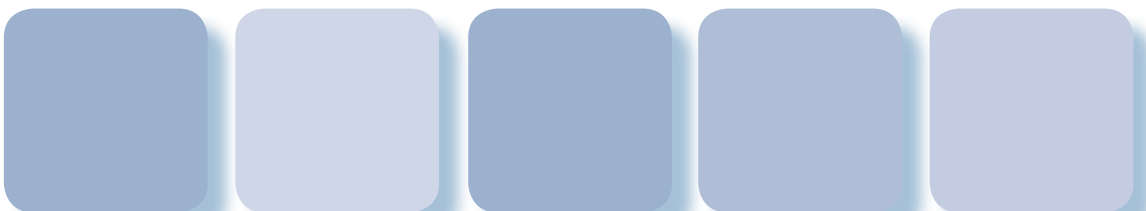
Highlights for 2011-12 included:

- finding homes for 94 percent of the 1,323 suitable dogs that came through the DAS facility at Mugga Lane, making it one of the most successful dog shelters in Australia for re-homing
- a new two year service funding agreement with RSPCA ACT to enhance animal welfare outcomes within the ACT
- provision of enhanced volunteer dog walker and dog temperament testing facilities at the Mugga Lane facility
- introduction of a new part-time position of kennel master dedicated to dog welfare issues within the Mugga Lane facility
- participation in national committees and advising on a number of biosecurity incidents and cooperative arrangements across Australia, which included issues such as the management of Red Imported Fire Ants in south-east Queensland; the detection of Asian Honey Bees in far north Queensland; the detection of the plant disease Myrtle Rust in eastern Australia; and the attempt to eradicate European House Borers from Western Australia
- rangers continuing to work with supermarkets and other retailers to address the issue of discarded shopping trolleys in urban open spaces
- attending to more than 252 reports of abandoned vehicles and responding to 399 reports of syringes found in public places.

FUTURE DIRECTIONS

In 2012-13 TAMS will:

- continue to enhance the effectiveness of ranger services through a coordinated approach to regulatory and compliance activities
- continue to work closely with RSPCA ACT within the framework of the new Service Funding Agreement to enhance animal welfare outcomes in the ACT
- continue to address the issue of discarded shopping trolleys and illegal dumping throughout Canberra
- implement an internet-based booking system for the permitted use of public open spaces
- conduct a review of the on-or-off lead dog areas, and the adequacy of public information
- continue to work with charity organisations to develop a code of practice to reduce the amount of unwanted donations and illegal dumping.



Design and Development

The Design and Development Section coordinate capital works projects for PCS; prepare master and conservation management plans for urban public land; and determine design guidelines for public open space.

Highlights in 2011-12 included:

- continuing the planning and works to develop the Molonglo Riverside Park to improve its ecological condition and provide recreational opportunities for future residents of nearby Molonglo. The preliminary design for the Molonglo River Park adjacent to the new suburb of Coombs was completed, and weed removal and bank stabilisation commenced
- completing the first stage of the upgrade to the Emu Inlet precinct on the Lake Ginninderra foreshore. Work included extending stormwater pipes improving water circulation, constructing new paths, lighting, seating walls and landscaping

New play space area on the Western Foreshores of Lake Ginninderra District Park



- completing construction of the new play space areas in the Lake Ginninderra District Park on the Western Foreshores
- completing the upgrade of the lookout area and new perimeter loop path to the Black Mountain Peninsula District Park that will allow for an improved lake edge experience and viewing potential for pedestrians and cyclists
- finalising the Weston Park Conservation Management Plan
- commencing the upgrade of the Scullin shopping centre to improve pedestrian and vehicular access, safety, security and public amenity



Improving facilities in play spaces in Canberra parks



- completing construction of the Tuggeranong Town Park performance stage as part of a project jointly funded by the ACT and Australian Governments to build the superstructure and backdrop for the stage
- constructing new visitor facilities and upgrading lighting and service infrastructure in Commonwealth Park as part of a project jointly funded by the ACT and Australian Governments
- installing an additional 36 signs in parks and reserves across Canberra to provide an enhanced visitor experience
- upgrading toilets in Glebe Park, Acton Park, Lotus Bay, Chisholm and Hughes shopping centres, and constructing new toilets at Scullin shops and Mulligans Flat as well as installing two new facilities in the City
- improving facilities in play spaces at Tauchert Street, Chapman; Morgan Place, Curtin; Jeffries Street, Gowrie; De Little Circuit, Greenway; Bayly Place, Macarthur; Ashburton Circuit, Kaleen; and the Western Foreshores District Park
- upgrading Gillespie Park, Oaks Estate, including installing a shade structure, picnic settings, barbeque, new paths, fencing, general landscaping and renewal of the play space
- erecting shade sails over existing playgrounds in John Knight Memorial Park, Chifley Place, Chifley and Whitney Place, Weston. The shade sails will enable the play spaces to be used for more daylight hours during the summer months.

FUTURE DIRECTIONS

In 2012-13 TAMS will:

- continue public realm upgrades at Farrer, Waramanga and Red Hill shopping centres to improve access, safety, security and amenity for shopping centre patrons and traders
- complete forward design studies for the Chapman shopping centre public realm and finalise forward designs for minor works that will improve public amenity, access, safety and security at Banks, Cook, Charnwood, Griffith, Lyneham, Theodore and Torrens shopping centres
- complete the second stage upgrade of Eastern Valley Way precinct on the Lake Ginninderra foreshore by converting the inlet into a wetland system and replacing the existing pedestrian bridge
- complete master plans for Tuggeranong Town Park and Haig Park
- complete construction of new toilets at Campbell shopping centre and Molonglo Reach, and upgrade toilet facilities in Dickson and Kambah Village shops
- continue to design and develop the Molonglo Riverside Park
- complete the Centenary Trail project by finalising design, upgrading existing trail sections, constructing new sections, and installing trail infrastructure and interpretive signage
- establish playground designs and safety upgrades for areas at Yerrabi Pond, John Knight Memorial Park and Kambah District Park



- upgrade the existing dog park at Belconnen by adding an exercise area for small dogs and an improved parking area for visitors
- continue Glebe Park pavement replacement program.

PARKS AND CONSERVATION SERVICE

Parks and Conservation Service is responsible for the planning and management of parks, reserves and rural lands. It protects and conserves the natural resources of the ACT and promotes appropriate recreational, educational and scientific uses of our parks and reserves. It supports Parkcare/Landcare groups and coordinates hazard reduction activities under the Bushfire Operations Plan (BOP).

View from the top of the Gibraltar Peak Trail in Tidbinbilla Nature Reserve



Highlights in 2011-12 included:

- completing the Gibraltar Peak Trail, creating a greater diversity of day walking opportunities in the Tidbinbilla Nature Reserve
- undertaking the Waterways Restoration Program involving cleanup of flood debris, control of willow and other woody weeds and land rehabilitation in priority waterways. Debris was removed from over 30 kilometres of waterway in rural and urban catchments in the ACT. This work, together with additional debris removal works planned in 2012-13, will reduce the potential impact of woody debris mobilised in rivers, swollen due to storm events. The strategic removal of willow, a nationally significant weed, has been complemented by the planting of 6,100 native plants. These native plantings have transformed riverside environments from one dominated by exotic species to one where native plantings can begin to take hold and attract native fauna such as invertebrates, birds and small reptiles
- planting of 51,000 trees in the Murrumbidgee River Corridor under the One Million Trees initiative



The Eastern Bettongs were released into the predator free Mulligans Flat Woodland Sanctuary



- the birth of 17 Brush-tailed Rock-wallaby joeys at Tidbinbilla, as part of a national captive breeding program for this endangered species
- upgrading the Stockyard Spur fire trail to facilitate the safe passage of large fire tankers into a remote section of Namadgi National Park. This provides fire fighters with improved capacity to respond to fires which can potentially impact on the Cotter River Catchment
- commencing upgrades to Mt Franklin Road and Cotter Hut Road to facilitate fire tanker access into Namadgi National Park
- supporting 35 Parkcare/Landcare groups and coordinating hazard reduction activities under the BOP.

In partnership with Environment and Sustainable Development Directorate (ESDD), Parks and Conservation Service undertook:

- reintroducing Eastern Bettongs to the ACT. These small marsupials have not been seen in the wild in the ACT for at least 80 years. Their introduction into the predator free Mulligans Flat Woodland Sanctuary is an important element of a long term strategy to re-habilitate this nationally endangered woodland environment
- successful breeding of Northern Corroboree Frogs at Tidbinbilla Nature Reserve in which another 500 eggs were produced by the captive population, noting that the numbers of frogs in Namadgi National Park remain at critically low levels
- monitoring of the Grassland Earless Dragon in grassland nature reserves and on Commonwealth land, and the establishment of a research agreement with the University of Canberra to investigate further the causes of population decline and potential for captive breeding of the species
- monitoring the population densities of kangaroos in Canberra Nature Park reserves and undertaking a conservation cull of Eastern Grey Kangaroos to protect grassland and woodland habitat.

FUTURE DIRECTIONS

In 2012-13 TAMS will:

- commence the implementation of recommendations agreed by the ACT Government to the Commissioner for Sustainability and the Environment's investigation into the Canberra Nature Park, Molonglo River Corridor and Googong Foreshores
- liaise with ESDD to finalise the Tidbinbilla and Googong Foreshores plans of management`
- formalise a BOP which outlines fuel reduction and other activities to mitigate the risk of bushfire on public land, consistent with the Strategic Bushfire Management Plan Version 2
- work with the Mulligans Flat Woodland Sanctuary Board of Management to complete building of the public toilet facilities at the Sanctuary's Resource Centre
- complete the rebuilding of the Mulligans Flat Nature Reserve Dam. This dam will re-create a small wetland environment in the Mulligans Flat Nature Reserve which is expected to return a diversity of locally and nationally significant bird species to the area



Black Mountain control burn



- improve the predator-proof fence and public entry gate to the Mulligans Flat Woodland Sanctuary, which will protect the Sanctuary's unique woodland environment
- complete forward design study for the old dump site at Red Hill Nature Reserve
- deliver targeted vertebrate pest management particularly wild dogs, pigs and rabbits in Namadgi National Park and other nature reserves. Monitoring will commence of feral deer numbers in Namadgi and co-operative pest management will be undertaken with neighbours, including rural lessees
- deliver targeted environmental weed control focusing on priority weeds such as St John's Wort, African Love Grass, Patterson's Curse, Willow and Serrated Tussock.

LIBRARIES ACT

Libraries ACT is made up of nine public libraries, a mobile library, the home library service and the ACT Heritage Library (ACTHL). In 2011-12 Libraries ACT membership was 62 percent of the Canberra population.

Libraries ACT continues to deliver and support literacy and lifelong learning through books, electronic resources and programs, and saw a 10.7 percent increase in loans in 2011-12 compared to the previous year.

Libraries ACT offered a wide range of programs for the community in 2011-12. Attendance at Giggle and Wiggle for 0-2 year olds and Story Time for 3-5 year olds is continuing to increase in popularity, along with programs for adults and children on topics such as science, social networking, cyber safety, nutrition, music for babies and toddlers, flower arranging, financial management, and the digital television switchover. Programs featuring authors included Dickens and the law, Georgette Heyer and regency romance, Judy Horacek, Dianne Blacklock, Liane Moriarty, Ber Carroll and a series of local author talks.

It is Australia's National Year of Reading in 2012 and, as part of this national campaign, Libraries ACT is leading a group of people from across Canberra to deliver projects to improve literacy and celebrate reading locally. Amongst the projects being undertaken, five schools are participating in regular visits to the library by grade one students who enjoy fun, educational activities and borrow books, helping them to



develop a reading and library habit. Civic Library hosted a touring exhibition of artwork from the children's picture book 'Are We There Yet?' by Alison Lester, and all libraries encouraged local participants in national competitions for children and teenagers.

Child reading in the library



Following the launch of the redesigned Libraries ACT website in 2011, use of social media including Twitter and Facebook has continued to grow as an additional channel for communicating with the community.

Libraries ACT continued to expand its partnerships with other ACT Government directorates by encouraging the use of libraries as meeting places for community engagement, education and information sharing and to seek feedback from the community.

Libraries ACT recognises that as technology evolves the popularity of digital resources, including electronic books and downloadable media, will increase. In 2011-12, Libraries ACT continued to monitor and implement new digital services, such as Freegal music downloads.

In 2011-12, the ACTHL implemented recommendations from the Digital Collection Management and Preservation report of September 2010. The ACTHL is actively involved in national working groups on digital collection and digital preservation which will produce agreed standards for such collections. These standards will then be implemented in the ACTHL.

In 2011-12 the ACTHL added 57 archival collections to its holdings including:

- records of the ACT Churches Council 1964-2003
- research files of the Kosciuszko Huts Association
- records of the Australian Science Festival 1991-2001
- oral history recordings of Namadgi National Park; Canberra Gold Award Recipients; Engineering Heritage Australia and the Oaks Estate Community History Project
- papers of two of the district's pioneering families, the Southwell Family (1803-1957) and the Cameron Family (1838-2010).

FUTURE DIRECTIONS

In 2012-13 TAMS will:

- continue to participate in a range of National Year of Reading activities to celebrate the enjoyment of reading and improve literacy. A national public library membership drive will conclude with The Reading Hour on 25 August 2012, and a project currently under development will support workers with low literacy skills and train supervisors to recognise and support skill development among their workers
- continue to look for solutions to the recommendations from the Digital Collection Management and Preservation report of September 2010.



NATIONAL ARBORETUM CANBERRA

In 2011 responsibility for the Arboretum transferred from EDD to TAMS as part of its transition from a major development to an operational entity. TAMS continued to address the master plan for the Arboretum, based on the 100 forests/100 gardens concept submitted by Taylor Cullity Lethlean (Landscape Architects) and Tonkin Zulaikha Greer (Architects).

Forests

Sixteen forests were planted bringing the total number of forests to 87 with 36,000 trees planted as at 30 June 2012.

Design and construction

Significant works undertaken in 2011-12 include:

- continuing the construction of the major structure of the visitor centre, to house the National Bonsai and Penjing collection
- completing the ActewAGL Discovery Garden
- constructing the pedestrian path and landscape through the central valley
- constructing underground services and utilities, including non-potable water, electricity, stormwater and sewer
- undertaking further development of the irrigation system, including non-potable water supply, filter stations and pumps
- undertaking landscape plantings around the dam, and earthworks and plantings at the front entrance.

Arboretum visitors centre under construction



International, local and business support

Over the last year more than 20 ceremonial tree planting ceremonies have been held. These include trees planted by:

- former Governor-General, The Honourable Sir William Deane AC KBE
- Secretary-General of the United Nations, Mr Ban Ki-moon
- His Royal Highness Crown Prince Frederik and Her Royal Highness Crown Princess Mary of Denmark
- Her Excellency Ms Yingluck Shinawatra, Prime Minister of the Kingdom of Thailand
- His Excellency Mr José Manuel Barroso, President of the European Commission



- The Honourable Peter O'Neill CMG MP, Prime Minister of Papua New Guinea
- His Excellency Mr Jeffrey Bleich, United States Ambassador
- His Excellency Professor Aníbal Cavaco Silva, President of the Republic of Portugal and Dr Maria Cavaco Silva
- His Excellency The President of the Republic of Lebanon, General Michel Sleiman
- His Excellency Mr James Alix Michel, President of the Republic of Seychelles
- Mr Gen Nakagawa, Mayor of Nara City Japan
- Civil Liberties Tree by the former Chief Minister of the ACT, Mr Jon Stanhope
- author, Mr Thomas Keneally, AO
- architect, Mr Romaldo (Aldo) Giurgola, AO
- Mr Tony Godden KCHS, Grand President of The Catenians
- the McGrath Foundation
- industry icon, Mr Wolfgang Blass, AM.

The first Voices in the Forest event was held on 12 November 2011. This cultural concert was organised with the assistance of its principal sponsor, the Village Building Company (VBC).

The Festival of the Forests was held on 1 April 2012 with 12,000 people attending the event. Several embassies (Spain, USA, Japan, and Turkey) participated and provided an international focus.

The Friends of the National Arboretum has continued to host open days on the second Sunday of each month, with the aim to educate and work with the community and contribute to the development of Australia's newest and largest arboretum.

FUTURE DIRECTIONS

In 2012-13 TAMS will:

- continue to construct the visitors centre
- construct the Reflective Pavilion, the events terrace, the central valley and a play space
- coordinate the official opening of the Arboretum as part of Canberra's Centenary
- continue the Voices in the Forest cultural concert, organised with the assistance of its principal sponsor, the VBC
- continue the now annual Festival of the Forests event
- continue to work with the Friends of the National Arboretum to host open days on the second Sunday of each month.



ROADS AND PUBLIC TRANSPORT

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

ACTION

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

In 2011-12, ACTION received \$9.551 million over four years as part of the Transport for Canberra program to deliver additional regular route services. This funding enabled ACTION to implement a new network (Network 12) on 28 May 2012. The new network:

- extended the Blue Rapid to Holt providing 15 minute frequency between Kippax and Belconnen
- delivered more Red Rapid services from Gungahlin in the morning peak period
- improved services to the Australian National University (ANU) and City West
- improved services to Fyshwick and the Canberra Railway
- provided new services to the suburbs of Forde, Bonner, Casey and Crace
- provided services to Majura Park
- improved frequency on the Blue Rapid between Tuggeranong, Woden and the City
- delivered more evenly spaced services from Weston Creek.

ACTION also received \$9.007 million over four years through the 2011-12 ACT budget to assist in meeting the increased costs of delivering public transport to the community.

An increased focus on service reliability resulted in ACTION meeting or exceeding its established target of 99.5 percent each month during 2011-12 for services delivered. ACTION's service delivery statistics for the year are detailed in the table in Appendix 1 on page 210 which identifies the percentage of scheduled services delivered each month.

In 2011-12, the ACT Government provided \$5.581 million to deliver improvements to safety. These included: the replacement of the radio communications system; a bus park brake alarm tester; 74 new driver seats; 54 passenger safety panels to the Scania Compressed Natural Gas (CNG) fleet; protective security infrastructure; pedestrian lighting and road surface repairs at bus depots; and Closed Circuit Television (CCTV) improvements.

ACTION continued its focus on asset management by finalising water efficiency improvements; commencing the upgrading of fuel facilities; commencing the recommissioning of the Woden bus depot; and the rebuilding of seven engines, eight transmissions and 19 differentials.

Throughout the year ACTION used the recently implemented MyWay ticketing system to more accurately record patronage. On 23 February 2012, ACTION experienced its highest ever recorded daily trip total of 80,063.

During 2011-12, ACTION continued its focus on corporate governance by establishing a new governance and policy development framework under which policies and procedures are now developed and



continually updated. A new customer service charter and improved feedback and complaints handling processes and policy were implemented. These changes have led to significant improvements in how the business complies with legislative requirements including accreditation.

In October 2011, ACTION launched its official Twitter site to keep the community informed about a range of issues including major service disruptions, event related bus services, upcoming changes or improvements, new bus stops or bus stop closures and consultation opportunities. In April 2012, ACTION commenced a trial using Twitter to notify the public of morning service cancellations. As at 30 June 2012, 1,352 users had joined the ACTION Twitter site.

Approximately 80 percent of the ACTION fleet is now bike-rack equipped



At the end of June 2012, ACTION had 403 buses in-service, including 221 wheelchair accessible buses and 185 Euro 3 or better emissions buses. During the year, ACTION continued its program to replace 135 buses for which the ACT Government has provided \$75.5 million. In 2011-12, this resulted in the delivery of 130 buses including 19 easy access MAN buses and 11 easy access Scania steer tag buses bringing the total number of buses delivered from this program to 115. The remaining 20 buses will be new easy access Scania articulated buses, which are programmed for delivery from July 2012 to April 2013. ACTION is aiming to achieve the *Commonwealth Disability Discrimination Act 1992* (DDA) requirement that 55 percent of the fleet be accessible by December 2012.

By June 2012, ACTION had also completed the installation of bike racks on all in-service buses able to be safely fitted with bike racks. This has resulted in 81 percent of the fleet being bike rack equipped. The remaining 19 percent of in-service buses are unable to be fitted with bike racks due to structural reasons or maximum length restrictions established under Australian Standards.

FUTURE DIRECTIONS

In 2012-13 TAMS will:

- continue the design of the next bus network associated with Transport for Canberra
- continue its focus on infrastructure needs to meet Transport for Canberra and legislative obligations. These include:
 - \$3.273 million over two years to continue the recommissioning of the Woden bus depot
 - \$3.873 million to finalise the upgrade of fuel facilities at the Belconnen and Tuggeranong depots
 - \$48.5 million for a further 90 easy access replacement buses by June 2017 to ensure ACTION is on track to meet the next DDA milestone target of 80 percent accessible fleet by December 2017
 - \$100,000 to conduct a feasibility study into a replacement CCTV system, with a view to ensuring the use of CCTV by ACTION complies with relevant legislation and continues to be an effective resource in enhancing the safety and security of ACTION's passengers, staff and assets
 - \$201,000 over two years for a feasibility study for a third major bus depot to accommodate growth in the fleet associated with Transport for Canberra, particularly in the rapidly growing north of Canberra
 - \$100,000 for the Nightrider service during the 2012 festive season.



The ACT Government will invest a further \$17.465 million over four years commencing in 2012-13 to support ACTION in meeting the continually increasing costs of public transport service delivery. ACTION will continue to look for ways to improve its efficiency and effectiveness.

PUBLIC TRANSPORT SYSTEMS

Public Transport Systems is responsible for the implementation and management of transport and passenger service systems. Systems include:

MyWay

MyWay is a smartcard ticketing system used on ACTION buses. The MyWay system enables the collection of valuable trip data (i.e. where people get on and off buses) which is used to deliver improved bus networks. Public Transport Systems manages the operation of recharge agents; service agreements with Canberra Connect for online and telephone payments, shopfront and MyWay centre payment processing; maintenance of equipment and contracts for the supply of smartcards; and system software.

Park and Ride permit system

The Park and Ride permit system provides easy access to the ACTION bus network via a number of conveniently located parking areas in Canberra. Passengers are required to submit an online application for a permit which allows parking within restricted areas. The MyWay administration office checks MyWay account details, travel patterns and issues permits.

Bike and Bus

The MyWay administration office administers a number of Bike and Bus bike cage facilities across Canberra. The cages are located on major bus routes and provide storage facilities for passengers to leave their bikes and continue their journey on buses to work or school. After registration passengers are able to access the facilities using their MyWay cards.

Google Transit journey planner

The journey planner provides options for passengers to plan their travel using cars, buses and walking. It is intended that cycle maps of Canberra will be included in future updates of the travel options.

HASTUS and NetBI business systems

HASTUS is a scheduling and planning system used by ACTION for operation of the network. NetBI is a business intelligence application specifically tailored for use in the public transport industry. Both systems are critical to the day to day operations of the bus network and upgrades were undertaken in 2011-12 to ensure ongoing reliability.

Nightrider

Nightrider is a late night service operating over the Christmas and New Year period that aims to improve road safety by providing a designated driver service.



FUTURE DIRECTIONS

In 2012-13 TAMS will:

- trial and implement a Real Time Passenger Information System (RTPIS) for use on the ACTION bus network
- upgrade bus stop signs to include RTPIS information
- design a new bus network (Network 13)
- improve access to, and promotion of, the Nightrider bus service
- expand the MyWay recharge agent network.

ROADS ACT

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

Nation Building Program

New directional signage, seating and bubblers were installed at Lake Tuggeranong, Lake Ginninderra, Yerrabi Pond and Lake Burley Griffin enhancing the walking and cycling experience around our waterways



During 2011-12, Roads ACT carried out work funded under the Australian Government's Black Spot Program. The Australian Government provided \$966,000 in 2011-12 to the ACT Government as part of the ongoing funding for the Black Spot Nation Building Program package.

Roads ACT used funding to upgrade several intersections under the Black Spot Program, including College Street/Haydon Drive; Drakeford Drive/Summerland Circuit South; Tharwa Drive/Box Hill Avenue; Girrahween Street/Limestone Avenue; Coppins Crossing Road/William Hovell Drive; Athllon Drive/Hindmarsh Drive; Southern Cross Drive/Kingsford Smith Drive; and William Hovell Drive/Bindubi Street. The works at these locations included improvements to signage, line marking, street lighting, intersection realignments and traffic lights.

Capital works

During 2011-12, Roads ACT managed one of the largest road infrastructure capital works programs since self-government. This program was designed to reduce road congestion, improve safety and service areas of new development. Highlights included:

- completing construction of the Gungahlin Drive stage 2 works to finalise the duplication from Barton Highway to Glenloch Interchange. This included the construction of nine major bridges and a number of overpasses
- completing construction of the Kings Highway realignment project, including a new 5.5 kilometre stretch of the Kings Highway between Queanbeyan and Bungendore which had a poor safety record



A five kilometre ACT section of the Kings Highway has been upgraded improving the safety of the highway for motorists



- constructing stage 1A of John Gorton Drive, the major arterial road servicing the new region of Molonglo, and allowing access to the first two suburbs of Wright and Coombs
- continuing construction of the North Weston Ponds and recreational areas adjacent to Coombs in the new region of Molonglo
- completing intersection upgrades at Ginninderra Drive/Aikman Drive, Ginninderra Drive/Allawoona Street and Baldwin Drive/Maribyrnong Avenue to provide access to the proposed new residential development of Lawson
- completing the Bonner western distributor road to provide major collector road access to the new Gungahlin suburbs of Jacka and Bonner
- completing the Mitchell, Mawson and Belconnen Park and Ride facilities
- completing the Aikman Drive/Joy Cummings Place intersection upgrade
- completing the Phillip Avenue/Majura Avenue intersection upgrade and associated pedestrian safety measures in Hackett and Watson
- continuing stormwater upgrade works in Fyshwick and Deakin
- continuing the Monaro Highway duplication from Canberra Avenue to Newcastle Street
- continuing the construction of roads associated with the land release program in Canberra's north, including Mulligans Flat Road
- commencing procurement for the Majura Parkway project
- completing the design and commencing construction of the Cotter Road upgrade; Barry Drive/Clunies Ross Street intersection upgrade; the Namadgi School pedestrian bridge; Belconnen to City transitway stage 1 (City sector) project along Barry Drive, Marcus Clarke and Alinga Streets
- continuing the design of the Constitution Avenue upgrade project
- progressing public transport infrastructure projects including those associated with encouraging public transport patronage such as Park and Ride and Bike and Bus, and the installation of bus shelters
- implementing 40km/h speed limit areas in Gungahlin and Woden town centres
- continuing the design and commencing construction of the Civic cycle loop
- continuing the bridge strengthening program and the installation of bridge safety screens
- continuing the design of the Canberra Avenue bus priority project between Hindmarsh Drive and Hume Circle in Fyshwick and Narrabundah
- continuing the design of the Ashley Drive upgrade project near the Erindale group centre.



The 2011-12 ACT budget included additional funding for walking and cycling infrastructure as part of the Transport for Canberra program. Projects implemented included:

- designing and commencing construction of the new Pearce – Chifley shared path connecting the Tuggeranong Parkway path with Melrose Drive in Phillip
- designing the new Yamba Drive shared path project connecting Yarra Glen with the Canberra Hospital.

Maintenance

Roads ACT undertook a broad range of maintenance during 2011-12, including assessment of the condition of local streets and main roads, unsealed roads, community paths, bridges, streetlights, road barriers and dams, which identified defects and set work priorities.

Table 2: Roads ACT maintenance

Maintenance works	2011-12
Road sweeping	17,685 km
Footpath maintenance	27,863 m2
Sign maintenance/replacement	4,204 signs
Incident/accident response	1,495 incidents
Temporary/permanent patch repairs	43,605 m2
Road resurfacing	538,321 m2

In 2011-12, Roads ACT developed asset operation plans for lines and signs, driveways and roadside safety barriers and is currently working on street lights. An inspection procedure for retaining walls and free standing walls has also been developed to capture asset attributes and condition information for the Integrated Asset Management System (IAMS).

The current Strategic Asset Management Plan (SAMP) covers the period 2010-2012 and in March 2012 was converted into a format consistent with the ACT Treasury SAMP Framework. Roads ACT have commenced drafting the SAMP for the period of 2013-15.

FUTURE DIRECTIONS

In 2012-13, TAMS will focus on:

- maintaining and developing a capable workforce. In 2011-12, Roads ACT commenced a review of workforce planning and succession to determine future strategic business influences that may impact on current services and future service requirements. Roads ACT also implemented a leadership development program, which will continue for the next two years
- continuing to operate the public road system through the management of the traffic light systems, traffic and public transport management programs, and the gradual adoption of intelligent transport systems such as permanent variable message signs. Roads ACT continues to operate the public road system by adjusting the timing at traffic lights to minimise motorists' delays and maximise the efficiency of the system. Various projects have also been implemented under traffic and public transport programs. A study has recently commenced to outline an overall strategy of adopting intelligent transport systems in the ACT. Two variable message signs have been implemented



- developing and delivering a road maintenance program in a systematic way, making the most effective use of funds. Roads ACT will continue to refine its asset management plan and service levels for the range of services it provides
- delivering a large capital works program, including the Transport for Canberra program, and the Constitution Avenue and Majura Parkway projects. These projects include a significant funding contribution from the Australian Government.

BUSINESS ENTERPRISES

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

ACT NOWASTE

ACT NOWaste manages the domestic rubbish and recycling collections for over 149,000 Canberra households. It manages three resource management centres, including Canberra's domestic Materials Recovery Facility and Landfill at Mugga Lane and four regional recycling centres that contain waste and recycling drop-off facilities. It supports the recycling sector and helps Canberrans recycle more effectively through its industry support programs, collection and analysis of data about waste and recycling, education and promotional activities and the development of new recycling initiatives and facilities.

Recycling truck



Resource recovery activities by the ACT Government and private sector delivered excellent results in 2011-12. A total of 751,159 tonnes of material were recovered with an additional 317,842 tonnes sent to landfill. The overall waste recovery rate was 70.27 percent, down from 75.1 percent in 2010-11. This continues the long term result of over 70 percent resource recovery since 2003-04. The increase in waste to landfill for 2011-12 was significantly impacted by the cleanup of a failed waste recycling company that resulted in an additional 54,114 tonnes of waste that was sent to landfill.

Overall waste generation is increasing. According to the Environment Protection and Heritage Council's National Waste Report 2010, the ACT is one of the highest generators of waste per capita in Australia. Over the last 10 years, total waste generation in the ACT has grown at over four percent per annum on average, outstripping population growth. Increasing waste generation leads to increases in both resource recovery and waste to landfill.

ACT NOWaste provides information and education aimed at increasing recycling and ensuring services and facilities are used correctly. ACT NOWaste's component on the TAMS website received 13 percent of all viewings in 2011-12 at over 263,000 page views. ACT NOWaste also delivered presentations and tours to over 11,000 visitors and provided around 2,000 email responses to waste and recycling queries. Data from the Materials Recovery Facility that processes the kerbside recycling indicates that education has been effective. Results for 2011-12 show a recycling rate of 92 percent of all material collected, with more



than 58,000 tonnes of material despatched for recycling. The education strategy is being revised to further improve these results. Overall community satisfaction with waste and recycling services remained high in 2011-12 at 93 percent.

The Bulky Waste Collection Service which provided bulky waste collections to households on a fee-for-service basis, with one free collection for eligible households, will continue into 2012-13. The ACT Government will review the results when considering whether to offer the service on a permanent basis.

TAMS continues to consider options regarding recycling of both Compact Fluorescent Lightbulbs (CFLs) and batteries, and any associated funding requirements. Considerations include the need for a health and safety assessment and the feasibility of extending collection facilities to the recycling drop off centres.

Approximately 16 tonnes of e-waste has been received on average per day since the introduction of the National Television and Computer Recycling Scheme



Highlights in 2011-12 included:

- the ACT became the first jurisdiction in Australia to implement a free electronic waste (e-waste) recycling service which is part of the new National Television and Computer Recycling Scheme. In the first six weeks of operation up to 30 June 2012, a total of 759 tonnes of televisions and computers were recycled
- capturing 29,788 mega watt hours of methane at Canberra's active landfill at Mugga Lane and Canberra's former landfill at West Belconnen. This was converted into electricity for approximately 3,000 homes
- securing land for the Mugga stage five landfill expansion.

FUTURE DIRECTIONS

In 2012-13 TAMS will:

- undertake procurement for new contracts for the collection and processing of domestic waste and recycling to ensure seamless service delivery following contract expiry in 2013
- implement parts of the ACT Sustainable Waste Strategy 2011-2025
- continue work to extend and expand the Mugga Lane landfill.

The 2012-13 ACT Budget contained several capital works initiatives and upgrades for implementation by ACT NOWaste, including construction of a new landfill cell and upgrading the road network at the Mugga Land Resource Management Centre.

CAPITAL LINEN SERVICE

CLS provides and launders linen for a wide range of clients in the ACT. It delivers over 4,900 tonnes of linen to its customers, which include public and private hospitals, health and aged care providers, hotels, restaurants, major tourist attractions, educational institutions and emergency services.

The period following the global financial crisis has seen increased competition in some sectors of the ACT market, for example, the hotel and accommodation sector, and has heightened the focus on cost savings by customers. Despite this, CLS continues to achieve high levels of customer retention and has succeeded in winning a significant amount of new business, much of which will be reflected in additional revenue in 2012-13.



In 2011-12, Capital Linen Service processed over 4,900 tonnes of linen



CLS continued to work in partnership with the Health Directorate to maintain service delivery during a period of major expansion and change in the ACT public health sector.

Customer feedback indicates continued high levels of customer satisfaction, with complaints down significantly on last year. This reflects improvements in CLS' quality processes, delivering a 99.7 percent order completion rate at the Canberra Hospital.

CLS is committed to providing a safe and healthy workplace. A range of business improvements were implemented under CLS' continuous improvement program including improved rostering and job rotation, training and competency assessment framework, and building a safe and harmonious workplace with a highly diverse workforce.

The Mitchell chemical fire in September 2011 provided the opportunity to deploy and evaluate CLS' business continuity arrangements in a real-life situation. Service delivery was maintained without interruption to both the Health Directorate and private sector customers by establishing an operational base at the Canberra Hospital and Exhibition Park in Canberra (EPIC), transporting linen to Sydney for processing and receiving theatre packs from NSW Health.

CLS continued to seek to provide employment opportunities for people who may experience barriers to obtaining employment such as people with disabilities, refugees and people from non-English speaking backgrounds. Sixty percent of staff were born outside of Australia originating from 26 countries.

FUTURE DIRECTIONS

In 2012-13, TAMS will continue to:

- explore new business development opportunities to build revenue
- focus on maintaining a safe and harmonious workplace, along with growing the workforce capability necessary to meet increased production levels and changing customer expectations.



ACT PUBLIC CEMETERIES AUTHORITY

The ACT Public Cemeteries Authority (the Authority) manages Woden, Gungahlin and Hall cemeteries. TAMS supports the Chief Executive Officer of the ACT Public Cemeteries Authority and the Minister for Territory and Municipal Services as part of the *Cemeteries and Crematoria Act 2003*. A memorandum of understanding exists between the Directorate and the Authority.

The ACT Public Cemeteries Authority's annual report is annexed to this report. Where TAMS undertakes administrative responsibilities, this information has been included within whole of TAMS figures and reporting.

YARRALUMLA NURSERY

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

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

Yarralumla Nursery staff tend to plants for the ACT Government's Plant Issue Scheme



As well as selling plants, the nursery's retail outlet manages the ACT Government's Plant Issue Scheme and provides horticultural advice to the general public. The Plant Issue Scheme, first introduced in 1930 to preserve the garden City concept of Walter Burley Griffin, provides owners of new residential land in the ACT with an allocation of free plants to help establish the new suburbs. The nursery issued 14,928 plants to eligible homeowners during 2011-12.

The Nursery has a longstanding involvement in training highlighted by the apprenticeship program, the Koomarri employment contract and the Black Mountain School vocational training. This involvement extends to the ACT community through participation in programs such as special needs education, return to work rehabilitation and volunteering.

In 2010, the Australian Garden History Society received a grant from the ACT Heritage Unit to digitise and preserve Yarralumla Nursery's earliest records. The records include three ledgers and 15,500 original, mostly hand written, cards which provide a record of seed acquisition, cutting material and planting dating from 1913 to the 1960s. The cards and ledgers are an important part of Canberra's history and explain how Canberra looks today and why it looks the way it does. The digitised project was completed in February 2012 and was made available to the public through a website created by the Territory Records Office.

Yarralumla Nursery supplies the Arboretum with a wide variety of trees, nursery stock and supplied plant material, supports Floriade and a range of ACT Government urban open space projects.



FUTURE DIRECTIONS

In 2012-13 TAMS will:

- formalise arrangements with the Arboretum and Floriade through respective Memorandum of Understandings (MOU)
- transition to industry standards for propagation and production
- work towards formalising an agreement with the National Capital Authority for advance orders and a contract growing framework
- launch the record digitisation project.

ACT PROPERTY GROUP

ACTPG manages 152 Territory-owned commercial buildings, government office accommodation, community/multipurpose buildings, and leases 32 commercial buildings on behalf of the Territory. ACTPG also manages several unique properties, including the Parkwood Road Recycling Estate, four business parks that provide accommodation for small businesses, and a number of significant heritage sites such as Albert Hall and the Tuggeranong Homestead.

In 2011-12, ACTPG managed around 81,885 square metres of owned and leased office accommodation and a further 156,473 square metres of accommodation for community and commercial organisations. ACTPG received \$87.006 million in revenue from rent and the delivery of property projects and services and paid a dividend of \$7.851 million to the ACT Government. ACTPG managed a planned maintenance program for all owned properties. In addition, ACTPG undertook an \$8.3 million upgrade program involving 114 projects on approximately 53 owned properties.

In managing the 152 owned properties, ACTPG issued or renewed 45 licences to community and other tenants.

ACTPG operates a 24 hour, seven day a week response centre to ensure urgent work is arranged where sites have to be made safe following an incident. In 2011-12, ACTPG provided \$27.3 million in project management services and \$12 million in planned and reactive maintenance services on properties it owns and for other ACT Government agencies, including the Education and Training and ACT Health directorates.

Activities undertaken by ACTPG in 2011-12 included:

- regularly inspecting and maintaining 437 playgrounds across Canberra
- erecting flags/banners for events such as Anzac Day, Canberra Day, Christmas in the City, Winter in the City and to celebrate international events and visits from heads of state
- installing the traditional Civic Square Christmas Tree
- working with ESDD to install LED lighting at Dame Pattie Menzies House achieving an energy saving of over 30 percent
- responding to 87 properties damaged during the storms in January and March 2012. Of these properties, 47 were managed by ACTPG and 40 were managed by other directorates
- completing the Albert Hall renovations to provide more functionality for hirers and protect this important heritage building
- releasing the draft plan of management for the Albert Hall for public consultation



The final stages of Albert Hall's renovation are now complete



- working closely with the Environment Protection Authority to continue the project for the analysis and testing of fuel storage tanks and removal or abandonment of in-situ tanks
- implementing a range of initiatives to improve the management of ACT Government buildings, including the establishment of MOUs with all ACT directorates covering accommodation arrangements for the properties they either occupy or from which they deliver services.

FUTURE DIRECTIONS

In 2012-13 TAMS will:

- finalise the plan of management for Albert Hall
- install new curtains and chairs at the Albert Hall as well as a ramp at the front entrance to improve access
- continue to support and implement changes to improve energy efficiency in ACT Government office buildings
- remove and remediate abandoned fuel tanks at the former Woden bus depot
- complete installation of LED lighting at Dickson Library and 255 Canberra Avenue offices.



DIRECTORATE SERVICES

Directorate Services (DS) provides corporate human resources, financial services, governance and operational support to TAMS.

Canberra Connect sits alongside DS, recognising its role as a provider of customer services across the ACT Government.

Operational Support includes the business areas responsible for asset information and acceptance, fleet and facilities management and information and communications technology management.

CANBERRA CONNECT

Canberra Connect provides information and payment services to the ACT community on behalf of the ACT Government and its directorates. In 2011-12 it received two ACTPS Awards for Excellence in the Positive Workplace category and the One Service category, which recognises collaborative work across the ACT Public Service.

Canberra Connect Tuggeranong Shopfront



In 2011-12, Canberra Connect delivered approximately 1,970 different types of services for the ACT Government. This range of services resulted in Canberrans contacting Canberra Connect over 7.6 million times in 2011-12. There were 857,000 calls received, 505,000 shopfront visits and five million website visits made. Revenue of \$1.05 billion was receipted. The drivers of this growth are a range of factors including population growth, maintenance of assets, the introduction of new customer services and payments, new and changed government schemes, policies, legislation and major events.

Emergencies placed an extra load on Canberra Connect during 2011-12, in particular:

- the Mitchell chemical fire of 16 September 2011, saw the Contact Centre handle over 8,000 calls in the first four days of the event
- the wet weather of 28 February to 4 March 2012, which led to 24 hour operations, the handling of 1,538 calls on behalf of the State Emergency Services and a 335 percent increase in stormwater and pothole service requests compared to the wet weather of the week prior.

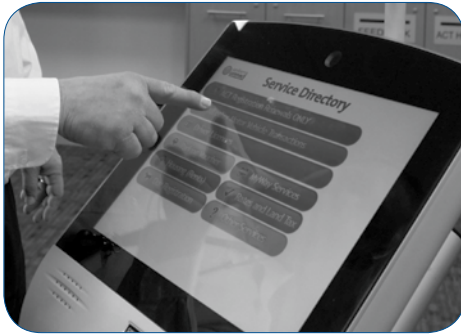
In the transport portfolio, Canberra Connect continued to manage the MyWay centres, deliver MyWay transactions and manage the Transport for Canberra and ACTION websites. During the year, the online journey planner was enabled and the new payment option of PayPass was trialed in MyWay centres, which supports payments of under \$100 using credit card chip technology.

New and modernised customer services were introduced for the business sector. These included a number of new online forms and payments for the registration of real estate agents, salespersons, tobacco agents, payroll tax and the energy industry levy.

In the community space, Canberra Connect became the primary contact point for the Targeted Assistance Strategy. Canberra Connect also answered calls relating to public interest in the visit from Her Majesty Queen Elizabeth II and the President of the United States, the ballot to register for the Danish Royals' Arboretum visit and began management of the Arboretum website. Canberra Connect provided a



Qmatic is the queuing system at Canberra Connect Shopfronts



distribution and inquiry channel for a range of government strategies and schemes, such as the ACTSmart scheme and the plastic shopping bag ban.

Business continuity was a significant focus in 2011-12. The primary project was the completion of a three-year undertaking to replace the whole-of-government receipting and payment system RAPS, with a new system called Cashlink. Cashlink has now been rolled out to 15 counter sites across ACT Government. The Tuggeranong Shopfront was relocated at the end of the lease to a new location within the same building complex in Homeworld on Reed Street, Tuggeranong.

FUTURE DIRECTIONS

Canberra Connect's 2012-13 activities will include:

- delivering customer services for Elections ACT for the October 2012 ACT election
- commencing delivery of the Working with Vulnerable People registration scheme.

OPERATIONAL SUPPORT

Operational Support delivers support services to the Directorate through the management of fleet assets, asset information, project management support, facilities management and information technology management. It also has responsibility for the validation and acceptance of assets from industry through major infrastructure developments as well as coordinating the capital works program for TAMS.

Development Processing

During 2011-12, a total of 6,123 land development submissions were lodged compared with a total of 6,902 for 2010-11. The reduction in total number is attributable to a drop in the number of estate development plans (EDP) and building applications (BA) submitted to TAMS.

The reduction in the submissions is attributed to a change in the way EDPs are now being prepared. The current EDPs are prepared for approximately 600 to 1,000 blocks as opposed to 120 to 150 blocks in the previous submissions. This means TAMS receives one EDP instead of four EDPs as has occurred in the past.

The reduction in the BA figures for 2011-12 is due to improved streamlined submission process. The increase in consultation with industry and the introduction of fees for each submission has improved the quality of the first submission reducing the requirement for resubmission.

There has been a 20 percent increase in the number of all types of complex submission with the exception of EDPs and BAs compared to 2010-11.

The building applications detailed in the table below is a combination of 'application for stormwater easement and waste compliance' and 'new driveway approvals'. These were reported separately in the 2010-11 annual report.



Table 3: Land development submissions

Submission types	2010-11	2011-12	% +/-
Submissions			
Estate development plan and planning submission	276	160	-42.0
Design acceptance	897	965	7.6
Operational acceptance	401	532	32.7
Final acceptance	162	186	14.8
Sub-total	1,736	1,843	6.2
Applications			
Development applications	1,342	1,851	37.9
Building applications	3,824	2,429	-36.5
Sub-total	5,166	4,280	-17.2
Total	6,902	6,123	-11.3

In 2011-12 TAMS:

- continued regular consultation with industry groups to clarify TAMS requirements for all formal land development submissions and to encourage feedback to improve working relationships and processes
- revised the fees and charges regime to encourage developers to submit high quality submissions with full supporting documentation that complies with TAMS' requirements
- continued cross-government consultation and coordination to support inter-directorate cooperation
- formalised the in-house operating procedures for processing land development submissions to improve the efficiency and effectiveness of the review and acceptance processes
- updated TAMS reference documents for land development submissions to ensure developers are aware of the content requirements and quality of submission documentation
- developed a Project Management Framework for the effective and efficient delivery of the TAMS capital works and other projects
- project managed the development of strategic asset management plans across TAMS' core asset areas.

FUTURE DIRECTIONS

In 2012-13 TAMS will:

- trial the new drafting standards for infrastructure works, including traffic control devices, civil works and landscape works
- trial a new management system to electronically record and process the receipt of submissions and as a centralised communication and referral tool within TAMS



- further develop, monitor and refine internal technical and administrative processes and procedures to achieve efficiencies in delivering high-quality services to both the ACT Government and the private sector
- continue to develop the Strategic Asset Management Framework across the Directorate
- implement the Project Management Framework to provide better outcomes for projects across TAMS
- revisit internal operating procedures as part of a continuous improvement program to ensure emerging issues are addressed
- refine TAMS reference documents through developers feedback to better address record management needs.



A10 TRIPLE BOTTOM LINE REPORT

Table 4: Triple bottom line reporting

	INDICATOR	2010-11 Result	2011-12 Result	% Change
ECONOMICS	Employee expenses Number of staff employed (head count, not full-time equivalent (FTE)) Total employee expenditure	1,891 \$159.4 million	1,956 \$170.4 million	3.44 6.90
	Operating statement Total expenditure Total own source revenue Total net cost of services	\$625.6 million \$123.6 million \$502.0 million	\$670.1 million \$238.0 million \$432.1 million	7.11 92.56 -13.92
	Economic viability Total assets Total liabilities	\$8.9 billion \$113.3 million	\$9.5 billion \$122.0 million	6.74 7.68
	Transport (Note 1) Total number of fleet vehicles Total transport fuel used (kilolitres) Total direct greenhouse emissions of the fleet (tonnes of CO ₂ e)	385 896 2,534	416 1,069 3,053	8.05 19.31 20.48
	Energy use in megajoules (Note 2) Total office energy use Office energy use per person (FTE) Office energy use per square metre	10,197,690 22,561 1,517	7,896,000 16,800 1,083	-22.57 -25.53 -28.60
	Greenhouse emissions in tonnes of CO₂e (Note 2) Total office greenhouse emissions—direct and indirect Total office greenhouse emissions per person Total office greenhouse emissions per square metre	1,304 2.9 0.19	940 2.0 0.12	-27.91 -31.03 -36.84
ENVIRONMENTAL	Water consumption in kilolitres (Note 2) Total water use Office water use per person (FTE) Office water use per square metre	8,886 19.65 1.3	7,815 16.62 1.0	-12.05 -15.41 -23.07



	INDICATOR	2010-11 Result	2011-12 Result	% Change
ENVIRONMENTAL	Resource efficiency and waste (Note 2)			
	Total co-mingled office waste per FTE (litres Note 5)	912	38	N/A
	Total paper recycled (litres)	530,400	536,640	1.18
	Total paper used (by reams) per FTE (whole of TAMS)	10.21	5.3	-48.00
	Percentage of paper recycled (%) (Note 6)	99 (estimate)	99 (estimate)	N/A
SOCIAL	The diversity of our workforce as a percentage of the total workforce (Note 3)			
	Women (female headcount)	25 %	25 %	0
	People with a disability	1.9 %	2.0 %	0.10
	Aboriginal and Torres Strait Islander people	1 %	1 %	0
	Staff with English as a second language	20.5 %	19.3 %	-1.20
	Staff health and wellbeing			
	Occupational health and safety incident reports	552	516	-6.52
	Accepted claims for compensation	82	82	0
	Staff receiving influenza vaccinations	323	372	15.17
	Workstation assessments requested (Note 4)	N/A	N/A	N/A

EXPLANATORY NOTES

1. The figures for the transport energy relate to data provided by the whole-of-government fleet contractor and include light commercial and passengers vehicles as well as heavy vehicles and plant and equipment. The transport figures for both years do not include ACTION buses, which are reported separately in section C19 Ecological sustainable development.
2. The entries for office energy use, office greenhouse emissions, office water use and office waste relate to Macarthur House, Lyneham.
3. Diversity numbers are based on employees self-identifying.
4. Due to the diverse nature of occupations within TAMS, the number of workstations assessments requested is not available. Workstation assessments in TAMS are managed by individual business units and provided on an as required basis. TAMS employees have access to workplace health and safety workstations self-assessment checklists and guidance.
5. The figure for 2011-12 are based on C19 Ecological sustainable development, Table 37 – FTE within Macarthur House.
6. This figure is obtained from C19 Ecological sustainable development, Table 38 – whole of TAMS paper use 2011-12.



SECTION B

CONSULTATION AND SCRUTINY REPORTING



B1 COMMUNITY ENGAGEMENT

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

TAMS website continued to play an important role in providing the community with access to information about services, programs and facilities. During 2011-12, the website received a total of 398,872 visitors – a 15 percent increase from 2010-11. TAMS has commenced a review of its website to improve accessibility and functionality for the community. The review will focus on updating the content, design and structure to improve useability.

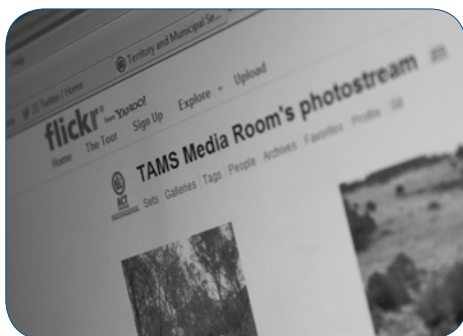
In 2011-12, the TAMS Twitter feed continued to grow in popularity as a way for the community to keep up to date with community events, road closures, new services, changes to existing services and consultation opportunities. It now has over 1,449 'followers'.

In October 2011, ACTION established a Twitter site to provide information on major service disruptions, changes to routes and timetables, event-related transport information and engagement opportunities relating to ACTION. In April 2012, ACTION undertook a trial of tweeting service updates during the weekday morning peak period. This was designed to help keep passengers informed of service changes while work continues on implementing the real time passenger information system. As at 30 June 2012, 1,352 users had joined the ACTION Twitter site.

In 2011-12, Libraries ACT continued to expand its use of Web 2.0 technology to engage with the community. In July 2011, they introduced an online book club, e-newsletter and Facebook page. The online book club has generated 45 comments, the e-newsletter is distributed to more than 568 people and 319 people 'like' Libraries ACT on Facebook.

In 2011-12, TAMS also established a Flickr site to share its images. This is part of the Directorate's commitment to exploring new social networking technologies to enable greater community engagement and information sharing, particularly with younger people and those who do not use traditional media. Libraries ACT also continued to promote services and programs via Twitter which had 1,124 followers as at 30 June 2012.

Flickr screen capture



TAMS community engagement achievements for 2011-12 included:

- development of 22 online surveys and feedback forms
- conducting the annual community satisfaction survey of 1,000 ACT residents in June 2012
- coordination of the Tidbinbilla Extravaganza, held in Tidbinbilla Nature Reserve, attracting over 6,000 people and the Festival of the Forests, held at the Arboretum, attracting over 12,000 people
- holding ranger guided activities in the ACT's parks and reserves.



The table in Appendix 2 on page 211-219 lists the many ways TAMS engaged with the community during 2011-12 and demonstrates the Directorate's commitment to include the community in the decision making process.

FUTURE DIRECTIONS

In 2012-13, TAMS will continue to develop new strategies to engage the community and build even greater confidence in the Directorate and its services. Activities will include:

- expanding the range of engagement methods and activities to reach different sections of the community
- seeking broader discussions on complex issues with the community over a longer period of time where necessary
- utilising the open forum tool on the Time to Talk site
- participating in the ACT Government's community engagement working group to gather ideas from other directorates to ensure effective coordination of engagement activities
- upgrading the TAMS website to improve ease of access to information
- continuing to use Web 2.0 tools to enable greater community engagement and information sharing, particularly with younger people and those who do not use traditional media.

For more information

Director, Governance
Phone: (02) 6207 5040



B2 INTERNAL AND EXTERNAL SCRUTINY

The ACT Ombudsman did not release any reports that specifically related to TAMS during 2011-12.

During 2011-12, the ACT Auditor-General released one report relating to TAMS. The 'Management of Recycling Estates and E-Waste' was released in June 2012. In addition, in May 2011 the ACT Auditor-General released a report on the North Weston Ponds Project, the recommendations of which were addressed during 2011-12. Relevant recommendations and a summary of actions resulting from these two reports follow.

Table 5: ACT Auditor-General's Report on the Management of Recycling Estates and E-Waste (June 2012)

Name of Agency	Nature of inquiry/report title	Recommendations outcome of inquiry	Response to the outcome of inquiry
TAMS	Management of Recycling Estates and E-Waste	<p>Recommendation 1: TAMS (ACT NOWaste) should enhance its management of the Hume Resource Recovery Estate by developing:</p> <ul style="list-style-type: none"> a. an Estate Management Plan to guide the short and long-term development of the site b. a risk management plan for the Estate c. a monitoring and evaluation framework to guide an overall assessment of the Estate. <p>(b and c could be part of the Estate Management Plan)</p>	<p>Agreed.</p> <p>All actions will be undertaken upon appointment of the Estate Manager. Interim arrangements will mirror the Estate Management Plan proposed for completion for all estates at Recommendation 2 and be reviewed as development progresses and tenants are in place.</p>



Name of Agency	Nature of inquiry/report title	Recommendations outcome of inquiry	Response to the outcome of inquiry
		Recommendation 2: TAMS (ACTPG) should update the 2005 Protocol between ACT Property Group and ACT NOWaste for managing the ACT's recycling estates.	<p>TAMS agreed the protocol will be updated and implemented by July 2013 and will be developed in conjunction with the Risk Management Plan (Recommendation 4), and the Estate Management Plan (Recommendation 6). Once these documents are finalised, appropriate consultation with tenants will occur prior to implementation.</p> <p>The updated protocol will be developed in stages with:</p> <ul style="list-style-type: none"> • Fire Risk Assessment updated by 30 September 2012 • full Risk Management Plan review by 31 December 2012 • tenant consultation plan and initial consultation by 28 February 2013 • Draft Estate Management Plan by 31 March 2013 • Estate Management Plan completed by 31 May 2013 • Revised protocol adopted by 30 June 2013.



Name of Agency	Nature of inquiry/report title	Recommendations outcome of inquiry	Response to the outcome of inquiry
		<p>Recommendation 3: TAMS (ACTPG) should review and increase rental charges for the Parkwood Road Recycling Estate to reflect current market rates.</p>	<p>Agreed.</p> <p>TAMS (ACTPG) has commenced work on rental rates through the commissioning of a market review that occurred in 2011. Negotiations will commence with tenants as soon as practicable to implement a fair market rent.</p> <p>It is proposed to:</p> <ul style="list-style-type: none"> • complete a tenant consultation plan by 31 July 2012 • obtain further valuations to ensure the integrity of the "current rental market rates" by 31 August 2012 • determine the introduction of new rent levels, including consideration of phasing to enable tenants to transition from the site if they decide, as well as alignment of capital works programs • commence negotiations with tenants as soon as practicable to implement the rental regime, commencing with renewals • align the market review with the protocol by 30 June 2013.



Name of Agency	Nature of inquiry/report title	Recommendations outcome of inquiry	Response to the outcome of inquiry
		<p>Recommendation 4: TAMS (ACTPG) should:</p> <ul style="list-style-type: none"> a. finalise its draft Risk Management Plan (June 2011) and draft a Tenancies Policy and Procedure Manual (July 2011) b. develop a specific Risk Management Plan for the Parkwood Road Recycling Estate that includes information from a comprehensive fire risk assessment. <p>This specific Risk Management Plan could form part of ACTPG's Risk Management Plan or the proposed Estate Management Plan that is the subject of Recommendation 6.</p>	<p>Agreed.</p> <p>The draft Risk Management Plan and draft Tenancies policy and procedures manual will be finalised by July 2013. The updated plan and policy will be developed in conjunction with the protocol (Recommendation 1), and the Estate Management Plan (Recommendation 6).</p> <p>Once these documents are finalised appropriate consultation with tenants will occur prior to implementation.</p>



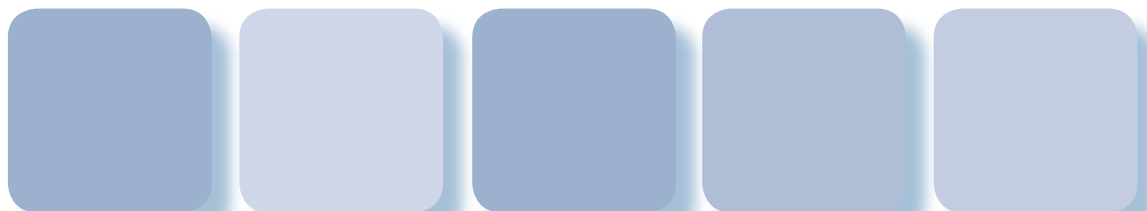
Name of Agency	Nature of inquiry/report title	Recommendations outcome of inquiry	Response to the outcome of inquiry
		<p>Recommendation 5: TAMS should activate its role as the ACT's waste regulator by appointing an authorised person under Part 4 (Enforcement Power) of the <i>Waste Minimisation Act 2001</i> and this person should:</p> <ol style="list-style-type: none"> foster the development of a waste regulation that controls the storage of waste, in particular, stockpiling of recycling products; and request that the Environment Protection Authority in the next review of the <i>Environment Protection Act 1997</i> work collaboratively with TAMS to examine whether it or the Environment Protection Authority should be the ACT's waste regulator. 	<p>TAMS agreed in part to the administrative arrangements under the <i>Waste Minimisation Act 2001</i>, specifically:</p> <ol style="list-style-type: none"> agreed as an interim measure. This will require resources to develop, implement, report and review the required directions necessary to facilitate regulation of activities under the Act the review of the <i>Environment Protection Act 1997</i> should ensure that the appropriate regulation of the resource recovery industry occurs without contradiction or replication with regulation provisions under the <i>Waste Minimisation Act 2001</i>. <p>Agreed in part.</p> <p>The activation of the administrative arrangements under the <i>Waste Minimisation Act 2001</i>, specifically:</p> <ul style="list-style-type: none"> as an interim measure, appoint an authorised person under Part 4 (Enforcement Powers) of the <i>Waste Minimisation Act 2001</i> based on particular directions that specify the regulation of activities seek ESDD agreement to appoint environmental protection officers as authorised persons under Part 4 (Enforcement Powers) of the <i>Waste Minimisation Act 2001</i>, based on particular directions that specify the regulation of activities defer the development of controls for storage of waste, in particular, stockpiling of recycling products until adoption of the new protocol and the Estate Management Plans in Recommendation 2 engage with ESDD during the next review of the <i>Environment Protection Act 1997</i> to seek incorporation of appropriate regulation of the resource recovery industry without contradiction or replication of the provisions of the <i>Waste Minimisation Act 2001</i>.



Name of Agency	Nature of inquiry/report title	Recommendations outcome of inquiry	Response to the outcome of inquiry
		<p>Recommendation 6: TAMS (ACTPG) should:</p> <ul style="list-style-type: none"> a. clarify the purpose of the Parkwood Road Recycling Estate and name it accordingly b. develop an Estate Management Plan to guide the short and long-term development of the Estate c. develop a risk management plan for the Estate d. develop a monitoring and evaluation framework to guide an overall assessment of the Estate. <p>(c and d could be part of the Estate Management Plan)</p>	<p>Agreed.</p> <p>As part of the protocol to be developed at Recommendation 2 and the Risk Management Plan (Recommendation 4), the purpose of the Parkwood Road Recycling Estate will be clarified and an Estate Management Plan developed.</p> <p>The Estate Management Plan will incorporate the Risk Management Plan and align with the protocol between ACT Property Group and ACT NOWaste.</p>



Name of Agency	Nature of inquiry/report title	Recommendations outcome of inquiry	Response to the outcome of inquiry
		Recommendation 7: TAMS (ACT NOWaste) should develop and implement a long-term e-waste monitoring and evaluation framework to determine and report on the environmental, social and financial effects of e-waste projects. This should complement national requirements for reporting information but also include specific information on local effects that may not require reporting nationally.	The e-waste monitoring and evaluation framework will be required to be developed in conjunction with ESDD, particularly as it relates to the local affects of the National Stewardship Scheme. Resources to implement monitoring and evaluation will require a successful budget bid.
		Recommendation 8: TAMS (ACT NOWaste) should ensure it undertakes adequate planning, identifies risks and possible and probable outcomes, before seeking the Government's commitment to new e-waste service developments whether or not there is budgetary provision for these developments.	Agreed. The ACT Insurance Authority (ACTIA) has completed risk management training for ACT NOWaste staff.



Name of Agency	Nature of inquiry/report title	Recommendations outcome of inquiry	Response to the outcome of inquiry
		<p>Recommendation 9: TAMS (ACT NOWaste) should improve its procurement processes and monitoring of its contracts by:</p> <ul style="list-style-type: none"> a. procurement planning that includes realistic timeframes, explicit consideration of the level of expertise required and available, and the impact on existing service costs due to potential delays b. routinely considering existing contract timelines, giving sufficient lead-in time to extending or re-letting contracts and checking compliance with contract conditions. 	<p>Agreed.</p> <p>ACT NOWaste will continue its practice of routinely consulting with subject matter experts during the development phase of projects, including stakeholders from the private sector, national and state governments and other ACT Government directorates. Contract compliance and timing of the retendering of contracts is regularly impacted by competing contract priorities and the availability of staff/resources in multiple directorates. The future potential for outsourcing of Shared Services Procurement resources to TAMS is seen as a proactive response to these issues.</p>

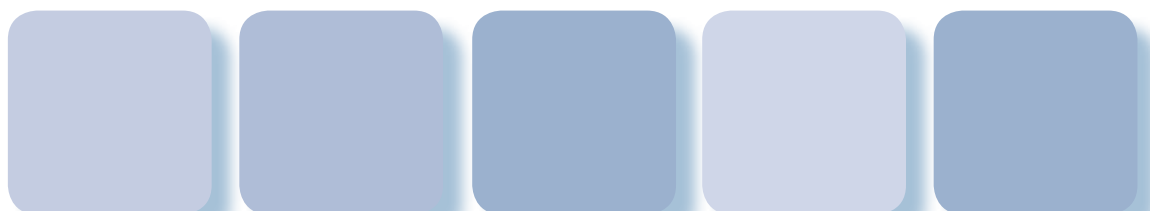


Table 6: ACT Auditor-General's Report 3/2011 – The North Weston Pond Project (May 2011)

Name of Agency	Nature of inquiry/report title	Recommendations outcome of inquiry	Response to the outcome of inquiry
TAMS	North Weston Pond Project	Recommendation 1: For future high-risk infrastructure projects, relevant ACT Government agencies should identify a single project owner agency early in the project with a clearly defined responsibility for planning, designing and constructing the asset. The nominated project owner agency should be involved throughout the project.	Agreed. Where TAMS has funding authorisation for a particular project, it is identified as the project owner.
		Recommendation 2: For projects involving multiple ACT Government agencies, the project owner should convene an inter-agency governance committee or similar arrangement to review project risks, progress and costs on a regular basis.	Agreed. TAMS has established governance arrangements for both the Majura Parkway and Constitution Avenue projects consistent with this recommendation.



Name of Agency	Nature of inquiry/report title	Recommendations outcome of inquiry	Response to the outcome of inquiry
		<p>Recommendation 3: For future high-risk infrastructure projects, the project owner should ensure that:</p> <ul style="list-style-type: none"> a. a strategic operational plan for the entire project is prepared, as a key project governance document and ongoing reference source for the project oversight or governance committee b. a series of gateway reviews are incorporated within the plan. This should involve a series of critical reviews of the ongoing feasibility and appropriateness of the project at appropriate stages, which seek to test the project's underlying assumptions and cost considerations, based on new and accumulated information and knowledge. 	<p>Agreed.</p> <p>TAMS has included these requirements in major projects that have been identified as being 'high-risk'.</p>



Name of Agency	Nature of inquiry/report title	Recommendations outcome of inquiry	Response to the outcome of inquiry
		Recommendation 4: For future high-risk infrastructure projects, the project owner should seek to reduce risks through a formal project-wide risk assessment process that provides for input by all parties (ACT Government agencies, consultants and contractors) with relevant knowledge of risks.	Agreed. This requirement is built into all major or high-risk infrastructure projects being delivered by TAMS.
		Recommendation 5: For future high-risk infrastructure projects, the project owner should ensure that the roles of key stakeholders are identified and documented, particularly regarding which agency will be responsible for critically reviewing technical advice provided by a third party before accepting and incorporating it into the project.	Agreed. This recommendation is being implemented on relevant projects.



Name of Agency	Nature of inquiry/report title	Recommendations outcome of inquiry	Response to the outcome of inquiry
		Recommendation 7: For future high-risk infrastructure projects, the project owner should ensure that the decision-making process for acceptance of infrastructure design is properly documented, including documentation demonstrating that all known risks were recognised and either accepted or mitigated.	Agreed. TAMS has included this requirement as part of its governance framework for major or high-risk projects.

For more information

Director, Governance
 Phone: (02) 6207 5040



B3 LEGISLATIVE ASSEMBLY COMMITTEE INQUIRIES AND REPORTS

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

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

Report no.	Title	Date presented
14	Annual and Financial Report (Planning Public Works and Territory and Municipal Services) 2009-2010	10 May 2012

A Government response on the Committee's Report on Annual and Financial Reports (Planning, Public Works and Territory and Municipal Services) 2010-2011 is yet to be finalised. This will be reported in the 2012-2013 Annual Report.

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

Table 7: Action on recommendations of the Annual and Financial Reports (Planning, Public Works and Territory and Municipal Services) 2009-2010

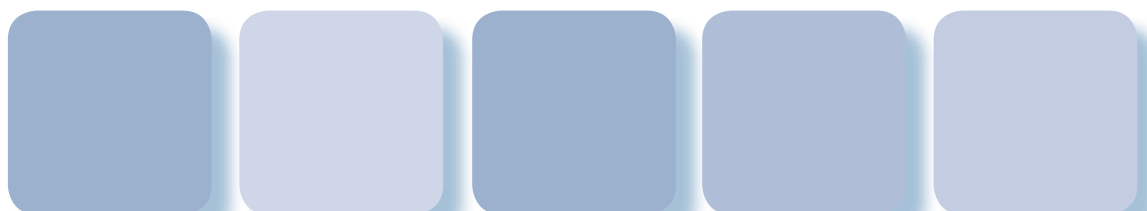
Recommendation	Government response	TAMS implementation
Recommendation 2: The Committee recommends that the feasibility report, outlining options for the southern cemetery and the financial impacts of the mix of services that will be provided, be made publicly available by the Department of Territory and Municipal Services when completed.	Agreed-in-principle. Subject to commercial-in-confidence, relevant parts of the report will be made available when the first stage of planning is completed.	The Master Plan is still in draft stage. The final draft with preliminary costing should be completed by July 2012.



Recommendation	Government response	TAMS implementation
Recommendation 3: The Committee recommends that the Department of Territory and Municipal Services prioritise weed management in the 2011-12 budget	Agreed. TAMS has prepared an ACT Environment Weed Control Operations Plan for the period 2011-2019. This plan documents the priorities for weed control activities that will be undertaken 2011-12.	Completed.
Recommendation 4: The Committee recommends that the ACT Government investigate ways of empowering and resourcing Landcare and Parkcare groups in their weed control activities.	Agreed-in-principle. PCS in TAMS continues to support 32 Parkcare and Landcare groups with a total of several hundred volunteers. The support comes in the form of a full time Parkcare/Landcare Coordinator who organises ChemCert training to enable volunteers to use chemicals, conduct weed identification workshops and provision of tools, equipment and protective clothing. District field staff assist volunteer weed control efforts by providing staff with chainsaw expertise to remove larger weeds and the transportation of weed debris. The number of groups registering continues to increase on an average of one to two groups per year.	PCS continue to support Parkcare and Landcare volunteer groups and a further three new groups were established in 2011-12 – Friends of Mulligans Flat, Jerrabomberra Wetlands Parkcare Group and Uriarra Village Parkcare Group.



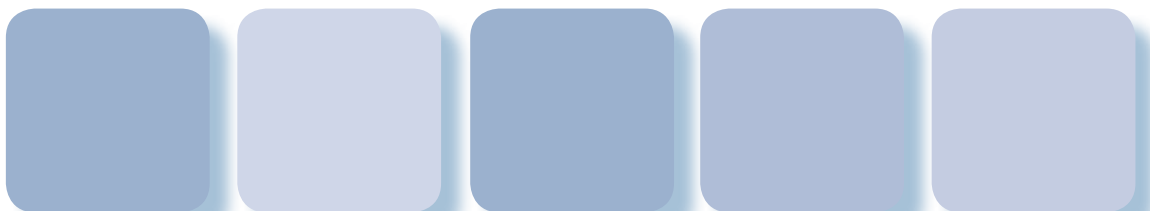
Recommendation	Government response	TAMS implementation
<p>Recommendation 5: The Committee recommends that the ACT Government provide an assessment of the costs and benefits of expanding public space recycling services to other public places.</p>	<p>The costs and benefits of public place recycling will be determined from the pilot trial being undertaken in the City centre in 2011-12. It is anticipated that 33 recycling bins will be installed and operational by December 2011 after which data will be collected over a 12 month period to determine if public place recycling should be expanded to other district shopping centres in the ACT, such as Dickson, Manuka and Kingston.</p> <p>Public waste contributes approximately 600 tonnes per annum to public landfill, of which an estimated 55 percent (by volume) is recyclable materials. The cost-effectiveness of resource recovery from street level recycling is very low compared to other forms of recycling such as a dirty Material Recycling Facility (MRF). The estimated cost of implementing public place recycling across Canberra's public places is estimated to exceed \$400/tonne (excluding capital costs) compared to the present MRF in Hume at approximately \$80/tonne and household recycling at approximately \$25/tonne to obtain approximately 94 percent dry recyclable recovery. The cost difference between public place and household recycling is due to greater travelling distance between bins and smaller truck size for access to public bins.</p> <p>Appropriately designed bins and public awareness must accompany the public place recycling program to encourage separation of materials at the bin stage. Contamination of recycling is a factor in rejection at the clean MRF and this is then sent to landfill. This has been a common occurrence for recycling at major events such as the Multicultural Festival. A dry commercial MRF is expected to be in operation in the ACT within 18 months. This facility may be able to separate general waste from public bins and is anticipated to be more cost effective than sorting material at the bin stage. This will also negate the need of investing significant capital costs of installing recycling bins and bin shrouds in public places.</p>	<p>Ongoing.</p> <p>37 recycling bins were installed and were operational in the City centre in December 2011. The trial commenced at this time and finished on 30 June 2012. An evaluation report will be prepared on the success of the trial.</p>



Recommendation	Government response	TAMS implementation
<p>Recommendation 6: The Committee recommends that the ACT Government provide the Legislative Assembly with an assessment of the opportunities for providing household battery and light globe drop-off services.</p>	<p>No funding has been provided to investigate or provide new options in 2011-12.</p> <p>Current options for recycling batteries and fluorescent lights will continue. These include the following:</p> <p>Fluorescent lights</p> <ul style="list-style-type: none"> • ACT Government supports and will participate in the national product stewardship program, FluoroCycle. FluoroCycle is expected to commence later in 2011 and will initially focus on sectors generating large amounts of fluorescent lights (commercial and public lighting sectors). It is hoped that the program will expand in future years to cover domestic lights. • ACT Government collection points at the Mitchell and Mugga Lane Resource Management Centres are where fluorescent lights will be able to be deposited for recycling. • Private sector recycling options, including CMA Ecocycle, Chemsal Pty Ltd and Affinity Electrical Technologies (fees apply). 	<p>No funding has been provided to investigate or provide new options in 2012-13. Current options for recycling batteries and fluorescent lights have continued.</p> <p>These include the following:</p> <p>Fluorescent lights</p> <ul style="list-style-type: none"> • ACT Government supports and participates in the national product stewardship program, FluoroCycle. FluoroCycle presently focuses on sectors generating large amounts of fluorescent lights (commercial and public lighting sectors). It is hoped that the program will expand in future years to cover domestic lights. • ACT Government collection points at the Mitchell and Mugga Lane Resource Management Centres are where fluorescent lights will be able to be deposited for recycling. • Private sector recycling options are available and a list of these can be found at http://www.fluorocycle.org.au/recyclers.php.



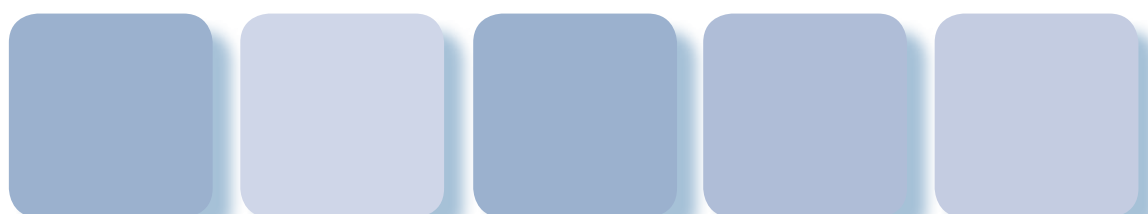
Recommendation	Government response	TAMS implementation
<p>Recommendation 6 continued:</p> <p>The Committee recommends that the ACT Government provide the Legislative Assembly with an assessment of the opportunities for providing household battery and light globe drop-off services.</p>	<p>Batteries</p> <ul style="list-style-type: none"> • ACT Government collection points for car batteries are at the Mitchell and Mugga Lane Resource Management Centres and the Parkwood Road Recycling Estate. • Mobile phone and mobile phone battery collection facilities at the Mitchell and Mugga Lane Resource Management Centres and the Regional Recycling Centres, including Scollay Street, Tuggeranong, Botany Street, Phillip and Jolly Street, Belconnen. • The ACT Government ACTSmart Business and Office Programs provide signage for battery collections and direct clients to those organisations that collect or receive batteries for recycling. • Private sector recycling options, including household battery drop-off at Battery World in Phillip (fees apply for larger quantities) and Power Protect Pty Ltd, and workplace/ commercial quantity collection services by providers such as Cleanaway, SITA and Chemsal Pty Ltd (fees apply). 	<p>Batteries</p> <ul style="list-style-type: none"> • ACT Government collection points for car batteries are at the Mitchell and Mugga Lane Resource Management Centres and the Parkwood Road Recycling Estate. • Mobile phone and mobile phone battery collection facilities are at the Mitchell and Mugga Lane Resource Management Centres and at the Regional Recycling Centres, including Scollay Street, Tuggeranong, Botany Street, Phillip and Jolly Street, Belconnen. • The ACT Government ACTSmart Business and Office Programs provide signage for battery collections and direct clients to those organisations that collect or receive batteries for recycling. • Private sector recycling options, including household battery drop-off at Battery World in Phillip (fees apply for larger quantities) and Power Protect Pty Ltd, and workplace/ commercial quantity collection services by providers such as Cleanaway, SITA and Chemsal Pty Ltd (fees apply).



Recommendation	Government response	TAMS implementation
Recommendation 7: The Committee recommends that the Department of Territory and Municipal Services make it clear which playing fields are for general public use or limited access.	Agreed. All enclosed ovals are fully fenced and locked and can only be used when formally hired, they are therefore restricted access. All other sportsgrounds including informal use ovals, neighbourhood ovals and district playing fields are public open space and are for general public use.	Completed.
Recommendation 8: The Committee recommends that ACTION improve its measurement of timeliness and report on this progress to the Assembly.	Agreed. ACTION has proposed a new Accountability Indicator from 2011-12 to measure timeliness – ‘Percentage of services operating on scheduled time’. It has removed the previous measure of timeliness – ‘Timeliness of ACTION’s services,’ measured by survey. The new measure has a target of 85 percent and will be calculated using GPS data from the MyWay ticketing system. The new MyWay ticketing system was implemented in April 2011, and ACTION immediately commenced using timeliness data from the system to assess current timetables and schedules, on a case by case basis, as issues were raised by either drivers or commuters. 2011-12 will see timely data collected from the new system and this will inform the development of the next network or network adjustment.	In progress. ACTION’s new timeliness indicator has been developed using data obtained from the MyWay ticketing system. The measure is a percentage of services operating on scheduled time. Definition is a bus service that departs a stop, which is a designated timing point, between one minute earlier and four minutes later than the scheduled time.
Recommendation 9: The Committee recommends that, once improved data becomes available from the new ticketing system, ACTION introduce improved targets regarding timeliness of bus services for future years, at least in line with targets in other jurisdictions.	Agreed. The new measure and target set out in the Government’s response to recommendation 8 has been set in the context of targets set in other jurisdictions that utilise smartcard and GPS technology to measure timeliness.	Completed. ACTION’s new timeliness indicator is included in 2012-13 budget papers.



Recommendation	Government response	TAMS implementation
Recommendation 10: The Committee recommends that ACTION include in future annual reports, data on the number of cancelled bus services during that year.	Agreed.	Completed.
Recommendation 11: The Committee recommends that ACTION publicly provide bus timetable data to third parties, via their website, in a useable format for other applications.	Agreed. TAMS is finalising the Google Transit project: <ul style="list-style-type: none"> • Google Transit is hosted by Google, with data provided by ACTION to them, separate to the ACTION website and with no ACTION branding. • Hosted by Google at no charge. • Further information on Google Transit is available at http://www.google.com/intl/en/landing/transit/#mdy 	Completed. Timetable data is available on the ACTION website and on the www.data.gov.au website.
Recommendation 13: The Committee recommends that the Department of Territory and Municipal Services consider restoring Yarralumla Creek into a natural creek bed.	Not Agreed. The Territory and Municipal Services Directorate (TAMSD) manages the existing stormwater system at Yarralumla Creek – TAMSD would not sponsor any action to return it to its natural condition. This is an Ecological Sustainable Development Directorate (ESDD) initiative. ESDD initiate the works and ultimately hand these over to TAMSD to manage and maintain.	Not Agreed.



SELECT COMMITTEE ON ESTIMATES 2010-2011 APPROPRIATION BILL REPORT

Report no.	Title	Date presented
1 of 2011	Report of the Select Committee on Estimates 2011-2012 on the inquiry into the Appropriation Bill 2011-2012	21 June 2011

Table 8: Action on recommendations of the Report of the Select Committee on Estimates 2011-2012 on the inquiry into the Appropriation Bill 2011-2012

Recommendation	Government response	TAMS implementation
Recommendation 143: The Committee recommends that the ACT Government investigate BPAY processing times for payments with the intention of reducing delays.	Agreed. The Government has completed improvements to the MyWay ticketing system that has reduced processing times for BPAY and online payments from five working days to three working days.	Completed. Reduced BPAY processing times (from five to three working days) have been in operation since mid-2011.
Recommendation 144: The Committee recommends that the ACT Government provide a timetable to the Legislative Assembly for the provision of government shopfront services for the Gungahlin region by December 2011.	Noted. This matter is currently being considered by Government.	This matter is currently being considered by Government.
Recommendation 145: The Committee recommends that the ACT Government table in the Legislative Assembly, by the first sitting day in December 2011, its policy concerning the location of libraries and access to libraries.	Noted. The Government's approach to the location of, and access to, libraries is in line with the Australian Library and Information Association's (ALIA) Standards, Guidelines and Policies. In addition, public libraries in the ACT are located in regional areas where the community naturally gathers, such as shopping precincts. The growing use of online access to the library's collection and services has been facilitated by the Government's approach to providing e-government options.	As this is in line with ALIA's Standards, Guidelines and Policies there are no plans for any further libraries in the ACT. Libraries ACT upgraded their online catalogue in 2011 and have enhanced online accessibility to collections and services. There has also been substantial growth in e-book and other download services.



Recommendation	Government response	TAMS implementation
Recommendation 146: The Committee recommends that all options relating to the design and building of the Majura Parkway investigated by the ACT Government be made available to the Legislative Assembly before the project is commenced or appropriated funds are made available for the project.	Agreed. The Government will keep the Assembly advised through the estimates and annual report scrutiny processes.	The Government continues to keep the Assembly advised on the progress of the Majura Parkway through the estimates and annual report scrutiny processes.
Recommendation 147: The Committee recommends that the ACT Government analyse the freight travelling through Canberra and provide estimations of how much freight would be diverted by building Majura Parkway.	Noted.	Environment and Sustainable Development Directorate is currently developing a freight strategy and one of the expected actions within this is to estimate how much freight traffic will use freight routes such as the Federal and Barton Highways, Majura Parkway and the Monaro Highway. The freight strategy will be finalised later in 2012.
Recommendation 149: The Committee recommends that the ACT Government table in the Legislative Assembly by the first sitting day in December 2011 its strategy to catch up on the maintenance program of the ACT road network.	Noted. As responded during the Estimates Hearings, any road maintenance works that are deferred in one year will be programmed in the next year. The Government will continue to make the best use of the available maintenance funds consistent with its strategic asset management approach for road infrastructure.	
Recommendation 151: The Committee recommends that the ACT Government establish targets and timing for its waste strategy and advise the Legislative Assembly by the first sitting day in August 2011.	Agreed in principle. The draft <i>ACT Sustainable Waste Strategy</i> contained targets. Details on finalisation of the Strategy were provided to the Assembly on 21 June 2011.	Completed.
Recommendation 152: The Committee recommends that ACT NOWaste ensure that it complies with the ACT Government's social procurement policy.	Agreed. This is already the case.	Completed. ACT NOWaste continues to comply with the social procurement policy.



Recommendation	Government response	TAMS implementation
Recommendation 153: The ACT Government shall report to the Legislative Assembly as to the selection criteria (and their weightings) for future e-waste contracts.	Agreed. Copies of future request for tender documentation relating to the e-waste contracts will be provided to the Assembly.	No further request for tender documentation relating to the e-waste contracts will be issued due to the commencement of the National Television and Computer Recycling Scheme.
Recommendation 154: The Committee recommends that the Auditor-General should investigate the previously granted e-waste and other waste contracts.	Noted. This is a matter for the Auditor-General. The Audit Office has recently commenced an audit on waste management. The audit is in its planning phase and its scope may include a consideration of performance against the waste management strategy, procurement and contract management issues, management of the re-use/ recycling facilities, as well as the treatment of specific waste materials (e.g. hazardous waste). As part of the planning for this audit consideration will be given to investigating the matters referred to by the Committee.	The Auditor-General has released the report: Report Number 3 of 2012 Management of Recycling Estates and E-Waste. The ACT Government will respond to the report in due course.
Recommendation 155: The Committee recommends that the annual operational plans for weeds management and vertebrate pest management are made publicly available each year so that they are accessible to Parkcare groups and other volunteers and land managers.	Noted. Information of this nature is already provided to and shared with Parkcare Groups and others.	Information of this nature is already provided to and shared with Parkcare groups and others.
Recommendation 156: The Committee recommends that the ACT Government consider integrating the officials involved with the management of non-urban parks, nature parks and national parks, as well as those involved with the management of weeds and pests with the Environment and Sustainable Development Directorate (ESDD).	Noted. This matter has already been considered by Government and the land management function will not be split between TAMS and ESDD.	TAMS continues to work closely with ESDD in relation to the management of non-urban parks, nature parks and national parks.



Recommendation	Government response	TAMS implementation
Recommendation 158: The Committee recommends that the ACT Government negotiate with the RSPCA about the appropriate funding which should be provided for the services undertaken by the RSPCA and report to the Legislative Assembly by the first sitting day in September 2011.	Agreed. This is already underway.	A new two year Service Funding Agreement between the ACT Government and RSPCA was signed on 30 September 2011. The new Service Funding Agreement will expire on 30 June 2013.
Recommendation 159: The Committee recommends that the ACT Government finalise with the RSPCA, by the first sitting day in November 2011, the site for the relocation of the RSPCA.	Noted. The ACT Government is working closely with the RSPCA on the relocation issues and a site will be finalised as soon as possible.	TAMS is working with ESDD as a site has now been identified in Symonston. ESDD has received concept plans of the proposed site complex.
Recommendation 160: The Committee recommends that the ACT Government review the delivery of domestic animal services to determine the most effective and efficient way to ensure animal welfare.	Agreed in principle. Negotiations with the RSPCA will clarify this matter.	The two year Service Funding Agreement agreed with the RSPCA will provide the appropriate level of animal welfare services to the Territory. Close cooperation continues with the RSPCA to further explore animal welfare service enhancements. The Animal Welfare Advisory Committee (AWAC) continues to develop codes of practice for animal welfare.
Recommendation 161: The Committee recommends that the ACT Government remove the financial penalty for failing to tag-off in the MyWay bus ticketing system.	Not agreed. Passengers have access to both standard and discounted fares when travelling on ACTION bus services. Discounted fares are available to passengers by obtaining a MyWay card. The requirement to tag on and tag off is contained within the conditions of use for MyWay cards. The 'no penalty period' has been extended to 31 December 2011 to allow passengers to get used to the new system. Travel pattern information collected when passengers tag on and off is essential in planning better networks.	Not agreed.



Recommendation	Government response	TAMS implementation
Recommendation 162: The Committee recommends that ACTION provide detailed data on passenger numbers and farebox recovery on a quarterly basis to the Legislative Assembly.	Not agreed. This information is available through the Annual Reports and Estimates processes.	This information is available in Annual Reports and Budget papers.
Recommendation 163: The Committee recommends that an agreement be negotiated with NSW with regard to a uniform concession rate scale for public transport users.	Noted. This is a complex issue that requires discussion and resolution through national forums.	Interstate concession holders, including seniors, pensioners and students, now have access to the same discounted fares as ACT residents.
Recommendation 164: The Committee recommends that the issue of uniform concessions be raised at the Australian Transport Council for consideration to achieve mutual recognition of concessions across jurisdictions.	Noted. This is a complex issue that requires discussion and resolution through national forums.	Due to the complexities of this issue discussions are still continuing.
Recommendation 165: The Committee recommends that the ACT Government investigate methods for advising passengers of the availability of bike racks on bus routes.	Noted. The Government will investigate options for including bike rack bus information as part of the Real Time Passenger Information System (RTPIS).	Bike rack bus information was introduced in the system specifications for the Real Time Passenger Information System (RTPIS) tender process. Installation of the RTPIS is expected to commence in mid-late 2012 and be completed by 2013.
Recommendation 166: The Committee recommends that the ACT Government increase its targets and achieved level of reliability and timeliness for ACTION.	Noted. This will be reviewed as MyWay trip and travel data is constructed and analysed.	ACTION has a 99.5 percent service reliability target. Service reliability data is published monthly on the ACTION website, and daily figures are available through ACTION's Twitter feed. The timeliness indicator is addressed at Recommendation 8.
Recommendation 167: The Committee recommends that the AT Government table the business case for a crematorium at the southern cemetery.	Not agreed. As the business case contains commercial-in-confidence data, its release could significantly impact planning and prejudice future negotiations.	



Recommendation	Government response	TAMS implementation
Recommendation 168: The Committee recommends that the ACT Government indicate to the Legislative Assembly by the last sitting day in 2011 the amount of existing perpetual care liability and its proposal to address the liability.	Agreed.	Completed.
Recommendation 185: The Committee recommends that the ACT Government report to the Legislative Assembly, by the first sitting day in August 2011, on the updated final estimate of the North Weston Pond Project.	Agreed.	Completed. The ACT Government response has been provided to the Committee.

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

Table 9: Action on recommendations of the Select Committee on Estimates 2010-2011
Appropriation Bill Report

Recommendation	Government response	TAMS implementation
Recommendation 23: The Committee recommends that the Government provide the Assembly with detailed information, including a timeline, about the proposed relocation of the RSPCA, by the last sitting day in 2010.	Noted. Senior officers within TAMS have met with the RSPCA ACT and held discussions in relation to potential requirements. Timelines are yet to be determined. Once options and issues are identified they will be provided to Government for consideration.	TAMS is working with ESDD as a site has now been identified in Symonston. ESDD has received concept plans of the proposed site complex.
Recommendation 24: The Committee recommends that more detail be incorporated into ACTION accountability indicators so that measures undertaken to progress sustainable transport objectives can be assessed.	Agreed. Most of ACTION's current indicators are commonly measured by the bus industry. However, it is ACTION's intention to review these indicators and the way they are measured to ensure targets remain relevant to the Government's sustainable transport goals and each can be easily measured with improved data for future budgets.	In progress. ACTION has recently reviewed its timeliness indicator. With the release of the Transport for Canberra policy, ACTION will continue to review its accountability indicators to better align them with sustainability outcomes.



STANDING COMMITTEE ON PUBLIC ACCOUNTS

Report no.	Title	Date presented
21	Accounts Inquiry into Appropriation Bill 2011-2012 (No.2)	1 May 2012

Table 10: Action on recommendations of the Standing Committee on Public Accounts Inquiry into Appropriation Bill 2011-2012 (No.2)

Recommendation	Government response	TAMS implementation
Recommendation 1: The Committee recommends that before the ACT Government proceeds with the works identified under the Ashley Drive upgrade project it reconsider the sequencing of traffic streams in an attempt to minimise the number of traffic lights proposed to be installed at intersections.	Agreed. The ACT Government will, as part of progressing the further design of these works, review the need for the number of traffic lights identified in the initial feasibility study covering the upgrade of Ashley Drive.	Completed.
Recommendation 2: The Committee recommends that consistent with the recommendation of the GTA Consultants' report – Ashley Drive, Monash-Road Network Upgrade Feasibility Study – the ACT Government, as a matter of priority, undertake a further detailed traffic study 'to examine the traffic generating characteristics of Gowrie, Fadden and Macarthur, and assess route choice and alternative routes in the area'.	Agreed. In relation to the timing, the ACT Government will undertake a further detailed traffic study to examine the traffic generating characteristics of Gowrie, Fadden and Macarthur as part of developing the next stage of the Ashley Drive upgrade project.	Completed.



Recommendation	Government response	TAMS implementation
Recommendation 3: The Committee recommends that the ACT Government explain to the ACT Legislative Assembly the compatibility of the proposed works to be encompassed under the Ashley Drive upgrade project with the goals of the ACT Sustainable Transport Plan.	Agreed. The Sustainable Transport Plan promotes efficient and safe travel across Canberra. The upgrade of Ashley Drive, as proposed, will provide more efficient and safer travel on Ashley Drive, an important arterial road, as well as improved access to the Erindale Group Centre. At the same time, opportunities will be provided for improved walking and cycling facilities as a part of the road infrastructure together with provision for priority public transport where required.	Completed.

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

Table 11: Action on recommendations of the Standing Committee on Public Accounts Review of Auditor-General's Report No 8 of 2009

Recommendation	Government response	TAMS implementation
Recommendation 2: The Committee recommends that the Department of Territory and Municipal Services review its processes for preparing its statement of performance to ensure that the results obtained accurately reflect the agency's performance.	Agreed. TAMS has been making incremental improvements to processes for preparing its statement of performance since the 2008-09 financial audit. A thorough review of the performance management framework addressing appropriateness of targets, verification processes, greater disclosure, rigour and explanations will be undertaken. Results of this review will be evident in the 2010-11 Statement of Performance. A further review will occur as part of the 2011-12 budget development process.	Ongoing.



For more information

Director, Governance
Phone: (02) 6207 5040



B4 LEGISLATION REPORT

At 30 June 2012 the Directorate was responsible for the following legislation in accordance with the *Administrative Arrangements 2011 (No 3)*.

Table 12: Legislation report

Minister	Enactment
Minister for Territory and Municipal Services	<i>Animal Diseases Act 2005</i>
	<i>Animal Welfare Act 1992</i>
	<i>Cemeteries and Crematoria Act 2003</i>
	<i>Domestic Animals Act 2000</i>
	<i>Fertilisers (Labelling and Sale) Act 1904</i>
	<i>Gungahlin Drive Extension Authorisation Act 2004</i>
	<i>Litter Act 2004</i>
	<i>Pest Plants and Animals Act 2005</i>
	<i>Plant Diseases Act 2002</i>
	<i>Roads and Public Places Act 1937</i>
	<i>Road Transport (General) Act 1999</i> , sections 12, 13 and 14, and administration provisions relating to fees and approved forms, in relation to the exercise of a function under the <i>Road Transport (Mass Dimensions and Loading) Act 2009</i> , sections 405 and 406 or the <i>Road Transport (Safety and Traffic Management) Act 1999</i> , sections 5A, 18 and 20
	<i>Road Transport (Mass Dimensions and Loading) Act 2009</i> , sections 405 and 406
	<i>Road Transport (Safety and Traffic Management) Act 1999</i> , sections 5A, 18 and 20
	<i>Stock Act 2005</i>
	<i>Tree Protection Act 2005</i>
	<i>Trespass on Territory Land Act 1932</i>
	<i>Utilities Act 2000</i> , part 14 and sections 254 and 256 in relation to part 14
	<i>Waste Minimisation Act 2001</i>

For more information

Director, Governance
Phone: (02) 6207 5040



SECTION C

OTHER REPORTING



C1 RISK MANAGEMENT AND INTERNAL AUDIT

RISK MANAGEMENT

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

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

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

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

INTERNAL AUDIT COMMITTEE

The reports to the Director-General on the Directorate's governance, risk and internal control environment. The IAC oversees the development and implementation of the three-year strategic internal audit plan and the 12 month audit work plan. Both plans use a risk-based methodology to identify areas of strategic and operational risk.

TAMS internal audit uses the ACT Government's whole-of-government internal audit services panel contract which includes performance, compliance and information technology categories. In 2011-12, seven audits were presented to the IAC for consideration.

The IAC as at 30 June 2012 has four members: an independent chair, a deputy chair, an independent member external to ACT Government and an external member from another ACT Government directorate. Membership is reviewed annually. During 2011-12 the committee met seven times, including the review of the Directorate's financial statements.



Table 13: Internal Audit Committee membership and meeting attendance 2011-12

Name of member	Position	Duration	Eligible meetings	Meetings attended
Will Laurie	Independent Chair	July 2011 to June 2012	7	7
Sue Morrell	Deputy Chair, Deputy Director-General	July 2011 to June 2012	7	6
Mark Whybrow	Independent - other ACT Government directorate	July 2011 to December 2011	3	1
Jill Divorty	Independent - other ACT Government directorate Executive Director, Shared Services	July 2011 to June 2012	7	6
Ken Moore	Independent external member	May 2012 to June 2012	1	1
Ian Male	Independent external member	July 2011	1	1

For more information

Director Governance/
Chief Audit Executive
Phone: (02) 6207 5040



C2 FRAUD PREVENTION

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

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

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

The TAMS Fraud and Corruption Prevention Plan 2011-13 provides a framework to prevent incidents of fraud and corruption in the Directorate. It describes how the Directorate deters and detects fraud and corruption and meets its obligations under the ACT Integrity Policy. To support the plan the Directorate promotes the prevention of fraudulent behaviour through general awareness training for staff and targeted training for areas identified as high risk. Information on ethics, proper conduct and related issues is available to staff on the TAMS intranet. In 2011-12, fraud and ethics awareness training was completed by 249 staff.

In December 2011, TAMS launched an electronic gift and benefits register to make it easier for staff to declare any gifts or benefits they may receive in the course of undertaking their duties. The Gifts and Benefits Register assists in the transparent management, return or disposal of gifts and benefits received by staff to alleviate potential conflicts of interest.

FRAUD DETECTION – INCIDENTS OF FRAUD REPORTED IN 2011-12

Seven instances of suspected fraudulent behaviour were reported in 2011-12. In five, the allegations were demonstrated. Investigations are still underway in the remaining two.

The five proven cases involved a total of six employees. Two of these employees were terminated as a result of investigations.

For more information

Director, Governance
Phone: (02) 6207 5040



C3 PUBLIC INTEREST DISCLOSURE

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

PROCEDURES MAINTAINED BY TAMS

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

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

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

DISCLOSURES RECEIVED

In 2011-12 no Public Interest Disclosures were received.

For more information

Director, Governance
Phone: (02) 6207 5040



C4 FREEDOM OF INFORMATION

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

The FOI Act:

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

SECTION 7 STATEMENT

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

The following statement is correct as at 30 June 2012 and replaces the statement published in the 2010-11 TAMS Annual Report.

ORGANISATION, FUNCTIONS AND POWERS

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

PUBLIC PARTICIPATION IN DECISION-MAKING

The public can participate in decision-making by:

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

CATEGORIES OF DOCUMENTS

The Directorate holds several basic categories of documents:

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



FREE DOCUMENTS

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

DOCUMENTS AVAILABLE FOR SALE

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

OTHER DOCUMENTS

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

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

FACILITIES FOR ACCESS TO INFORMATION

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

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

Freedom of Information Coordinator
Territory and Municipal Services Directorate
GPO Box 158
CANBERRA ACT 2601
Email: tamsfoi@act.gov.au

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

SECTION 79 STATEMENT

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

The Directorate received 80 new FOI requests during 2011-12 and completed one application that was carried over from 2010-11.

Table 14: Outcomes of FOI requests 2011-12

Decision	Number of requests
Full access granted	6
Access refused	14
Partial access granted	34
Technical refusal	6
Withdrawn by applicant	3
Transferred to another agency	8
Decision pending	9
TOTAL	80

Table 15: Completed FOI application response times 2011-12¹

Response time	Number completed
0-30 days	28
31-45 days	13
46-60 days	8
61-90 days	5
90+ days	6
TOTAL	60

¹ Does not include ongoing applications, applications transferred to other agencies, or withdrawn applications.

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



REVIEW OF DECISIONS

Table 16: Internal review of decisions 2011-12

Requests for internal review	Original decision affirmed	Original decision varied – partial release	Original decision overturned	Decision pending
4	1	1	0	2

There were no applications to review decisions made to the ACT Civil and Administrative Tribunal in 2011-12, however one case is ongoing from 2010-11.

FEES AND CHARGES

The Directorate collected \$168.25 in FOI processing fees in 2011-12.

AMENDMENT OF PERSONAL RECORDS

No applications were received to amend personal records in 2011-12.

For more information

Director, Governance
Phone: (02) 6207 5040



C5 INTERNAL ACCOUNTABILITY

ORGANISATIONAL STRUCTURE

An organisation chart is included in section A1 The organisation, on page 4.

The organisational structure introduced in May 2011 continued to operate throughout 2011-12.

On 23 November 2011 *Administrative Arrangements 2011 (No 3)* came into place, which resulted in the transfer of responsibility of the Arboretum from EDD to TAMS. The administration of the Arboretum sits in the PCS division.

The Executive Leadership Team is made up of the Director-General, Deputy Director-General, four Executive Directors and the Chief Finance Officer.

DIRECTOR-GENERAL

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

DEPUTY DIRECTOR-GENERAL

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

EXECUTIVE DIRECTOR, PARKS AND CITY SERVICES DIVISION

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

EXECUTIVE DIRECTOR, BUSINESS ENTERPRISES DIVISION

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

EXECUTIVE DIRECTOR, ROADS AND PUBLIC TRANSPORT DIVISION

The Executive Director of Roads and Public Transport Division, Mr Paul Peters, is responsible for the administration of many aspects of transport for the ACT including infrastructure management (roads, bridges and stormwater) and public transport services through ACTION buses.

EXECUTIVE DIRECTOR, DIRECTORATE SERVICES DIVISION

The Executive Director of the Directorate Services Division, Mr Kim Smith, is responsible for the administration of corporate and operational support to the Directorate.



CORPORATE AND OPERATIONAL PLANS

STATEMENT OF INTENT

TAMS maintains an annual Statement of Intent that provides a framework to articulate the Directorate's vision, mission, values, key goals and measures of success. It reflects the Directorate's planning hierarchy, recognising The Canberra Plan as the direction setting strategy across the ACT Government. The Statement of Intent also reflects the ACT Government's key priorities for TAMS, the division priorities and the Director-General's focus areas. It is the key reference document when developing business plans, risk management, business continuity and staff performance agreements.

The planning process encompasses:

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

Table 17: TAMS senior management committees

Name of committee	Role of committee	Membership
TAMS Executive Leadership Team (ELT)	Ensures the Directorate's strategic directions are aligned with the priorities of the ACT Government and reviews all aspects of business across the Directorate to ensure they are operating efficiently	Director-General (DG) (Chair) Deputy Director-General (DDG) Executive Directors (EDs) Chief Finance Officer (CFO)
TAMS Internal Audit Committee (IAC)	Oversees the Directorate's governance, risk and internal control environment on behalf of the Director-General and provides assurance as to its effectiveness	External chair (Mr Will Laurie) DDG Two independent members (Ms Jill Divorty, Executive Director, Shared Services; independent external member Mr Ken Moore)
TAMS Finance Committee	Provides a strategic coordination role and facilitates decisions/ recommendations from the ELT	DG/DDG (Chair) EDs CFO
TAMS Capital Works Committee	Oversees the TAMS capital works budget and project management	DG/DDG (Chair) EDs CFO Director, Operational Support



Name of committee	Role of committee	Membership
TAMS Information and Communications Technology Committee (ICT)	Advises ELT on TAMS and whole-of-government ICT strategic and policy-related issues	ED, Directorate Services (Chair) EDs Executive Director, Shared Services CFO General Manager (GM), Shared Services ICT Manager, ICT Contracts
TAMS Strategic Asset Management Committee (SAMC)	Provides a strategic overview of asset management and develops, implements and manages a framework to ensure compliance with regulatory requirements. The Committee exercises governance oversight of the management of the Directorate's physical asset portfolio and the systems that are used to manage it	ED, Directorate Services (Chair) EDs CFO Director, Operational Support Directors/General Managers of each major asset owner Director, ACTPG
TAMS Executive Leadership Enterprise Agreement Steering Committee	Oversees the enterprise agreement development process for the progression of the TAMS schedule	DG (Chair) DDG EDs Director, Human Resources Manager, Employee Relations
TAMS Workplace Health and Safety Steering Committee (WHSSC)	Provides leadership and direction in the management of workplace health and safety across the Directorate	ED, Directorate Services (Chair) EDs One workplace safety representative from each division
TAMS Directorate Consultative Committee (DCC)	Provides a forum for consultation between TAMS and Unions	DG (Chair) DDG ED, Directorate Services Director, Human Resources Manager, Employee Relations Union representatives
TAMS Risk Management Committee (RMC)	Oversees the risk management processes within TAMS and reports to ELT and IAC on the Directorate's key risks	ED, Directorate Services (Chair) Director, Governance Senior Manager, Security and Risk Senior officer representative from each division Legislative Compliance Manager ACTIA representative



REMUNERATION

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

For more information

Director, Governance
Phone: (02) 6207 5040



C6 HUMAN RESOURCE PERFORMANCE

MANAGING OUR PEOPLE

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

HR developed a number of projects throughout 2011-12 focused on people management, staff development and business process improvement, including a significant review of the TAMS Code of Conduct, which was released in January 2012. The revised Code of Conduct reflects new legislation and TAMS commitment to upholding and promoting the values and expected behaviours reflected in the ACTPS Respect, Equity and Diversity (RED) framework.

HR also developed and conducted a number of 'process change roadshows' with respect to the new health and safety harmonisation legislation and changes to injury management and reporting processes between TAMS and ACT Government Shared Services (Shared Services), Treasury Directorate. Sessions were conducted by HR and were delivered to TAMS business units with a focus on appropriate reporting of accidents and injuries and emphasis on the importance of adhering to critical reporting timeframes. This program of sessions will continue in 2012-13.

HR commenced work on a resource for managers, the Managers' Toolkit. The Toolkit provides a convenient source of key information in the form of factsheets and advice sheets on relevant legislation and employment frameworks, best practice guides on managing staff issues such as leave and best practice recruitment process/strategies. The Toolkit also focuses on consolidating communication networks between managers and HR by encouraging early contact with HR for advice and support.

REWARD AND RECOGNITION

In November 2011, the Director-General presented the Director-General Awards to recognise and celebrate the achievements of staff and teams across the Directorate with regard to excellence in customer service, leadership, innovation and teamwork. TAMS also participated in the ACT Public Service Awards for Excellence held in May 2012. Award winners are included in section A3 Highlights on page 9.

TAMS recognised and promoted the achievements of its staff through regular Director-General messages and a number of 'TAMS News' items on the TAMS intranet.

TAMS also nominated one of its apprentices for an ACT Training and Excellence Award with the acknowledgements ceremony to be held in September 2012.



APPRENTICES, GRADUATES, TRAINEESHIPS AND AUSTRALIAN SCHOOL-BASED APPRENTICESHIPS

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

During 2011-12, TAMS employed 31 apprentices in the areas of horticulture, heavy vehicle diesel mechanics, plumbing, carpentry, lock smithing, air conditioning and refrigeration. Five of those apprentices completed their apprenticeships and were permanently appointed to trade positions in early 2012.

Horticulture apprentice



TAMS committed to employ two Aboriginal and Torres Strait Islander (ATSI) trainees through the 2011-12 ACTPS Aboriginal and Torres Strait Islander Traineeship Program. In addition to the ATSI Traineeship Program, TAMS has one Aboriginal trainee currently participating in a two-year traineeship program within the Parks and Conservation Service business unit.

The Australian School-Based Apprenticeships (ASBA) scheme provides opportunities for the employment of future apprentices in industry organisations. As an ASBA host, TAMS provided six high school students with one-day-a-week work placements across the agency. Out of the six students, one completed their ASBA training in 2011 and one student was successful in progressing from their ASBA to a trade apprenticeship during 2011-12.

RESPECT, EQUITY AND DIVERSITY (RED)

TAMS HR plays a significant role in coordinating and promoting the ACTPS RED Framework within the Directorate including:

- quarterly RED contact officer network meetings
- development and delivery of training sessions on RED principles and Code of Conduct.

During 2011-12, Mr Kim Smith, Executive Director, Directorate Services Division succeeded Mr Phillip Perram, Executive Director, Business Enterprises Division as the executive sponsor of RED in TAMS.

The RED executive sponsor supported the implementation of the RED Framework in TAMS, through:

- monthly emails to all senior officers and executives to promote RED
- chairing the RED contact officer network meetings
- co-chairing the ATSI Interest Group
- encouraging managers to engage in open and regular communication of the values and principles of the framework with their staff.

TAMS continued to promote diversity throughout 2011-12 in accordance with the ACTPS Employment Strategy for People with Disability and Aboriginal and Torres Strait Islander People. This included providing employment opportunities to ATSI people as outlined in the Apprentices, Graduates, Traineeships and Australian School-Based Apprenticeships section.

TAMS provided a representative at the Australian Public Service Best Practice Disability Directions Conference held in July 2011 and promoted various support and information initiatives through its intranet and whole-of-staff communications networks. These included promotion of White Ribbon Day, Harmony Day, Mental Health Week, Multicultural Festival and Seniors Lifestyle and Retirement Expo.

Free courses were also promoted throughout TAMS including:

- supporting a family member with a mental illness
- managing stress
- finding balance – a course for family carers
- support courses through the Women's Information and Referral Centre including a domestic violence support group for women and conflict resolution workshop for women.

For more information

Director, Human Resources
Phone: (02) 6207 5506



C7 STAFFING PROFILE

TAMS has 1,825.6 full time equivalent (FTE) employees. TAMS is a municipal service delivery Directorate, so its employment structure is heavily weighted towards a direct public interface.

The following tables provide a breakdown of staff by classification, employment category, average length of service and age profile as at 30 June 2012.

Table 18: FTE and headcount

	Female	Male
FTE by gender	451.6	1,374
Headcount by gender	493	1,463
% of workforce (headcount)	25%	75%

Table 19: Classifications

Classification group	Female	Male	Total
Administrative officers	221	117	338
Bus operators	59	589	648
Capital Linen Service officers	39	28	67
Executive officers	5	14	19
General service officers & equivalent	41	400	441
Professional officers	30	13	43
Rangers	10	26	36
Senior officers	66	143	209
Technical officers	18	111	129
Trainees and apprentices	4	22	26
TOTAL	493	1,463	1,956

Table 20: Employment category by gender

Employment category	Female	Male	Total
Casual	16	58	74
Permanent full-time	340	1,059	1,399
Permanent part-time	107	227	334
Temporary full-time	25	108	133
Temporary part-time	5	11	16
TOTAL	493	1,463	1,956

Table 21: Average length of service by age group by gender

Average length of service (years)	Pre Baby Boomers (prior to 1946)		Baby Boomers (1946 to 1964 inclusive)		Generation X (1965 to 1979 inclusive)		Generation Y (from 1980 and onwards)		Total	
	F	M	F	M	F	M	F	M	F	M
0-2	1	2	30	105	35	120	42	98	108	325
2-4	0	5	17	72	16	90	21	39	54	206
4-6	1	4	25	81	27	75	7	30	60	190
6-8	0	3	24	60	21	55	11	16	56	134
8-10	0	1	30	65	30	42	6	6	66	114
10-12	0	0	19	31	17	27	1	0	37	58
12-14	0	4	12	39	11	17	0	3	23	63
14+ years	3	18	71	287	15	68	0	0	89	373

Table 22: Total average length of service by gender

Gender	Average length of service (years)
Female	8.5
Male	10.0
TOTAL	9.6

Table 23: Age profile

Age Group	Female	Male	Total
<20	2	8	10
20-24	29	45	74
25-29	35	78	113
30-34	43	122	165
35-39	58	156	214
40-44	58	174	232
45-49	79	239	318
50-54	85	247	332
55-59	61	174	235
60-64	35	156	191
65-69	7	54	61
70+	1	10	11



Table 24: Agency profile by division

Division	FTE	Headcount
Business Enterprises Division	199.9	207
Directorate Services Division	204.1	211
Office of the Director-General	5.0	5
Parks and City Services Division	508.4	531
Roads and Public Transport Division	109.0	110
ACTION	799.2	892
TOTAL	1,825.6	1,956

Table 25: Agency profile by employment type

Division	Permanent	Temporary	Casual
Business Enterprises Division	191	16	0
Directorate Services Division	193	17	1
Office of the Director-General	3	2	0
Parks and City Services Division	429	90	12
Roads and Public Transport Division	100	10	0
ACTION	817	14	61
TOTAL	1,733	149	74

Table 26: Equity and workplace diversity

	Category A Aboriginal and/or Torres Strait Islander	Category B Culturally and linguistically diverse	Category C People with a disability	Employees who identify in category A, B, C*	Women
Headcount	19	378	39	428	493
% of total staff	1.0%	19.3%	2.0%	21.9%	25%

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

The statistics exclude board members, staff not paid by the ACTPS and people on leave without pay. Staff members who had separated from the ACTPS but received a payment have been included.

For more information

Director, Human Resources

Phone: (02) 6207 5506

C8 LEARNING AND DEVELOPMENT

INDUCTION PROGRAM

The TAMS Induction Program provides key information about the Directorate to new employees at the commencement of employment. The program was attended by 169 staff during 2011-12. HR conducted an extensive review to improve the program throughout 2011-12. This work yielded a significant increase in learning outcomes and positive participant feedback. Induction Program sessions will continue into 2012-13.

TAMS developed and launched an employee induction checklist to guide business unit inductions.

RED FRAMEWORK AND CODE OF CONDUCT TRAINING

In 2011-12, TAMS conducted 11 training sessions covering the ACTPS RED Framework and the TAMS Code of Conduct. These training sessions were attended by 194 employees.

YOUNG PROFESSIONALS' NETWORK

The Young Professionals' Network (YPN) connects young professionals across the ACTPS through professional development and training events. The connections they form provide the foundation for future collaboration across the ACTPS and assist in retaining valuable staff.

HR promoted and coordinated the attendance of young professionals at the ACTPS Young Leaders Conference held in March 2012. In April 2012, the Director-General hosted an event for TAMS young professionals.

TAMS STUDY ASSISTANCE

TAMS encourage staff to develop their capabilities in areas that will be mutually beneficial to the individual and the workplace. During 2011-12, study assistance was granted to nine employees.

Toastmasters Club



TAMS TOASTMASTERS CLUB

In 2011-12 TAMS established a corporate Toastmasters Club, open to all TAMS employees, to help develop communication and leadership skills.



ACT GOVERNMENT MANAGEMENT PROGRAMS

TAMS actively supports participation in the whole-of-government training coordinated by Shared Services. In 2011-12, TAMS staff attended the programs and training courses listed below.

Table 27: ACT Government development programs

Program	Participants	Total cost if applicable
ACTPS Graduate Program	0	N/A
Young Professionals' Network (YPN)	N/A*	N/A
Future Leaders Program	3	\$10,682
Executive Development Program	3	\$10,359
Public Service Management Program	1	N/A
RED Framework	6	\$1,195
CMCD sponsored training for first-time and front-line managers	0	N/A
Study assistance	9	\$12,923

*There were no YPN activities coordinated through CMCD during 2011-12. TAMS however promoted its own YPN events and opportunities within the Directorate as discussed above.

OTHER TRAINING

During 2011-12, TAMS employees completed a wide range of training made available through the ACTPS Training Calendar at a total cost of \$77,554.80. These included writing development, information technology, change management, effective work environments, financial management and recruitment selection preparation and processes.

For more information

Director, Human Resources
Phone: (02) 6207 5506



C9 WORKPLACE HEALTH AND SAFETY

LEADERSHIP

WORKPLACE HEALTH AND SAFETY MANAGEMENT PRACTICES

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

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

TAMS is undertaking a systematic continuous improvement approach to the management of workplace health and safety risks, based on each division's risk priorities.

WORKPLACE HEALTH AND SAFETY STRUCTURES AND REPORTING

TAMS workplaces are geographically spread across Canberra, including in regional and outlying areas. Worker consultation units (WCU) are within each division at a local level to ensure adequate representation. These WCU report to the TAMS Workplace Health and Safety Steering Committee (WHSSC) which in turn reports to ELT.

Health and Safety Representatives (HSRs) are responsible for consulting with their fellow WCU members and reporting to their local health and safety committee on a quarterly basis. Matters of high risk and/or strategic importance that cannot be resolved at the local level may be escalated for attention by the WHSSC, which meets quarterly and is attended by executive directors and elected HSRs from each division.

During 2011-12, membership of the WHSSC changed to reflect the new role of the Executive Director, DS. The Executive Director, DS replaced the Deputy Director-General as Chair in early 2012 with the terms of reference amended accordingly.

Changes to WCU and HSRs are communicated through reporting mechanisms prescribed by the WHSSC. Changes are recorded in minutes of meetings and reflected in the database that supports the workplace health and safety structure.

INJURY PREVENTION

POLICY AND PROCEDURE DEVELOPMENT

The ACT Public Sector Workplace Health and Safety Policy Statement and the ACT Public Service Workers' Compensation and Workplace Health and Safety Improvement Plan are whole-of-government commitments to improve the safety and wellbeing of employees with a focus on managers' roles and responsibilities.

Through this framework, the WHSSC guides and influences health and safety responsibilities by integrating and interpreting legislative requirements. This process allows employees to communicate and contribute



to matters directly affecting their work safety. Practical guidance information is accessible through the services of Comcare and WorkSafe ACT.

The Workplace Health and Safety (WHS) Improvement Plan, a partnership project between TAMS and the Shared Services WHS team, concluded in December 2011. Through this program, every TAMS business unit worked with Shared Services to update their risk registers and implement WHS process improvements. Since December 2011 TAMS, in partnership with Shared Services, has continued to identify opportunities for further improvement of processes.

WORKPLACE HEALTH AND SAFETY EMERGENCY PROCEDURES STRUCTURE

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

Information on the structure of and appointments to the Emergency Control Organisation for Macarthur House is updated on a regular basis by the Chief Fire Warden and Deputy Chief Fire Warden. Information is displayed on staff notice boards and is accessible on the TAMS intranet. HR maintains a database containing names and contact details, including training information for fire wardens, HSRs and first aid officers.

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

WORKPLACE HEALTH AND SAFETY TRAINING AND INDUCTION

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

HEALTH AND SAFETY REPRESENTATIVES

HSRs and deputy HSRs serve a three year term of office once they have completed appropriate training. HSRs attend local health and safety meetings and can be nominated to represent their division at the quarterly TAMS WHSSC meetings.

HEALTH AND WELLBEING

INFLUENZA IMMUNISATION

Information on the opportunity to participate in the TAMS Influenza Vaccination Program was distributed to all staff in March and April 2012. A total of 372 Directorate-funded flu vaccinations were provided.

EMPLOYEE ASSISTANCE PROGRAM

The TAMS Employee Assistance Program is provided by PPC Worldwide, an independent organisation contracted to provide a professional and confidential counselling service for all staff and their immediate families. A total of 72 employees or family members of employees attended PPC Worldwide during the year. Personal issues accounted for 69 percent of these appointments and 31 percent were work related.



RISK ASSESSMENTS

TAMS has continued its partnership with the Shared Services WHS team to remediate risks identified using a continuous improvement approach.

Workplace risks are identified on individual business risk registers. Recommendations for all remaining business units in the WHS Improvement Plan were addressed and implemented in accordance with budget and resourcing priorities during 2011-12.

ACCIDENT/INCIDENT INVESTIGATION

Shared Services WHS team and TAMS' Safety and Wellbeing Team reviewed and risk assessed all TAMS accident and incident reports received during 2011-12.

REPORTING REQUIREMENTS

On 17 September 2010 two officers were overcome by exposure to chemical fumes in the course of their duties. In 2010-11, following an investigation by WorkSafe ACT, all recommendations were implemented. On 16 August 2011 WorkSafe ACT's report into this incident was tabled in the ACT Legislative Assembly by the Attorney-General Mr Corbell. No further action was required.

No Provisional Improvement Notices were issued against TAMS under Division 5.7 *Work Health and Safety Act 2011* (the WHS Act).

Four Improvement Notices were issued against TAMS under Division 10.1 of the WHS Act.

Two Prohibition Notices were issued against TAMS under Division 10.2 of the WHS Act.

INJURY MANAGEMENT

REPORTING

During 2011-12, TAMS provided detailed monthly reporting to the Executive and Division Business Managers to assist in return-to-work processes and allow greater involvement in return-to-work management.

MANAGEMENT OF HIGH-COST CLAIMS

TAMS continued to focus on the long-term high-cost claims across the Directorate, working collaboratively with Comcare, Shared Services and the work area.

ACT PUBLIC SERVICE WORKERS' COMPENSATION AND WORKPLACE HEALTH AND SAFETY IMPROVEMENT PLAN

Injury management functions transferred to Shared Services in April 2012. Five full time equivalent positions transferred as part of this, with one full time equivalent position being transferred to TAMS (within Injury Prevention).

INCIDENTS

In 2011-12 there were 516 reported workplace incidents in TAMS.



CLAIMS

Table 28: Target 1 – Reduce the numbers of claims reaching five days incapacity by 40 percent

Experience quarter ending	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12
Number of new claims with five days incapacity	90	96	66	76	79	66	58	53	68	64	70
Rate per 1,000 employees	57.6	60.0	38.3	44.9	46.3	42.6	34.9	29.2	37.2	33.4	40.4
TAMS target	57.6	55.3	53.0	50.7	48.4	46.1	43.8	41.5	39.2	36.9	34.6
ACTPS number of new claims with five days incapacity	412	473	448	440	459	379	291	330	333	355	322
Rate per 1,000 employees	25.3	27.5	25.9	25.8	26.4	21.9	16.3	17.9	17.7	18.0	16.3
ACTPS target	25.3	24.3	23.3	22.2	21.2	20.2	19.2	18.2	17.2	16.2	15.2

Target 2 – Eliminate all fatalities due to workplace injuries

There has been no fatality due to workplace injuries within TAMS.

Table 29: Target 3 – Reduce the average lost time rate by 40 percent

Experience quarter ending	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12
Weeks of incapacity	3,717	2,657	2,679	2,296	1,975	1,757	1,952	1,959	2,177	2,155	2,383
Rate per 1,000 employees	2,378	1,660	1,557	1,356	1,129	1,134	1,174	1,081	1,190	1,124	1,376
TAMS target	2,378	2,283	2,188	2,093	1,998	1,903	1,808	1,712	1,617	1,522	1,427
ACTPS target	801	769	737	705	673	641	609	577	545	513	481

Data in Targets 1 and 3 may vary from previous financial year reports due to machinery of government changes and associated movement of workers compensation claims between directorates.

For more information

Director, Human Resources
Phone: (02) 6207 5506



C10 WORKPLACE RELATIONS

INDUSTRIAL RELATIONS AND PEOPLE MANAGEMENT

During 2011-12, TAMS liaised extensively with business units in the lead-up to negotiations on the two staff industrial agreements: the ACT Public Service Territory and Municipal Services Enterprise Agreement 2011-2013 and the ACTION Enterprise Agreement 2010-2013.

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

DIRECTORATE CONSULTATIVE COMMITTEE

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

TAMS SPECIAL EMPLOYMENT ARRANGEMENTS AND AUSTRALIAN WORKPLACE AGREEMENTS

TAMS has no existing Australian Workplace Agreements (AWAs). AWAs reported in the previous annual report were transferred to Treasury Directorate in 2011.

TAMS policy is that all Special Employment Agreements (SEAs) cease with effect on 30 June each year. All recipients are required to submit a business case and a new SEA may be entered into from 1 July each year.

Table 30: TAMS Special Employment Arrangements and Australian Workplace Agreements

Description	Number of individual SEAs	Number of group SEAs	Total employees covered by group SEAs	Total
	A	B	C	(A+C)
SEAs				
Number of SEAs at 30 June 2012	17	Nil	Nil	17
Number of SEAs entered into during period	17	Nil	Nil	17
Number of SEAs terminated during period	5	Nil	Nil	5
The number of SEAs providing for privately plated vehicles at 30 June 2012	Nil	Nil	Nil	Nil
Number of SEAs for employees who have transferred from AWAs during the period	Nil	Nil	Nil	Nil

Description	Number of individual SEAs	Number of group SEAs	Total employees covered by group SEAs	Total
	A	B	C	(A+C)
Number of AWAs at 30 June 2012	Nil	Nil	Nil	Nil
Number of AWAs terminated/lapsed (including formal termination and those that have lapsed due to staff departures)	Nil	Nil	Nil	Nil

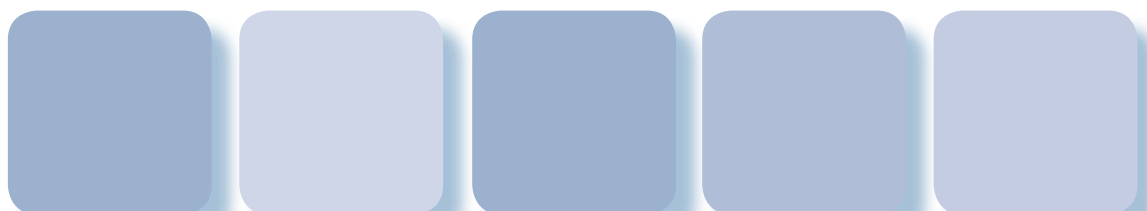
Table 31: Special Employment Arrangement and Australian Workplace Agreement classifications

	Classification range	Remuneration at 30 June 2012
Individual and group SEAs	SOGC*-SOGA*	\$105,535-\$142,016
AWAs (includes AWAs ceased during period)	N/A	N/A

* Or equivalent classification.

For more information

Director, Human Resources
Phone: (02) 6207 5506



C11 HUMAN RIGHTS ACT 2004

The *Human Rights Act 2004* (the HR Act) became effective on 1 July 2004. It is part of the ACT Government's commitment to building a human rights culture in the ACTPS and to ensure that staff work within a human rights framework. All public officials have a duty to interpret legislation in a manner consistent with human rights principles, unless an ACT law clearly authorises otherwise.

Commencing on 1 January 2009, section 40B of the HR Act created a duty on public authorities to act consistently with human rights.

EDUCATION AND TRAINING

Four TAMS staff members attended training provided by the Human Rights Commission during 2011-12. Courses attended included human rights, disability discrimination and bullying and harassment.

LIAISON

In 2011-12, TAMS consulted human rights advisers in the Justice and Community Safety Directorate on proposed legislation, and a human rights compatibility statement was issued for the Public Unleased Land Bill 2011, which was presented to the Legislative Assembly on 8 December 2011.

For more information

Director, Governance
Phone: (02) 6207 5040



C12 STRATEGIC BUSHFIRE MANAGEMENT PLAN

During 2011-12 TAMS continued to implement operations to meet the requirements of the Strategic Bushfire Management Plan Version 2 (SBMP V2). The SBMP V2 outlines the various high-level and strategic bushfire management actions for protecting life, property and the environment.

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

Under the *Emergencies Act 2004*, land managers must produce an annual Bushfire Operations Plan (BOP). The BOP outlines the annual works program proposed to meet the requirements of the SBMP V2. The Act requires the BOP to be audited quarterly (undertaken externally by the Emergency Services Authority) with a full end-of-year audit being undertaken and reported back to the ACT Minister for Emergency Services.

The BOP is divided into nine main sections and covers all areas of fire protection across TAMS. These sections are:

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

FUEL MANAGEMENT

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

SLASHING

Areas adjacent to the urban edge and along roadside verges and rural roads are slashed to reduce potential fire intensity and increase suppression capability. In 2011-12, slashing of 8,082 hectares was planned across 207 separate locations, of which 100 percent was completed. Due to the wet weather and favourable growing conditions a second slashing run had to be completed in most areas.

PRESCRIBED BURNING

A total of 5,316 hectares of prescribed burning was identified to be undertaken in the 2011-12 BOP. As happened in 2010-11, the ACT again experienced prolonged wet weather and severe storm events resulting in only 234 hectares being completed. However, the burns that were completed were



strategically focused on the grasslands surrounding the urban edge. The forest fuels remained too wet throughout the entire season to enable prescribed burns to be undertaken before the onset of winter. Areas completed included Aranda Spine, Black Mountain, Bruce Ridge, Nicholls, Mt Rogers, Gossan Hill, Stromlo, Googong, Wanniasa Hills and Gilmore.

Out of the total of 52 planned TAMS prescribed burns 26 were not completed (due to wet weather), which accounted for 5,082 hectares. The 2012-13 BOP will be developed having regard to hazard reduction burns unable to be completed in 2011-12.

The 2011-12 BOP identified and allocated 19 separate burn areas, on TAMS managed land, to the ACT Rural Fire Service (RFS). This provided a training opportunity for the volunteers whilst achieving a fuel management outcome for TAMS. These burns were located throughout the ACT and covered 231 hectares on areas that predominantly had lower ecological values. The RFS volunteers are restricted to predominantly working on weekends and combined with the same constraints as TAMS of wet weather resulted in completion of only seven burns across 63 hectares. The unfinished burns will be rolled over into the next BOP and again allocated to the RFS volunteers to complete.

GRAZING

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

PHYSICAL REMOVAL

The elimination or reduction of fire fuels through physical removal is undertaken by either hand or machinery. This operation is often undertaken to bring an area to a state that can be slashed in the future. The BOP identified 43 separate projects covering approximately 380 hectares, 42 (376 hectares) of which were completed. Thirty-seven of the physical removal projects were concentrated in either the Inner or Outer Asset Protection Zones (APZs) adjacent to the urban edge of residential Canberra, including sites at Aranda, Kaleen, Kambah, Dunlop, Tuggeranong, Stromlo Forest, Mt Pleasant, Campbell, Garran, Fadden, Red Hill, Mt Taylor and Isaacs. Six of the physical removal activities were undertaken for broader asset protection in Kowen Forest and land around Stromlo Forest.

In 2011-12 just over 7,300 hectares across 76 separate locations were identified as areas where grazing could be used to reduce fuel loads. Grazing was implemented in all the identified areas; an internal audit of grazing activities confirmed that 100 percent of the areas being grazed met the standards.

Grassland areas, although dense and actively growing throughout the summer, did not exceed 50 percent curing at any stage during the fire season and therefore were compliant with the standards set in the SBMP V2.

CHEMICAL

Chemical herbicide is used to treat regrowth in areas that have had previous works (predominantly physical removal) undertaken. All of the three activities identified in the BOP (covering approximately 800 hectares across Majura, Namadgi and Kowen Forest) were completed.



ACCESS MANAGEMENT

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

ROAD MAINTENANCE

There were 37 identified maintenance activities covering 295 kilometres in the 2011-12 BOP. Of these, TAMS completed 26 activities (or 157 kilometres) before the second severe storm event in two years again caused extensive damage across parks and reserves. This caused a reallocation of all resources to repairing damaged and inaccessible roads.

Fire trails across all parks and reserves in the ACT, as well as the forestry plantations in Kowen, Pierces Creek and Uriarra, received routine maintenance in 2011-12 prior to the storm event in March 2012. The aim was to ensure that all roads remained in a condition that allowed for safe and rapid transit by fire vehicles. The 138 kilometres that were not completed during 2011-12 have been assessed and, where appropriate, rolled over into the 2012-13 BOP.

VEGETATION MANAGEMENT

This operation is predominantly slashing roadside vegetation and then spraying to reduce regrowth. It is a crucial part of maintaining a strong open network of fire trails across the estate. In 2011-12 three projects were identified covering 162 kilometres. These were either completed or commenced before the end of June 2012.

UPGRADING

The upgrading of fire trails is undertaken to improve the accessibility of existing trails for different standards of vehicles. A total of 66 kilometres of trails across 13 separate sites were identified as requiring upgrades in the 2011-12 BOP. Only two activities, covering four kilometres, were completed and another six activities over 60 kilometres commenced before resources were reallocated to storm damage repair work.

Work commenced on two large upgrade projects in Namadgi National Park, prior to the storm event in March 2012. These were the Cotter Hut Road upgrade from Cotter Hut to Orroral Valley as well as the Mt Franklin Road upgrade from Bulls Head through to Ginini car park. It is expected these upgrades will be completed during 2012-13, providing a major access improvement for heavy machinery into Namadgi National Park.

STORM DAMAGE

A major storm event in December 2010 caused extensive and widespread damage to the fire trail and road infrastructure across all parks and reserves. All contract machinery utilised for road maintenance and construction was diverted to implement the emergency repairs to vital road infrastructure. This was necessary to provide operational access to key locations within the estate. Most of the repairs were able to be implemented in 2010-11 however, 11 activities covering 271 kilometres were carried over into the 2011-12 BOP. All of these activities were able to be completed before a second storm event occurred in March 2012 which again diverted all machinery to essential repairs.



Fire fighter at controlled burn



FIRE INFRASTRUCTURE DEVELOPMENT

Fire infrastructure development includes constructing or developing features or facilities to help in suppressing and managing fires. A total of 15 projects were identified in the 2011-12 BOP of which 13 (87 percent) were completed. Projects included improving the ability to utilise grazing for fuel management and covered items such as water troughs, fencing and gates. Crucial helipad maintenance and maintenance of existing water points were also included.

EQUIPMENT

A new fire tanker was purchased to assist TAMS' ever increasing fuel reduction program. Fire fighting equipment purchased in 2011-12 also included three multipurpose slip on fire fighting units to enhance TAMS capacity to undertake prescribed burning. In addition all the 'Proban' chemically treated personal protective clothing was replaced with a flame resistant fabric known as 'Nomex'. A new and vastly improved type of fire helmet was issued to all TAMS fire fighters. Both the new type of helmet design and the 'Nomex' clothing were part of a national roll-out of new equipment for all fire fighters.

Communication hardware improvements for fire vehicles and sprinklers for use in hazard reduction activities were purchased during 2011-12.

TRAINING

Ensuring staff have comprehensive and up-to-date training is an essential component of fire management. Staff successfully completed over 89 percent of the 2011-12 training program which is aimed at attaining and maintaining competency levels while also building capacity. Essential interstate liaison at high level national meetings is also supported under training to ensure TAMS maintains strategic links to national and international industry issues, research and trends.

AUDIT AND MONITORING

For quality assurance, TAMS internal monitoring and auditing against the BOP includes specific audits on grazing, fire equipment and appliances, fuel hazard assessments, radio communications, fire trails and emergency vehicle access. Other activities in 2011-12 included audits on remote helipad locations, implementation of slashing and grazing, compliance with the SBMP V2 and assessment of landscaping extensions from private residences into government-owned land.



PLANNING AND RESEARCH

Activities undertaken included assisting rural lessees to develop property fire plans, developing processes to incorporate indigenous burning techniques, providing concept plans for bushfire protection in the Molonglo Valley and the completion and approval of the environmental impact statement and development application for the Mt Franklin/Cotter Hut/Stockyard Spur trail project.

EDUCATION

Activities in 2011-12 included the placement of the BOP on the TAMS website, and the preparation of information for rural leaseholders on managing grass fuel hazards.

RESPONSE AND STANDBY

Above average rainfall throughout spring and summer kept the bushfire season mild, with very few reported fires on TAMS managed land. TAMS employed seasonal fire recruits to implement the expanded fuel reduction program as a result of the wetter than average season in 2010-11, however, many burns were unable to be implemented due to the continued wet season. These additional crews were however well utilised to complete some major infrastructure projects that had been identified to be undertaken by contract. This included the Stockyard Spur fire trail and walking track which was 95 percent completed by the end of 2011-12. This trail forms a critical strategic boundary between the Corin and Bendora water supply catchments and will be a key fire break for both fire suppression and planned fire operations into the future. It will also become an iconic walking trail into the Namadgi National Park and allow recreational visitors improved access to the park.

TAMS recruited 18 seasonal fire fighters in 2011-12



SEASONAL CREW AND PLANT

In 2011-12 TAMS recruited 18 seasonal fire fighters in two separate batches. The first group of 10 were employed from 1 September 2011 with a second phase of recruitment of eight fire fighters in November 2011. The seasonal fire fighters were used for fuel and access management activities, fuel hazard assessments, implementation of capital projects such as the Stockyard Spur trail, hazard reduction activities and remote helipad clearing. They were also available for fire standby and response.

TAMS also contracted heavy machinery (two bulldozers and one grader) for the period from October 2011 to April 2012 during the fire season. These machines assisted in delivering the access improvement works of the 2011-12 BOP and were available for fire suppression and hazard reduction.

For more information

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



C13 STRATEGIC ASSET MANAGEMENT

TAMS delivers a wide range of services to the ACT community on behalf of the ACT Government. Much of this relies on the planning, development and management of a significant and diverse range of assets, which were valued in 2011-12 at \$9.032 billion.

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

Table 32: TAMS assets managed

Asset type	
Roads*	6,580 kilometres
Bridges*	926
Foot paths	2,190 kilometres
Streetlights	73,000
Stormwater*	3,443 pipe kilometres
Urban open space	5,862 hectares
National Arboretum	250 hectares
Forests	11,393 hectares
Reserves	146,382 hectares
Lakes and ponds	418 hectares
Urban trees	732,000
Cycle paths (on road)*	403 kilometres
Cycle paths (off road)*	343 kilometres
Public libraries	626,000 collection items
Playgrounds	503
BBQs	364
Toilets	120

* IAMS database as at 30 June 2012.



Table 33: TAMS asset valuation

Asset	Value \$'m	Revaluation increment \$'m
Infrastructure	6,263.57	82.59
Community	2,227.09	344.60
Buildings	257.38	(2.74)
Land	206.98	15.83
Plant and equipment	43.98	.611
Leasehold improvements	1.38	(.05)
Intangible assets	3.66	-
Biological assets	28.43	2.38
Total	9,032.47	443.24

During 2011-12 TAMS reassessed the value of selected property, plant and equipment assets in accordance with ACT accounting policy, resulting in an increase in the asset value of \$443.24 million.

The TAMS asset value of \$9.032 billion also includes a \$281.85 million increase in value arising from the following acquisitions and transfers:

- new assets, the majority of which relate to completed capital works infrastructure being transferred to TAMS asset register, totalling \$251.84 million
- infrastructure assets transferred to TAMS asset register from the Land Development Agency (LDA) valued at \$28.95 million
- assets transferred to TAMS asset register from the ESDD valued at \$5.73 million
- land and building assets transferred from the Justice and Community Safety Directorate (JCSD) valued at \$1.38 million
- building assets transferred to the JCSD valued at \$0.56 million
- assets transferred to the LDA valued at \$5.10 million
- land assets transferred to the EDD valued at \$0.25 million
- plant and equipment assets transferred to the JCSD valued at \$0.13 million.

During 2011-12 the TAMS asset base was increased through administrative arrangement transfers totalling \$0.660 million:

- plant and equipment transferred from the EDD valued at \$0.035 million
- heritage and community assets transferred from the EDD valued at \$0.625 million.

ASSET MAINTENANCE AND UPGRADE

Excluding capital works, expenditure on capital upgrades undertaken in 2011-12 totalled \$17.90 million, consisting of:

- stormwater improvements \$4.025 million
- road safety measures and rehabilitation \$3.034 million
- neighbourhood improvements \$1.361 million



- residential street improvements \$0.225 million
- public transport infrastructure \$0.375 million
- urban and non-urban open space \$2.957 million
- sustainable and public transport initiatives \$0.350 million
- ACT NOWaste \$0.664 million
- ACTION – engine overhauls and other upgrades \$1.091 million
- property upgrades \$3.622 million
- library upgrades \$0.195 million.

In 2011-12 direct expenditure on repairs and maintenance was \$85.68 million, which represented 43 percent of the total government payment for outputs.

STRATEGIC ASSET MANAGEMENT INITIATIVES

DIRECTORATE APPROACH TO INTEGRATED ASSET MANAGEMENT

In 2011-12 TAMS successfully completed phase one of its project to implement a Strategic Asset Management Framework. This included the drafting of key business unit asset management plans.

The goal of this project is to implement a best practice approach to asset management that will deliver greater transparency on the contribution of assets to service delivery, supporting more optimal asset planning and investment decisions. A key deliverable of the project is to ensure asset management plans are prepared and implemented across the Directorate.

Phase one was principally funded through \$0.437 million from the Local Government Reform Fund of the Australian Government Department of Regional Australia, Regional Development and Local Government. This funding commitment was tied to an implementation agreement between the ACT and Australian Governments. Delivery of the project milestones in the Agreement was verified through an independent audit and was formally accepted by the Australian Government on 6 June 2012.

ACT Government support will see the project continue into 2012-13 with the implementation of the framework and its integration into TAMS business practices.

The principal asset management tool within TAMS is the Integrated Asset Management System (IAMS), which is the repository of the majority of TAMS asset data within Roads ACT, ACT NOWaste and Parks and City Services. In 2011-12 there was further growth in the rollout and utilisation of the system. IAMS now has 327 asset types and manages information covering 2.25 million assets.

CAPITAL LINEN SERVICE

Capital Linen Service undertook plant and equipment maintenance and linen replacement in accordance with its strategic asset and linen replacement plans. The management of the maintenance function was reviewed and the recommendations of the review will be evaluated and implemented in 2012-13. A change management standard operating procedure was developed and adopted, which has improved control over asset management activities.

ACTION

During 2011-12 ACTION continued to develop its Strategic Asset Management Plan and undertook a number of capital works projects to upgrade its asset base, to facilitate improved service delivery, comply with health and safety requirements and to improve environmental sustainability.



ACTION continued a program of replacement of its ageing fleet by taking delivery of 19 easy access MAN rigid buses and 11 easy access Scania steer tag buses. These buses meet European standards for emissions and are more environmentally friendly than the legacy fleet buses which they replace. The addition of these buses to ACTION's 'in service' fleet contributes to the ACT Government's ongoing commitment to comply with the *Disability Discrimination Act 1992*.

In addition to upgrading its bus fleet, ACTION continued its major unit overhaul program. This program seeks to prolong the useful life of the bus fleet through rebuilding bus engines, transmissions and other major bus components. Work also continued on retro-fitting buses with bike racks. As at 30 June 2012, 81 percent of the 'in service' fleet had bike racks fitted.

ACTION continued a program to replace bus driver seats in its older buses as a workplace health and safety initiative. To further improve safety for both its drivers and passengers, ACTION has completed the replacement of its bus communications radio system. This state of the art system provides improved functionality and facilitates communications to and from drivers to ensure the successful operation of bus services.

To improve its use of water, ACTION completed the installation of new bus washes that use either rainwater or recycled water for washing the bus fleet. This has resulted in lower usage of potable water and improved environmental outcomes.

ACTION has commenced work on upgrading its fuel facilities at Belconnen and Tuggeranong depots to ensure these comply with Australian environmental standards for facilities of this type. This work, when completed, will deliver improved fuel monitoring and measuring tools to facilitate more efficient management of fuel usage within ACTION.

Work has commenced on the upgrade of Woden depot. Completion of the depot will ease bus congestion at existing depots and will provide opportunities to gain further efficiencies in network design. Design work for the upgrade of this depot was completed in 2011-12.

ROADS ACT

The existing Roads ACT Strategic Asset Management Plan (SAMP) was converted in March 2012 into a format consistent with the ACT Treasury SAMP framework. The current plan covers the period 2010-12 and Roads ACT has commenced the new format SAMP for the period 2013-2015.

In 2011-12, Roads ACT completed the asset management operational plan for lines and signs.

LIBRARIES ACT

In 2011-12 the ACT Government provided \$2.627 million for Libraries ACT to maintain and improve collections of books, magazines, CDs, DVDs, audiobooks and online resources. Of this amount, \$1.077 million was spent on enhancing collections in emerging interest areas, and in formats relevant to ACT community need. Over 27 percent was spent on non-print materials, including e-books, audio books and DVDs. Focus was also given to foreign language, large print, children's resources and youth collections. Libraries ACT achieved their 2011-12 goal to revitalise and grow dynamic collections in all branches, particularly the new Kingston and Gungahlin libraries.

Libraries ACT takes a balanced approach to the purchase of materials on behalf of the ACT community. These materials are purchased in accordance with collection guidelines and, where appropriate, customer suggestions and customer demand.



Library materials are continuously evaluated according to Libraries ACT collection guidelines addressing accuracy and relevance of information, physical condition of items and the availability of similar material or information sources.

Libraries ACT continued to perfect its radio frequency identification (RFID) project in 2011-12. Each item in the library collection has an RFID chip enabling self-check-out and check-out or check-in of multiple items at once, supporting a more robust security system for library materials.

In 2011-12 Libraries ACT focused on growing and enhancing e-book and e-audio book collections in response to increasing demand from the community.

PARKS AND CITY SERVICES

PCS is responsible for managing the park areas which include:

- Namadgi National Park
- Tidbinbilla Nature Reserve and Birrigai
- Murrumbidgee River Corridor
- 34 Canberra nature parks
- seven town parks, 22 district parks and 5,350 hectares of urban open space
- 87 shopping centres.

Maintenance of these assets includes mowing, cleaning, litter picking, painting, pruning, mulching, safety inspections and repairs to ensure assets are maintained in a safe, functional and attractive condition.

In 2011-12 PCS managed an additional 7.5 hectares of urban open space in new suburbs of the ACT. During this period PCS also managed an additional 107 seats, 12 park shelters, 21 tables, two drinking fountains, 13 playgrounds, 14 barbecues and 23 new waste bins and shrouds.

PCS has produced draft Strategic Asset Management Plans for City Services and Parks and Conservation. These plans will be finalised in 2012-13 and then be reviewed annually. Particular focus has been provided on playgrounds, barbecues and grassing in the urban areas.

A draft Play Space Strategy is being developed by PCS. The strategy will provide the framework for the provision of play opportunities within the open space network. The strategy includes the revision of Design Standards for Urban Infrastructure 15 (playgrounds and playground equipment) and planning for accessible play opportunities.

The review of Design Standards for Urban Infrastructure 23 (Plant Species for Urban Landscape) project has been undertaken. The final consultation and construction of the web tool is expected to be undertaken by the end of 2012.

A new mowing program for public open space is being developed to improve scheduling and to capture information on hectares mown, time to completion and cost. This will enable more accurate and efficient programming and reporting to the public, and planning of resource requirements according to varying seasonal weather conditions. A pilot trial of the improved mowing system is proposed to be in place for the spring 2013 mowing season.

The 2011-12 BOP was prepared and implemented by PCS. It includes land management activities across 22,119 hectares and access management activities on 793 kilometres of fire trails.

In 2011-12 a Weeds Operations Plan and Vertebrate Pests Operations Plan were prepared and implemented by PCS.



ACT NOWASTE

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

Technical, design reports and tender documents have been prepared for future landfill options. This work will form the basis for the Mugga Lane stage 5 expansion, which will commence in 2012-13 to ensure Canberra's long-term landfill needs are met.

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

ACT NOWaste has a hierarchy of strategic asset management plans, asset inventories and action plans. This information is increasingly used to manage forward budgets for repairs and maintenance and capital works funding programs.

ACT PROPERTY GROUP

In 2010-11, ACTPG developed a first draft of its new strategic asset management plan as part of the TAMS Strategic Asset Management Plan project. Three categories of buildings were developed as part of this draft. The updated plan will be finalised by the end of 2012 and updated management plans for owned properties will be developed during 2013. These plans will improve forward planning of owned property maintenance and upgrades.

ACTPG continued its program of commissioning condition audits on ACT Government owned properties as part of its strategic management planning during 2011-12. A rolling program of audits is undertaken so that each property is inspected every five years. ACTPG completed condition audits on 34 of its properties. ACTPG also commissioned hazardous materials reports as required under the Dangerous Substances (General) Regulation 2004 and the Management of Asbestos in Non-Residential Government Buildings Guideline. These reports assist in planning for the removal or treatment of hazardous materials. ACTPG completed hazardous material audits on 46 sites it manages.

ACTPG began a project in 2010-11 to assess and appropriately treat or remove existing fuel storage facilities at sites where they are no longer required for operational purposes. In 2011-12 investigation of fuel storage facilities was completed; remediation was completed on four sites; and tank integrity testing was undertaken on three sites where tanks were remaining in use. Preparation and scoping work was undertaken for the removal of 15 abandoned tanks at the former Woden bus depot. Removal of these tanks at the former Woden bus depot and associated remediation will be undertaken in 2012-13.

ACTPG has 14 heritage-nominated or heritage-registered sites in its portfolio, along with six sites located in heritage precincts. It is responsible for managing these sites in a manner that does not diminish the properties' heritage significance and, if possible, enhances or restores their heritage aspects. ACTPG received funding to develop or update conservation management plans for these properties and to undertake heritage assessments where a property is believed to have heritage values but is not currently nominated or registered. These reports will assist ACTPG to plan for and manage these properties. Reports and studies for 11 sites were completed and agreed by TAMS in 2011-12. These have been referred to the Heritage Council and are awaiting endorsement. Work on a further five sites has commenced for completion in 2012-13, along with development of information to assist ACTPG to manage ACT Government owned properties in heritage precincts that are not separately registered.



OFFICE ACCOMMODATION MANAGEMENT

At 30 June 2012 TAMS employed a total of 1,956 staff.

It had 575 office-based employees occupying 9,033 square metres at the following sites:

- Macarthur House – 470 employees in 7,289 square metres
- Fyshwick Depot – 59 employees in 895 square metres
- North Building – 29 employees in 411 square metres
- Mitchell – 17 employees 438 square metres.

The average area occupied by each employee is 15.7 square metres.

A further 1,381 staff were employed in non-office environments. This includes all staff in libraries, bus interchanges, shopfronts, road maintenance, parks, linen services and work depots. The increase at Fyshwick depot is due to ACT Property Group moving back into the TAMS Directorate as part of new administrative arrangements.

For more information

Director, Operational Support

Phone: (02) 6207 6628



C14 CAPITAL WORKS

TAMS has continued the development of initiatives to better deliver capital works projects. Ongoing improvements to project management training and governance protocols have been implemented to increase the standard of outcomes delivered. The capital works program has achieved a record percentage of completion in 2011-12.

TAMS is committed to a process of continuous improvement in the delivery of the capital works program to increase the number of projects that are delivered within budget, as scoped and on time. A key milestone in this process was the development of the TAMS Project Management Framework. The framework has been designed to bring rigour to the management of projects including the alignment of strategic priorities with project planning and the delivery of assets to the community. The framework defines the governance arrangements for project management in TAMS. The framework ensures the consistent use of best practice methodologies and brings increased managerial control and transparency to the program.

The TAMS Project Management Community of Practice (PMCoP), which has now been operating for two years, conducts monthly training and information sessions on topics related to improving the delivery of capital works. These sessions have been presented by industry representatives, the TAMS capital works coordinator, Shared Services Procurement and the Australian Institute of Project Management, Canberra Chapter. The PMCoP has facilitated the registration of TAMS as a corporate member of the Australian Institute of Project Management. This membership provides an opportunity for professional development and access to forums that focus on the sharing of project management knowledge.

In 2011-12 the ACT Government invested a record \$191.679 million into the capital works program which included:

- new works expenditure of \$25.475 million
- works in progress expenditure of \$124.331 million
- capital upgrades expenditure of \$14.551 million
- ACTION expenditure of \$23.415 million
- Plant, property and equipment/ICT expenditure of \$3.907 million.

A detailed breakdown of capital works is at Appendix 3 on pages 220.

For more information

Director, Operational Support
Phone: (02) 6207 6628



C15 GOVERNMENT CONTRACTING

PROCUREMENT PRINCIPLES AND PROCESSES

TAMS uses contractors to provide services to the community. During 2011-12 the procurement selection and management processes for all contractors, including consultants, complied with the *Government Procurement Act 2001*, Government Procurement Regulation 2007 and policy circulars.

A number of procurement processes have been designed to mandate or encourage, either directly or by subcontract, the delivery of services by social enterprises. These services include: cleaning of underpasses, bus stops and government assets; and horticultural maintenance including potting, plant maintenance and the mulching of planted urban open space.

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

EXTERNAL SOURCES OF LABOUR AND SERVICES

The table at Appendix 4 on pages 231-276 lists, by output class, contractor/consultancy services used by TAMS in providing services to the community. Building and other capital works are identified in the capital works program table at Appendix 3 on pages 220-230.

For more information

Director, Operational Support
Phone: (02) 6207 6628



C16 COMMUNITY GRANTS/ ASSISTANCE/ SPONSORSHIP

In 2011-12 TAMS delivered grants, assistance and sponsorships to eligible individuals and organisations to develop facilities, provide services and manage programs of benefit to the Canberra community.

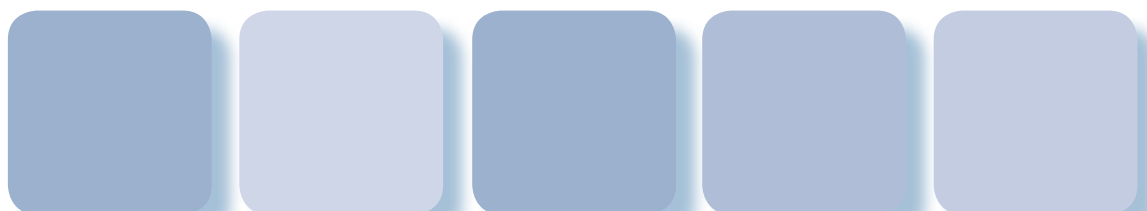
Table 34: Community grants, assistance and sponsorship

Organisation/recipient	Project description/process/ period of time engaged	Outcomes	Amount
Friends of the National Arboretum Canberra (the Friends)	The Deed of Grant provides support for the operations of the Friends, for the period 1 July 2011 until 30 June 2014.	The funds allocated under the Deed were used to pay for newsletters, venue costs, training materials for volunteers, pamphlets, planning and development of the Festival of the Forests event and participation in Floriade.	\$18,000 (\$6,000 per annum for three financial years)
National Folk Festival	Promotion of the ACTION brand at the 2012 National Folk Festival in Canberra. 5 - 9 April 2012. \$2,000 was used to repaint, add brackets and to use the papier-mâché bus stops at the event again (originally used at the 2011 Festival).	Advertisement in program. Brand promotion through ACTION branded 'Busk Shelters' at the event. Logo placement on cover of Canberra Weekly Thursday 22 March 2012.	\$2,000
University of Canberra	International Student Week.	Information and promotion of ACTION bus services.	\$80

While grants are not provided from ACTPG, assistance is provided to 'A' class and 'B' class recyclers at Parkwood Road Recycling Estate through discounts in rents estimated at \$0.04 million and approximately 80 community tenants receive reduced rents and utility payments estimated at \$2.5 million. Estimates are based on contemporary information related to commercial rents of these facilities.

For more information

Director, Governance
Phone: (02) 6207 5040



C17 TERRITORY RECORDS

The *Territory Records Act 2002* (the Records Act) requires a directorate to address 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 Records Act. Following the implementation of the Hawke Review the TAMS Records Management Program was updated to reflect the new administrative arrangements. In implementing its approved records management program for 2011-12, TAMS met the requirements as specified in the Records Act.

The TAMS Records Management policy and procedures specify arrangements for preserving records that may allow people to establish links with their Aboriginal or Torres Strait Islander heritage.

Records management training continued to be provided to TAMS staff during 2011-12. A privacy awareness session was added to the training program during 2011-12.

Table 35: Territory records training

Training session	Number of attendees
Introductory records and information management training	30
Privacy awareness	14

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

In 2011-12, sentencing and disposal of records was undertaken in Canberra Connect, ACT NOWaste, Roads ACT, City Services, Canberra Cemeteries and Directorate Services Division.

Table 36: Directorate-specific records disposal schedules

Records disposal schedule name	Effective	Year and number
ACT Government Veterinarian	4 July 2008	NI2011—87
Cemeteries and crematoria management	15 December 2004	NI2004—477
Development approval and asset acceptance	28 October 2005	NI2005—400
Environmental management	4 July 2008	NI2011—86
Parks reserves and public places	4 July 2008	NI2011—94
Roads management	15 December 2004	NI2004—474
Stormwater drainage	15 December 2004	NI2004—475
Traffic and transport	18 June 2004	NI2004—180
Waste management	7 September 2004	NI2004—336

TAMS disposed of 14,876 records during 2011-12.

New administrative arrangements resulted in the Arboretum records being transferred to TAMS in 2011-12.



In May 2012, the Yarralumla Nursery plant records were provisionally placed on the ACT Heritage Register. Started in 1913, they form an important part of the history of the ACT. The records are also a valuable resource in managing public places in the ACT. The records have been digitised and storage options for the paper records are being reviewed.

During 2011-12 TAMS responded to eight public access requests for records and information. Four requests related to parks, one related to land use, one related to staffing arrangements and two related to ACT Government owned buildings.

For more information

Director, Governance
Phone: (02) 6207 5040



C18 COMMISSIONER FOR SUSTAINABILITY AND THE ENVIRONMENT

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

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

In July 2011, the Commissioner completed an investigation into Canberra Nature Park (Nature Reserves), Molonglo River Corridor (Nature Reserves) and Googong Foreshores. The report was publicly released in October 2011 with a total of six main recommendations and 29 sub-recommendations. The main recommendations included:

- strengthening community awareness and involvement
- improving the condition and resilience of nature reserves
- directing and informing the management of nature reserves
- strengthening the management framework and strategically positioning our nature reserves
- integrating community health and well-being with nature reserve protection
- increasing the protection and restoration of our nature reserves by sourcing new funding.

The ACT Government response, presented in June 2012, recorded an agreed, agreed in part, agreed in principle or noted to each of the recommendations. There were no recommendations with which the Government disagreed.

A key message from the Commissioner's report is the high value that is placed by the Canberra community on the existence, accessibility and amenity of Canberra's network of nature reserves and the contribution they make to community health and well-being. In addition, the report highlighted the need to improve the condition and resilience of nature reserves. In 2012-13, TAMS will focus on commencing the implementation of priority recommendations, including:

- expanding the membership of the Parks and Conservation Service Recreational Users Group
- investigating the means by which a biennial nature reserves public forum might be hosted and delivered
- working on a park signage audit and signage strategy
- improving the connectivity and extent of woodland habitat across five nature reserves stretching from Aranda Bushland, via the Belconnen Hills and Kama Nature Reserve to the Molonglo River
- supporting research projects that might improve our understanding of strategic nature conservation connectivity opportunities
- completing work to deliver operational plans for the highest priority Canberra Nature Park land units.



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

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

The Commissioner made 12 recommendations with priority given to improving the maintenance of existing trees, strategic planning, implementing improved public notification processes and integrating tree planting programs with tree removal.

The ACT Government's response to the recommendations was tabled in the Legislative Assembly in February 2012. Additional funding of \$6.2 million over four years, was provided in the 2011-12 ACT Budget to implement some of the Commissioner's recommendations.

During 2011-12 TAMS continued to implement the agreed recommendations. Details can be found in section A9 Analysis of agency performance (PCS) on page 17.

STATE OF THE ENVIRONMENT REPORT

In 2010-11, the Commissioner began the production of the 2011-2015 State of the Environment Report. TAMS is providing data and information addressing a range of issues including land, water and biodiversity indicators and transport matters.

ANNUAL REPORTING

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

For more information

Director, Governance
Phone: (02) 6207 5040



C19 ECOLOGICALLY SUSTAINABLE DEVELOPMENT

TAMS undertakes its core business activities in a way that ensures ecologically sustainable development of Canberra's infrastructure and natural assets. TAMS has continued to maintain a strong focus over the reporting period on reducing the environmental footprint of all services provided by the Directorate to the ACT community. This approach is consistent with the ACT Government's environment and sustainability objectives as outlined in the ACT Weathering the Change Draft Action Plan 2.

TAMS has implemented the ACTSmart Office program at the TAMS central administration office, located in Macarthur House, Lyneham. This program is an accredited program managed through ESDD and aims to assist all businesses in the ACT to become more efficient in recycling and waste management within their area of responsibility.

The Online System for Comprehensive Activity Reporting (OSCAR) has been operational for this reporting period and has enabled TAMS to record and measure resources for the period in two categories, Macarthur House and whole of TAMS. This system enables the Directorate to track achievements in areas such as reducing greenhouse gas emissions and reducing energy and water use. This measurement will be used to determine the effectiveness of activities undertaken in accordance with the TAMS resource management strategy.

TAMS continued its directorate wide program of energy, water and waste audits. The results of these audits act as a guide in identifying areas where further improvements in reduced resource use and increased recycling can be achieved. In 2011-12 TAMS reviewed its resource management strategy and undertook a waste audit to identify ways to reduce the impacts of its very diverse range of services on the environment.

TAMS introduced a Mitsubishi i-MiEV electric vehicle into its car pool fleet in February 2012. This vehicle was selected following a short trial and replaced a petrol driven pool car. TAMS was the first directorate to acquire an electric vehicle as part of its car pool. The vehicle produces zero greenhouse gas emissions and travels up to 100 kilometres between charges. Charge points were installed at Macarthur House and at the Lyneham depot to allow for convenient recharging. The vehicle's eye catching design promotes the use of low emission transport options. The introduction of the electric vehicle supplements other alternatives such as hybrids and diesel vehicles as part of an overall strategy for TAMS to reduce the carbon footprint of its vehicle fleet.



DIRECTORATE RESOURCE USE

Table 37: Resource use at Macarthur House, Canberra, 2011-12

	Indicator as at 30 June	Unit	2010-11	2011-12
Line			Total	Total
	General			
L1	Occupancy - staff full-time equivalent (FTE) (Note 1 and 2)	Numeric (FTE)	452	470
L2	Area office space - net lettable area (Note 1 and 3)	Square metres	6,720	7,289
	Stationary energy			
L3	Electricity use (Note 4)	Kilowatt hours	1,509,353	1,120,842
L4	Renewable energy use (Green Power + EDL landfill gases)	Kilowatt hours	580,195	475,615
L5	Percentage of renewable energy used (L4 / L3 x 100)	Percentage	38.44	42.43
L6	Natural gas use	Mega joules	4,764,019	3,860,480
L7*	Total energy use (Note 4)	Mega joules	10,197,690	7,896,000
	Intensities			
L8	Energy intensity per FTE (L7 / L1)	Mega joules / FTE	22,561	16,800
L9	Energy intensity per square metre (L7 / L2)	Mega joules / square metre	1,517	1,083
	Water			
L10	Water use (Note 5)	Kilolitres	8,886	7,815
	Intensities			
L11	Water use per FTE (L10 / L1)	Kilolitres / FTE	19.65	16.62
L12	Water use per square metre (L10 / L2)	Kilolitres / square metre	1.3	1.0
	Resource efficiency and waste			
L13	Estimate of general waste (based on bins collected - Note 6)	Litres	312,000	312,000
L14	Estimate of comingled material recycled (based on bins collected)	Litres	100,320	112,320
L15	Estimate of paper recycled (based on bins collected)	Litres	530,400	536,640
L16	Estimate of organic material recycled (based on bins collected) (Note 7)	Litres	244,608	267,072



	Indicator as at 30 June	Unit	2010-11	2011-12
Line			Total	Total
L17*	Total stationary energy greenhouse gas emissions (all scopes) (Note 8)	Tonnes CO ₂ -e	1,304	940
	Intensities			
L18	Greenhouse gas emissions per FTE (L17 / L1)	Tonnes CO ₂ -e / FTE	2.9	2.0
L19	Greenhouse gas emissions per square metre (L17 / L2)	Tonnes CO ₂ -e / square metre	0.19	0.12

* Calculations with information entered into OSCAR

EXPLANATORY NOTES

1. The majority of calculations in this table are based on the figures within L1 and L2 resulting in changes since the last report.
2. TAMS Full Time Equivalent (FTE) employees occupying Macarthur House.
3. The net lettable area includes all office and non-office space within Macarthur House that is occupied by TAMS. This difference is associated with changes to the occupancy mix of Macarthur House through new administrative arrangements.
4. There has been a reduction as a result of modification and minor upgrade to the building management system undertaken by ACTPG during the reporting period. This has reduced the number of lights used and the timing associated with out of hours operations. Ongoing initiatives through the ACTSmart office program and Resource Management Plan are also having a positive impact. In this report electricity use for Macarthur House excludes levels two and three of the annex and the Shared Services ICT data centre.
5. The ongoing monitoring of water usage in Macarthur House, as stated in the previous report, identified a significant water leak within the cooling towers. It is believed that this leak, along with other reported factors caused the spike in the 2010-11 report. Water usage in Macarthur House will continue to be monitored and initiatives to reduce usage will continue.
6. This figure remains based on the size of the industrial bin and the number of collections per week, which has remained unchanged for the last three years.
7. The increase is due to increased staff awareness and ongoing commitment of staff working within the building to improve the recycling outcomes. This remains an area for improvement into the future under the Resource Management Plan.
8. This figure is calculated by OSCAR using the figures at L3, L6 and L10.
9. All figures in this report include Sport and Recreation, EDD whilst they occupied part of Macarthur House for a six month period.

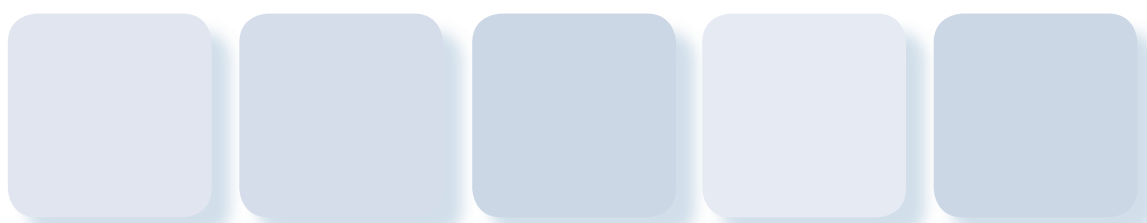


Table 38: Resource use for TAMS fleet and paper use 2011-12

	Indicator as at 30 June	Unit	2010-11	2011-12
Line			Total	Total
	General			
L1	Occupancy - staff full-time equivalent (FTE) (Note 1)	Numeric (FTE)	1,891	1,825
	Transport			
L2	Total number of vehicles (Note 2)	Numeric	385	416
L3	Total vehicle kilometres travelled (Note 3)	Kilometres	4,684,416	5,667,335
L4	Transport fuel (petrol)	Kilolitres	147.16	145.36
L5	Transport fuel (diesel) (Note 4)	Kilolitres	734.64	923.75
L6	Transport fuel (LPG) (Note 4)	Kilolitres	14.32	0
L7	Transport fuel (CNG) (Note 5)	Kilolitres	0	0
L8*	Total transport energy use	Gigajoules	33,765	40,627
	Resource efficiency and waste			
L9	Reams of paper purchased (Note 6)	Reams	19,306	9,834
L10	Recycled content of paper purchased (Note 7)	Percentage	51	38
	Greenhouse gas emissions			
L11*	Total transport greenhouse gas emissions (all scopes)	Tonnes CO ₂ -e	2,534	3,053
	Intensities			
L12	Transport greenhouse gas emissions per person (L11 / L1)	Tonnes CO ₂ -e / FTE	1.3	1.7

EXPLANATORY NOTES

1. The majority of calculations in this table are based on the figures within L1 resulting in changes since the last report.
2. Changes to administrative arrangements and the modifications to business units within TAMS changed the number of vehicles within the inventory. This number can fluctuate depending on the operational requirements of the Directorate.
3. This figure is provided using data from the Government leasing contractor, sgfleet, and is based on total kilometres travelled generated by a combination of the servicing invoices and the odometer readings provided.
4. The increase in fuel utilisation is commensurate with increased fleet assets and the types of fuel these new vehicles use. Increased market availability of fuel efficient, low emission diesel vehicles has seen a move away from unleaded petrol engines. This is demonstrated in a decrease of unleaded petrol use and a corresponding marginal increase in diesel.



5. TAMS disposed of the remaining LPG vehicles during the reporting period as part of the normal lease renewal process. These vehicles have since been replaced by diesel models.
6. The reduction in paper purchased is attributed to several initiatives with the most noticeable being the change of business units that vacated Macarthur House during the reporting period.
7. The decrease in use of recycled paper appears to have been driven by cost where non-recycled paper is less than recycled paper under the new whole-of-government contract.

Table 39: Resource use by ACTION buses 2011-12

	Indicator as at 30 June	Unit	2010-11	2011-12
			Total	Total
	Transport			
L10	Total number of vehicles	Numeric	476	455
L11	Total vehicle kilometres travelled	Kilometres	26,329,232	27,289,118
L12	Transport fuel (petrol)(Note 1)	Kilolitres	N/A	N/A
L13	Transport fuel (diesel)	Kilolitres	7,645	8,135
L14	Transport fuel (LPG)(Note 1)	Kilolitres	N/A	N/A
L15	Transport fuel (CNG)	Kilolitres	2,383	2,206
L16*	Total transport energy use	Gigajoules	357,532	389,456
	Greenhouse gas emissions		Total	Total
L27*	Total transport greenhouse gas emissions (all scopes)	Tonnes CO ₂ -e	26,299	29,264

EXPLANATORY NOTES

1. ACTION does not use petrol or LPG vehicles.



TAMS CORE BUSINESS

TAMS is committed to improving its environmental management and sustainability.

Highlights for 2011-12 include:

ROADS AND PUBLIC TRANSPORT

- continuing ACTION's 130 bus replacement program with 19 Euro 5 MAN buses and 11 Euro Scania steer tag buses added to the fleet in 2011-12
- constructing the Park and Ride facility at Mawson to encourage the use of public transport
- undertaking cycling signage and path maintenance under the walking and cycling infrastructure project
- tendering for a real time passenger information system, and implementing a web-based journey planner to increase use of public transport, cycling and walking within the ACT
- continuing the implementation of the Transport for Canberra program and contributing to a new Transport for Canberra policy and action plan
- constructing new Park and Ride and Bike and Bus facilities on rapid and commuter transport routes to encourage use of public transport
- completing master planning for a commuter cycle network.

WASTE

- maintaining high levels of resource recovery, with 751,159 tonnes of waste recovered and 317,842 tonnes sent to landfill
- progressing the establishment of a new dry commercial and industrial materials recovery facility which once established, is anticipated to recover up to 40,000 tonnes of material from landfill per annum when operating at capacity
- continuing to increase the recovery of resources at the Mitchell Resource Management Centre
- introducing the free national television and computer recycling scheme which has proven to be very successful
- holding industry forums and producing reports aimed at supporting the resource recovery sector and identifying recycling barriers
- maintaining the ACT's landfill and other facilities in an environmentally responsible way that complies with the required authorisations
- implementing projects to improve and extend the use of landfill space at the Mugga Lane Resource Management Centre
- undertaking the pilot program for public place recycling within the retail core of Canberra's City centre to guide decisions on the suitability of installing public place recycling in other major shopping precincts
- separating illegally dumped waste, such as white goods and tyres, for recycling as part of waste reduction across the ACT
- continue to remediate material from old service station sites around Canberra, enabling those sites to be used for future development
- continuing the methane capture at Canberra's active landfill at Mugga Lane and former landfill at West Belconnen
- captured 29,788 mega watt hours of methane, that was converted into enough electricity to power approximately 3,000 homes



PARKS AND CITY SERVICES

- continuing to establish scientifically based management plans as the basis for sustainable management and development of protected areas. Work continued on finalising management plans for Tidbinbilla Nature Reserve and Goongong Foreshores, in partnership with ESDD
- using innovative management models to manage the Jerrabomberra Wetlands Nature Reserve and Mulligans Flat Wildlife Sanctuary. The Capital Woodland and Wetlands Conservation Trust was established to raise funds for the further development of facilities at these reserves
- ongoing implementation of the Kangaroo Management Plan, which sets out the ACT Government's approach to managing the environmental, economic and social impacts of Eastern Grey Kangaroos in the ACT while ensuring the long-term welfare of the animals
- completing work on interpretive walking trails including the Settlers track within Namadgi National Park highlighting the trials and tribulations of earlier pastoral history of the ACT; and the Gibraltar Peak Trail at Tidbinbilla Nature Reserve
- undertaking environmental weed control across urban and non-urban areas to reduce the threat to Canberra's woodland and grassland conservation areas. This includes ensuring mower hygiene is maintained to prevent the spread of weed seeds and mowing from areas of low to high weed infestation
- conducting a review, in conjunction with ESDD, of the Pest Animal Strategy 2010-2020
- continuing post-fire monitoring in Namadgi National Park, which indicated that small mammal populations have significantly recovered and the majority of plant species have matured since the 2003 bushfires and are now reproducing
- improving monitoring of land management agreements with rural lessees to help reduce the likelihood of serious environmental impacts arising from agricultural activity.

FIRE MANAGEMENT

- continuing to implement the annual BOP, which sought to balance ecological considerations with minimising bushfire risk
- continuing work on Cotter Hut Road and Mt Franklin Road
- programming 5,316 hectares of prescribed burning identified in the BOP.

COMMUNITY PARTNERSHIPS

- addressing environmental degradation of woodland environments throughout the ACT, under the direction of a community based reference group, with works focusing on Mt Painter Nature Reserve
- continuing to support the boards of management for Mulligans Flat Woodland Sanctuary and Jerrabomberra Wetlands to help in their sustainable management
- continuing to support the Tidbinbilla Strategic Board to provide strategic advice and direction for issues affecting Tidbinbilla Nature Reserve
- maintaining the innovative Volunteer Interpretive Program at Tidbinbilla Nature Reserve, in partnership with Conservation Volunteers Australia
- consolidating the successful merger of Birrigai Outdoor School and Tidbinbilla Nature Reserve
- undertaking numerous projects in conjunction with the Australian National University and the Commonwealth Scientific and Industrial Research Organisation (CSIRO) in Mulligans Flat Woodland Sanctuary, such as the reintroduction of the Eastern Bettong



- continuing community-based tree planting and weed removal in the Lower Cotter catchment through an ongoing partnership with Greening Australia
- continuing rabbit control and replanting in high conservation areas in Canberra Nature Park with the assistance of local Parkcare groups
- establishing new community groups to manage cycling trails at Bruce Ridge Nature Reserve and contribute to planning and management of Fetherston Gardens, Weston
- continuing to support and facilitate Parkcare groups across the ACT.

URBAN TREESCAPES

- continuing to implement the recommendations made by the Commissioner for Sustainability and the Environment relating to the ACT Government's tree management practices and the renewal of Canberra's urban forest. The Commissioner made 12 recommendations with priority given to improving the maintenance of existing trees, strategic planning, implementing improved public notification processes and integrating tree planting programs with tree removal
- continuing the processes of watering more than 21,000 urban trees under five years of age using non-potable water
- mulching shrub beds to reduce evaporation, control weeds, prevent erosion and improve environmental conditions for plant growth.

URBAN REFURBISHMENT PROJECTS

- applying the principle of re-using materials where possible as well as using environmentally friendly and recycled materials in projects such as shopping centre and playground upgrades
- using drought-resistant plants and water-harvesting methods to direct stormwater run-off to plants where appropriate.

WATER SUSTAINABILITY

- using non-potable water to irrigate trees and shrubs and to top up public fountains
- installing non-potable water sources where park improvement works to irrigation systems are undertaken such as for the Emu Inlet upgrade project on Lake Ginninderra
- recycling all of Yarralumla Nursery's water run-off to an overhead irrigation system. The run-off water is gravity fed to a separate holding pond adjacent to Lake Burley Griffin and reused. The holding pond refills three times a week in winter and twice a week in summer.
- installing tanks at park depots to provide water for the cleaning of plant and equipment.

OFFICE-BASED INITIATIVES

- continuing to identify areas across the Directorate where electronic forms can be used to replace paper forms
- extending workplace energy reduction and recycling programs. For example:
 - continuing education on the implementation of the ACTSmart Office program
 - providing improved waste management methods to increase recycling participation
 - modifying the building management system to ensure lighting energy demand is reduced during periods when the building is not occupied
 - introducing an electric vehicle into the car pool fleet.



INFORMATION AND COMMUNICATIONS TECHNOLOGY (ICT) EQUIPMENT

- ensuring all locally purchased ICT equipment meets the standards of the environmental and sustainability strategy developed by Shared Services ICT and that the disposal method for end of life assets is environmentally sustainable
- ensuring the procurement methods consider the packaging and correct disposal of the packaging to maximise recycling.

For more information

Director, Operational Support

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C20 CLIMATE CHANGE AND GREENHOUSE GAS REDUCTION POLICIES AND PROGRAMS

During the reporting period TAMS took a lead role within Government and replaced a conventional petrol driven passenger car with an electric car. The Mitsubishi i-Miev demonstrates a significant improvement in greenhouse gas emissions, producing zero Co2 emissions when travelling. Charge stations have been installed at Macarthur House and at the Lyneham car pool depot to provide standard electricity to charge the car.

TAMS continues to implement vehicle selection practices based on fuel efficiency and environmental performance to decrease our carbon footprint.

For more information

Director, Operational Support
Phone: (02) 6207 6628



C21 ABORIGINAL AND TORRES STRAIT ISLANDER REPORTING

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

TAMS ABORIGINAL AND TORRES STRAIT ISLANDER INTEREST GROUP

The TAMS ATSI Interest Group meets every quarter and is specifically dedicated to ATSI matters within the Directorate. Membership consists of TAMS ATSI staff along with staff that have an interest in ATSI issues.

TAMS focuses on:

- ensuring recruitment and selection procedures are culturally sensitive and encourage ATSI representation across all levels of employment
- developing existing ATSI employees in TAMS and promoting leadership of ATSI people at all levels
- developing employee capabilities to work sensitively and more effectively with existing and new ATSI employees
- strengthening community relationships and partnerships to create employment opportunities for ATSI people by actively promoting apprenticeship, traineeship and general employment opportunities directly to ATSI people.

Further information on ATSI activities is provided in section C22 ACT Multicultural Strategy under Intercultural harmony and religious acceptance.

EDUCATION AND DEVELOPMENT

The mobile library continues to visit the Winnunga Nimmityjah Aboriginal Health Centre to support ATSI children into early literacy. Libraries ACT have an ATSI officer who works with ATSI organisations to improve the relevance of the service for this community.

For more information

Director, Human Resources
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C22 ACT MULTICULTURAL STRATEGY 2010-2013

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

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

Table 40: TAMS progress against the ACT Multicultural Strategy 2010-2013

Focus area	Progress
Languages To provide opportunities for all Canberrans to value, acquire, utilise and maintain language skills for the benefit of the broader community To ensure that services and programs are accessible to all Canberrans who do not speak the English language well or at all	<p>Community-based English language programs are provided by Libraries ACT, including the provision of library materials to support learning English as a second language. Libraries ACT also host 12 English conversation groups which meet weekly, providing adults with an opportunity to improve their English language skills and make new friends.</p> <p>Bilingual story time is conducted in ACT public libraries, with library staff working in partnership with bilingual community volunteers as storytellers to celebrate and support multilingual skills from early life.</p> <p>The radio frequency identification (RFID) system in ACT public libraries enables customers to self-check books from the library. RFID self-check machines also provide instructions in languages other than English (LOTE).</p> <p>Libraries ACT partners with state and territory libraries to provide the MyLanguage web portal, which provides access to search engines, web directories and news in over 60 languages and acts as a hub for multicultural information and resources for libraries and community organisations.</p> <p>Citizens have the choice of accessing ACT Government information services such as Canberra Connect using the Translator and Interpreting Services.</p>
Children and young people To provide children and young people of multicultural backgrounds with access to age-appropriate support services To enhance social participation of young people from multicultural backgrounds To improve access to services which support the mental health of children and young people of multicultural backgrounds	<p>Libraries ACT provides LOTE age-appropriate library materials and occasional bilingual story time, and is currently investigating the provision of bilingual materials for early-year literacy.</p> <p>A service delivery study is mapping the location of disadvantaged communities and transport supply. TAMS use this to inform the development of the ACT public transport network.</p>



Focus area	Progress
<p>Older people and aged care</p> <p>To optimise the positive ageing of older people from multicultural backgrounds by increasing recreational activities and opportunities for participation in community life including the provision of appropriate services</p> <p>Support older people from multicultural backgrounds to achieve a positive sense of mental health and wellbeing</p>	<p>Libraries ACT provide collections in 20 languages other than English (LOTE). These include books, DVDs and talking books. These collections are currently under review to ensure they target the cultural and demographic needs of community.</p> <p>A service delivery study is mapping the location of disadvantaged communities and transport supply. TAMS use this to inform the development of the ACT public transport network.</p>
<p>Women</p> <p>To increase representation and recognition of multicultural women on boards, in leadership and in the workforce</p> <p>To provide and promote resources which meet the needs of women from multicultural backgrounds</p> <p>Address the health needs of women from multicultural backgrounds</p>	<p>LOTE facilities (e.g. meeting spaces) and resources (LOTE collections) continue to be developed with the needs of multicultural women in mind.</p>
<p>Refugees, asylum seekers and humanitarian entrants</p> <p>Identify issues that are important to addressing the needs of refugees and asylum seekers</p> <p>Develop and distribute resources to meet the needs of refugees and asylum seekers</p> <p>Increase participation in education, social activities and employment by humanitarian entrants</p> <p>To provide access to health and wellbeing services which meet the needs of humanitarian entrants</p>	<p>Holders of the ACT Services Access Card, including refugees, asylum seekers and humanitarian entrants, became eligible for concession travel on ACTION buses on 31 January 2012 following notification of the Road Transport (Public Passenger Services) Regular Route Services Maximum Fares Determination 2012 (No 1).</p>



Focus area	Progress
<p>Intercultural harmony and religious acceptance</p> <p>To provide opportunities to showcase, celebrate and increase community understanding about the cultural diversity of Canberra</p> <p>Increase the capacity of the multicultural community sector</p>	<p>TAMS worked with all sectors of the community and particularly amongst ATSI people; people with disabilities; people from culturally diverse backgrounds; and women. TAMS have fully implemented the RED Framework which included a TAMS network of trained RED contact officers accessible to all TAMS workers. Additionally TAMS has an active ATSI Interest Group which aims to raise cultural awareness amongst TAMS workers and promote ATSI staff and their work. The ATSI Interest Group is chaired by the TAMS Aboriginal liaison officer and co-chaired by the RED executive sponsor.</p> <p>TAMS aimed to attract people from diverse backgrounds into TAMS roles and actively promotes apprenticeship, trainee and work experience opportunities, including at the annual Canberra Careers Market in August 2011.</p> <p>Murrumbung Yurung Murra (Ngunnawal for Good, Strong, Pathways - connection to Lore and Country) is a cross-directorate forum managed by PCS for ATSI staff working in PCS, Heritage and ESDD. In 2011-12 Murrumbung Yurung Murra staff conducted guided walks to heritage sites each month as part of the PCS Explore Program; provided talks and cultural education activities for schools, community groups and other organisations as requested; and participated in numerous cross-agency meetings and events including NAIDOC, Multicultural Festival Indigenous Showcase, Indigenous Career Expo, Heritage Festival and Tidbinbilla Extravaganza. Murrumbung Yurung Murra were awarded the 2011 ACT NAIDOC Caring for Country Award by the local Indigenous community for their role in conserving Canberra's natural landscape, protecting sites of significance and educating the wider community on the cultural heritage of the region. They have also begun working with Libraries ACT to develop links with the local community to better support their needs and raise awareness and understanding of Aboriginal culture.</p> <p>In 2011-12, the three year project to establish a Conservation Management Plan (CMP) and the Namadgi Rock Art Working Group (NRAWG) for several rock art sites in Namadgi National Park entered the ongoing implementation phase. NRAWG meets biannually to advise management on the implementation of the CMP and undertake an annual schedule of site patrols, monitoring and maintenance works at the sites. NRAWG comprises of representatives from the United Ngunnawal Elders Council, the four Registered Aboriginal Organisations in the ACT, Namadgi park staff and Aboriginal staff in PCS.</p>



Focus area	Progress
Intercultural harmony and religious acceptance <i>continued</i>	<p>Aboriginal representatives nominated local youths to be part of a rock art records archival project in conjunction with ACT Records during 2011-12. NRAWG won the 2011 ACT Leighton Indigenous Landcare Award in September 2011, and as a result is now a finalist in the National Landcare Awards to be announced in September 2012.</p> <p>In 2011-12, with funding assistance from Forde Developments Pty Ltd, PCS has been able to create a two year position of PCS Ngunnawal Country Ranger to mentor two Aboriginal trainees, establish the PCS Caring for Country Program and deliver more culturally appropriate services on behalf of TAMS. The PCS Ngunnawal Country Ranger and trainees work on land management, heritage and cultural interpretation throughout the ACT. There is a particular focus on Mulligans Flat Nature Reserve on behalf of Forde Developments Pty Ltd due to the reserves proximity to the suburb of Forde.</p> <p>The two Aboriginal Trainee Rangers were engaged as part of the ongoing PCS Aboriginal Trainee Program. The program has been running since 2002 and engages two trainees every two years to rotate through a number of work programs to develop land management and cultural interpretation skills, and study Certificate III Conservation and Land Management – Indigenous Land Management. Mentored by the PCS Ngunnawal Country Ranger during 2011-12, the trainees play an important role in increasing cross-cultural understanding and interpreting Aboriginal culture to the wider community.</p> <p>In 2011-12, the PCS Ngunnawal Country Ranger was also appointed to the honorary role of TAMS Aboriginal Liaison Officer for the TAMS Director-General, and assisted the LDA in the development of the Gubur Dhaura Park in Franklin.</p> <p>In 2011-12 ESDD partnered with TAMS to recruit four Aboriginal trainees and a field supervisor to form Yurung Dhaura Aboriginal Land Management and undertake environmental restoration work in the Cotter River Catchment for two years with funding received from the Australian Government's Caring for our Country program.</p>

For more information

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C23 ACT STRATEGIC PLAN FOR POSITIVE AGEING 2010-2014

Table 41: ACT Strategic Plan for Positive Ageing

INFORMATION AND COMMUNICATION

Action	Performance indicators	Achievements 1 July 2011 to 30 June 2012
Enhance and promote the ACT Government Seniors Information Line administered by Canberra Connect, and the face-to-face concierge service at ACT Government shopfronts	Number of calls to the Seniors Information Line Number of concierge services provided	Canberra Connect provides a telephone number (13 22 81) for seniors to access ACT Government services. Canberra Connect provides concierge staff at shopfronts who provide information and assistance to seniors on a range of government services.
Develop and promote information and communications technology (ICT) services and training for seniors	Number of ICT programs available for seniors Number of seniors enrolled in ICT courses Estimated percentage of library computer users who are seniors	Canberra Connect provides a range of online services available to seniors. Woden Library provides three training sessions per week targeted specifically at seniors. These are currently booked out up to a month in advance. In addition, programs like Technology Tasters are held at library branches to introduce the community to social media tools. Approximately 25-30 percent of library computer users are estimated to be seniors.
Investigate the introduction of more publicly accessible telephone lines for seniors to Canberra Connect in ACT Government buildings	Number of telephones available in public buildings	Canberra Connect provides a public telephone in Dickson, Woden, Tuggeranong and Belconnen shopfronts which are available for seniors to use.



HEALTH AND WELLBEING

Action	Performance indicators	Achievements 1 July 2011 to 30 June 2012
Encourage people of all ages to maintain their physical health by getting out into our parks	Number and nature of promotions of the Healthy Parks Healthy People program	<p>Promotion of the Healthy Parks Healthy People program and brand continued, including the continued distribution of the 'Get Out There' brochure.</p> <p>In addition, TAMS delivered or supported a wide range of activities across the ACT that encouraged people of all ages to maintain their physical health by getting out into our parks.</p> <p>Highlights included:</p> <ul style="list-style-type: none"> • providing a monthly Explore ranger-guided activities program, including opportunities to tailor activities to be age-friendly for participants • supporting organised events across the parks system that target family and specific interest groups such as the Tidbinbilla Extravaganza • supporting numerous community-based sporting, exercise and recreational events on TAMS managed land.
Encourage people of all ages to maintain their mental health through reading and participating in lifelong learning programs in libraries	Number of programs provided by Libraries ACT	<p>Libraries ACT conducted weekly early childhood programs with over 24,700 participants in 2011-12, a 38 percent increase from 2010-11.</p> <p>Over 230 lifelong learning programs were conducted for other age groups, including book clubs, school visits, author talks and holiday programs, with more than 13,300 participants in 2011-12.</p> <p>Seniors book clubs are operating successfully in library branches and online book clubs cater to housebound or remote seniors. Libraries ACT also makes available DAISY Readers for those members who have vision impairment or a print disability.</p>

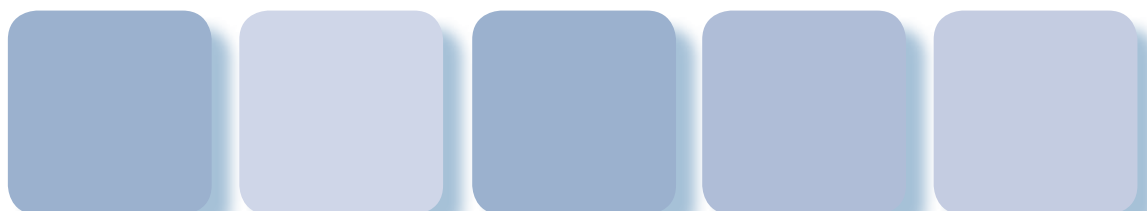


RESPECT, VALUING AND SAFETY

Action	Performance indicators	Achievements 1 July 2011 to 30 June 2012
Promote positive intergenerational relationships	Number of libraries with the Grandparents in Libraries program and number of volunteers	This program concept has been superseded by the Canberra Kids Love2 Read program initiated for the National Year of Reading. Adult volunteers work with library staff to deliver a fun and educational program to year one students from five local schools who visit the library on a monthly basis.

TRANSPORT AND MOBILITY

Action	Performance indicators	Achievements 1 July 2011 to 30 June 2012
Ensure that public transport is accessible to seniors with mobility limitations	<p>Percentage of ACTION fleet that is wheelchair accessible</p> <p>Use of compliant signage for identification of priority seating</p> <p>New options for securing mobility aids in buses and taxis</p>	<p>TAMS increased the number of wheelchair accessible buses in the ACTION bus fleet as part of the ongoing fleet replacement program. As at the end of June 2012, 54 percent of the operational fleet were wheelchair accessible.</p> <p>All priority seating on ACTION buses is identified through the use of a sticker, in line with the minimum service standards associated with ACT road transport legislation.</p> <p>Current Australian design standards/regulations do not require mobility aids to be secured in urban buses (urban buses are those travelling 80 kilometres per hour or less and able to accommodate standing passengers). ACTION's fleet will continue to comply with the Australian Design Rules and will continue to be involved in discussions across the industry on this issue.</p> <p>Additionally ACTION's Accessible Public Transport Group provides a consultative forum to discuss the feasibility of mobility aid options.</p>
Provide additional bus shelters and seats for seniors	Number of bus shelters and seats	Seventy four shelters were built in 2011-12 and 140 seats were installed during this period.



Action	Performance indicators	Achievements 1 July 2011 to 30 June 2012
Introduce an ACTION SmartCard ticketing system that is connected to the Seniors Card program for easy use	Smart Card introduced Number of SmartCards issued and used by Seniors Card holders	TAMS and the ACT Council on the Ageing (COTA) negotiated options to implement the new seniors MyWay card, which provides seniors with cheaper travel. TAMS and COTA undertake promotion of the SmartCards during Seniors Week each year.
Promote community transport options and concessions	Number and nature of promotions of concessions, including the 2009 national agreement regarding reciprocal public transport concessions for Seniors Card holders Number of regional community bus services with library partnerships	Seniors concession fare information is promoted on the ACTION and MyWay websites, and pamphlets are available at ACTION and MyWay customer service centres and at Canberra Connect shopfronts. Interstate Seniors' Card holders now have access to the discounted MyWay fares after the fares determination was updated to include this passenger category. A trial was conducted through Woden Community Services, however due to low participation rates, the program was ceased. Alternative ways of working with the community in this sector will be considered for the future.
Respond promptly to reported pathway and streetlight maintenance issues to maximise seniors' ease of access and safety on pathways	Pathways and streetlights are repaired within the timeframes of agency standards Seniors Information Service accepts referrals to TAMS and ActewAGL about pathway and lighting issues	Pathways are inspected and repairs scheduled on average within eight working days. Streetlight issues are forwarded to ActewAGL when received. Simple repairs are conducted within 10 days and complex repairs within 35 days.

WORK AND RETIREMENT

Action	Performance indicators	Achievements 1 July 2011 to 30 June 2012
Promote educational and recreational opportunities	Number of University of the Third Age (U3A) programs provided through libraries, especially through learning spaces in the new Gungahlin Library	The U3A program uses Libraries ACT branches as venues for some of their programs.



Couple enjoying the library



For more information

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C24 ACT WOMEN'S PLAN 2010-2015

The ACT Women's Plan 2010-2015 provides a shared approach across ACT Government directorates for working with the community to improve the status of all women and girls. The plan outlines a framework for achieving this across economic, social and environmental areas.

Table 42: TAMS progress against the ACT Women's Plan 2010-2015

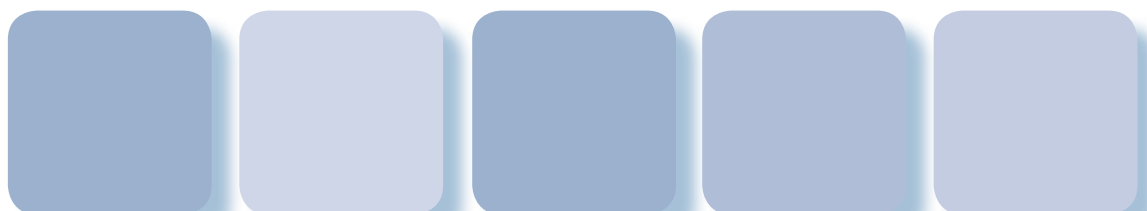
Economic	Social	Environmental
Strategic outcome	Strategic outcome	Strategic outcome
Women and girls equally and fully participate in and benefit from the ACT economy	Women and girls equally and fully participate in sustaining their families and communities and enjoy community inclusion and wellbeing	Women and girls equally and fully participate in planning and sharing a safe, accessible and sustainable City
Priority areas	Priority areas	Priority areas
Responsive education, training and lifelong learning Flexible workplaces Economic independence and opportunities Leadership and decision making	Safe and respectful relationships Good health and wellbeing Safe and accessible housing	Safe and responsive transport and urban planning Sustainable environment



Economic	Social	Environmental
Indicators of progress	Indicators of progress	Indicators of progress
<p>TAMS employed five female apprentices during 2011-12. One was appointed to a permanent position in early 2012. Of the remaining four, one is a mature age apprentice.</p> <p>During 2011-12 TAMS developed programs such as Toastmasters and RED training that focus on diversity and development of leadership and communication skills for women.</p> <p>TAMS continued to provide lifelong learning and literacy programs for women and families at Libraries ACT.</p> <p>It also continued to engage with educational institutions as a pathway for professional development.</p>	<p>In 2012 TAMS promoted White Ribbon Day, which emphasises the role and responsibility of men to not commit or remain silent about issues of abuse and violence against women.</p> <p>TAMS also has a staff representative within HR that is a White Ribbon Ambassador.</p> <p>TAMS continued to provide library spaces for literacy and social inclusion programs for women and families. This included seminars for parents of young children on topics such as nutrition and physical activity, speech and language development, first aid for babies and toddlers, and a safe sleeping environment for babies.</p> <p>Parent support groups have provided seminars at the library to assist mothers to support each other to cope with the challenges of caring for young children.</p> <p>Yoga workshops have been delivered to bring mothers and their babies together at a time to relax.</p> <p>Social engagement activities including mah-jong and bridge for seniors have been delivered.</p> <p>Library facilities are made available for community programs to support women and girls such as the 'Shout' program empowering young women of non-English speaking backgrounds to engage in policy and decision making.</p>	<p>TAMS again supported the Canberra launch of the One Million Women program by having free ACT Library computer access available for women to join the campaign online for the event.</p> <p>TAMS continued to improve safety for women and children in public areas such as bus stops and community paths through measures like lighting.</p>

For more information

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C25 MODEL LITIGANT REPORTING

This report is prepared in accordance with section 15 of the *Law Officer Act 2011* and section 36 which provides transitional arrangements in relation to the Law Officer (Model Litigant) Guidelines 2010 (No 1).

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

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

No breaches of the model litigant guidelines by TAMS occurred during 2011-12.

For more information

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C26 NOTICES OF NON-COMPLIANCE

There were no notices of non-compliance with the *Dangerous Substances Act 2004* served on TAMS during 2011-12.

For more information

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SECTION D

ANNEXED REPORTS



ANIMAL WELFARE AUTHORITY

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

At 30 June 2012, three inspectors from the Royal Society for the Prevention of Cruelty to Animals (RSPCA) (ACT), six officers from TAMS and all sworn Australian Federal Police officers were authorised as inspectors under the Act.

The Animal Welfare Advisory Committee (AWAC) met on 10 occasions in 2011-12. During this period AWAC advised the Minister on animal welfare matters.

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

- Code of Practice for the Sale of Animal in the ACT (other than stock and commercial poultry)
- Code of Practice for the Humane Killing of Kangaroos in the ACT
- Code of Practice for the Welfare of Native Wildlife - Rescue, Rehabilitation and Release.

PERMITS, INVESTIGATIONS AND PROSECUTIONS

In 2011-12 the Animal Welfare Authority:

- received and approved one application for a permit to conduct a circus in the ACT
- issued no new trapping permits
- renewed two licences for the Use or Breeding of Animals for the Purpose of Research or Teaching.

A total of 1,071 complaints regarding the alleged mistreatment of animals were investigated during the year by inspectors from the RSPCA (ACT).

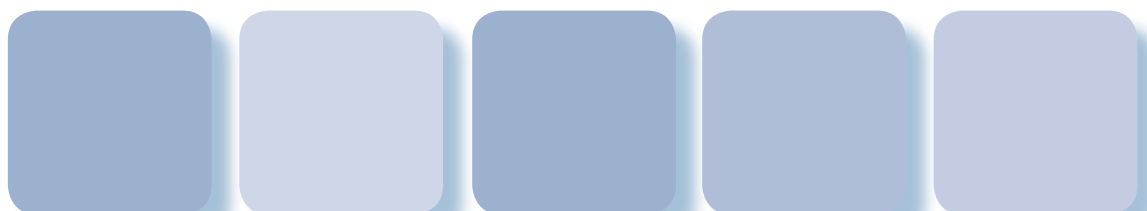
TAMS Authorised Inspectors investigated seven animal welfare complaints on referral from RSPCA investigators.

Four prosecutions are pending and 12 cautions were issued.

For more information

Executive Director, Parks and City Services

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ACT Public Cemeteries Authority
ANNUAL REPORT 2011-12





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TRANSMITTAL CERTIFICATE

We are pleased to present the 2011-2012 annual management report and financial statements of the ACT Public Cemeteries Authority (the Authority) including statements for Perpetual Care Trust funds for Woden, Gungahlin and Hall cemeteries.

This Report has been prepared under section 6(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 Authority.

We hereby certify that the attached Annual Report is an honest and accurate account and that all material information on the operations of the Authority during the period 2011-2012 has been included and that it complies with the Chief Minister's Annual Report Directions.

We also hereby certify that fraud prevention has been managed in accordance with Public Sector Management Standard 2, Part 2.4.

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 three months of the end of the financial year.

Diane Kargas AM
Chair

19 September 2012

Hamish Horne
Chief Executive Officer

19 September 2012



SECTION A

Performance and Financial Management Reporting



A1 THE ORGANISATION

Australian Capital Territory Public Cemeteries Authority

Registered Business Name: *Canberra Cemeteries*

BOARD OF DIRECTORS AT 30 JUNE 2012

Diane F. Kargas AM	Chairman
Margaret S. Watt	Deputy Chair
Hamish I. Horne	Chief Executive Officer (CEO)
Jean Main	
Derek J. Roylance AM	
Virginia Shaw	
Kathleen O'Sullivan	
Angelo Cataldo	

CONTACT OFFICER

Hamish Horne, CEO
Email: hamish.horne@act.gov.au
Phone: (02) 6204 0202

OFFICE

Gungahlin Cemetery
Mitchell ACT
Postal address
PO Box 37
Mitchell ACT 2911

Phone: (02) 6204 0200
Fax: (02) 6207 1624
Email: cemeteries@act.gov.au
Website: www.canberracemeteries.com.au

ACCOUNTANTS

Joyce Dickson Chartered Accountants

BANKERS

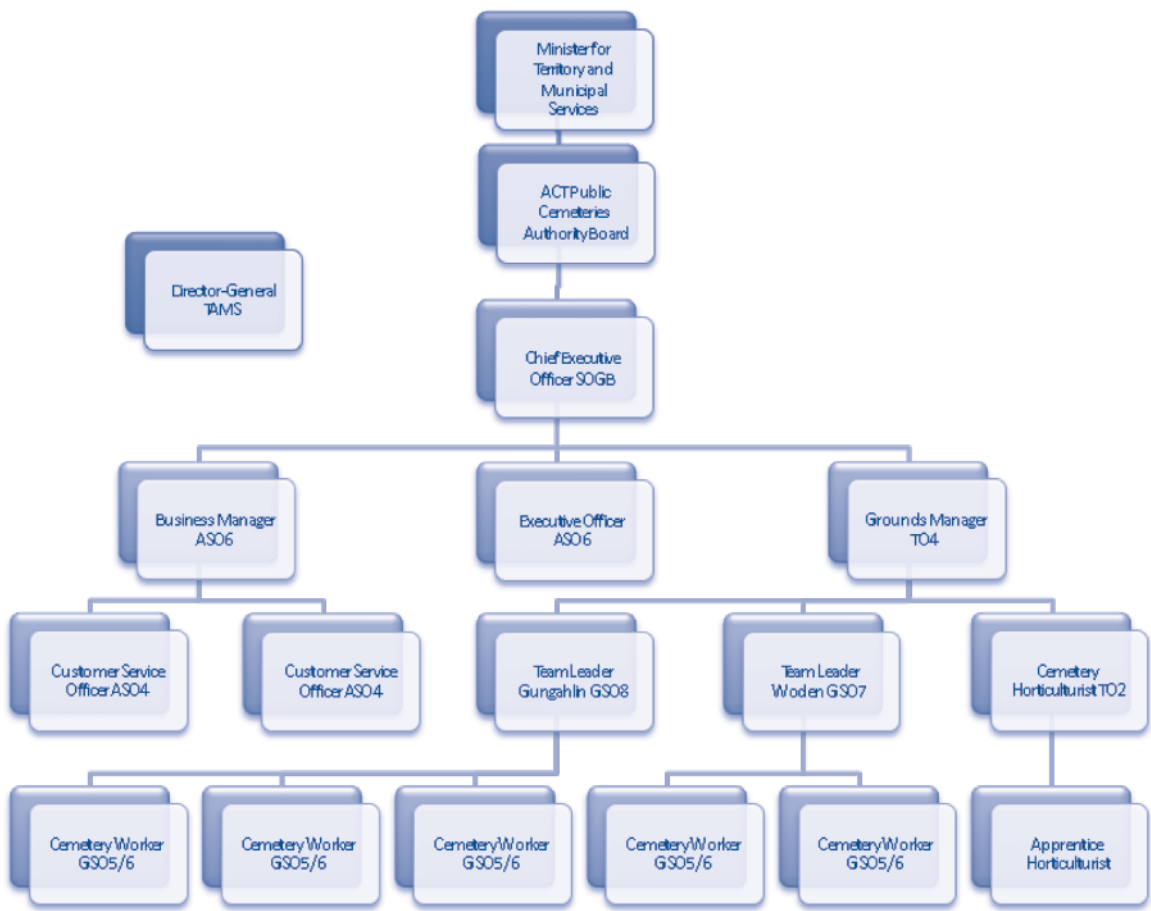
Commonwealth Bank

SOLICITORS

ACT Government Solicitor's Office



ORGANISATION STRUCTURE



The Gungahlin team leader and the grounds manager positions were upgraded in 2011-12 recognising the increased workload and levels of responsibility for both positions.



MISSION

To continue to provide caring and sensitive services that cater for the needs of the community.

OBJECTIVES

The ACT Public Cemeteries Authority (the Authority) is an independent statutory authority established, under the *Cemeteries and Crematoria Act 2003*, to effectively and efficiently manage public cemeteries and crematoria.

The major corporate objectives of the Authority include:

- operating as an efficient government business with a strong customer service focus
- adopting operating practices that safeguard the environment and health and safety of staff
- ensuring the equitable availability of interment options for the entire ACT community.

STAKEHOLDERS

These include:

- our customers (the community)
- funeral directors and stonemasons
- suppliers of goods and services
- our employees
- the ACT Government.

THE NATURE AND SCOPE OF ACTIVITIES

In 2011-12, the principal activity of the Authority was the provision of body and ash interments, and associated services, at an acceptable cost to the community in a commercial and professional manner. In doing so the Authority:

- continued to work toward replacement services for south Canberra when Woden Cemetery reaches capacity
- produced a master plan to guide the development of the new southern memorial park
- continued to review and develop and refine the range of services and options available for interment in the ACT, in accordance with community needs
- continued to work towards the reduction in cost of maintenance
- continued to work toward reducing water use and reliance on potable water
- continued to implement changes to the management of perpetual care funds to reduce the long term financial liability for the Authority
- continued to develop staff skills through performance management and training
- reviewed the existing business and strategic plans to ensure the Authority remains a sustainable business in the ACT
- carried out benchmarking and survey activities
- ensured adherence to the high standard of occupational health and safety.

Further details of activities may be found in subsequent sections of the report.



A2 OVERVIEW

FINANCIAL RESULTS

As detailed in the financial reports, the Authority is able to meet annual operating costs. For operational purposes, it does not receive funds through the ACT Government budget appropriation but raises funds through the reservation and sale of allotments, burial, associated services and cash investments.

Revenues from ordinary activities were \$5.1 million for the year to 30 June 2012. These include returns from investments. The final outcome of a surplus of \$0.376 million was ahead of the budget put forward by the Authority for the year by \$0.069 million. Considering that substantial above model contributions were made to Perpetual Care Funds and significant unbudgeted accounting costs were required to manage additional work towards 2011-12 year-end financial statements, the Authority believes that this outcome is a solid and satisfactory result.

Full details and discussion of these results can be found in sections A5 Management Discussion and Analysis; A6 Financial Report; A7 Statement of Performance and A9 Analysis of Agency Performance.

PERFORMANCE

There were 560 interments in 2011-12, which was a 12 percent decrease from last year. This number comprised a similar fall in both the interment of cremated remains and burial. For more detail, please see Attachment 1.

The master plan for the new southern memorial park encompassing a cemetery and crematorium was completed. This work will continue in 2012-13 with an environmental impact statement and more detailed designs toward the construction which is expected to commence in 2013-14.

Cemetery services have continued to be delivered to a high standard. Surveys taken throughout 2011-12 by both TAMS and the Authority demonstrate that services provided by the Authority are recognised by the community as high-level. More detail can be found in the attached A7 Authority Statement of Performance and A9 Analysis of Agency Performance.

As part of the services offered by the Authority members of the community have the opportunity to reserve sites for future use. In 2011-12, 235 burial sites were reserved compared to the five year average of 228. This result was a return to more normal numbers after a large drop in 2010-11.

Mausoleum sales also saw an increase in 2011-12 in numbers and value. This was due to the finalisation of a number of family estate (multiple crypts) sales which is now almost sold out. The Authority is considering the need to build an extension to the current building to meet future needs. Further work is planned with the community to determine if the demand justifies the cost.

Vandalism at Hall Cemetery in 2011-12 saw a large number of graves damaged and the brass plaques stolen. Staff from Canberra Cemeteries are working with the community to rebuild Hall to its rural setting. Hall remains closed for new sales due to the as yet unresolved issues relating to the rare orchid and the remnant yellow box/red box grassy woodland occurring inside the cemetery. Further discussion is contained in A9 Analysis of Agency Performance section of this report.



INVESTMENTS

The Authority's investment policies are defined by section 58(1)(a) and 59(1)(a) of the *Financial Management Act 1996* (FMA). Current deposits are in line with section 58(1)(a) of the FMA which limits investments to deposits with approved deposit-taking institutions from the list provided for the purpose by the Australian Prudential Regulation Authority (APRA).

Returns from investments stabilised following increases in previous years due to falling interest rates. The Authority continues to believe that its investment powers need to be broadened to enable improved return on investments.

PLANNING FRAMEWORK

Each year the Board formulates a strategic business plan that sets down the proposed direction for the Authority for the next three years. The plan establishes what we will do, how we will achieve our objectives and priorities and the emphasis we will give to each objective. The Board sets and guides the overall direction and the CEO leads and manages the Authority.

ORGANISATIONAL ENVIRONMENT

The Authority is an independent, self-funded statutory authority, established under the *Cemeteries and Crematoria Act 2003*, to effectively and efficiently manage public cemeteries and crematoria. It manages and operates public cemeteries at Gungahlin, Woden and Hall. The Authority aims to operate these cemeteries on a sustainable basis to minimise the cost to government and the community.

The Authority is responsible to the Minister for Territory and Municipal Services. The Authority works closely with TAMS to ensure that legislative requirements and the ACT Government's objectives are met.

Trading as Canberra Cemeteries (RBN) the Authority is currently responsible for all earth burials in the ACT. Each of the cemeteries operated by the Authority offers a different burial environment, a variety of interment options and a different set of management issues – cultural, environmental, horticultural and fiscal.

CHANGE MANAGEMENT

The Authority has identified the need to set aside burial space for the future needs of the ACT community. It is expected that Woden Cemetery will be fully subscribed within the next five years. The Authority has therefore continued to work with the ACT Government toward the establishment of a new public cemetery in south Canberra. Funding of \$0.727 million from the ACT Government 2011-12 capital budget saw the production of a master plan for the development of a new memorial park. The master plan was completed and additional work including an environmental impact statement and sketch plans will be developed to further inform a bid for development funds in 2013-14.

Both Woden and Gungahlin cemeteries have large areas of irrigated lawn which continues to pose long term issues in water management. The program to convert cool season grass species to more drought tolerant grasses continued in 2011-12.

The Authority is developing plans to significantly increase water harvesting and reuse potential at Gungahlin Cemetery. This work is planned to commence in 2012-13 and will go a long way toward removing dependence on potable water at Gungahlin Cemetery.



A3 HIGHLIGHTS

The Authority continues to see sound financial results. Similar to 2010-11, the end of year result included significant unbudgeted expenditure to bring the Authority accounts into line with the current Australian accounting standards. Income was however also higher than budgeted which meant that the budget bottom line was exceeded.

The requirements under the *Cemeteries and Crematoria Act 2003* for the management of the Perpetual Care Trust (PCT) funds have continued to be a key focus for the Authority. There was a review of the status of PCT funds and the setting Reserve Percentage by the ACT Government. This review found that the funds have not accumulated capital at the rate expected and that each has shortfalls which will need to be addressed over time. In 2011-12 the Authority made significant above model contributions to the Gungahlin PCT fund.

The Authority believes that the outcomes of the review of the PCT regime that it conducted in 2006 are still relevant. It established that:

- there is a significant burden in complying with the legislation as it stands
- the funds required for the Authority to comply with the legislation cannot simply be addressed by increasing prices
- a multi faceted approach is required.

The Authority will continue to work with TAMS and the ACT Government in order to progress these issues.

Funding for production of a master plan for the new southern memorial park was provided in the 2011-12 capital works budget. Additionally the ACT Government has given in-principle approval for the development of the blocks of land in Tuggeranong, proposed by the Authority in 2009. A \$300,000 forward tree planting project on the site which was funded under the 2010-11 capital budget was completed.

The Board is also pleased to report that the number of concerns raised by our clients and stakeholders continues to be very low and we continue to have a high level of support from local funeral directors.

The Authority is very well served by a knowledgeable Board of Directors. There was a consolidation of the new committee structure in 2011-12 which is now working well.

The Authority moved from monthly board meeting to quarterly meetings with a special planning meeting and developed sub committees to better focus the expertise of the members. I would like to thank all Directors for their generous contributions of time and for their guidance and wise counsel. It is very much appreciated. I also thank Hamish Horne for his continuing commitment to the Board and to his leadership and overall management of the Canberra Cemeteries. Finally to the Authority staff for their dedication to their task and continuing to provide a safe and friendly environment for family, friends and other stakeholders who spend time at public cemeteries in the ACT.



A4 OUTLOOK

The development continues for the new memorial park comprising both a cemetery and crematorium to be built in southern Canberra. The Board understands the challenge and the responsibility to build a memorial park that is both cutting edge in its ability to provide new options for the community and one that is environmentally sound and sustainable.

With the master plan now complete the next steps will be to carry out an environmental impact statement and prepare documents to final sketch plan status including more robust cost estimates. This work will inform a bid for a further funding application in the 2012-13 with construction anticipated to be completed in 2016. It is important that the future of this very important place can meet the needs of the community now and in the future.

The Board's aspiration is to build a largely non-denominational memorial park providing the community with greater choice in traditional and natural interment options; whilst conserving the natural environment and setting the precedent for environmental sustainability for future generations.

Together with our current cemeteries the southern cemetery will:

- provide a modern facility within a memorial park setting
- provide greater choice for the community, including cremation, traditional and natural burial and other interment options
- be a leader in the environmental management of cemeteries and crematoria
- employ sustainable financial and business practices to underpin Canberra Cemeteries services to the public in perpetuity.

Perpetual care funding continues to be a critical issue for the Authority. The establishment in 2011-12 of the Perpetual Care Trust (PCT) Reserve Percentage and the determination of past (inherited by the Authority at the beginning of the PCT scheme) and future liabilities, mean there is now a clear target. There is still work to be done in establishing a method to make up the past liability. The Authority looks forward to making a significant contribution to the review of the *Cemeteries and Crematoria Act 2003* which commenced in 2010. Perpetual care matters will potentially form a significant part of the review.

The issues surrounding the rare and threatened plants and plant communities that occur at Hall Cemetery and the potential expansion of the cemetery will be at the front of the Authority's priorities early in 2012-13. A number of issues have been raised by the ACT Government Environment and Sustainable Development Directorate which will require clear and definitive action by the Authority. It is very important to the Authority that key stakeholders' needs are met as far as is possible.

The Authority continues to have a positive outlook for future years. Acknowledging the ageing population trends and the changing needs and requirements of the funeral industry, the Authority will continue to work with the ACT Government towards putting in place long term plans for the development of current and future precincts.



A9 ANALYSIS OF AGENCY PERFORMANCE

The following details the major corporate objectives of the ACT Public Cemeteries Authority subject to the *Cemeteries and Crematoria Act 2003*, ACT Government policies and relevant legislation applicable to the Statement of Intent, the Authority Strategic Business Plan for 2010-12 and discussion of performance against them.

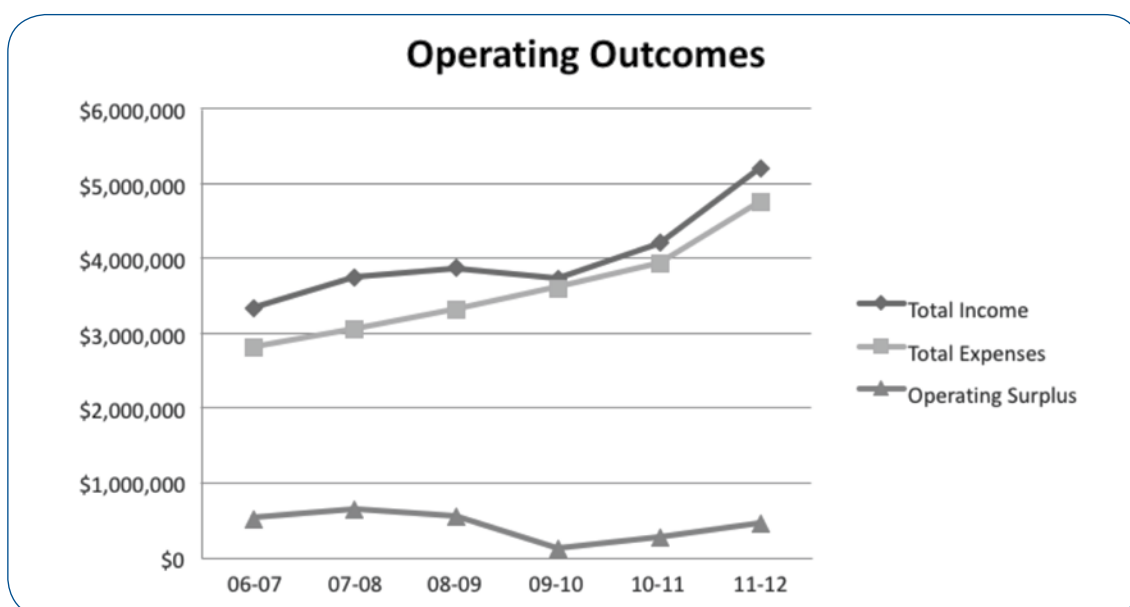
OBJECTIVE

Operating as an efficient government business with a strong customer service focus.

PERFORMANCE

The Authority continues to display sound financial results and is in a very good position, short to medium term. Please see Management Discussion and Analysis and Performance Report for additional detailed commentary.

The graph below demonstrates consistently positive results over the past five years.

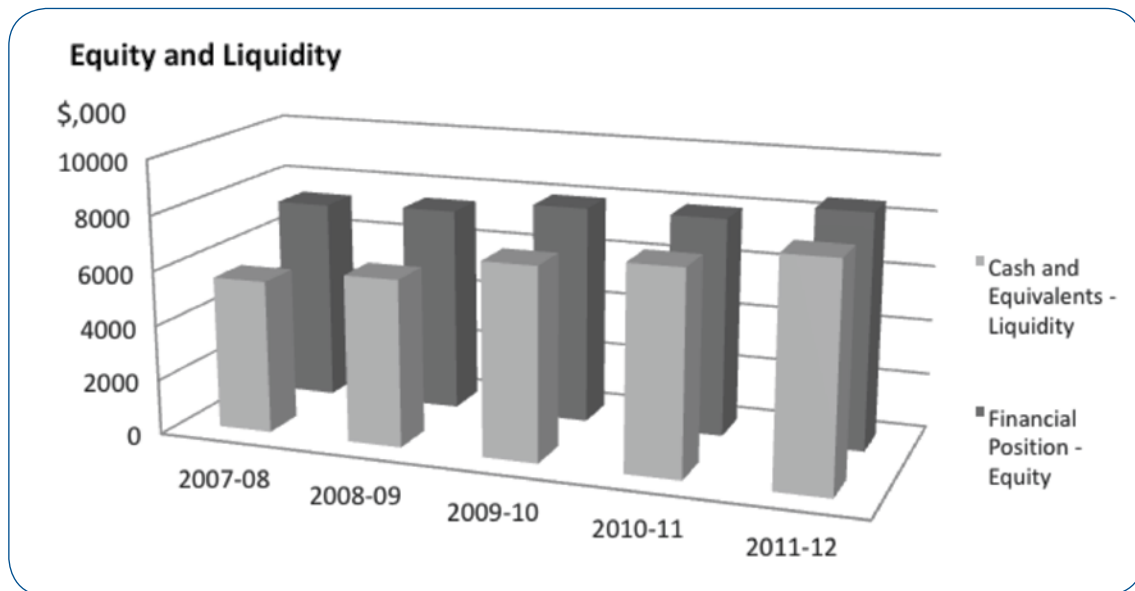


The table earning rates reflects the change in accounting practice in 2010-11 which saw a prior year reduction in the value of land and additional contributions to PCT funds. The figures do however demonstrate a sound business. For more detailed explanation please refer to the Management Discussion and Analysis and the Authority Financial Report 2011-12.

	Earning Rates				
	2007-08	2008-09	2009-10	2010-11	2011-12
Return on assets	4.80%	3.92%	2.44%	2.17%	3.3%
Return on equity	8.50%	5.40%	3.44%	3.50%	5.4%
Profit margin	31.30%	15.78%	10.51%	7.7%	10.2%

Both liquidity and equity have seen strong, steady growth that should help the Authority to deal with significant financial challenges as they arise. This includes the ability to make investments in new cemetery areas and options in the future.

As discussed previously there are significant issues surrounding the inherited liability of perpetual care in the medium to long term and these will need to be addressed. Note that the prior year data used below has been adjusted to match the changed accounting practice previously reported in the financial statements and Management Discussion and Analysis.



The Authority strives to provide a high quality service to its customers, business partners and other stakeholders. The low level of complaint and the high level of expressed satisfaction from customers, business partners and other stakeholders reflect the high level of service delivery by cemetery staff. This result has been consistently high for many years.

The Authority maintained its cemeteries and performed its services at levels that were rated consistently 'satisfied' by the 1,000 respondents to the June 2012 'Understanding the ACT Community's Priorities' community survey.

The core focus of the community survey was:

1. To measure the relative importance that the community assigns to government activities, services and facilities .
2. To identify the community's satisfaction with TAMS' performance on these activities, services and facilities .
3. To identify where the community perceives changes are required, and the priorities lie, with regards to service delivery .

In relation to maintenance of grounds at ACT Cemeteries the average scores out of five were:

Importance 3.35 Satisfaction 3.65 Performance Gap -0.30



RATING EXPLANATION

3.60 – 3.89 'Moderately high' level of importance/satisfaction

Less than 0.00 – 0.19 Minimal performance gap between importance and satisfaction

This finding indicates that satisfaction with maintenance of grounds at cemeteries clearly met with respondents' expectations ('Residents expressed 'high' levels of satisfaction with 'maintenance of grounds at cemeteries').

The following excerpts from the report show a summary of the actual responses.

Importance of and satisfaction with maintenance of grounds at cemeteries

Not at all important		Not very important		Moderately important		Important		Very important		Total	
Count	Row %	Count	Row %	Count	Row %	Count	Row %	Count	Row %	Count	Row %
155	15%	118	12%	219	22%	245	25%	264	26%	1000	100%

Very dissatisfied		Dissatisfied		Moderately satisfied		Satisfied		Very satisfied		Total	
Count	Row %	Count	Row %	Count	Row %	Count	Row %	Count	Row %	Count	Row %
14	2%	36	5%	275	37%	279	38%	132	18%	736	100%

The Authority carries out benchmarking against the fees and services of similar cemeteries and across similarly sized jurisdictions. This data is referenced when setting the fee structure for each year and establishing new options for burial and associated cemetery services. In the comparisons carried out in 2011-12 the Authority is charging fees in the 75th percentile for similarly sized jurisdictions and 42nd percentile for cemeteries with similar funding models in or of a similar size or larger (principally capital city or regional centres).

Over the years the Authority CEO attended a number of meetings of the NSW Cemeteries and Crematoria Association and the Australasian Cemeteries and Crematoria Association which included visits to cemeteries throughout Australia. These visits provide excellent benchmarking on the quality of our landscapes maintenance and interment options. While this form of benchmarking is subjective, it forms a good basis on which to evaluate and compare fee structures. Subjectively the Authority believes that its level of service and presentation of grounds is on par with the majority of these cemeteries.

OBJECTIVE

Adopting operating practices that safeguard the environment and the health and safety of staff and visitors.

Performance

The Authority continues to employ a number of strategies to reduce its environmental impact including recycling all organic material waste on site, water use reduction and minimising run-off. Please see section C19 Ecological Sustainable Development for more details. The Authority works within TAMS requirements regarding health and safety of staff.



The third stage of replacing cool season grasses with warm season grasses took place in 2011-12 to reduce water use, mowing frequency and other maintenance costs. Building on excellent results and lessons learnt in 2010-11 this work will continue over the next year with complete replacement in appropriate areas of cemeteries expected to be completed in 2013-14.

Staff health and safety has continued to be an area of focus. This year saw a formal process to create a Cemeteries Workplace Health and Safety (WHS) Committee. The role of this committee is to oversight workplace health and safety and make recommendations to management to improve health and safety of staff and visitors.

Specific training included maintenance of certificates for machinery operation and statutory requirements; as well as gaining of new qualifications for some staff. The majority of staff maintained a senior first aid qualification. Full training details can be found in section C8 Learning and development.

All staff were offered inoculations against influenza and Hepatitis B.

OBJECTIVE

Ensuring the equitable availability of interment options for the entire ACT community.

Performance

Further to discussion in section A4 Outlook, building on public consultations of previous years and significant business modelling work this year saw funding (\$0.727 million) for the production of a master plan for the site. The master plan is complete with some more work still to be done before a bid for construction can be presented to the ACT Government for the 2013-14 year. The Authority will continue to pursue the development of the new southern memorial park with vigour.

Naturally, 2011-12 saw the continued development of new and extended burial areas at both Gungahlin and Woden cemeteries.

Pricing of standard options across ACT Cemeteries services sit well within the price range of similar cemeteries across Australia.



A10 TRIPLE BOTTOM LINE REPORT

	INDICATOR	2010-11 Result	2011-12 Result	% Change
ECONOMIC	Employee Expenses	15	16	7
	Number of staff employed (head count)	\$1.148m	\$1.310m	14
	Total employee expenditure			
	Operating Statement	\$3.935m	\$4.615m	17
	Total expenditure	\$4.215	\$4.947	17
	Total own source revenue	\$0.280m(surplus)	\$0.376m(surplus)	34
	Total net cost of services			
	Economic Viability	\$12.909m	\$13.984m	8
	Total assets	\$4.972m	\$5.445m	9.5
	Total liabilities			
ENVIRONMENTAL	Transport *	3	3	-
	Total number of fleet vehicles	4.1 Kilolitres	3.05 Kilolitres	-25
	Total transport fuel used	6.41	7.34	14
	Total direct greenhouse emissions (tonnes of CO2e) of the fleet*			
	Energy Use	13,354 Megajoules	14,990 Megajoules	12
	Total office energy use	3,286 Megajoules	2,498 Megajoules	-24
	Office energy use per person	103 Megajoules	94 Megajoules	-9
	Office energy use per m2			
	Greenhouse Emissions	21.4 Tonnes CO2e	17.9 Tonnes CO2e	-16
	Total office greenhouse emissions	4.3 Tonnes CO2e	2.9 Tonnes CO2e	-23
	-direct and indirect	0.13Tonnes CO2e	0.11 Tonnes CO2e	-15
	Total office greenhouse emissions per person			
	Total office greenhouse emissions per m2			
	Water Consumption	18,135 Kilolitres	12,440 Kilolitres	-31
	Total water use*	NA		
	Office water use per person*	NA		
	Office water use per m2 *			
	Resource Efficiency and Waste	NA	NA	-50
	Total co-mingled office waste per FTE #	2.9 Cubic metres	1.44	20
	Total paper recycled	17	20.5	5
	Total paper used (by reams) per FTE	95%	100%	
	Percentage of paper recycled			

	INDICATOR	2010-11 Result	2011-12 Result	% Change
SOCIAL	The Diversity of Our Workforce	16.7%	18.75%	12
	Women (female FTEs as a percentage of the total)	3	1	-66
	People with a disability	0	0	-
	Aboriginal and Torres Strait Islander people	0	0	-
	Staff with English as a second language			
	Staff health and wellbeing	11	16	45
	WHS incident reports	0	1	100
	Accepted claims for compensation (as at 30 June 2012)	10	8	-20
	Staff receiving influenza vaccinations	0	1	100
	Workstation assessments requested			

* Includes irrigation and cannot be disaggregated

hoppers are used for all waste and FTE use cannot be disaggregated.



SECTION B
Consultation and Scrutiny Reporting



B1 COMMUNITY ENGAGEMENT

The Authority has a number of strategies to assess community needs and perceptions.

- 1) Cemeteries staff have established a computerised customer comments and complaints register. Periodically reports are generated based on specific categories and action is taken as required. The system tracks comments, complaints and requests for work through to resolution. This process may address specific problems such as repairs required or more general issues such as opening hours. This system has been periodically revised to improve its usability and reporting functionality.
- 2) The Authority's web site continues to be maintained providing more information to customers. It allows 24-hour access to records of burials and provides information on cemetery sites and fee schedules. The web site has full contact details including an email address, which visitors may use to contact the Cemetery office.
- 3) As discussed earlier in section A9 Analysis of Agency Performance there continues to be significant positive feedback from the TAMS community survey completed in June 2012.
- 4) This year saw the continuation of a post-burial survey which was posted out after burial on an opt-out basis and available online. The results of this survey are collated and reported to the Authority by an independent contractor, Micromex. While on their own there were too few responses (53 returns out of 300 surveys mailed out) to be of statistical value these responses had very similar results to the valid survey carried out by TAMS which gives significant comfort that in general cemetery users are mostly positive about the services provided by the Authority.
- 5) Periodic meetings are held with funeral directors and stone masons to ensure their needs and, just as importantly, the needs of their customers are met.
- 6) Meetings were conducted with key stakeholders as part of the southern memorial park master planning process.
- 7) No major community engagement consultations were undertaken in 2011-12.



B2 INTERNAL AND EXTERNAL SCRUTINY

Recommendations arising from the 2011-12 end of year audits have been addressed. Please see details below.

Nature of Inquiry/ Report Title	Recommendations/ Outcome of Inquiry	Response to the Outcome of Inquiry
ACT Auditor General – End of Year Audit	<p>The Audit Office advised the Authority of the Treasury Directorate's reporting timetable for the provision of certified financial statements to the Office in its Audit Strategy dated 10 May 2011.</p> <p>Under this timetable, the Authority was required to provide certified financial statements for the Authority (and the Trusts) to the Audit Office by 15 July 2011 and statement of performance for the Authority to the Office by 18 August 2011.</p> <p>Finalisation of the financial statements and statements of performance (which includes the Authority's key financial results) was significantly delayed as the Authority addressed errors in the financial statements.</p> <p>As a result, the Authority did not comply with the Treasury Directorate's whole-of-government reporting timetable. The certified financial statements and statement of performance were provided to the Audit Office on 21 September 2011; well after the due dates of 15 July 2011 and 18 August 2011 respectively.</p> <p>These delays also caused the audit report on the financial statements and report of factual findings on the statement of performance to be issued after the dates required by the Treasury Directorate's reporting timetable.</p>	<p>Agreed.</p> <p>The Authority clearly understands its responsibility to provide reports in the timeframes required so that Government may meet its statutory obligations. However, the matters raised by the Auditor-General in the Interim Audit Management Report were deemed to be significant and required immediate resolution to ensure that the reports correctly reflected the financial position of the Authority as at 30 June 2011.</p> <p>While the Authority agrees that the submission of the final financial statements were past the due date the Authority does not resile from its responsibility to comply with accounting standards and its statutory reporting obligations. The issues raised by the Auditor-General had considerable historical context and required substantial time and resources to correct. The Authority believes that it did all that was practicable to resolve these matters and deliver the reports in a timely manner.</p> <p>The Authority is now fully compliant with the Australian accounting standards. Matters of this complexity and size are unique and therefore unlikely to arise again in the future. The Authority does not expect this issue to occur in the future.</p> <p>Completed</p>



B3 LEGISLATIVE ASSEMBLY COMMITTEE INQUIRIES AND REPORTS

There were no Legislative Assembly Committee inquiries or reports related to Canberra Cemeteries during the current reporting period.

B4 LEGISLATIVE REPORT

The *Cemeteries and Crematoria Act 2003* that was amended in 2006 according to the *Financial Management Amendment Act 2005* covers a number of specific areas of cemetery operations, however the Authority has no responsibility for the management of the Act.





C1 RISK MANAGEMENT AND INTERNAL AUDIT

The Authority's risk management and internal audit are managed by the following structures and documentation.

Risk management is managed under the Authority's Risk Management Framework.

The aim of this framework is to identify and reduce risks within the Authority by focussing on potential risks and implementing strategies to reduce the impact of those risks occurring, thus avoiding cost to people and property and allowing for the ongoing continuity of business.

This framework applies to all aspects of our business including the purchase of fixed and portable assets and consumables as well as staffing, information technology and project planning.

It is the responsibility of all staff to escalate risks as they are identified to allow for more senior staff to implement analysis of the identified potential risk and implement strategies to mitigate this risk where possible. The overall responsibility for the risk management framework lies with the Board and CEO of the Authority.

The Authority's Disaster Recovery and Business Continuity Plan was tested in 2011-12 and will be reviewed and tested in 2012-13.

The Authority's Strategic Risk Register is considered a live document and is in the process of being updated to the current risk management standard.

This year saw the first full year of operation of the Audit and Risk Management Committee and the continuation of the internal audit program with audits conducted by Moore Stephens, an independent audit provider.

AUDIT AND RISK MANAGEMENT COMMITTEE TERMS OF REFERENCE

PURPOSE

The purpose of the Audit and Risk Management Committee is to provide independent assurance to the Authority Board (the Board) that the Authority has adequate processes in place to manage risk. The main role of the committee is to provide recommendations and advice to the Board on risk management activities, including internal audit undertaken by the Authority.

In particular the Audit and Risk Management Committee is responsible for:

- reviewing whether management has current and comprehensive risk management framework, and associated procedures for effective identification and management of financial and business risks, including fraud
- reviewing whether a sound and effective approach has been followed in developing strategic risk management plans
- acting as a forum for communication between the Board and internal and external audit
- reviewing the internal audit coverage and annual work plan
- reviewing all audit reports and providing advice to the Board on significant issues
- monitoring the implementation of internal audit recommendations



- recommending the selection of an internal auditor (excluding audit work directed by TAMS)
- periodically reviewing the performance of internal audit.

MEMBERSHIP

The Committee will comprise of two Board members and the Authority's Chief Executive Officer.

MINUTES

Minutes for all committee meetings will be agreed out of session, in order for submission at the next Board meeting.

QUORUM

All members.

MEETING FREQUENCY

The Committee will meet quarterly with extra meetings to be convened as required.

Membership of the committee for 2011-12 is

Name of member	Position	Duration	Meetings attended
Ms K O'Sullivan	Chair	12 months	4
Ms V Shaw	Member	13 months	4
Mr H Horne	Member	12 months	4
Ms D Kargas AM	Observer	12 months	4

This year saw the engagement of Moore Stephens, a specialist internal audit provider. Moore Stephens has conducted a review of all risk management documentation and developed a three year internal audit program of at least two audits per year. Three audits have been completed during 2011-12.

C2 FRAUD PREVENTION

Plans for management of fraud and corruption have been developed based on the TAMS model for overall management of risk which includes business continuity and risk management plans.

The Authority's fraud policy and fraud control plans are both current.

Operating and business procedures are reviewed as required, strengthening outputs and streamlining office productivity.

The Authority received no reports or allegations of fraud or corruption during the year.



C3 PUBLIC INTEREST DISCLOSURE

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

The Authority has adopted and is covered by the TAMS Public Interest Disclosure procedures.

PROCEDURES MAINTAINED BY TAMS

The TAMS Public Interest Disclosure procedure statement provides information to assist people who may be considering making a disclosure. It details what TAMS 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 TAMS 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
- provide advice on possible outcomes.

The procedure statement was reviewed and updated during 2011-12. Public access was improved by making it available on the TAMS website and a link is also included on the Directorate's intranet.

DISCLOSURES RECEIVED

TAMS did not receive any public interest disclosures relating to the Authority during the year.

For more information

Sue Morrell
Deputy Director-General, Territory and Municipal Services
Phone: (02) 6207 2645
Fax: (02) 6207 6229
Email: sue.morrell@act.gov.au
Website: www.tams.act.gov.au



C4 FREEDOM OF INFORMATION

This report is prepared in accordance with the requirements under sections 7, 8, and 79 of the *Freedom of Information Act 1989*. The details listed below reflect the administrative arrangements as at 30 June 2012.

SECTION 7 STATEMENT

As part of its administrative philosophy, the Authority allows employers, contractors and employees access to any of their own records held by the Authority.

Paper records of graves are available at both Woden and Gungahlin cemeteries and are available for public access while the cemetery is open. A summary of grave location and occupancy details are also available on the Authority's website at www.canberracemeteries.com.au.

The Authority received no formal Freedom of Information (FOI) requests during 2011-12.

For more information

Manager, Cabinet and Assembly Liaison
Phone (02) 6207 6254



C5 INTERNAL ACCOUNTABILITY

The ACT Public Cemeteries Authority was established under the *Cemeteries and Crematoria Act 2003* (R8). The Minister for Territory and Municipal Services under the Act appoints Directors.

The *Cemeteries and Crematoria Act 2003* requires that:

- the Authority's functions are to effectively and efficiently manage public cemeteries and crematoria for which the Minister has appointed the Authority in writing as the operator
Note: A provision of a law that gives an entity (including a person) a function also gives the entity powers necessary and convenient to exercise the function (see Legislation Act, s 196 and dict, pt 1, def entity)
- the Authority must operate on a sound financial basis
- an appointment under subsection (1) is a disallowable instrument
- the governing Board consists of at least four, and not more than 12 members
- the governing Board must include at least four members who, in the Minister's opinion, represent the general community and religious denominations
- Directors are appointed for three year terms and may be re-appointed at the discretion of the Minister
- Directors may receive remuneration, which is set by a determination of the Remuneration Tribunal
- the CEO is a member of the Board.

Operationally:

- the Board monitors the performance of the organisation through its general meetings and other meetings between Directors and the CEO
- the Board provides oversight, support and analysis of major decisions, especially in the areas of finance and ethics. The CEO is responsible for logistics
- Directors are required to disclose direct and indirect financial interests in matters being considered by the Board
- the Authority liaises with similar organisations in the states and consults with local funeral directors, monumental masons and others involved in the funeral industry
- the Board has three sub-committees, which focus on specific areas that the Board considers high priority. The sub-committees are Finance and Strategy Committee; Audit and Risk Management Committee and; the People and Performance Committee
- the Board members have access to independent legal and professional advice as required
- the Authority submits an annual Statement of Intent to the Treasurer outlining its corporate objectives, financial and operational plans. These objectives and plans are monitored by the Board and the CEO
- the Authority has an ongoing Memorandum of Understanding (MOU) with TAMS, principally for government liaison and human resources management
- financial statements were prepared by the Authority's accountant Joyce Dickson Chartered Accountants under the supervision of the Authority CEO.

For a full organisation chart for the Authority please see section A1 The Organisation.



The names of the members of the Authority Board in office during the year and attendances, which numbered nine full and three sub-committee meetings are listed below.

Member	Position	Attendance
Mr A Cataldo	Director	12
Mr H Horne	Director (CEO)	26
Ms D Kargas	Chair	23
Ms J Main	Director	16
Ms K O'Sullivan	Director	19
Mr DJ Roylance	Director	11
Ms VShaw	Director	14
Ms MS Watt	Deputy Chair	11

PLANNING

This year the following plans were used to manage the business of the Authority.

Strategic Business Plan 2011-2013

- sets out what the Authority expects to achieve each year and how it will be achieved
- includes action plans and timeframes for completion
- is reviewed annually and updated as required.

Strategic Asset Management Plan

- details major assets
- sets out criteria for acquisition, maintenance and disposal.

Disaster Recovery and Business Resumption Plan

- sets out criteria for levels of disaster and procedures for dealing with them
- includes a series of attachments including contact lists and ACT Government structures for contextual purposes.

Fraud and Corruption Control Plan

- includes Authority fraud policy.

Risk Management Framework and Strategic Risk Register

- details risk assessments carried out by the Authority and how these are being addressed
- the framework guides all aspects of risk management.



C6 HUMAN RESOURCE PERFORMANCE

The day-to-day management of Authority staff is the responsibility of the Authority CEO.

The TAMS and Shared Services HR teams provide oversight including payroll services to ensure all staff are aware of and able to access their entitlements.

The Authority is a small agency and staff have a range of skills, some of who are highly multi-skilled. In our community, burial services are essential. Therefore, in order to maintain a continuous service, contractors are used to ensure staff are available when necessary. Cemetery staff are deployed flexibly and move across cemeteries to maintain operational status. The Authority is proud of its record over the last decade of 100 percent of graves prepared on time.

Staff are required to maintain minimum levels of training, which especially for out-of-doors staff includes certification for various types of plant and equipment, industry specific safety procedures and chemical handling. Staff are encouraged to enhance their skills where possible.

All staff have performance agreements in place which sets out performance measures, areas for improvement and a tailored training program for the year. Agreements are reviewed twice per year.

In recent years structural staffing changes have been made to reflect the levels of responsibility and difficulty of work. These changes will provide flexibility and a path to progress to higher levels in the organisation.

C7 STAFFING PROFILE

The *Cemeteries and Crematoria Act 2003* states that:

1. The Authority may arrange with the Director-General (TAMS) to use public servants in the administrative unit under his control.
2. The *Public Sector Management Act 1994* applies to the management by the Authority of public servants who are the subject of an arrangement under subsection (1).
3. This division does not limit the Authority's power to employ people who are not public servants.

Permanent Authority staff are officers of the ACT Public Service and for organisational purposes are attached to TAMS. As detailed in section C6 Human Resource Performance, staff numbers were increased by two during 2011-12.

Whilst an officer of the ACT Public Service, the CEO is required under the terms of the Act to perform those functions and duties directed by the Authority and is not responsible for any Directorate duties.

Details of classifications and statistical information relating to staff of the Authority is reported by TAMS.



C8 LEARNING AND DEVELOPMENT

It is the policy of the Authority that all staff, as a minimum, receive the training they need to carry out their work.

Staff are encouraged to make suggestions of training they require. Where this fits with the requirements of the agency it is written into performance agreements and facilitated wherever possible.

Total training expenditure in 2011-12 amounted to \$21,851.

Staff also attended various courses and information sessions provided and funded by TAMS.

An estimated 556 staff hours were taken for this training. Onsite and external training provided for cemetery staff this year included:

Course Name	Participants
Apply first aid	11
Backhoe training	3
Cert III in Horticulture (parks & gardens)	1
Chemcert III	2
Company Directors course	1
Diploma in horticulture	1
Grave safe course	3
RED Framework training	2
TAMS Induction course	3
WSR training	1



C9 WORKPLACE HEALTH AND SAFETY

LEADERSHIP

In its own right and with support from TAMS HR and Shared Services, the Authority continues to take a proactive stance towards workplace health and safety. The Authority continues to play an active role in the cemetery industry in the formulation of specialised industry training for our staff. Workplace health and safety for the Authority is managed as described below.

INJURY PREVENTION

- staff at the Authority are managed by agreement under TAMS HR management
- the Authority has a WHS committee which oversees the processes of WHS and workplace inspections. WHS representatives (two) are elected by staff and are members of the WHS committee
- the Authority has developed policy and procedure manuals to cover all aspects of cemetery work including the higher risk areas of grave digging and grounds maintenance. The policy manual clearly sets out the rights and responsibilities of all staff and provides clear guidelines on the required approach to all aspects of work. The procedure manual identifies associated hazards and risks and documents the minimum steps required to complete each cemetery-specific task
- procedures and policies are modified and updated as required to meet new conditions
- staff have received training as appropriate to meet statutory requirements and others will be trained where possible to specifically enhance WHS
- all outdoor staff members have or will be attending specific training in hazard identification tailored for cemetery conditions. This and other cemetery specific training will be conducted when it is available in the future
- the Authority has developed a WHS Risk Register. This continues to be updated as required
- periodic safety inspections using checklists based on the risk register are carried out by appropriate teams of management and WHS staff and remedial action plans are formulated to address shortcomings and/or new requirements
- for the majority of the year most staff held current certification to carry out first aid
- WHS is a permanent agenda item at staff meetings
- all staff were provided with the opportunity to participate in a flu immunisation program and Hepatitis B inoculations as required.

INJURY MANAGEMENT

- Employee Assistance Program (EAP): ACT Government wide promotion of the EAP has continued via workplace posters, brochures and wallet inserts for all staff
- staff are encouraged to return to work as soon as practicable after time off from work. Allowance is made for staff who have limited capacity after injury. This process is supported by the Shared Services team who provide individual case managers as required
- from time to time individuals returning to work from other directorates are provided with placements



at Canberra Cemeteries to facilitate the process

- there were 16 accident/incident reports and one (1) new claim for workers compensation submitted during 2011-12.

C10 WORKPLACE RELATIONS

CERTIFIED AGREEMENT

During 2011-12 Authority staff were covered by the Territory and Municipal Services Enterprise Agreement 2011-12. There are a small number of terms in the agency specific schedules for Authority staff.

AUSTRALIAN WORKPLACE AGREEMENTS

There were no employees within the Authority who were covered by Australian Workplace Agreements (AWAs) for the year ended 30 June 2012.

SPECIAL EMPLOYMENT ARRANGEMENTS (SEA)

Since certification of the current (TAMS) Certified Agreement no Special Employment Arrangement Agreements have been agreed or implemented for Authority staff.

C11 HUMAN RIGHTS ACT 2004

The *Human Rights Act 2004* aims to promote a human rights culture by recognising fundamental civil and political rights in ACT law. The Act commenced operation on 1 July 2004. All public officials have a duty to interpret legislation under which they operate consistently with human rights unless the Territory law clearly authorises otherwise. Authority staff have been briefed on those parts of the *Human Rights Act 2004* that have ramifications on the way they conduct themselves both as a government agency and at an interpersonal level. There will be ongoing training in human rights to reinforce these issues.

There have been no cabinet submissions required from the Authority regarding human rights or related issues.



C12 STRATEGIC BUSHFIRE MANAGEMENT PLAN

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.

PREVENTION

The Authority implemented bushfire prevention activities within the cemetery sites including physical removal, slashing and mowing 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 works were undertaken as part of the TAMS Bushfire Operational Plan for 2011-12. In addition slashing activities were also undertaken by Parks and City Services to the west of the Gungahlin Cemetery in line with asset protection zones.

C13 STRATEGIC ASSET MANAGEMENT

ASSET STRATEGY

In 2011-12 the Authority, under the auspices of TAMS, began work on a new Strategic Asset Management Plan. It is expected that this will be completed in the first quarter of 2012-13.

The ACT Public Cemeteries Authority is required under the *Cemeteries and Crematoria Act 2003* to 'effectively and efficiently manage public cemeteries and crematoria for which the Authority has been appointed' and 'must maintain the grounds of the cemetery and crematorium in a safe, clean and orderly condition'.

It is Authority policy to maintain the landscape to a standard which meets the expectations of exclusive right holders and visitors.

Assets will be maintained in a manner that is consistent with their purpose and age.

The Authority uses several strategies to achieve defined targets for asset management, including continuing to improve sustainability through energy efficiency measures in landscape management and in office buildings (ACT Greenhouse Strategy).

Consideration is given to:

- consequential lifecycle costs and benefits
- effective management of assets in a changing environment
- optimising the use of assets
- meeting ACT Government objectives
- meeting community objectives
- complementing the policy on the provision of community facilities.



CONDITION AUDIT

Audits are conducted on an ongoing basis. Building Code of Australia (BCA) compliance audits for all building and valuations on an 'all of cemetery' basis are carried out every five years to ensure all properties are maintained to the appropriate standard.

ASBESTOS

The Authority will work with other ACT Government directorates to deal with asbestos issues.

ASSETS MANAGED

The Authority manages assets at Gungahlin, Woden and Hall cemeteries. All assets were revalued in June 2010 to the 'Fair Value' model in accordance with the requirements of the Australian Accounting Standard AASB 116 Plant Property and Equipment; and Australian Accounting Standards Board Accounting Standard AASB140-Investment Property. Fair value is defined in the standard as the amount for which an asset could be exchanged, between knowledgeable and willing parties in an arm's length transaction.

Assets managed include Gungahlin, Woden and Hall cemeteries.

The Authority managed physical assets with a total value of \$4.185 million as at 30 June 2012.

Property	Asset	Area (m2)
Gungahlin	Office	147
	Carport	38
	Toilet block	80
	Cottage	107
	Carport	16
	Works Depot	
	Office	105
	High clearance shed	61
	Lower clearance shed	142
	Outdoor Chapel/WOR	130
	Roads (bitumen with kerb and guttering)	1,900
	Roads (bitumen)	1,400
	Roads (unsealed)	300
	Landscaping	
	Lake	1
	General	1
	Irrigation (ha)	39.69
	Fencing (lin. m)	3,040



Property	Asset	Area (m2)
Woden	Offices/visitors rooms	90
	Mausoleum	543
	Works depot	176
	Caretakers cottage	120
	Garage/carport	30
	Roads (linear metres)	2,500
	Fencing (linear metres)	1,325
	Landscaping	1
	Irrigation (ha)	11,908
Hall	Fencing (lin. m)	850
	Roads (unsealed)	150

During 2011-12 the following major assets were added to the Authority's asset register:

Asset	Value \$
English style bench 1800 mm x 6	11,894
Concrete Beams Woden/Gungahlin	34,112
Toro Groundsmaster 360 4wd Mower x 2	57,668
Irrigation controllers- Hunter	20,318
Toyota Camry sedan	24,713
Mitsubishi Triton utility	37,152
Lite Guard Shoring Device	10,578
Southern Memorial Park Master Plan	157,574

During 2011-12 the following major assets were removed from the Authority's asset register:

Asset	Value \$
Toyota Camry	20,000
Toyota Hilux	20,000

On 30 June 2012 all Authority assets were being utilised.



ASSETS MAINTENANCE AND UPGRADE

The target is to maintain all fixed assets to a 'Good' level¹, the standard required to deliver appropriate services. Revenue generated from cemetery operations should meet all operating and maintenance expenses (including contributions to PCT funds). This is achieved by charging appropriate fees.

- 1 [Asset Standard Definition – 'Good' Physical Condition, minor signs of deterioration; Functionality, all elements to function with low probability of failure; and Compliance, complies with Australian Standards. All legal requirements should be met.]

Maintenance is carried out on an as needs basis with major work being programmed within budgetary constraints. Preventative maintenance programs are in place to ensure that ongoing maintenance costs are minimised and service delivery potential maximised.

There were no asset upgrades during 2011-12.

In 2011-12 \$28,769 was expended for repairs and maintenance of buildings.

OFFICE ACCOMMODATION

The Authority employed six full-time equivalent (FTE) office based staff in one location at Gungahlin Cemetery occupying 70 m². The average area occupied by each employee is 12 m². As a small agency there is additional space required for file storage, reception, conference room and staff amenities.

A further nine staff (FTE) are employed in non-office environments. These include three staff normally based at the Woden Cemetery depot and six staff normally based at the Gungahlin Cemetery depot.

All staff accommodation areas have been at least partially refurbished in the last few years.

C14 CAPITAL WORKS

The Authority did not receive capital works funding during 2011-12.

Completed Projects

Description	Estimated cost \$000	Completion cost \$	Year approved	Estimated date	Completion date	Result
Cemetery management system	100	92	2009	18/8/2011	31/5/2012	Completed to operational status

Works Still in Progress

Description	Estimated cost \$000	Year approved	Estimated comp. date	Completion date	Result
Southern Memorial Park Master Plan	727	2009	31/12/2012		In progress



C15 GOVERNMENT CONTRACTING

PROCUREMENT PRINCIPLES AND PROCESSES

The Authority maintains a preferred supplier register and contracts a number of small contractors for specialist services that in-house staff cannot provide. A full breakdown of expenditure is available in the financial statements.

All procurement processes conformed to the *Government Procurement Act 2001* and Government Procurement Regulation 2007.

The Authority uses other contractors for support in trade areas such as specialised horticultural, building, plumbing and electrical work.

EXTERNAL SOURCES OF LABOUR AND SERVICES

Individual Contracts Which Exceed \$25,000

Name of contracting entity	Description and reason for contract	Cost (GST excl) \$	Area of agency managing contract	Procurement type	Date contract let
Joyce Dickson Accountants	Provision of accounting services	106,050	CEO	Select Tender	Ongoing
Bill Lilley Automotive	Provision of Mitsubishi Triton	37,152	Grounds Manager	Quotation	March 2012
Bayldon Agricultural	Provision of Toro mowers	57,717	Grounds Manager	Quotation	Feb 2012
Tonkin Zulaika & Greer	Provision of Master Plan for Southern Memorial Park	157,574	Procurement Solutions	Open Tender	Jan 2012
Moore Stephens	Provision of Audit Services	41,873	CEO	Quotation	July 2011



Smaller Contracts Awarded to the Same Contractor Which, in Total Exceed \$25,000

Name of contracting entity	Description and reason for contract	Cost (GST excl) \$	Area of agency managing contract	Procurement type	Date contract let
Phoenix Foundry	Supply of memorial plaques on behalf of customers	80,318	Business Manager	Select tender	Ongoing
Multi-crete	Installation of plaque beams and other concrete services – a number of contracts	65,886	Grounds Manager	Select tender	On an as needs Basis
All staff Australia Pty Ltd	Body hire to maintain operational services – availability of staff with required skills	50,101	Business Manager/ Grounds Manager	Standing offer	On an as needs basis
Jason's All Mechanical Services	Repairs of plant and equipment	27,337	Grounds Manager	Standing offer	On an as needs basis
Wayne's Tipper and Bobcat Service	Provision of bobcat and truck hire	28,699	Grounds Manager	Standing offer	On a needs basis
PCA People	Body hire to maintain operational services – availability of staff with required skills	66,359	Business Manager	Standing offer	On a needs basis
Sapphire Coast Tree Surgery	Provision of specialist tree surgery services	37,550	Grounds Manager	Quotation	On a needs basis
Bungendore Rural Services	Provision of irrigation services	37,442	Grounds Manager	Quotation	On a needs basis

C16 COMMUNITY GRANTS/ ASSISTANCE/ SPONSORSHIP

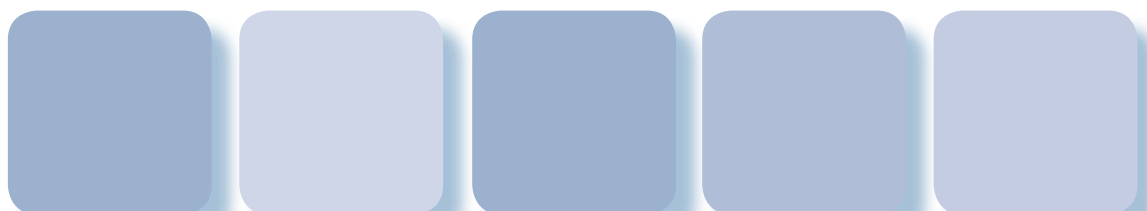
None provided.

C17 TERRITORY RECORDS

The Authority makes the following statements with regard to the requirements of the *Territory Records Act 2002*:

- as per the requirements of the *Territory Records Act 2002* and by agreement with the Territory Records Office (TRO), the Authority has adopted the policies and procedures of TAMS Records Management Policy. These documents are under review to tailor them to closer match the requirements of the Authority
- the Authority has a records disposal schedule (Records Disposal Schedule – ACT Public Cemeteries Board 2005 that is approved for use by the TRO)
- all Authority staff have received appropriate training
- the common drive on the Authority file server has been set up to comply with structures required under the policy
- Authority staff have developed a records management register which tracks the location and use of all critical documents
- records identified as Territory archives have been scanned into digital format. These documents are stored off-site by an approved document storage contractor
- all members of the public, including Aboriginal and Torres Strait Islanders, may access the details of relatives buried in ACT public cemeteries by contacting the Canberra Cemeteries office or by accessing the data on line at the Canberra Cemeteries website
- as per section 28 of the *Territory Records Act 2002*, the Authority withholds public access to records and information relating to exclusive right of allotment. Other records older than 20 years are available.

Disposal schedule name	Effective	Year and number
Records Disposal Schedule –		
ACT Public Cemeteries Board	2005	477/2004



C18 COMMISSIONER FOR SUSTAINABILITY AND THE ENVIRONMENT

The Authority has had no requests from the Commissioner for Sustainability and the Environment during 2011-12 to provide assistance.

There were no recommendations made regarding the Authority by the Commissioner for Sustainability and the Environment during 2011-12.

C19 ECOLOGICALLY SUSTAINABLE DEVELOPMENT

RESOURCE USE

RESOURCE EFFICIENCY AND WASTE

The Authority has implemented a number of programs across all cemeteries that contribute to workplace recycling and waste reduction.

The Authority recycles the majority of organic waste products generated on-site. Materials such as leaves and clippings are composted at both Woden and Gungahlin for reuse on-site. Log waste is chipped and used as mulch. Use is also made of organic street sweepings from the surrounding suburbs.

Waste paper and cardboard are recycled, as are toner cartridges. Serviceable but excess or superseded equipment is on-sold or traded-in on replacement whenever possible. Non-saleable computer equipment is donated or disposed through approved drop off centres.

Clean fill generated from grave digging at both Woden and Gungahlin cemeteries is reused in the development of new burial areas at Gungahlin.

WATER CONSUMPTION

Canberra's main public cemeteries are principally lawn cemeteries with turf under irrigation. Gungahlin irrigation is based on a dam and bore system supplemented with potable water as required. Woden is watered entirely using potable water. Hall Cemetery has no irrigation.

Ongoing water restrictions have necessitated continued improvements in efficiency and reduction of water applied.

Preliminary work has been completed to determine the water capture and re-use potential at Gungahlin Cemetery. Work will commence in the first quarter of 2012-13 to substantially upgrade the current facilities with the aim to meet irrigation requirements without the need for potable water in normal rainfall years. This will significantly reduce the need and associated higher costs for potable water.

Work is continuing with the program to change lawn burial areas to alternative grass species that will further reduce water requirements and lower the overall maintenance cost.



Portions of both irrigated cemeteries that do not contain burials or memorials are not irrigated now and for the foreseeable future. Dry grassland species have been over sown where appropriate.

ENERGY REDUCTION STRATEGIES

Strategies to achieve energy reductions include:

- timers are installed on all fixed heating and cooling equipment
- insulated curtains are drawn when the office is closed
- staff are regularly reminded to be conscious of and to adopt energy saving strategies as far as possible
- continuing a review of vehicular fleet to examine the possible use of more fuel and smaller efficient vehicles.

Quantitative Data

	Indicator as at 30 June 2012	Unit	2010-11		2011-12	
	General					
A	Occupancy – office staff full-time equivalent (FTE)	Numeric (FTE)	5		6	
	Occupancy – total staff FTE (including non-office)	Numeric (FTE)	13		16	
B5	Area office space – net lettable area	Square metres (m2)	159		159	
	Area non-office space – net lettable office area	Square metres (m2)	-		-	
	Stationary energy use					
	Electricity use (total)	Kilowatt hours	37,094		37,945	
X ⁴	Electricity use (office)	Kilowatt hours	16,430		16,785	
Y	Renewable energy use (green power)	Kilowatt hours	-		-	
	Percentage of renewable energy used (Y/X x 100)	Percentage	-		-	
	Gas use (total)	Megajoules	-		-	
	Gas use (office)	Megajoules	-		-	
C	Total office energy use	Megajoules	16,430		14,990	
	Intensities (office)					
	Energy intensity per office FTE (C/A)	Megajoules / FTE	3,286		2,498	
	Energy intensity per square metre (C/B)	Megajoules / m2	103		94	
	Indicator as at 30 June 2012	Unit	2010-11		2011-12	
	Transport energy		Office	Other	Office	Other



D	Total number of vehicles	Numeric	3	18	3	19
	Transport fuel (Petrol)	Kilolitres	4	0	1.65	-
⁷	Transport fuel (Diesel)	Kilolitres		13.36	1.4	13.64
	Transport fuel (LPG)	Kilolitres	0	0		-
	Transport fuel (CNG)	Kilolitres	0	0	-	-
	Transport fuel (Aviation)	Kilolitres	0	0	-	-
E ¹	Total transport energy use	Gigajoules	780		583	
Water consumption						
	Water use (total)	Kilolitres	18,135		12,440	
F	Water use (office)	Kilolitres	NA		NA	
Intensities (office)						
³	Water use per office FTE (F/A)	Kilolitres/FTE	NA		NA	
	Water use per square metre floor area (F/B)	Kilolitres/m2	NA		NA	
Waste						
²	Reams of paper purchased	Reams	85		123	
	Recycled content of paper purchased	Percentage	95		0	
⁶	Estimate of general waste (Based on bins collected)	Kilolitres	70		75	
	Estimate if comingled material recycled (Based on bins collected)	Kilolitres	7		7.5	
	Estimate of waste paper recycled (Based on bins collected)	Litres	2,900		1,440	
	Estimate of secure paper recycled	Litres	2,900		720	
Office Greenhouse Gas Emissions						
	Direct greenhouse gas emissions (Scope 1)	Tonnes CO2-e	-		-	
¹	Indirect greenhouse gas emissions (Scope 2)	Tonnes CO2-e	15		15	
¹	Other indirect greenhouse gas emissions (Scope 3)	Tonnes CO2-e	6.4		2.9	
G*	Total office greenhouse gas emissions (All Scopes)	Tonnes CO2-e	21.4		17.9	
Indicator as at 30 June 2012		Unit	2010-11		2011-12	
Transport Greenhouse Gas Emissions						



¹	Direct greenhouse gas emissions (Scope 1)	Tonnes CO2-e	53.59	50.69
¹	Indirect greenhouse gas emissions (Scope 2)	Tonnes CO2-e	47.98	48.86
¹	Other indirect greenhouse gas emissions (Scope 3)	Tonnes CO2-e	13.38	13.35
H ¹	Total transport greenhouse gas emissions (All Scopes)	Tonnes CO2-e	114.95	112.9
Greenhouse Gas Intensities				
	Office greenhouse gas emissions per person (G/A)	Tonnes CO2-e	4.3	2.9
	Office emissions per square metre (G/B)	Tonnes CO2-e	0.13	0.11
²	Transport greenhouse gas emissions per person (H/A)	Tonnes CO2-e	22.99	18.81
Notes				
¹	calculated with information entered into OSCAR			
²	calculated using total FTE			
³	Not able to disaggregate non office use			
⁴	Not able to disaggregate electricity use for irrigation, workshop and office uses.			
⁵	Office space includes conference, reception, storage and amenity areas			
⁶	Co-mingled waste includes office and outdoor/workshop waste			
⁷	Not able to disaggregate some transport and non transport fuel			

C20 CLIMATE CHANGE AND GREENHOUSE GAS REDUCTION POLICIES AND PROGRAMS

The Authority has not yet developed any specific greenhouse gas reduction policies or strategies other than those previously described to reduce resources in maintaining cemeteries.



C21 ABORIGINAL AND TORRES STRAIT ISLANDER REPORTING

The role of the Authority is a unique one which requires empathy and understanding of a range of cultural and cross-cultural issues. The Authority is confident that it provides a safe, environment for Aboriginal and Torres Strait Islander peoples who work in the cemeteries field and for families who use the services provided by the Authority.

The Authority has a burial space set aside at Gungahlin Cemetery specifically for use by the Aboriginal community in the ACT. The landscape design was developed with input from the local Aboriginal community.

Authority staff are aware of the special requirements of these communities and their responsibility to ensure that all attempts are made to satisfy them.

The Authority is not in a position to contribute to other parts of the framework in the wider community such as health and wellbeing; education and training; and economic opportunity.

C22 ACT MULTICULTURAL STRATEGY 2010-2013

Under the umbrella of TAMS, Authority staff are aware of the Framework for a Multicultural ACT. While the Authority is too small to have its own action plan, staff consistently work toward the goals and principles set down in the framework.

The *Cemeteries and Crematoria Act 2003* allows for spaces in cemeteries to be, on request, set aside for clearly identifiable religious and cultural communities.

C23 ACT STRATEGIC PLAN FOR POSITIVE AGEING 2010-2014

Nothing to report.

C24 ACT WOMEN'S PLAN 2010-2015

The Authority works with TAMS in regard to the ACT Women's Plan.

C25 MODEL LITIGANT GUIDELINES

Nothing to report.

C26 NOTICES OF NON-COMPLIANCE

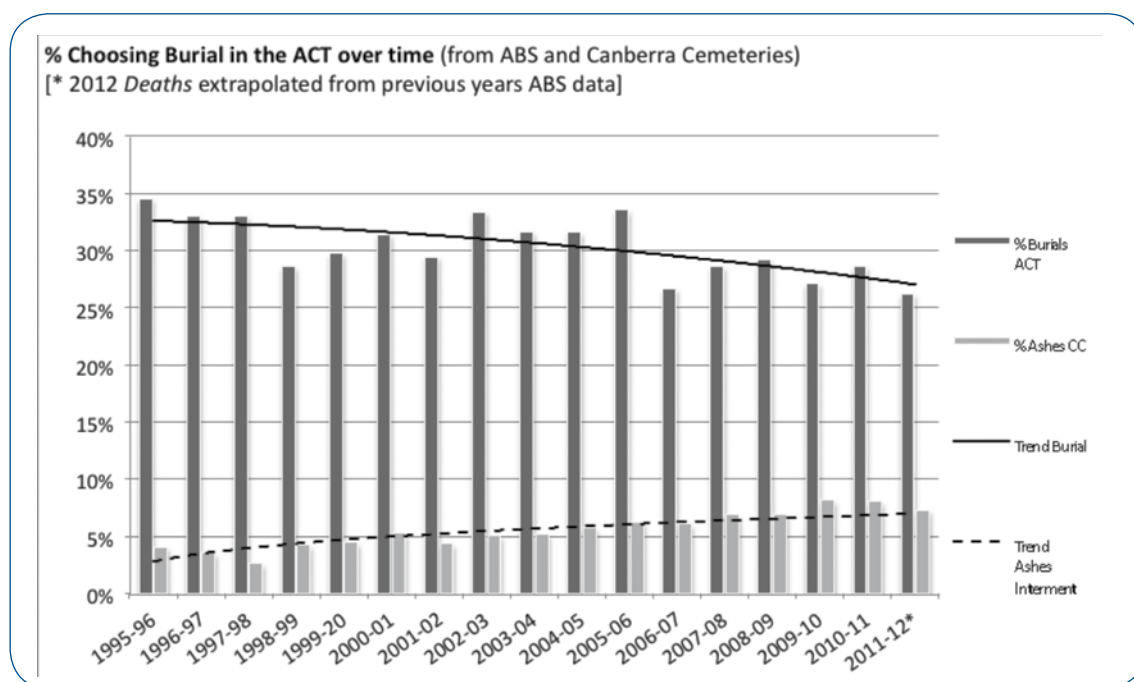
Nothing to report.



ATTACHMENTS

ATTACHMENT 1: ADDITIONAL BURIAL STATISTICS

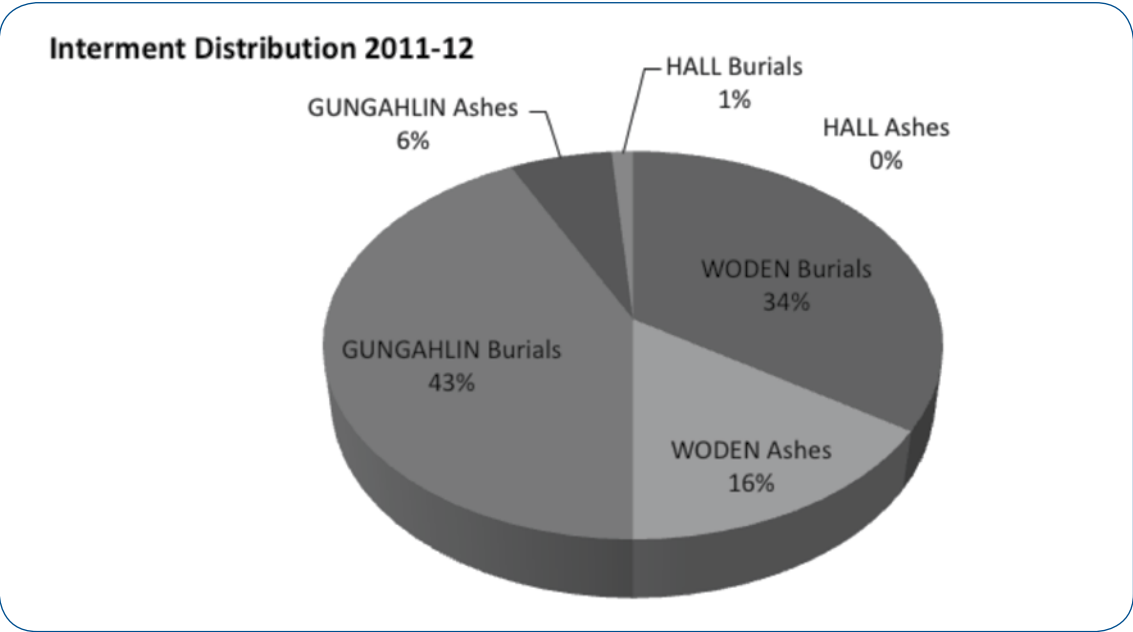
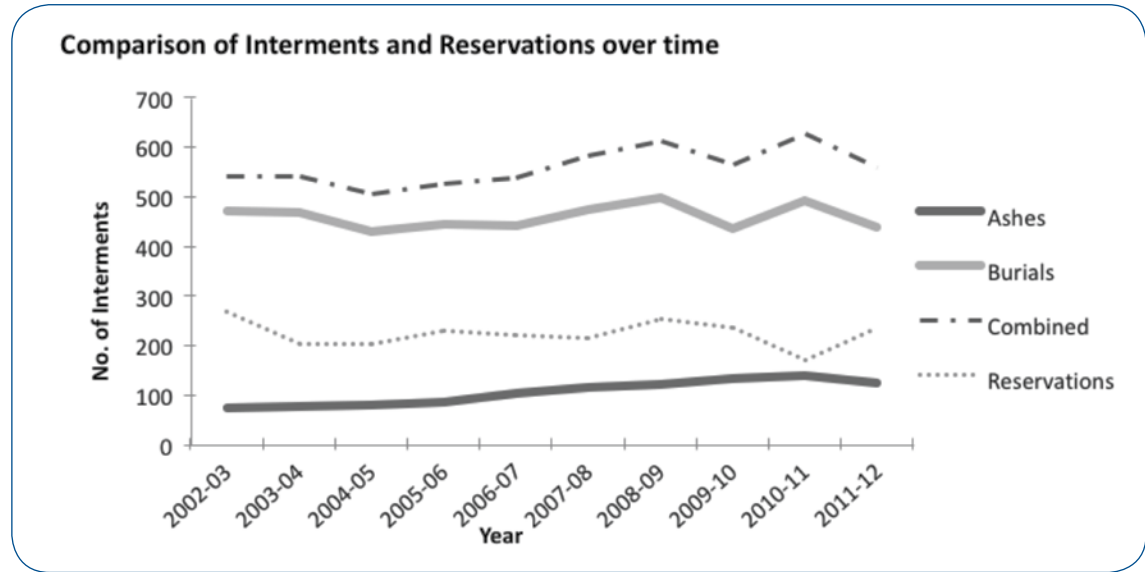
The following data and commentary is based on statistics collected by Canberra Cemeteries of its interments. In some cases this is related to data provided by the Australian Bureau of Statistics (ABS) for the ACT.



This graph clearly shows a steady increase in preference for cremation over burial in the ACT community. Over the last 20 years there has been an average fall of about half of one percent per annum in burial compared to the number of deaths in the ACT. The increase in the rate of interment of cremated remains at Canberra Cemeteries does not mirror this change. It increases by half that rate, principally because cremations are held elsewhere and the remains, if interred, usually stay at the place of cremation. This matches the current anecdotal industry trend toward cremation.

In recent years there has generally been a rise in the total number of interments conducted by the Authority. This usually comprised general increase in the number of ashes interments and a varying number of burials. The last five years have seen burial numbers vary considerably while ashes interment has generally continued to increase.





It is important to realise that the choices the community make in the type and style of interment are very important in short and medium term planning and will have an impact on the options that may be offered, not only in our current cemeteries but also in the new southern memorial park when built over the next few years.

While Gungahlin Cemetery and Woden Cemetery have similar total numbers of interment, Gungahlin has significantly more burials and Woden more ashes interments.



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ATTACHMENT 3. ABBREVIATIONS AND ACRONYMS

ACT	Australian Capital Territory
Authority	ACT Public Cemeteries Authority
CIT	Institute of Technology (ACT)
CEO	Chief Executive Officer (Authority)
EAP	Employee Assistance Program
EBA	Enterprise Bargaining Agreement
FOI	Freedom of information
FTE	Full Time Equivalent (number of staff)
HR	Human Resources
MDA	Management Discussion and Analysis
MOU	Memorandum of understanding
NSW TAFE	New South Wales Technical and Further Education
WHS	Workplace Health and Safety
PCT	Perpetual Care Trust (funds)
RBN	Registered Business Name
TAMS	Territory and Municipal Services Directorate
TAMS HR	Territory and Municipal Services Human Resources
TRO	Territory Records Office
WiRC	Women's Information and Referral Centre



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SECTION E

APPENDICES



APPENDIX 1

A9 ANALYSIS OF AGENCY PERFORMANCE

ACTION SERVICE DELIVERY OUTCOMES

Month	Jul-11	Aug-11	Sept-11	Oct-11	Nov-11	Dec-11	Jan-12	Feb-12	Mar-12	Apr-12	May-12	Jun-12	TOTAL
Service cancellation	266	282	177	276	309	226	174	314	403	170	390	179	3,166
Services delivered	67,988	75,573	72,649	63,735	67,593	63,676	62,256	68,504	70,804	60,037	75,632	69,366	817,813
Scheduled services	68,254	75,855	72,826	64,011	67,902	63,902	62,430	68,818	71,207	60,207	76,022	69,545	830,979
Service delivery percentage	99.6%	99.6%	99.8%	99.6%	99.5%	99.6%	99.7%	99.5%	99.4%	99.7%	99.5%	99.7%	99.6%

APPENDIX 2

B1 COMMUNITY ENGAGEMENT ACTIVITIES 2011-12

KEY: OUTCOMES

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

KEY: APPROXIMATE NUMBER CONSULTED

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

Line area	Project	Consultation process	Groups/ individuals consulted	Approximate number consulted	Outcome
ACTION	ACTION service failure Twitter trial	Online survey	Bus users	+48 surveys completed	A, B
ACTION	Network 12 promotion	Survey of bus users (online and hard copy surveys)	Bus users	+291 surveys completed	C, D
ACTION	Nightrider 2011	Survey	ACT community	*	A, C
ACT NOWaste	Home Leisure Show display	Public display, fact sheets	ACT community	*	A
ACT NOWaste	Old Bus Depot Markets Green Sunday display	Public display, fact sheets	ACT community	*	A

Line area	Project	Consultation process	Groups/ individuals consulted	Approximate number consulted	Outcome
ACT Property Group	Albert Hall draft plan of management	Media release, TAMS and Time to Talk websites, Community Noticeboard, letters to key stakeholders, fact sheet and feedback form at Civic and Dickson library, online and hard copy submissions	ACT community, Friends of Albert Hall, other directorates	*Consultation open at 30 June 2012	A, B, C
City Services	Code of Practice for the Sale of Animals in the ACT	Media release, TAMS and Time to Talk websites, Community Noticeboard, FAQs, Streetbeat, letters to key stakeholders, three workshop consultations, feedback form	ACT community, stakeholders	*	A, B, D
City Services	Lake Ginninderra water ski training trial	Media release, Community Noticeboard, Time to Talk and TAMS websites, letters to stakeholders, meetings with stakeholders, FAQs, Streetbeat, displays at Belconnen library, shopfront and community centre, signage around lake, water ski demonstration, online and hard copy submissions	ACT community, stakeholders	*91 submissions received	A, B
City Services	Review of the Roads and Public Places Amendment Bill 2011	Meetings with key stakeholders	Stakeholders	+	



Line area	Project	Consultation process	Groups/ individuals consulted	Approximate number consulted	Outcome
Governance	Canberra Show information display	Public display, fact sheets,	ACT community	*	A
Governance	Christmas in Gungahlin display	Public display, fact sheets	ACT community, local residents	*	A
Governance	TAMS customer satisfaction survey	Telephone interviews	ACT community	*1,000 interviews	B
Governance	Morning Tea with Ministers display (Gungahlin)	Public display, fact sheets	ACT community, local residents	*	A
Governance	Morning Tea with Ministers display (Kambah)	Public display, fact sheets	ACT community, local residents	*	A
Governance	Retirement and Lifestyle Expo	Promotional material targeting seniors	ACT community	*	A
Libraries ACT	Customer satisfaction survey	Online survey	ACT community, library users	+164 surveys completed	B
Libraries ACT	Giggle and Wiggle evaluation	Online survey	ACT community, library users	+92 surveys completed	B
Libraries ACT	Story time evaluation	Online survey	ACT community, library users	+113 surveys completed	B
Libraries ACT	Woden Library – social value heritage assessment	Time to Talk and TAMS websites, public meeting, online feedback, media release	ACT community, key stakeholder groups	*	B
National Arboretum Canberra	Festival of the Forests	Media release, Community Noticeboard, TAMS website, posters, advertising	ACT community	*12,000 attended	A

Line area	Project	Consultation process	Groups/ individuals consulted	Approximate number consulted	Outcome
Parks and Conservation	ACT Trails discussion paper	Meetings with stakeholder groups	Recreation users and conservation groups including Parkcare/ Landcare	*50	A, B
Parks and Conservation	Black Mountain Peninsula play space renewal	Community Noticeboard, TAMS website, focus group with key stakeholders, media release	Stakeholders	+	A, B, D
Parks and Conservation	Canberra Centenary Trail alignment	Community Noticeboard, Time to Talk and TAMS websites, display in shopfronts and libraries, media release, submissions	ACT community, stakeholders	*Over 100 submissions received	A, B, C
Parks and Conservation	Fetherston Gardens draft concept plan	Community Noticeboard, Time to Talk and TAMS websites, public meetings, letterbox drop, media release	Local residents, other directorates, Friends of the Fetherston Gardens	+	A, B, C
Parks and Conservation	Floriade European wasp and weed displays	Public display, presentation, leaflets	ACT community, visitors	*	A, C
Parks and Conservation	Haig Park draft master plan	Media release, TAMS and Time to Talk websites, Community Noticeboard, letters to key stakeholders, fact sheet and feedback form at Civic and Dickson library	ACT community, stakeholders	*consultation open at 30 June 2012	A, B, C



Line area	Project	Consultation process	Groups/ individuals consulted	Approximate number consulted	Outcome
Parks and Conservation	Jerrabomberra Wetlands Family Fun Day	Community Noticeboard, media release, flyers, radio and print advertising, road signs, information on TAMS website	ACT community	*800 attended	A
Parks and Conservation	Jerrabomberra Wetlands Master Plan	Media release, Community Noticeboard, meetings with stakeholders, letterbox drops	Stakeholders, other directorates	+	A, B, D
Parks and Conservation	New toilets and toilet upgrades	Information campaign: media release, Community Noticeboard, website, posters, letters to stakeholders	ACT community, stakeholders	+	A
Parks and Conservation	Play space renewal program 2011-12	Community Noticeboard, Time to Talk and TAMS websites, online and hard copy surveys, flyers to nearby suburbs and shopping centres, media release	ACT community, other directorates	*	A, B, D
Parks and Conservation	Sustainable Trails Workshop	Flyer, three day workshop, evaluation survey	ParkCare, industry and community stakeholders	+18 participants	A, B, C, D
Parks and Conservation	Tidbinbilla Extravaganza	Media release, Community Noticeboard, TAMS website, posters, advertising	ACT community	*6,000 attended	B, C

Line area	Project	Consultation process	Groups/ individuals consulted	Approximate number consulted	Outcome
Parks and Conservation	Tidbinbilla visitor survey	Community Noticeboard, survey, email to pass holders, information on TAMS website	Tidbinbilla visitor pass holders and the ACT community	+788 surveys completed	B, C
Parks and Conservation	Tuggeranong Town Park Master Plan	Media release, TAMS and Time to Talk websites, Community Noticeboard, letters to stakeholders, flyers, letterbox drop, feedback form, two drop in information sessions	ACT community and stakeholders	+100 surveys completed	A, B, D
Public Transport Systems	Bus hailing kits for vision impaired	Feedback sought during a trial of the bus hailing kits	Vision impaired community members, bus users, stakeholders	*	A, C, D
Public Transport Systems	Network 12 –planned improvements	Community Noticeboard, Time to Talk, ACTION and TAMS websites, media release, information at Canberra Connect, Libraries and MyWay Centres	ACT community, ACTION bus users	*146 submissions	A, B, C, D
Public Transport Systems	Network 12 –planned improvements	Community Noticeboard, ACTION and TAMS websites, media release, focus groups	ACTION bus users	+Consultation open at 30 June 2012	A, B, C, D



Line area	Project	Consultation process	Groups/ individuals consulted	Approximate number consulted	Outcome
Public Transport Systems	Real Time Passenger Information System	Community Noticeboard, hard copy and online survey, TAMS website, focus groups with key stakeholders, media release	ACT community, key stakeholder groups	*	A, C, D
Roads ACT	Adelaide Avenue stormwater upgrade	Media release	ACT community key stakeholder groups	*	A
Roads ACT	Ashley Drive upgrade	Public meeting with residents and fact sheet	Local residents	+	A, B, D
Roads ACT	Canberra Avenue bus priority measures	Community Noticeboard, Time to Talk and TAMS websites, letters to key stakeholders, online and hard copy feedback forms, display at CIT Fyshwick and DFO, four drop in consultations, media release	ACT community	*50	A, B, D
Roads ACT	Constitution Avenue upgrade	Media release, TAMS and Time to Talk websites, Community Noticeboard, letters to key stakeholders, displays at Civic library, letterbox drop nearby residents, feedback form, two drop in information sessions	ACT community, stakeholders	*	A, B, D

Line area	Project	Consultation process	Groups/ individuals consulted	Approximate number consulted	Outcome
Roads ACT	Flinders Way traffic calming measures	Media release, Community Noticeboard, survey, displays at local shops	Local residents and motorists	+160 surveys completed	A, B
Roads ACT	Footpath upgrade program	Letters to residents advising them of proposed new footpath construction in their street – 26 sites involved	Residents of affected streets	300	A
Roads ACT	Forty kilometre area speed limit trial – Gungahlin and Woden town centres	Media release, Community Noticeboard, posters, displays in Woden and Gungahlin library and Woden shopfront, letter to traders, survey of shoppers and traders, online survey	Local residents, shoppers and traders	+560 surveys completed	A
Roads ACT	Fyshwick stormwater augmentation works	Letters to impacted tenants and leaseholders	South Fishwick businesses	+	A
Roads ACT	GDE traffic and noise studies	Media release and letter to Aranda residents	Aranda residents and motorists	+	A, B
Roads ACT	Molonglo Reach Pedestrian Bridge	Community Noticeboard, media release, Time to Talk and TAMS websites, survey	ACT community, stakeholders	*165 surveys completed	A, B, D
Roads ACT	Morisset Road, Mitchell, closure	Media release, letters to key stakeholders, road closure notice, variable message sign boards	Local residents and motorists	+	A



Line area	Project	Consultation process	Groups/ individuals consulted	Approximate number consulted	Outcome
Roads ACT	Spofforth Street traffic calming measures	Media release, TAMS website, letterbox drop, information at Woden library and shopfront, survey	Holt residents	+404 surveys completed	A, B
Roads ACT	Stormwater improvements / augmentation program	Letters to affected residents / businesses advising of proposed stormwater works	Residents / businesses of affected streets and other impacted members of the public	+300	A
Roads ACT	Traffic changes proposed for McCulloch Street, Curtin	Meetings with resident groups, media release, TAMS website, Curtin letterbox drop, information displays at Woden library and shopfront and Curtin shops, survey	Curtin residents	+96 surveys completed	A, B, D
Roads ACT	Yarralumla Creek cycle path	Media release, TAMS and Time to Talk websites, Community Noticeboard, FAQs, Streetbeat, letters to key stakeholders, three workshop consultations, feedback form	ACT community, stakeholders	+43 surveys completed	A, B, D
Roads ACT	Road resealing and resurfacing program	Media releases, TAMS website, letters to affected residents	Residents, businesses and motorists on affected streets and other impacted members of the public	+	A, B

APPENDIX 3

C14 CAPITAL WORKS

NEW WORKS – MAJOR NEW WORKS

Project	Revised Practical Completion Date	Original Value (\$'000)	Revised Value (\$'000)	Prior Yr Expenditure (\$'000)	2011-12 Expenditure (\$'000)	Total Expenditure to Date
Roads ACT and Road Transport						
Transport for Canberra – Barton Bus Station (Design)	Aug-13	150	150	-	58	58
Constitution Avenue	Jun-15	42,000	42,000	-	1,411	1,411
Transport for Canberra – Majura Parkway	Jun-16	278,500	278,500	-	1,532	1,532
Transport for Canberra – Walking and Cycling Infrastructure	Jun-13	1,500	4,800	-	1,484	1,484
Transport for Canberra – City Path Lighting	Jun-15	400	400	-	237	237
Namadgi P-10 School – Pedestrian Bridge	Aug-12	6,000	6,000	-	3,208	3,208
Transport for Canberra – Public Transport Infrastructure	Jun-15	2,000	2,000	-	563	563
Ashley Drive – Stage 1	Dec-13	7,000	7,000	-	180	180
Majura – Walking and Cycling Infrastructure Project	Jun-13	-	500	-	-	-
Parks, Conservation and Land						
Shade Structures – Existing Playgrounds	Aug-12	400	400	-	95	95
Molonglo Riverside Park Planning (Design)	Jun-13	1,900	1,900	-	439	439
Centenary Trail	Jun-14	3,300	3,300	-	259	259
Eastern Valley Way Inlet – Stage 2 Inlet and Public Realm	Jun-13	4,520	4,520	-	1,258	1,258
Invasive Environmental Weed Control – Lake Burley Griffin	Jun-13	300	300	-	264	264
Restoration of Waterways and Surrounds	Sep-12	1,500	1,500	-	1,143	1,143
Park Signs	Sep-12	100	100	-	68	68
Accessible Public Toilets	Nov-12	1,200	735	-	456	456
National Arboretum Canberra (Commonwealth Contribution)	Jun-13	18,600	18,600	-	1,696	1,696
Property						
Gold Creek Homestead Stabilisation	Jun-13	450	450	-	-	-



Project	Revised Practical Completion Date	Original Value (\$'000)	Revised Value (\$'000)	Prior Yr Expenditure (\$'000)	2011-12 Expenditure (\$'000)	Total Expenditure to Date
ACTION						
Transport for Canberra – Woden Bus Depot Upgrade	Jun-14	3,666	3,666	-	379	379
ACTION – Fuel Facilities at Depots	Jun-13	4,383	4,383	-	243	243
ACT NoWaste						
Construction of Workshop Spaces – Hume Resource Recovery Estate	Feb-13	1,770	1,770	-	172	172
West Belconnen Resource Management Centre Rehabilitation of Landfill Cells	Jun-15	2,550	2,550	-	954	954
Mugga Lane – Rehabilitation of Old Landfill Cells	Jun-15	3,100	3,100	-	816	816
ACT New Landfill and Other Studies	Jun-13	2,750	2,750	-	1,183	1,183
Total Major New Works (excluding the capital upgrade program)		388,039	391,374	-	18,099	18,099
CAPITAL UPGRADE PROGRAM 2011-2012						
Public Libraries – Upgrade/Install Security Chutes	Aug-12	350	350	-	195	195
Open Space Improvements – Playground Safety Program	Aug-12	1,000	1,000	-	432	432
Open Space Improvements – Toilet Refurbishment	Aug-12	750	720	-	498	498
Open Space Improvements – Upgrade of Barbeques	Aug-12	800	800	-	346	346
Road Safety Measures and Rehabilitation – Pavement Rehabilitation	Jul-12	1,310	1,310	-	1,162	1,162
ACT NoWaste – Security Upgrades MLRMC	Sep-12	50	50	-	48	48
ACT NoWaste – Security Upgrades WBRMC	Sep-12	50	50	-	48	48
ACTION – Bus Station CCTV connection to Winchester Centre	Sep-12	-	100	-	97	97
Total capital upgrades program		4,310	4,380	-	2,826	2,826
TOTAL NEW WORKS		392,349	395,754	-	20,925	20,925
WORKS IN PROGRESS 2011-2012						
Prior Year Capital Upgrades						
Mulligans Flat Dam Restoration	Aug-12	100	200	-	55	55
Total capital upgrades program		100	200	-	55	55

Project	Revised Practical Completion Date	Original Value (\$'000)	Revised Value (\$'000)	Prior Yr Expenditure (\$'000)	2011-12 Expenditure (\$'000)	Total Expenditure to Date
Roads ACT						
North-South Arterial Road for Molonglo Suburbs	Mar-13	11,000	34,500	19,281	15,653	34,934
North Weston Pond and Bridge	Mar-13	12,000	40,000	21,892	17,116	39,008
Majura & Sutton Rd Pavement Rehabilitation	Sep-12	2,000	2,000	-	880	880
West Belconnen Intersection Improvements	Sep-12	1,500	1,500	-	732	732
Reconstruction of the Smiths Road Bridge	Jun-13	-	560	-	6	6
Kings Highway Upgrade	Aug-12	20,000	15,000	5,244	9,682	14,926
Cycling, Signage, Footpaths	Jun-13	9,200	9,000	5,492	1,340	6,832
Monaro Hwy Duplication (Canberra Ave to Newcastle St)	Sep-12	18,500	18,500	12,291	3,837	16,128
Transport for Canberra – Flemington Road Bus Priority Study (Design)	Sep-12	750	750	105	524	629
Transport for Canberra – Parkes Way Widening	Jun-14	14,700	14,700	-	2,306	2,306
Transport for Canberra – Cotter Road Improvements	Jun-13	7,150	7,150	300	573	873
Transport for Canberra – City Path Lighting	Jul-12	1,500	1,500	501	895	1,396
Transport for Canberra – Major Bus Stops Program	Jun-13	1,750	1,750	145	1,026	1,171
Transport for Canberra – Canberra Avenue Bus Priority Measures	Apr-14	8,200	8,200	150	293	443
Transport for Canberra – Northbourne Avenue Bus Priority Measures and Dickson Major Bus Station	Jun-13	4,250	950	272	84	356
Transport for Canberra – Park and Ride Facilities	Jun-14	4,100	3,800	734	1,011	1,745
Transport for Canberra – Improvements to City Bus Services and Facilities	Mar-13	2,000	2,000	98	459	557
Transport for Canberra – Gungahlin Town Centre Major Bus Station	Jun-13	1,675	3,325	156	217	373
Transport for Canberra – Erindale Centre Major Bus Station	Dec-12	3,150	300	148	47	195
Transport for Canberra – Bike and Ride Facilities	Jun-13	700	700	238	200	438
Transport for Canberra – Belconnen to City Transitway Stage 1 (Barry Drive and College Street Sectors)	Jun-13	7,300	8,500	418	2,515	2,933
Transport for Canberra – Barry Drive and Clunies Ross Street Intersection Upgrade	Sep-12	7,000	7,000	114	5,221	5,335
Gungahlin Drive Extension – Stage 2	Jun-14	85,500	81,700	60,613	17,150	77,763



Project	Revised Practical Completion Date	Original Value (\$'000)	Revised Value (\$'000)	Prior Yr Expenditure (\$'000)	2011-12 Expenditure (\$'000)	Total Expenditure to Date
Land Release Program						
Forde - Mulligans Flat Road Extension and Water Quality Control Pond	Jul-12	13,500	13,500	12,163	1,284	13,447
Parks, Conservation and Land						
Shopping Centre Upgrade Program - Red Hill and Lyons	Jun-14	8,000	8,150	975	1,115	2,090
Town and District Park Upgrades	Jun-14	6,000	6,000	1,389	1,816	3,205
Strategic Bushfire Management Plan Version 2	Jun-14	3,798	3,798	479	902	1,381
Jerrabomberra Wetlands Infrastructure Improvements	Jun-14	2,341	2,341	137	174	311
Official Opening 2013 - National Arboretum Canberra	Feb-13	22,620	22,620	7,370	10,039	17,409
Property						
Refurbishment of Albert Hall	Sep-12	2,723	3,223	2,856	305	1,730
Conservation Management Plans for Heritage Buildings (Feasibility) - GPO	Jun-13	800	800	93	224	1,730
Remediation of Fuel Storage Facilities	Jun-13	1,000	1,500	204	589	1,730
ACT NoWaste						
West Belconnen Landfill Sullage Pit Remediation	Feb-13	800	800	606	67	673
Remediation of West Belconnen Land Fill Borrow Pit	Jun-13	2,783	2,783	1,123	1,026	2,149
Mugga Lane Resource Management Centre - Future Options (Feasibility) - GPO	Jun-13	1,750	1,174	174	36	210
Extension of the Mugga Lane Resource Management Centre Landfill Cell	Jun-14	4,400	4,400	205	1,322	1,527
Total works in progress		294,640	334,874	155,966	100,776	257,661
PHYSICALLY COMPLETE PROJECTS 2011-2012						
Capital Upgrades						
Water Resources/Stormwater Improvements - Stormwater Improvement Chapman, Page	Jun-12	3,160	3,160	-	3,160	3,160
Water Resources/Stormwater Improvements - Stormwater Improvement Waramanga	Jun-12	470	470	-	471	471
Public Transport Infrastructure - Bus Stop Disability Improvements	Jun-12	395	395	-	375	375

Project	Revised Practical Completion Date	Original Value (\$'000)	Revised Value (\$'000)	Prior Yr Expenditure (\$'000)	2011-12 Expenditure (\$'000)	Total Expenditure to Date
Neighbourhood Improvements - Replace Old Street Lighting	Jun-12	760	1,260	-	1,260	1,260
ACT NoWaste - Critical Road Infrastructure	Jun-12	330	330	-	328	328
ACTION - Upgrade of Protective Security Infrastructure	Jun-12	100	100	-	98	98
ACTION - Road Surface Repairs and Safety Improvements	Jun-12	300	300	-	289	289
Prior Year Capital Upgrades and Improvement Programs						
Urban Open Space - Upgrades	Oct-11	1,557	1,557	1,519	29	1,548
Mulligan's Flat Restoration and Interpretation	Jun-12	150	150	22	129	151
Roads ACT and Road Transport						
Restoration of Tharwa Bridge	Jan-12	14,700	18,655	16,246	2,439	18,685
Fyshwick Stormwater Augmentation - Stage 2	Jun-12	2,600	2,600	-	2,583	2,583
Upgrade of Airport Roads - Majura Parkway FD	May-12	9,500	9,500	67	9,432	9,499
Drakeford Drive Pedestrian Link for Kambah P-10 School (Design)	Oct-11	240	240	175	65	240
Transport for Canberra - Installation of Bus Shelters	Jun-12	1,000	1,000	89	911	1,000
Majura and Sutton Road Pavement Rehabilitation	Jun-12	2,250	250	224	28	252
Transport for Canberra - ACT Road Safety Strategy (Design)	Jun-12	500	500	238	262	500
Parks, Conservation and Land						
Lake Ginninderra Foreshore Stage 2 (Emu Inlet Upgrade)	Dec-11	3,200	6,095	1,963	3,483	5,446
The Sanctuary at Tidbinbilla - Stage 2 and Birrigai Outdoor School Development	Jun-12	2,200	1,700	527	527	1,054
Belconnen Skate Park (Design)	Jun-12	200	2,200	1,798	368	2,166
National Arboretum Canberra	Jun-12	18,150	18,150	15,394	-	15,394
Upgrade of Bunda Street Paving	Dec-10	3,650	3,810	3,615	14	3,629
Total projects physically complete		65,412	72,422	41,877	26,251	68,128
PHYSICALLY AND FINANCIALLY COMPLETE PROJECTS 2011-2012						
Roads ACT and Road Transport						
Transport for Canberra - Bus Priority at Gundaroo Drive/Barton Highway (Feasibility) - GPO	Mar-12	150	150	-	150	150



Project	Revised Practical Completion Date	Original Value (\$'000)	Revised Value (\$'000)	Prior Yr Expenditure (\$'000)	2011-12 Expenditure (\$'000)	Total Expenditure to Date
Transport for Canberra – Bus Stop Upgrades to Disability Standards	Jun-12	1,000	1,000	-	1,000	1,000
Transport for Canberra – Bridge Strengthening on Commercial Routes	Jun-12	1,000	1,000	-	1,000	1,000
Transport for Canberra – Bridge Safety Fences	Jun-12	600	600	-	600	600
Deakin Stormwater Augmentation – Stage 1	Jun-12	1,500	1,500	-	1,500	1,500
Majura Ave/Phillip Av Traffic Lights	Apr-12	1,000	1,000	-	1,000	1,000
Tharwa Bridge Foundation Works - Roads to Recovery Program	May-10	6,100	6,100	5,991	109	6,100
Hume - Lanyon Drive Upgrade – Stage 2	Jul-11	11,000	11,000	10,882	115	10,997
Transport for Canberra – Walking and Cycling Infrastructure	Feb-12	1,000	1,000	730	270	1,000
Bridge Strengthening on Commercial Routes	Apr-12	1,000	1,000	213	787	1,000
Lake Ginninderra Community Path Lighting	Oct-11	1,000	1,000	657	333	990
Local Initiatives Package/Pre-Election Budget Update						
Tuggeranong Town Park Stage	Sep-10	200	200	189	2	191
Property						
Upgrade of Callam Offices	Jun-12	811	311	132	179	311
Parks, Conservation and Land						
Street Level Recycling	Jun-12	165	165	-	165	165
Molonglo Corridor Tree Planting	Aug-11	400	400	365	35	400
Drought Proofing Parks and Open Spaces	Jun-12	2,900	2,900	2,783	118	2,901
City West Infrastructure Stage 2 - Childers Street Precinct	Jun-10	3,000	2,837	2,837	-	2,837
Care for Nature Reserves	Jun-12	950	950	574	379	953
Lake Ginninderra District Park Playground and Picnic Facilities	Dec-11	300	300	239	62	301
Land Release Program						
Bonner - Western Distributor Road and Sewer	Jul-11	11,000	9,000	8,347	667	9,014
Coombs and Wright - Water Supply	Sep-10	2,000	1,400	1,325	81	1,406
Lawson South - Road Intersections	Jul-11	7,000	9,300	9,194	115	9,309
Lawson – Ginninderra and Aikman Drives - Intersection Upgrade	Jul-11	2,500	3,500	3,140	356	3,496

Project	Revised Practical Completion Date	Original Value (\$'000)	Revised Value (\$'000)	Prior Yr Expenditure (\$'000)	2011-12 Expenditure (\$'000)	Total Expenditure to Date
ACT NoWaste						
Rehabilitation of Building Waste Recycling	May-12	1,000	1,000	-	1,000	1,000
New Landfill for the ACT - GPO	May-12	850	707	198	509	707
Capital Upgrades						
Water Resources/Stormwater Improvements - Stormwater Augmentation Program	Jun-12	395	395	-	395	395
Sustainable Transport Initiatives - Footpath Improvements	Jun-12	350	350	-	350	350
Neighbourhood Improvements - Investigate Traffic Mgt Issues	Jun-12	100	100	-	100	100
Residential Street Improvements - Road and Traffic Mgt Improvements	Jun-12	225	225	-	225	225
Road Safety Measures and Rehabilitation - Infill Lighting	Jun-12	215	215	-	215	215
Road Safety Measures and Rehabilitation - Arterial Road Lighting	May-12	220	220	-	220	220
Road Safety Measures and Rehabilitation - Install Safety Fences	Feb-12	615	615	-	616	616
Road Safety Measures and Rehabilitation - Bridge Strengthening	Feb-12	600	100	-	100	100
Road Safety Measures and Rehabilitation - Road Barrier Improvements	Jan-12	170	170	-	170	170
Road Safety Measures and Rehabilitation - Traffic Light Upgrade	Jan-12	300	300	-	301	301
Road Safety Measures and Rehabilitation - Design Road Safety Measures	Jun-12	250	250	-	251	251
OH&S Improvements at Macarthur House	Jun-12	30	30	-	26	26
Property Upgrades - Fire Services	Apr-12	392	412	-	412	412
Property Upgrades - Heritage Properties	Jun-12	220	220	-	220	220
Property Upgrades - Access Road Maintenance	Jun-12	193	193	-	193	193
Property Upgrades - Various Sites	Jun-12	748	748	-	748	748
Property Upgrades - Grant Cameron Community Centre	Jun-12	422	422	-	422	422
Property Upgrades - Tidbinbilla Visitors Centre	Jun-12	300	280	-	280	280
Property Upgrades - Woden Library	Jun-12	70	70	-	70	70



Project	Revised Practical Completion Date	Original Value (\$'000)	Revised Value (\$'000)	Prior Yr Expenditure (\$'000)	2011-12 Expenditure (\$'000)	Total Expenditure to Date
ACT NoWaste - Water Efficiency Measures	May-12	40	40	-	40	40
ACT NoWaste - Removal of Hazardous Waste	May-12	50	50	-	49	49
ACT NoWaste - Install Exit Weighbridge MPMC	Jun-12	100	100	-	100	100
ACT NoWaste - Area for Composting of Street Sweepings	Jun-12	50	50	-	50	50
DAS Repair Disused Pens	Jun-12	-	30	-	27	27
Open Space Improvements - Upgrade of Bollards, Barriers and Access Gates	Jun-12	250	250	-	257	257
Open Space Improvements - Upgrade to Street Furniture	Jun-12	250	250	-	252	252
Open Space Improvements - Upgrade of Rubbish Bin Facilities	Jun-12	50	50	-	50	50
Open Space Improvements - Upgrade of Fountains	Jun-12	100	100	-	98	98
ACTION - Safety Panels on Scania Buses	Jun-12	-	75	-	61	61
ACTION - Lighting at Belconnen Depot Bus Sheds	Jan-12	-	25	-	25	25
ACTION - Bus Engine Overhauls	Jun-12	473	473	-	473	473
Prior Year Capital Upgrades and Improvement Programs						
Bridge Safety Fencing - Continue Implementation of Screens on Pedestrian and Selected Vehicle Bridges over Arterial Roads	Jun-11	615	615	615	-	615
Bridge Strengthening - Two Bridges in Mitchell and Two on Ginninderra Drive	Jun-11	538	538	538	-	538
Climate Change Strategies - Installation of Solar Hot Water System (Dickson Motor Vehicle Registry), Water Collection and Reuse Systems (Fyshwick Depot) and Waterless Urinals at Government Owned Offices	Jun-12	600	600	504	96	600
Wanniassa Business Park - Upgrade Works and Energy Efficiency Initiatives	Nov-11	158	158	70	89	159
Mitchell Depot - Sewerage Sleeving	Feb-12	200	200	43	157	200
TAMS Visitors Centres - Condition Audit Upgrade Works and Studies	Jun-11	150	150	150	-	150
Mitchell Depot (Building 3) - Installation of Lift	Jun-12	400	400	-	400	400
Mount Rogers Community Centre - Skylights and Audit Works	Jun-11	200	200	200	-	200
Magistrates Court - Condition Audit Upgrade Works	Aug-11	180	180	46	134	180

Project	Revised Practical Completion Date	Original Value (\$'000)	Revised Value (\$'000)	Prior Yr Expenditure (\$'000)	2011-12 Expenditure (\$'000)	Total Expenditure to Date
Dame Pattie Menzies House - Condition Audit Upgrade Works	Aug-11	250	100	72	28	100
Scollay St Offices - Condition Audit Upgrade Works	Jan-12	140	140	-	140	140
Phillip Business Park - Building Upgrades and Refurbishment	Jul-11	100	100	70	29	99
Smart Meter Installation and associated Electrical Works at Dickson Motor Vehicle Registry, 1 Moore Street Civic and North Building Civic	Jan-12	185	185	125	60	185
Fairfax Centre O'Connor - Demolition and Site Remediation	Jun-11	200	200	200	-	200
Upgrades to Hotel Kurrajong	Aug-11	125	125	115	10	125
North Building HVAC Works	Jan-12	-	150	31	119	150
Fire Services Upgrades	Jun-11	-	191	191	-	191
Landscape Upgrade Works across Canberra, including Barbecues, Park and Street Furniture in Open Spaces and Shopping Centres, Shrub Beds, Bollards and Soil Stabilisation Works in various locations across Canberra including Belconnen, Weston, Woden and Tuggeranong	Jul-11	200	200	199	-	199
Landscape Upgrade Works at Oaks Estate including a Covered Barbeque Table, Barbeque and Playground Upgrade	Dec-11	100	100	39	61	100
Toilet Refurbishments at Molonglo Reach and Acton District Parks and the Hughes and Chisholm Shopping Centres	May-12	750	750	310	440	750
Playground Safety Program - Upgrade of Open Space Playground Assets in various Suburbs, including Gowrie, Weston, Chapman, Kaleen, Macarthur, Greenway, Florey, Belconnen and Chifley	Nov-11	1,228	1,128	863	265	1,128
Landscaping Works within the Arboretum at the Former CIT School of Horticulture Site in Weston	Jul-11	50	50	42	8	50
Tree Replacement Program - At various locations in the Inner North and South Regions	Sep-11	88	88	77	10	87
Radio System Upgrade	Oct-11	300	398	350	48	398
Civic Health Centre, Moore St - Carpet Replacement and Toilet Upgrades	Jun-11	285	285	285	-	285
Total projects physically and financially complete		72,646	72,359	52,931	19,424	72,355
TOTAL COMBINED CAPITAL WORKS PROGRAM		825,047	875,409	250,774	167,376	419,069



PROJECTS TRANSFERRED FROM OTHER DIRECTORATES						
ECONOMIC DEVELOPMENT DIRECTORATE						
Parks, Conservation and Land						
National Arboretum Canberra (Commonwealth Contribution)	Jun-13	18,600	18,600	-	-	-
Official Opening 2013 – National Arboretum Canberra	Feb-13	22,620	22,620	7,370	3,211	10,581
National Arboretum Canberra	Jun-12	18,150	18,150	15,394	2,756	18,150
Total projects transferred from other directorates		59,370	59,370	22,764	5,967	28,731
PROJECTS TRANSFERRED TO OTHER DIRECTORATES						
ENVIRONMENT AND SUSTAINABLE DEVELOPMENT DIRECTORATE						
Roads ACT and Road Transport						
Transport for Canberra – Northbourne Avenue Transitway (Design)	Jun-12	2,500	-	-	-	-
Transport for Canberra – Freeway Bus Stops on Adelaide Avenue Transit Lane (Feasibility)	Jun-12	200	-	-	-	-
Transport for Canberra – Dickson Major Bus Station (Design)	Jun-12	300	-	-	-	-
Transport for Canberra – City Area Bus Layover Facility (Design)	Jun-12	500	-	-	-	-
Transport for Canberra – Park and Ride Facilities	Jun-12	300	-	-	-	-
Cycling, Signage, Footpaths	Jun-12	200	-	-	-	-
Transport for Canberra – Belconnen to City Bus Transitway Alignment (Feasibility)	Jun-12	200	-	-	-	-
Total projects transferred to other directorates		4,200	-	-	-	-

RECONCILIATION OF FUNDING AND EXPENDITURE		\$
Reconciliation of Total Current Year Financing		
Original Capital Works Financing		235,826
Add: s16B Rollovers from 2010-11		2,455
Add: Transfers to other Directorates		450
Add: Transfers - AAO Transfers		14,216
Add: Commonwealth Grants		43
Less: Transfers - AAO Transfers		-3,800
Less: Transfers - CI to GPO		-479
Less: Capital Injection not drawn in 2011-12		-69,573
Capital Injection from Government per Cash Flow Statement		\$179,138
Reconciliation of Total Current Year Actual Expenditure - Against Financing		
Total Current Year Capital Works Expenditure		172,392
Add: Expenditure for other Capital Injection Projects		25,609
Less: Accruals		-16,533
Less: GPO Funded Projects		-2,330
Capital Injection from Government per Cash Flow Statement		\$179,138
Reconciliation of Total Current Year Actual Expenditure		
Total Current Year Capital Works Expenditure		172,392
Add: AAO Transfers		-5,967
Add: Own-Sourced Capital Works Expenditure		2,697
Add: Nation Build Expenditure		412
Add: WIP Expenditure for other Capital Injection Projects		4,094
Less: Accruals		-16,533
Less: GPO Funded Projects		-2,330
Total payments from Investing Activities as per Cash Flow Statement		\$154,765



APPENDIX 4

C15 GOVERNMENT CONTRACTING

Output class	Business unit	Contractor/consultant	Description / reason contract let	Approval date (date contract let)	Actual expenditure (GST exc)	Procurement type	Reason for select tender
1-Municipal Services	ACT NOWaste	Ian McQuhae	Pre tender cost estimate report	Dec-11	25,034	Open tender	
1-Municipal Services	ACT NOWaste	GHD Pty Ltd	Strategic asset management plan	Sep-11	27,621	Open tender	
1-Municipal Services	ACT NOWaste	Dolomatrix Australia	Transport and disposal of household hazardous waste	Apr-11	31,667	Open tender	
1-Municipal Services	ACT NOWaste	Mag Welding Services Pty Ltd	Repairs and maintenance	Mar-11	32,992	Open tender	
1-Municipal Services	ACT NOWaste	SEMF Project Pty Ltd	Environmental monitoring	Feb-09	33,813	Open tender	
1-Municipal Services	ACT NOWaste	Sita Environmental Solutions	E-waste collection and processing	Nov-11	34,839	Quotations	
1-Municipal Services	ACT NOWaste	A Prince Consulting Pty Ltd	Waste audit reports	Dec-11	35,060	Open tender	
1-Municipal Services	ACT NOWaste	Staffing and Office Solutions Pty Ltd	Contract labour hire	Mar-10	36,714	Open tender	

Output class	Business unit	Contractor/consultant	Description / reason contract let	Approval date (date contract let)	Actual expenditure (GST exc)	Procurement type	Reason for select tender
1-Municipal Services	ACT NOWaste	Effective People Pty Ltd	Contract labour hire	Mar-10	39,739	Open tender	
1-Municipal Services	ACT NOWaste	Blue Environment Pty Ltd	Financial analysis reports	Jun-11	43,794	Quotations	
1-Municipal Services	ACT NOWaste	Chemisal Pty Ltd	Collection and disposal of household chemical and hazardous waste	Apr-12	45,179	Open tender	
1-Municipal Services	ACT NOWaste	Mastro 5 Design Pty Ltd	Building maintenance and repair	Nov-11	46,110	Open tender	
1-Municipal Services	ACT NOWaste	Riggall and Associates	Technical reports	Dec-11	56,361	Open tender	
1-Municipal Services	ACT NOWaste	Charles Bigg-Wither and Goran Srejjic	Improvements to fittings and fixtures at Mugga Lane and Mitchell Reuse Facility	Jul-11	59,873	Quotations	
1-Municipal Services	ACT NOWaste	APC Environmental Management	Technical reports	Dec-11	64,400	Open tender	
1-Municipal Services	ACT NOWaste	SEMF Pty Ltd	Environmental monitoring	Feb-09	79,821	Open tender	
1-Municipal Services	ACT NOWaste	ISS Security Pty Ltd	Weighbridge services	Oct-11	105,557	Open tender	
1-Municipal Services	ACT NOWaste	Snowmax Pty Ltd	Mugga lane potable water project	Apr-11	115,395	Quotations	

1-Municipal Services	ACT NOWaste	TES-AMM Australia Pty Ltd	E-waste collection and processing	Feb-10	122,302	Open tender	
1-Municipal Services	ACT NOWaste	Tinys Painting & Home Maintenance	Bulky waste collection service	May-11	177,368	Open tender	
1-Municipal Services	ACT NOWaste	MRI ACT Pty Ltd	E-waste collection and processing	Sep-11	178,936	Quotations	
1-Municipal Services	ACT NOWaste	Canberra Sand and Gravel Pty Ltd	Green waste processing	Aug-11	230,797	Single select	Continuity of service at current location and assessed as good value for money
1-Municipal Services	ACT NOWaste	Goldsmith Civil & Environmental	Civil engineering and repairs and maintenance	Jan-11	259,307	Open tender	
1-Municipal Services	ACT NOWaste	Renewable Processes	E-waste collection and processing	Jun-11	427,176	Quotations	
1-Municipal Services	ACT NOWaste	Corkhill Bros Sales Pty Ltd	Green waste processing	Aug-11	428,776	Single select	Continuity of service at current location and assessed as good value for money
1-Municipal Services	ACT NOWaste	Samarkos Earthmoving Pty Ltd	Resource recovery services at the Mugga Lane Resource Management Centre	Jun-07	1,122,770	Open tender	

Output class	Business unit	Contractor/consultant	Description / reason contract let	Approval date (date contract let)	Actual expenditure (GST exc)	Procurement type	Reason for select tender
1-Municipal Services	ACT NOWaste	Thiess Services Pty Ltd	Management services at the Mugga Lane and Mitchell Resource Management Centres and the Hume Materials Recovery Facility	Jan-01	5,463,884	Open tender excluding weighbridge services at the Mugga Lane Resource Management Centre which was procured through single select	No alternative service provider was identified through open tender processes
1-Municipal Services	ACT NOWaste	Cleanaway	Domestic waste and recycling collection	Sep-02	10,159,114	Open tender	
2-Enterprise Services	ACT Property Group	NDY Management Pty Ltd	Engineering services	Jul-11	25,000	Quotations	
2-Enterprise Services	ACT Property Group	Prestige Cleaning Services Pty Ltd	Cleaning services	Jul-07	25,020	Open tender	
2-Enterprise Services	ACT Property Group	Canberra Boilers Pty Ltd	Heating, ventilation and cooling	Jul-11	25,260	Open tender	
2-Enterprise Services	ACT Property Group	Laser Plumbing Queanbeyan	Plumbing	Jul-11	25,496	Quotations	
2-Enterprise Services	ACT Property Group	Brindabella Contractors Pty Ltd	Civil engineering	Jul-11	25,916	Quotations	
2-Enterprise Services	ACT Property Group	Canopy Enterprises Pty Limited	Consultancy services	Jul-11	26,589	Quotations	

2-Enterprise Services	ACT Property Group	Discount Tree Services Act Pty Ltd	Horticultural services	Jul-11	26,630	Quotations	
2-Enterprise Services	ACT Property Group	EO Lighting	Electrical repairs and maintenance	Jul-11	26,761	Quotations	
2-Enterprise Services	ACT Property Group	First 5 Minutes Pty Ltd	Fire services	Jul-11	26,837	Quotations	
2-Enterprise Services	ACT Property Group	Rusden Consulting Engineers Pty Ltd	Engineering services	Jul-11	27,000	Quotations	
2-Enterprise Services	ACT Property Group	Pro-Tech Services Pty Ltd	Electrical repairs and maintenance	Jul-11	27,320	Quotations	
2-Enterprise Services	ACT Property Group	Peter Carrington and Associates	Consultancy services	Jul-11	28,060	Quotations	
2-Enterprise Services	ACT Property Group	Active Training and Personnel Pty Ltd	Contract labour hire	Jul-11	28,278	Quotations	
2-Enterprise Services	ACT Property Group	Parker Family Trust	Building repairs and maintenance	Jul-11	28,616	Quotations	
2-Enterprise Services	ACT Property Group	Canberra Switchboards	Electrical repairs and maintenance	Jul-11	29,200	Quotations	
2-Enterprise Services	ACT Property Group	Canberra Filter Services Pty Ltd	Heating, ventilation and cooling	Jul-11	29,956	Quotations	
2-Enterprise Services	ACT Property Group	Safety Training and Compliance Pty Ltd	Training provider	Jul-11	30,365	Quotations	
2-Enterprise Services	ACT Property Group	Lifecare Liftworks Pty Ltd	Lift consultant	Jul-11	30,390	Quotations	
2-Enterprise Services	ACT Property Group	Illum A Lite Pty Ltd	Electrical repairs and maintenance	Jul-11	30,700	Quotations	
2-Enterprise Services	ACT Property Group	Douglas Partners Pty Ltd	Consultancy services	Jul-11	30,911	Quotations	

Output class	Business unit	Contractor/consultant	Description / reason contract let	Approval date (date contract let)	Actual expenditure (GST exc)	Procurement type	Reason for select tender
2-Enterprise Services	ACT Property Group	ACT Metropolitan Building Certifiers Pty Ltd	Building certifier	Jul-11	30,991	Quotations	
2-Enterprise Services	ACT Property Group	Balfron Removals	Removalist	Jul-11	31,216	Quotations	
2-Enterprise Services	ACT Property Group	Programmed Maintenance Services Pty Ltd	Building repairs and maintenance	Jul-11	31,929	Quotations	
2-Enterprise Services	ACT Property Group	A B P Landscapes	Landscaping	Jul-11	31,982	Quotations	
2-Enterprise Services	ACT Property Group	Armstrong Flow Control Pty Ltd	Plumbing	Jul-11	32,638	Quotations	
2-Enterprise Services	ACT Property Group	Coffey Environments Pty Ltd	Consultancy services	Jul-11	34,505	Quotations	
2-Enterprise Services	ACT Property Group	Baxter Engineering Act Pty Ltd	Engineering services	Jul-11	34,680	Quotations	
2-Enterprise Services	ACT Property Group	Territory Turf and Horticulture	Landscaping	Jul-11	35,023	Quotations	
2-Enterprise Services	ACT Property Group	Airmaster Australia Pty Ltd	Heating, ventilation and cooling	Jul-11	35,290	Quotations	
2-Enterprise Services	ACT Property Group	Elton Consulting Group Pty Ltd	Consultancy services	Jul-11	35,789	Quotations	
2-Enterprise Services	ACT Property Group	Master Carpets Act Pty Ltd	Carpet installation	Jul-11	36,200	Quotations	

2-Enterprise Services	ACT Property Group	Roofsafe T Systems Pty Ltd	Building repairs and maintenance	Jul-11	36,280	Quotations	
2-Enterprise Services	ACT Property Group	Clean Air Technologies Act Pty Ltd	Heating, ventilation and cooling	Jul-11	37,801	Quotations	
2-Enterprise Services	ACT Property Group	Norris Cleaning Company	Cleaning services	Jul-09	38,127	Open tender	
2-Enterprise Services	ACT Property Group	MSS Security Pty Ltd	Security services	Jul-11	38,306	Quotations	
2-Enterprise Services	ACT Property Group	MRB Communications Pty Ltd	Electrical installations	Jul-11	41,340	Quotations	
2-Enterprise Services	ACT Property Group	Treeworks (ACT/NSW) Pty Limited	Horticultural services	Jul-11	41,906	Quotations	
2-Enterprise Services	ACT Property Group	Matrix Systems Pty Ltd	Consultancy services	Jul-11	42,100	Quotations	
2-Enterprise Services	ACT Property Group	Condor Cleaning Pty Ltd	Cleaning services	Jul-07	42,419	Open tender	
2-Enterprise Services	ACT Property Group	Hydro Industries Pty Ltd	Chemicals and legionella testing	Jul-11	42,648	Quotations	
2-Enterprise Services	ACT Property Group	Southern Sullage Service	Plumbing	Jul-11	44,755	Quotations	
2-Enterprise Services	ACT Property Group	Godfrey Hirst Australia Pty Ltd	Carpet installation	Jul-11	45,968	Quotations	
2-Enterprise Services	ACT Property Group	Cityscape Horticulture & Arboriculture	Horticultural services	Jul-11	46,370	Quotations	
2-Enterprise Services	ACT Property Group	Resolution Planning	Building repairs and maintenance	Jul-11	46,617	Quotations	
2-Enterprise Services	ACT Property Group	Lines Signs and Pavements Pty Ltd	Car park and line marking	Jul-11	46,670	Quotations	

Output class	Business unit	Contractor/consultant	Description / reason contract let	Approval date (date contract let)	Actual expenditure (GST exc)	Procurement type	Reason for select tender
2-Enterprise Services	ACT Property Group	Transform Building Solutions	Building repairs and maintenance	Jul-11	47,875	Quotations	
2-Enterprise Services	ACT Property Group	Kasunic & Co. Architects Pty Ltd	Architectural services	Jul-11	49,998	Quotations	
2-Enterprise Services	ACT Property Group	ISS Washroom Services	Cleaning services	Jul-07	51,505	Open tender	
2-Enterprise Services	ACT Property Group	Rope Access Engineering	Cleaning services	Jul-11	56,278	Quotations	
2-Enterprise Services	ACT Property Group	Access Lock and Key	Locksmiths	Jul-11	59,052	Quotations	
2-Enterprise Services	ACT Property Group	Beaver Industries Pty Ltd	Building repairs and maintenance	Jul-11	60,149	Quotations	
2-Enterprise Services	ACT Property Group	Poblete Locksmithing and Maintenance	Locksmiths	Jul-11	60,320	Quotations	
2-Enterprise Services	ACT Property Group	The Playground People	Playground maintenance	Jul-11	60,328	Quotations	
2-Enterprise Services	ACT Property Group	Summit Led Energy Australia Ltd T/A EO Lighting	Electrical repairs and maintenance	Jul-11	60,427	Quotations	
2-Enterprise Services	ACT Property Group	A.G. Coombs	Heating, ventilation and cooling	Jul-11	61,243	Quotations	
2-Enterprise Services	ACT Property Group	ACT Recycling Pty Ltd	Recycling services	Jul-11	61,332	Quotations	

2-Enterprise Services	ACT Property Group	Cleanaway	Waste removal	Jul-11	61,971	Quotations	
2-Enterprise Services	ACT Property Group	AM Coil (Aust) Pty Ltd	Refrigeration and air conditioning	Jul-11	62,623	Quotations	
2-Enterprise Services	ACT Property Group	Scandia Flooring Pty Ltd	Carpet installation	Jul-11	64,210	Quotations	
2-Enterprise Services	ACT Property Group	Help Maintenance Services Pty Ltd	Plumbing	Jul-11	64,583	Quotations	
2-Enterprise Services	ACT Property Group	Canopy Tree Experts	Horticultural services	Jul-11	66,674	Quotations	
2-Enterprise Services	ACT Property Group	Forpark Australia	Playground maintenance	Jul-11	69,216	Quotations	
2-Enterprise Services	ACT Property Group	Summers Glass	Glaziers	Jul-11	70,777	Quotations	
2-Enterprise Services	ACT Property Group	P and R Commercial Plumbing	Plumbing	Jul-11	75,518	Quotations	
2-Enterprise Services	ACT Property Group	RB and R Daintree Pty Ltd	Security services	Jul-11	75,634	Quotations	
2-Enterprise Services	ACT Property Group	ACT Tree Felling	Horticultural services	Jul-11	75,960	Quotations	
2-Enterprise Services	ACT Property Group	PCA People Pty Ltd	Contract labour hire	Jul-11	77,067	Quotations	
2-Enterprise Services	ACT Property Group	City Reflection Property Management	Cleaning services	Jul-07	77,702	Open tender	
2-Enterprise Services	ACT Property Group	Thermal and Mechanical Appliances	Heating, ventilation and cooling	Jul-11	79,146	Quotations	
2-Enterprise Services	ACT Property Group	Mindal Constructions	Building repairs and maintenance	Jul-11	80,804	Quotations	

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2-Enterprise Services	ACT Property Group	Daintree Electronics Pty Ltd	Security services	Jul-11	80,846	Quotations	
2-Enterprise Services	ACT Property Group	Ruckschloss Consulting Pty Ltd	Architectural services	Jul-11	83,050	Quotations	
2-Enterprise Services	ACT Property Group	City Group Pty Ltd	Cleaning services	Jul-07	84,109	Open tender	
2-Enterprise Services	ACT Property Group	Scenic Group Pty Ltd	Building repairs and maintenance	Jul-11	85,339	Quotations	
2-Enterprise Services	ACT Property Group	Brema Group Pty Ltd	Building repairs and maintenance	Jul-11	87,364	Quotations	
2-Enterprise Services	ACT Property Group	Sure Safe	Roof safety installers	Jul-11	88,344	Quotations	
2-Enterprise Services	ACT Property Group	Dan and Dan Landscaping Pty Ltd	Landscaping	Jul-11	92,265	Quotations	
2-Enterprise Services	ACT Property Group	Lido's Fencing	Fencing works	Jul-11	95,245	Quotations	
2-Enterprise Services	ACT Property Group	Faraj Cleaning Services	Cleaning services	Jul-07	97,434	Open tender	
2-Enterprise Services	ACT Property Group	Kone Elevators Pty Ltd	Lift repairs and maintenance	Jul-11	98,511	Quotations	
2-Enterprise Services	ACT Property Group	Brad Adams	Landscaping	Jul-11	98,560	Quotations	

2-Enterprise Services	ACT Property Group	Hays Specialist Recruitment Australia Pty Ltd	Contract labour hire	Jul-11	99,227	Quotations	
2-Enterprise Services	ACT Property Group	Stephen Y Sih	Electrical consultancy services	Jul-11	102,250	Quotations	
2-Enterprise Services	ACT Property Group	Paul Barnett Design Group Pty Ltd	Consultancy services	Jul-11	103,305	Quotations	
2-Enterprise Services	ACT Property Group	Duncan Antong Marshall	Consultancy services	Jul-11	103,991	Quotations	
2-Enterprise Services	ACT Property Group	Out and About Landscapes	Landscaping	Jul-11	105,047	Quotations	
2-Enterprise Services	ACT Property Group	GHD Pty Ltd	Structural engineers	Jul-11	106,283	Quotations	
2-Enterprise Services	ACT Property Group	John Skurr Consulting Engineers Pty Ltd	Engineering services	Jul-11	109,206	Quotations	
2-Enterprise Services	ACT Property Group	J & W Electrical Pty Ltd	Electrical repairs and maintenance	Jul-11	109,505	Quotations	
2-Enterprise Services	ACT Property Group	Fibre Tech Surface Care	Cleaning services	Jul-09	112,709	Open tender	
2-Enterprise Services	ACT Property Group	Eric Martin & Associates	Heritage audits	Jul-11	117,174	Quotations	
2-Enterprise Services	ACT Property Group	Nausiti Pty Ltd	Building repairs and maintenance	Jul-11	118,110	Quotations	
2-Enterprise Services	ACT Property Group	Transact Capital Communications Pty Ltd	Communications	Jul-11	121,737	Quotations	
2-Enterprise Services	ACT Property Group	OTIS Elevator Company Pty Ltd	Lift repairs and maintenance	Jul-11	121,740	Quotations	

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2-Enterprise Services	ACT Property Group	Canscape	Horticultural services	Jul-11	122,757	Quotations	
2-Enterprise Services	ACT Property Group	Sita Environmental Solutions	Waste removal	Jul-11	123,743	Quotations	
2-Enterprise Services	ACT Property Group	Bellchambers Asbestos Removal	Asbestos removal	Jul-11	126,488	Quotations	
2-Enterprise Services	ACT Property Group	Australian Pest Control Pty Ltd	Pest control services	Jul-11	130,403	Quotations	
2-Enterprise Services	ACT Property Group	Ambride	Refrigeration and air conditioning	Jul-11	133,464	Quotations	
2-Enterprise Services	ACT Property Group	Northrop Consulting Engineers	Engineering services	Jul-11	136,110	Quotations	
2-Enterprise Services	ACT Property Group	Nautilus Refrigeration and Air Conditioning	Refrigeration and air conditioning	Jul-11	137,413	Quotations	
2-Enterprise Services	ACT Property Group	Dalkia Technical Services Pty Ltd	Heating, ventilation and cooling	Jul-11	141,913	Quotations	
2-Enterprise Services	ACT Property Group	Larkin Industries	Mechanical consultants	Jul-11	145,183	Quotations	
2-Enterprise Services	ACT Property Group	Abbey Plumbing Drainage & Gasfitting	Plumbing	Jul-11	146,560	Quotations	
2-Enterprise Services	ACT Property Group	Peter Allan Smith	Consultancy services	Jul-11	148,464	Quotations	

2-Enterprise Services	ACT Property Group	Prestige Paving and Landscaping	Landscaping	Jul-11	149,401	Quotations	
2-Enterprise Services	ACT Property Group	Alpine Airconditioning and Electrical Contractors Pty Ltd	Heating, ventilation and cooling	Jul-11	150,887	Quotations	
2-Enterprise Services	ACT Property Group	Rolfe Property Services Pty Ltd	Cleaning services	Dec-10	154,496	Open tender	
2-Enterprise Services	ACT Property Group	Glendening Commercial Painting and Maintenance Pty Ltd	Building repairs and maintenance	Jul-11	155,261	Quotations	
2-Enterprise Services	ACT Property Group	Pink Hygiene Solutions	Cleaning services	Aug-06	157,256	Open tender	
2-Enterprise Services	ACT Property Group	GK Ellery and Associates Pty Ltd	Engineering services	Jul-11	159,120	Quotations	
2-Enterprise Services	ACT Property Group	Morgans Group Pty Ltd	Cleaning services	Jul-11	159,657	Quotations	
2-Enterprise Services	ACT Property Group	Jands Pty Ltd	Building repairs and maintenance	Jul-11	161,427	Quotations	
2-Enterprise Services	ACT Property Group	Sewer Services Pty Ltd	Plumbing	Jul-11	163,055	Quotations	
2-Enterprise Services	ACT Property Group	Ozbestos Pty Ltd	Asbestos removal	Jul-11	166,325	Quotations	
2-Enterprise Services	ACT Property Group	Budget Carpet Care	Carpet installation	Jul-11	170,121	Quotations	
2-Enterprise Services	ACT Property Group	Canberra Management Consulting Pty Ltd	Contract labour hire	Jul-11	176,580	Quotations	
2-Enterprise Services	ACT Property Group	Q Commercial Carpets Pty Ltd	Carpet installation	Jul-11	181,350	Quotations	

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2-Enterprise Services	ACT Property Group	Affinity Electrical Technologies	Electrical repairs and maintenance	Jul-11	186,361	Quotations	
2-Enterprise Services	ACT Property Group	Canberra Consulting Resources Pty Ltd	Contract labour hire	Jul-11	192,882	Quotations	
2-Enterprise Services	ACT Property Group	Bright Lights Electrical	Electrical repairs and maintenance	Apr-08	194,212	Open tender	
2-Enterprise Services	ACT Property Group	Dale and Hitchcock Civil Engineering and Landscaping	Building repairs and maintenance	Jul-11	197,296	Quotations	
2-Enterprise Services	ACT Property Group	Irwin and Hartshorn Pty Ltd	Building repairs and maintenance	Jul-11	203,277	Quotations	
2-Enterprise Services	ACT Property Group	Berkeley Challenge Pty Ltd	Cleaning services	Jul-07	205,679	Open tender	
2-Enterprise Services	ACT Property Group	ISS Facility Services Australia Limited	Cleaning services	Jun-10	206,991	Open tender	
2-Enterprise Services	ACT Property Group	ACT Electrics Pty Ltd	Electrical repairs and maintenance	Jul-11	216,616	Quotations	
2-Enterprise Services	ACT Property Group	Magro Constructions Pty Ltd	Building repairs and maintenance	Jul-11	220,165	Quotations	
2-Enterprise Services	ACT Property Group	ABE Fire Protection Pty Ltd	Fire protection services	Dec-11	221,937	Open tender	
2-Enterprise Services	ACT Property Group	Shane's Glass	Glaziers	Jul-11	224,128	Quotations	

2-Enterprise Services	ACT Property Group	Colda Constructions	Building repairs and maintenance	Jul-11	227,636	Quotations	
2-Enterprise Services	ACT Property Group	Ecowise	Building repairs and maintenance	Jul-11	228,934	Quotations	
2-Enterprise Services	ACT Property Group	King Air Pty Ltd	Heating, ventilation and cooling	Jul-11	232,952	Quotations	
2-Enterprise Services	ACT Property Group	Don't Panic Plumbing	Plumbing	Jul-11	239,459	Quotations	
2-Enterprise Services	ACT Property Group	Hydromatic	Plumbing	Jul-11	239,552	Quotations	
2-Enterprise Services	ACT Property Group	PAES Group Pty Ltd	Electrical repairs and maintenance	Jul-11	240,032	Quotations	
2-Enterprise Services	ACT Property Group	Environmental Resources Management Aust	Fuel tank testing	Jul-11	247,558	Quotations	
2-Enterprise Services	ACT Property Group	ACT Fast Glass	Glaziers	Jul-11	258,226	Quotations	
2-Enterprise Services	ACT Property Group	Existing Buildings Group Pty Ltd	Building repairs and maintenance	Jul-11	263,679	Quotations	
2-Enterprise Services	ACT Property Group	Gabler Electrical Services	Electrical repairs and maintenance	Jul-11	270,346	Quotations	
2-Enterprise Services	ACT Property Group	Perimetech Pty Ltd	Fencing works	Jul-11	272,516	Quotations	
2-Enterprise Services	ACT Property Group	Steve Coombe	Fire protection services advice	Jul-11	273,400	Quotations	
2-Enterprise Services	ACT Property Group	Freds Express Cleaning Service	Cleaning services	Jul-07	281,493	Open tender	
2-Enterprise Services	ACT Property Group	Paul Abbey Constructions Pty Ltd	Building repairs and maintenance	Jul-11	282,249	Quotations	

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2-Enterprise Services	ACT Property Group	Thyssenkrupp Elevator	Lift repairs and maintenance	Jul-07	287,114	Open tender	
2-Enterprise Services	ACT Property Group	Pro Plumbing & Gasfitting	Plumbing	Jul-11	296,697	Quotations	
2-Enterprise Services	ACT Property Group	Universal Office Cleaners ACT Pty Ltd	Cleaning services	Jul-07	306,305	Open tender	
2-Enterprise Services	ACT Property Group	Spevans Enterprises Pty Ltd	Building repairs and maintenance	Jul-11	328,746	Quotations	
2-Enterprise Services	ACT Property Group	J & E Carpentry Pty Ltd	Building repairs and maintenance	Jul-11	349,532	Quotations	
2-Enterprise Services	ACT Property Group	Haden Engineering Pty Ltd	Heating, ventilation and cooling	Jul-11	366,432	Quotations	
2-Enterprise Services	ACT Property Group	Pyrosolv Pty Ltd	Fire protection services	Jul-11	367,017	Quotations	
2-Enterprise Services	ACT Property Group	Control and Electric Pty Ltd	Heating, ventilation and cooling	Jul-11	371,872	Quotations	
2-Enterprise Services	ACT Property Group	Radmo Constructions Pty Ltd	Building repairs and maintenance	Jul-11	374,156	Quotations	
2-Enterprise Services	ACT Property Group	Cercol Construction Services Pty Ltd	Building repairs and maintenance	Jul-11	380,706	Quotations	
2-Enterprise Services	ACT Property Group	Tyco Australia Pty Limited	Fire services	Nov-07	427,117	Open tender	

2-Enterprise Services	ACT Property Group	Capital Boiler and Burner Services Pty Ltd	Heating, ventilation and cooling	Jul-11	432,949	Quotations	
2-Enterprise Services	ACT Property Group	Heyday Group Pty Ltd	Fire protection services	Jul-11	444,615	Quotations	
2-Enterprise Services	ACT Property Group	Sphere Projects Pty Ltd	Building repairs and maintenance	Jul-11	448,847	Quotations	
2-Enterprise Services	ACT Property Group	SG Fleet Australia Pty Ltd	Vehicle lease and fleet management services	Apr-09	483,338	Open tender	
2-Enterprise Services	ACT Property Group	AHL-Carrier (Aust) Pty Ltd	Heating, ventilation and cooling	Jul-11	537,273	Quotations	
2-Enterprise Services	ACT Property Group	Robson Environmental	Hazmat services	Jul-11	623,326	Quotations	
2-Enterprise Services	ACT Property Group	International Asbestos Removal Pty Ltd	Asbestos removal	Jul-11	636,858	Quotations	
2-Enterprise Services	ACT Property Group	Environmental Plumbing Solutions Aust Pty Ltd	Plumbing	Jul-11	692,233	Quotations	
2-Enterprise Services	ACT Property Group	Hiretec Maintenance Pty Ltd	Heating, ventilation and cooling	Jul-11	737,605	Quotations	
2-Enterprise Services	ACT Property Group	National Cleaning Services Aust Pty Ltd	Cleaning services	Aug-09	744,218	Open tender	
2-Enterprise Services	ACT Property Group	Robin Dodds Electrical	Electrical repairs and maintenance	Jul-11	813,149	Quotations	
2-Enterprise Services	ACT Property Group	Leaves Away Pty Ltd	Landscaping	Jul-11	866,270	Quotations	
2-Enterprise Services	ACT Property Group	Monarch Building Solutions Pty Ltd	Building repairs and maintenance	Jul-11	1,159,429	Quotations	
2-Enterprise Services	ACT Property Group	ARIS Building Services Pty Ltd	Building repairs and maintenance	Jul-11	1,590,978	Quotations	

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2-Enterprise Services	ACT Property Group	General Lighting Services Monaro	Lighting and electrical repairs and maintenance	Sep-07	1,990,380	Open tender	
2-Enterprise Services	ACT Property Group	Drain King Act Pty Ltd	Plumbing	Jul-11	2,124,739	Quotations	
2-Enterprise Services	ACT Property Group	SMI Group Pty Limited	Fire protection services	Jul-11	2,830,553	Open tender	
1-Public Transport	ACTION	SG Fleet Australia Pty Ltd	Vehicle lease and fleet management services	Apr-09	348,625	Open tender	
1-Public Transport	ACTION	Kayboa Pty Ltd	Rural school services	Dec-10	380,384	Open Tender	
1-Public Transport	ACTION	Transborder	Rural school services	Dec-10	94,359	Open Tender	
1-Public Transport	ACTION	City Group	Cleaning services	Jun-07	206,034	Open Tender	
1-Municipal Services	Canberra Connect	Aussoft Solutions	Receipting and payment system support	Dec-09	88,435	Open tender	
1-Municipal Services	Canberra Connect	Chubb Security Services Ltd	Cash delivery and collection and security services	Jul-09	189,355	Open tender	
1-Municipal Services	Canberra Connect	Kelly Services Australia Ltd	Contract labour hire	Mar-10	269,506	Open tender	
1-Municipal Services	Canberra Connect	Manpower Services Aust Pty Ltd	Contract labour hire	Mar-10	390,717	Open tender	

1-Municipal Services	Canberra Connect	Effective People Pty Ltd	Contract labour hire	Mar-10	743,310	Open tender	
1-Municipal Services	Canberra Connect	Staffing and Office Solutions Pty Ltd	Contract labour hire	Mar-10	753,170	Open tender	
1-Municipal Services	Canberra Connect	Regent Personnel Pty Ltd	Contract labour hire	Mar-10	1,600,286	Open tender	
2-Enterprise Services	Capital Linen Service	Kannegiesser Australia	Machinery servicing	Jul-07	64,761	Quotations	
2-Enterprise Services	Capital Linen Service	SG Fleet Australia Pty Ltd	Vehicle lease and fleet management services	Apr-09	95,136	Open tender	
2-Enterprise Services	Capital Linen Service	Colleys Drycleaning Maintenance	Laundry maintenance services	Jul-07	105,608	Quotations	
2-Enterprise Services	Capital Linen Service	Jobwire	Contract labour hire	Jul-07	715,567	Single select	Availability of appropriate service skills and access to broader network of suppliers
2-Enterprise Services	Capital Linen Service	Skilled Group Ltd	Contract labour hire	Oct-10	795,195	Single select	Availability of appropriate service skills and access to broader network of suppliers
1-Municipal Services	City Services	Custom Made Landscapes	Tree planting	May-11	26,405	Open tender	

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1-Municipal Services	City Services	Alloy and Stainless Products Pty Ltd	Repairs and maintenance on mowers	Jul-11	27,119	Quotations	
1-Municipal Services	City Services	Randstad Pty Limited	Contract labour hire	Mar-10	29,895	Open tender	
1-Municipal Services	City Services	Capital City Heavy Haulage Pty Ltd	Haulage services for abandoned vehicles	May-11	31,213	Open tender	
1-Municipal Services	City Services	Impressive Playgrounds Pty Ltd	Synthetic playground softfall	Jul-11	32,115	Quotations	
1-Municipal Services	City Services	Robins Consulting	Tree maintenance and professional services	Aug-11	32,260	Open tender	
1-Municipal Services	City Services	J and V Jauncey Farm Contractors	Repair and maintenance of weed control equipment	Jul-11	34,362	Quotations	
1-Municipal Services	City Services	Brandell Civil Pty Ltd	Restoration of waterways and surrounds	May-12	37,560	Open tender	
1-Municipal Services	City Services	XCS Consulting Pty Ltd	European wasp awareness and insect identification service	Sep-08	42,057	Open tender	
1-Municipal Services	City Services	J & M Kennedy	Installation of gates, fences and barriers	Mar-10	42,273	Open tender	
1-Municipal Services	City Services	Laz Mobile Welding Services	Repairs to park infrastructure and horticultural maintenance equipment	Jul-11	42,592	Quotations	

1-Municipal Services	City Services	Ecowise	Lakes and rivers water quality monitoring	Jul-10	43,814	Quotations	
1-Municipal Services	City Services	Canscape	Tree stump cutting	Oct-09	44,290	Open tender	
1-Municipal Services	City Services	J D Upton	Water tanker hire for watering young trees	Jul-10	46,550	Open tender	
1-Municipal Services	City Services	Mag Welding Services Pty Ltd	Repairs to park infrastructure and horticultural maintenance equipment	Jul-11	47,783	Quotations	
1-Municipal Services	City Services	Security 1 (Act) Pty Ltd	Security monitoring and locking gates and toilets at parks and depots	Jul-09	55,037	Quotations	
1-Municipal Services	City Services	JT and NC Emery	Water tanker hire for watering young trees	Sep-10	55,876	Open tender	
1-Municipal Services	City Services	Directions Management & Consulting Pty Ltd	Playground comprehensive safety inspections	Feb-10	56,133	Open tender	
1-Municipal Services	City Services	Mastro 5 Design Pty Ltd	Repairs to public toilets	Jul-11	64,469	Quotations	
1-Municipal Services	City Services	Ford Earthmoving	Machinery services for Floriade	Jul-11	69,865	Quotations	
1-Municipal Services	City Services	Citywide Service Solutions Pty Ltd	Tree planting	Jun-11	74,070	Open tender	
1-Municipal Services	City Services	Ecoway Aust Pty Ltd	Mowing services and flood response	Jan-12	84,087	Open tender	

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1-Municipal Services	City Services	Coffey Environments Pty Ltd	Environmental services	Apr-12	84,606	Single select	Knowledge of the project, specialist skills and competitive price in previous procurements
1-Municipal Services	City Services	24/7 Facility Services Pty Ltd	Cleaning of bus interchange	Jun-07	86,420	Open tender	
1-Municipal Services	City Services	KD Carratt	Urban tree maintenance services plant and equipment hire	Nov-07	87,618	Open tender	
1-Municipal Services	City Services	Sita Environmental Solutions	Emptying hoppers at sportsgrounds and depots	Jul-10	89,504	Open tender	
1-Municipal Services	City Services	Jeffery Flew	Dryland mowing services	Mar-12	90,660	Open tender	
1-Municipal Services	City Services	ACT Earthmoving and Truck Repairs Pty Ltd	Dryland mowing services	Mar-12	91,577	Open tender	
1-Municipal Services	City Services	Deeble B and C Pty Ltd	Water tanker hire for watering young trees	Jul-10	94,302	Open tender	
1-Municipal Services	City Services	Homewood Consulting Pty Ltd	Tree audit and data collection	Mar-10	126,686	Open tender	

1-Municipal Services	City Services	Dan and Dan Landscaping Pty Ltd	Tree planting	May-11	127,737	Open tender	
1-Municipal Services	City Services	Ecoway Aust Pty Ltd	Water tanker hire for watering young trees	Oct-10	139,264	Open tender	
1-Municipal Services	City Services	Out and About Landscapes	Drainage and planting beds at Floriade	Dec-11	149,235	Open tender	
1-Municipal Services	City Services	Custom Made Landscapes	Construct flower beds and plant bulbs and annuals at Floriade	Nov-10	154,616	Open tender	
1-Municipal Services	City Services	Dabakala Pty Ltd	Cleaning, maintenance and repair of electric and gas barbeques	Sep-06	155,237	Open tender	
1-Municipal Services	City Services	McMahon's Lawn Turf and Maintenance Pty Ltd	Installation of gates, fences and barriers and site preparation and installation of turf	Mar-10	197,975	Open tender	
1-Municipal Services	City Services	Techni-Clean Australia	Removal of graffiti from ACT Government assets	Mar-12	221,810	Open tender	
1-Municipal Services	City Services	Canberra Mowing Pty Ltd	Dryland mowing services	Mar-12	257,797	Open tender	
1-Municipal Services	City Services	Koomarri Association	Contract labour hire	Jul-09	259,186	Single select	The provider was best able to source applicants suitable for the work to be undertaken

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1-Municipal Services	City Services	Landscape Direct	Urban tree maintenance services plant and equipment hire	Dec-11	343,835	Open tender	
1-Municipal Services	City Services	Manpower Services Aust Pty Ltd	Contract labour hire	Apr-10	404,720	Open tender	
1-Municipal Services	City Services	Adecco	Contract labour hire	Mar-10	413,231	Open tender	
1-Municipal Services	City Services	Brindabella Irrigation & Plumbing	Maintenance and testing of plumbing infrastructure including irrigation systems in urban parks	Sep-10	498,704	Open tender	
1-Municipal Services	City Services	Sapphire Coast Tree Service and Tower Hire	Tree maintenance services plant and equipment hire	Mar-12	645,589	Open tender	
1-Municipal Services	City Services	Allstaff Australia Ltd	Contract labour hire	Feb-10	717,478	Open tender	
1-Municipal Services	City Services	Bellarine Tree Services Pty Ltd	Removal of dead trees, plant hire and stump removal	May-10	902,800	Open tender	
1-Municipal Services	City Services	Canberra Horticulture Pty Ltd	Horticultural maintenance and cleaning services and management of graffiti on public assets	Aug-07	2,036,110	Open tender	

1-Municipal Services	City Services	Landscape Direct	Horticultural maintenance and cleaning services in the Woden/Weston region	May-07	2,700,789	Open tender	
1-Municipal Services	Directorate Services	Recall Information Management Pty Ltd	Waste collection services	Jul-09	26,445	Quotations	
1-Municipal Services	Directorate Services	Australian Valuation Office	Asset valuation services	Apr-11	27,273	Quotations	
1-Municipal Services	Directorate Services	Adcorp Australia Limited	Advertising services	Jul-11	30,363	Standing offer arrangement	
1-Municipal Services	Directorate Services	Canberra Management Consulting Pty Ltd	Contract labour hire	Jun-11	33,627	Quotations	
1-Municipal Services	Directorate Services	Bayley and Associates Pty Ltd	Procurement and contract management training	Oct-08	39,880	Open tender	
1-Municipal Services	Directorate Services	McMillan Staff Development Pty Ltd	Induction training	Jan-10	40,325	Quotations	
1-Municipal Services	Directorate Services	Ross Human Directions Limited	Virtual ACT demonstrator	Feb-12	40,950	Select tender	Only firm that can supply the specific services
1-Municipal Services	Directorate Services	Bentley Systems Pty Ltd	Integrated Asset Management System licences and support	Aug-10	47,500	Single select	Only firm that can supply the specific services
1-Municipal Services	Directorate Services	Ford Kelly Executive Connection	Executive recruitment	Apr-09	49,240	Standing offer arrangement	
1-Municipal Services	Directorate Services	Axiom Associates	Internal audit services	Sep-08	52,000	Standing offer arrangement	
1-Municipal Services	Directorate Services	Oakton Services Pty Ltd	Internal audit services	Sep-08	63,826	Standing offer arrangement	

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1-Municipal Services	Directorate Services	Gosford Micrographics	Scanning services	Apr-12	66,927	Quotations	
1-Municipal Services	Directorate Services	Micromex Research	Customer satisfaction surveys	Dec-08	75,366	Open tender	
1-Municipal Services	Directorate Services	Excelerated Consulting Pty Ltd	Financial systems support and training	Jun-08	79,919	Single select	Only firm that can supply the specific services
1-Municipal Services	Directorate Services	Kelly Services Australia Ltd	Contract labour hire	Mar-10	81,581	Open tender	
1-Municipal Services	Directorate Services	Marsh Pty Ltd	Motor vehicle and equipment insurance	Jul-11	89,565	Standing offer arrangement	
1-Municipal Services	Directorate Services	SMEC	Stormwater inspections	Nov-10	102,417	Open tender	
1-Municipal Services	Directorate Services	GHD Pty Ltd	Strategic Asset Management Framework implementation plan	Jun-11	470,916	Select tender	Specialist skills and experience combined with a restricted timeframe
1-Municipal Services	Directorate Services	Westpac Banking Corporation	Vehicle lease finance	Jun-10	1,876,287	Open tender	
1-Municipal Services	Directorate Services	SG Fleet Australia Pty Ltd	Vehicle lease and fleet management services	Apr-09	5,308,958	Open tender	

1-Municipal Services	Libraries ACT	Tutoring Australasia Pty Ltd	Licensing of online resource	Jul-11	27,314	Quotations	
1-Municipal Services	Libraries ACT	SAI Global Ltd	Staff development and training	Jul-11	28,061	Quotations	
1-Municipal Services	Libraries ACT	Directcomms Pty Ltd	SMS notice service	Jun-11	29,442	Quotations	
1-Municipal Services	Libraries ACT	Regent Personnel Pty Ltd	Contract labour hire	Mar-10	29,609	Open tender	
1-Municipal Services	Libraries ACT	Achievement Awareness Training	Staff development and training	Jul-11	29,964	Quotations	
1-Municipal Services	Libraries ACT	Chubb Security Services Ltd	Cash collection and security services	Jul-09	39,124	Open tender	
1-Municipal Services	Libraries ACT	Phillips Cleaning Service	Gungahlin library cleaning	Nov-11	66,451	Open tender	
1-Municipal Services	Libraries ACT	FE Technologies	Radio frequency identification device maintenance	Mar-09	184,111	Open tender	
1-Municipal Services	Libraries ACT	Manpower Services Aust Pty Ltd	Contract labour hire	Mar-10	189,735	Open tender	
1-Municipal Services	Libraries ACT	Pickwick Cleaning Services	Cleaning services	Oct-07	221,637	Open tender	
1-Municipal Services	Libraries ACT	Informed Sources Pty Ltd	Contract labour hire	Mar-10	1,066,843	Open tender	
1-Municipal Services	Parks and City Services Executive	Active Training and Personnel Pty Ltd	First aid training	Jul-11	26,317	Quotations	

Output class	Business unit	Contractor/consultant	Description / reason contract let	Approval date (date contract let)	Actual expenditure (GST exc)	Procurement type	Reason for select tender
1-Municipal Services	Parks and City Services Executive	Lemke Timber Training Pty Ltd	Chainsaw training for horticultural maintenance, fire preparedness and fire fuel management programs	Jun-09	54,170	Open tender	
1-Municipal Services	Parks and City Services Executive	Hays Specialist Recruitment Australia Pty Ltd	Contract labour hire	May-10	58,005	Open tender	
1-Municipal Services	Parks and City Services Executive	Allstaff Australia Ltd	Management and coordination of staff training	Sep-11	64,807	Select tender	Specialist skills and experience
1-Municipal Services	Parks and Conservation Services	Market Attitude Research Services	Customer satisfaction survey of recently upgraded play spaces and shopping centres	Jul-11	25,155	Quotations	
1-Municipal Services	Parks and Conservation Services	Maritex Pty Ltd	Electrical services	Jul-11	25,190	Quotations	
1-Municipal Services	Parks and Conservation Services	Heli Surveys Pty Ltd	Helicopter services for surveys, remote lifting and pest control programs	Apr-09	26,064	Open tender	
1-Municipal Services	Parks and Conservation Services	Kerrie Prutti	Cleaning services at rural facilities including national parks, reserves and depots	Jul-09	27,583	Quotations	

1-Municipal Services	Parks and Conservation Services	Blayney Airfarmers Pty Ltd	Weed control services	Jul-11	27,616	Quotations	
1-Municipal Services	Parks and Conservation Services	Homewood Consulting Pty Ltd	Tree assessment services in rural areas	Jun-10	27,734	Open tender	
1-Municipal Services	Parks and Conservation Services	Nowaste Wood Busters Pty Ltd	Tree mulching services	Jun-08	29,300	Quotations	
1-Municipal Services	Parks and Conservation Services	Canberra Locksmiths	Locksmith services	Jul-11	29,508	Quotations	
1-Municipal Services	Parks and Conservation Services	Conservation Volunteers Australia	Pine wilding removal and weeding, mulching and planting works in various locations	Jul-11	30,600	Quotations	
1-Municipal Services	Parks and Conservation Services	Baxter Engineering Act Pty Ltd	Fabrication of rural infrastructure	Jul-11	30,678	Quotations	
1-Municipal Services	Parks and Conservation Services	Cleanaway	Waste collection and removal services	Jul-11	33,435	Quotations	
1-Municipal Services	Parks and Conservation Services	Apps Family Trust	Storm damage recovery works	Jul-11	33,500	Quotations	
1-Municipal Services	Parks and Conservation Services	Ross Apps Earthmoving	Storm damage recovery works	Jul-11	33,500	Quotations	

Output class	Business unit	Contractor/consultant	Description / reason contract let	Approval date (date contract let)	Actual expenditure (GST exc)	Procurement type	Reason for select tender
1-Municipal Services	Parks and Conservation Services	Peter Erland	Feral animal management services	Sep-10	35,800	Quotations	
1-Municipal Services	Parks and Conservation Services	Bungendore Rural Services Pty Ltd	Plumbing services	Jul-11	35,848	Quotations	
1-Municipal Services	Parks and Conservation Services	Paul Graham and Partners	Vehicle repairs and servicing	Jul-11	36,875	Quotations	
1-Municipal Services	Parks and Conservation Services	Canscape	Tree stump cutting	Dec-11	37,155	Open tender	
1-Municipal Services	Parks and Conservation Services	Zoo & Wildlife Veterinary Consultancy	Veterinary services	Jul-10	39,999	Open tender	
1-Municipal Services	Parks and Conservation Services	SMEC	Cotter bridge repairs	Nov-10	40,890	Select tender	Specialist skills and experience
1-Municipal Services	Parks and Conservation Services	G-Tek	Clearance of unexploded ordnance	Jan-12	42,350	Quotations	
1-Municipal Services	Parks and Conservation Services	Makintrax Australia	Walking track upgrades and installation of infrastructure at nature parks and reserves	Jul-09	43,749	Quotations	

1-Municipal Services	Parks and Conservation Services	3rd Man Innovation	Code of Sustainable Land Management	Oct-09	45,000	Open tender	
1-Municipal Services	Parks and Conservation Services	Woodpecker Tree Services	Removal of dead and drought-affected trees from reserves, picnic areas and other rural areas	Mar-07	46,150	Open tender	
1-Municipal Services	Parks and Conservation Services	Fyshwick Outdoor Power Centre	Repair, service and replacement of minor plant and equipment	Jul-11	49,133	Quotations	
1-Municipal Services	Parks and Conservation Services	Market Attitude Research Services	Usage and satisfaction survey on public sportsgrounds, parks, recreation areas, reserves and the open space system	Apr-08	51,788	Single select	Continuity of service and background experience
1-Municipal Services	Parks and Conservation Services	Ausco Building Systems Pty Ltd	Temporary building hire	Jul-11	52,417	Quotations	
1-Municipal Services	Parks and Conservation Services	Adecco	Contract labour hire	Mar-10	52,529	Open tender	
1-Municipal Services	Parks and Conservation Services	Southern Sullage Service	Waste collection services from various reserves and rural locations	Jul-11	54,409	Quotations	

Output class	Business unit	Contractor/consultant	Description / reason contract let	Approval date (date contract let)	Actual expenditure (GST exc)	Procurement type	Reason for select tender
1-Municipal Services	Parks and Conservation Services	Greening Aust Capital Region Ltd	Revegetation and restoration projects in various locations	Jul-11	54,655	Single select and quotations	Expert advice, suitable equipment and materials and ability to co-ordinate a volunteer network supporting delivery of services
1-Municipal Services	Parks and Conservation Services	Contour Constructions	Storm damage recovery works	Jul-11	61,930	Quotations	
1-Municipal Services	Parks and Conservation Services	Effective People Pty Ltd	Contract labour hire	Mar-10	63,845	Open tender	
1-Municipal Services	Parks and Conservation Services	Environmental & Agricultural Services Pty Ltd	Weed control	Jul-11	63,922	Standing offer arrangement	
1-Municipal Services	Parks and Conservation Services	Landscape Direct	Dryland mowing and chipper hire	Jan-12	65,480	Quotations	
1-Municipal Services	Parks and Conservation Services	Dale and Hitchcock Civil Engineering and Landscaping	Storm damage recovery works	Jul-11	65,970	Quotations	

1-Municipal Services	Parks and Conservation Services	NP and MM Clancy Partnership	Fencing services in rural areas and reserves	May-11	68,384	Quotations	
1-Municipal Services	Parks and Conservation Services	Streamline River Restoration	Vanities Crossing fish way construction and related storm damage recovery works	May-11	68,868	Quotations	
1-Municipal Services	Parks and Conservation Services	United Aero Helicopters	Helicopter services for pest control and fire fuel management programs	Apr-09	70,948	Open tender	
1-Municipal Services	Parks and Conservation Services	24/7 Facility Services Pty Ltd	Cleaning of Birrigai, Stromlo and Hume depots	Jun-07	76,378	Open tender	
1-Municipal Services	Parks and Conservation Services	Specialised Construction of Protected Environments Pty Ltd	Planting, landscaping and storm damage recovery works at several locations	Jul-11	96,560	Select tender	Specialist skills and experience combined with a restricted timeframe
1-Municipal Services	Parks and Conservation Services	Works Plumbing Services	Plumbing repairs	Jul-11	98,849	Quotations	
1-Municipal Services	Parks and Conservation Services	Feral Management Pty Ltd	Rabbit control	Jun-11	101,878	Quotations	
1-Municipal Services	Parks and Conservation Services	Peter Gullett	Fencing repairs at Tidbinbilla Nature Reserve	Jul-11	103,646	Quotations	
1-Municipal Services	Parks and Conservation Services	Trakton Engineering Pty Ltd	Plant cultivation services	Feb-09	108,455	Open tender	

Output class	Business unit	Contractor/consultant	Description / reason contract let	Approval date (date contract let)	Actual expenditure (GST exc)	Procurement type	Reason for select tender
1-Municipal Services	Parks and Conservation Services	Tennant Rural	Fencing, fencing repairs, flood gates and rabbit control	Oct-10	121,553	Quotations	
1-Municipal Services	Parks and Conservation Services	McLachlan and Sons	Weed control , pine plantation planning and pine regrowth management in Lower Cotter Catchment and in other rural areas	Feb-09	128,484	Open tender	
1-Municipal Services	Parks and Conservation Services	Core Enviro Solutions	Spraying and treatment services for wasps, ants and weeds	Jul-08	134,688	Open tender	
1-Municipal Services	Parks and Conservation Services	Strathbogie Wildlife Pty Ltd	Pest control in parks and reserves	Jul-10	187,790	Single select	Specialist skills and experience
1-Municipal Services	Parks and Conservation Services	ACT Earthmoving and Truck Repairs Pty Ltd	Dryland grass mowing	Mar-12	196,581	Open tender	
1-Municipal Services	Parks and Conservation Services	Group One Pty Ltd	Maintenance of access roads and fire fuel management	Apr-05	197,296	Open tender	

1-Municipal Services	Parks and Conservation Services	Greening Aust Capital Region Ltd	Restoration works in the Lower Cotter Catchment	Aug-09	205,000	Single select	Expert advice, suitable equipment and materials and ability to co-ordinate a volunteer network supporting delivery of services
1-Municipal Services	Parks and Conservation Services	Programmed Maintenance Services Pty Ltd	Fire Fuel Management Services	Oct-11	237,270	Quotations	
1-Municipal Services	Parks and Conservation Services	Conservation Volunteers Australia	Management of Tidbinbilla Nature Reserve Visitors Centre	Mar-09	242,326	Single select	Ability to co-ordinate a volunteer network supporting delivery of services
1-Municipal Services	Parks and Conservation Services	Blueline Plant Hire	Seasonal plant and operator hire for maintenance of fire trails and rural access roads	Sep-07	278,810	Open tender	
1-Municipal Services	Parks and Conservation Services	Southern Weed Management	Weed control at the Lower Cotter catchment, Molonglo River and various rural locations	Jul-11	285,455	Standing offer arrangement	
1-Municipal Services	Parks and Conservation Services	Patterson Rural Contracting	Weed control and fencing works in rural areas and reserves	Jul-06	317,668	Open tender	

Output class	Business unit	Contractor/consultant	Description / reason contract let	Approval date (date contract let)	Actual expenditure (GST exc)	Procurement type	Reason for select tender
1-Municipal Services	Parks and Conservation Services	Southern Sons Rural Contractors Pty Ltd	Weed spraying at various parks, reserves and rural locations	Jul-11	361,902	Standing offer arrangement	
1-Municipal Services	Parks and Conservation Services	S and J Morrison	Weed spraying at various parks, reserves and rural locations	Jul-11	417,088	Standing offer arrangement	
1-Municipal Services	Parks and Conservation Services	FTJ Forestry Services	Weed control, pine plantation planning and pine regrowth management in the Lower Cotter Catchment and in other rural areas	Feb-09	610,721	Open tender	
1-Municipal Services	Parks and Conservation Services	Forestrack Pty Ltd	Maintenance of access roads, fire fuel management and pest control	Sep-07	710,503	Open tender	
1-Municipal Services	Parks and Conservation Services	Cord Civil Pty Ltd	Rural road maintenance and upgrade services and storm damage recovery works	Nov-11	1,346,622	Open tender	
1-Municipal Services	Public Transport Systems	Hays Specialist Recruitment Australia Pty Ltd	Contract labour hire	Jul-11	25,012	Standing offer arrangement	
1-Municipal Services	Public Transport Systems	Prime Television Southern Pty Ltd	Advertising for MyWay ticket system and nightrider service	Jul-11	26,919	Quotations	

1-Municipal Services	Public Transport Systems	Giro Inc	Software maintenance and support	Mar-11	36,286	Standing offer arrangement	
1-Municipal Services	Public Transport Systems	Regent Personnel Pty Ltd	Contract labour hire	Jul-11	38,719	Standing offer arrangement	
1-Municipal Services	Public Transport Systems	Southern Cross Media Australia Pty Ltd	Advertising for MyWay ticket system and nightrider service	Jul-11	42,081	Quotations	
1-Municipal Services	Public Transport Systems	Indec Consulting	Benchmarking Performance 2010-11 Action Buses	May-11	76,000	Single select	Specialist skills
1-Municipal Services	Public Transport Systems	Netbi Pty Ltd	Annual licence fees	Jul-11	152,261	Single select	Only firm that can supply the specific services
1-Municipal Services	Public Transport Systems	Monitor (Wa) Pty Ltd	Supply of My Way cards and bureau services	Jan-10	273,724	Open tender	
1-Municipal Services	Public Transport Systems	Downer Engineering Power Pty Ltd	ACTION replacement ticketing system	Jul-11	697,965	Single select	Specialist skills
1-Municipal Services	Roads ACT	Aim Pavement Solutions	Footpath repairs and associated works	Jul-11	25,140	Quotations	
1-Municipal Services	Roads ACT	Aecom Australia Pty Ltd	Bridge design consultancy	Dec-10	25,208	Single select	Specialist skills and experience
1-Municipal Services	Roads ACT	Brown Consulting (Act) Pty Ltd	Stormwater rectification works at Nass Road and Boboyan Road	Dec-10	25,300	Open tender	

Output class	Business unit	Contractor/consultant	Description / reason contract let	Approval date (date contract let)	Actual expenditure (GST exc)	Procurement type	Reason for select tender
1-Municipal Services	Roads ACT	Aecom Australia Pty Ltd	Bridge design consultancy	Jan-12	26,845	Quotations	
1-Municipal Services	Roads ACT	SMEC	Panel contract advice	Jul-11	28,874	Open tender	
1-Municipal Services	Roads ACT	Valley Auto Electrics	Installation of various equipment to vehicles	Jul-11	32,079	Single select	Specialist skills
1-Municipal Services	Roads ACT	GHD Pty Ltd	Advice on turning templates for buses	Sep-11	32,219	Single select	Specialist skills and experience
1-Municipal Services	Roads ACT	Michael Loneragan	Fencing works	Jun-11	34,869	Quotations	
1-Municipal Services	Roads ACT	Metal Manufactures Limited	Traffic light core	Jul-11	39,887	Quotations	
1-Municipal Services	Roads ACT	Roads and Maritime Services	Software licence	Jul-10	39,994	Single select	Only firm that can supply the specific services
1-Municipal Services	Roads ACT	GTA Consultants	Advice on 40km/h speed limits	Sep-10	50,750	Single select	Specialist skills and experience
1-Municipal Services	Roads ACT	Weldwise	Bridge maintenance	Jul-09	51,315	Quotations	
1-Municipal Services	Roads ACT	Charter Mercantile Pty Limited	Debt recovery services	Dec-10	59,832	Open tender	

1-Municipal Services	Roads ACT	Aurecon Australia Pty Ltd	Bridge repair consultancy	Aug-10	60,750	Open tender	
1-Municipal Services	Roads ACT	Wizard People Pty Ltd	Traffic Management contract labour hire	Jul-08	61,450	Select tender	Specialist skills and experience
1-Municipal Services	Roads ACT	Electronic Load Weighing Co. of Australia Pty Ltd	Bridge consultancy	Nov-11	65,460	Single select	Specialist skills and experience
1-Municipal Services	Roads ACT	Capital Asphalt Services Pty Ltd	Asphalt repairs community paths	Jul-11	68,450	Quotations	
1-Municipal Services	Roads ACT	Adcorp Australia Limited	Advertise road closures	Jul-11	68,782	Standing offer arrangement	
1-Municipal Services	Roads ACT	KJ & MR Excavations Pty Ltd	Footpath repairs and associated works	May-11	69,409	Quotations	
1-Municipal Services	Roads ACT	G and H Aluminium Fabricators	Glass replacement bus shelters	Jul-11	69,950	Quotations	
1-Municipal Services	Roads ACT	Paul Abbey Constructions Pty Ltd	Bridge maintenance and public transport asset maintenance	Jan-10	77,221	Quotations	
1-Municipal Services	Roads ACT	Datacol Research Pty Ltd	Traffic data collection	May-06	80,990	Single select	Specialist skills and experience
1-Municipal Services	Roads ACT	G. D. Samaritan Service	Footpath repairs and associated works	Jul-11	85,062	Quotations	
1-Municipal Services	Roads ACT	Capital Lines and Signs	Guide sign replacement and minor sign installation works	May-10	86,488	Open tender	
1-Municipal Services	Roads ACT	RTMT Australia Pty Ltd	Traffic control services	Jun-11	92,453	Quotations	

Output class	Business unit	Contractor/consultant	Description / reason contract let	Approval date (date contract let)	Actual expenditure (GST exc)	Procurement type	Reason for select tender
1-Municipal Services	Roads ACT	ARRB Group Ltd	Road safety studies	Jul-11	92,510	Single select	Specialist skills
1-Municipal Services	Roads ACT	Austrroads	Annual subscription and work program	Jul-11	104,710	Single select	Only firm that can supply the specific services
1-Municipal Services	Roads ACT	Jav Constructions	Repair asphalt paths	Jul-11	105,932	Quotations	
1-Municipal Services	Roads ACT	Paul Abbey Constructions Pty Ltd	Various minor new works	Jul-11	106,395	Quotations	
1-Municipal Services	Roads ACT	I & L Hardy	Minor stormwater and drain maintenance works	Jun-11	126,613	Quotations	
1-Municipal Services	Roads ACT	TMC Contractors Pty Ltd	Footpath repairs and associated works	Aug-11	133,731	Quotations	
1-Municipal Services	Roads ACT	Lines Signs and Pavements Pty Ltd	Various minor new works	Jul-11	147,096	Quotations	
1-Municipal Services	Roads ACT	SMEC	Design document for infrastructure repairs	Jul-11	147,402	Open tender	
1-Municipal Services	Roads ACT	Aecom Australia Pty Ltd	Storm recovery works	Jun-11	159,374	Quotations	

1-Municipal Services	Roads ACT	KJ & MR Excavations Pty Ltd	Various minor stormwater/drain maintenance work and Emergency response to storm events road repairs	Jun-11	160,863	Quotations	
1-Municipal Services	Roads ACT	Hawkins Civil Pty Ltd	Bridge repair consultancy	Jul-05	173,386	Open tender	
1-Municipal Services	Roads ACT	Brown Consulting (Act) Pty Ltd	Superintendence services for road resurfacing works	Sep-09	175,388	Open tender	
1-Municipal Services	Roads ACT	KJ & MR Excavations Pty Ltd	Various minor road repairs	Jun-11	180,881	Quotations	
1-Municipal Services	Roads ACT	Marine & Civil Maintenance Pty Ltd	Bridge repair consultancy	Dec-11	182,415	Open tender	
1-Municipal Services	Roads ACT	R D Gossip Pty Ltd	Minor new works investigation and design	Feb-11	187,816	Open tender	
1-Municipal Services	Roads ACT	Electrix Pty Ltd	Steel street light pole inspections	Sep-09	188,161	Open tender	
1-Municipal Services	Roads ACT	ARRB Group Ltd	Pavement management system consultancy	Jul-09	192,792	Single select	Only firm that can supply the specific services
1-Municipal Services	Roads ACT	Braums Pty Ltd	Traffic signal lanterns	May-12	196,056	Quotations	
1-Municipal Services	Roads ACT	B & B Asphalt Pty Ltd	Footpath repairs and associated works	Nov-11	199,898	Quotations	
1-Municipal Services	Roads ACT	Aecom Australia Pty Ltd	Preliminary design of the Barton Highway and Gundaroo Drive intersection signalisation	Jul-11	208,122	Open tender	

Output class	Business unit	Contractor/consultant	Description / reason contract let	Approval date (date contract let)	Actual expenditure (GST exc)	Procurement type	Reason for select tender
1-Municipal Services	Roads ACT	Aecom Australia Pty Ltd	Road safety studies	Jul-11	213,800	Single select	Specialist skills
1-Municipal Services	Roads ACT	Total Traffic Services	Traffic control services	Jun-11	214,953	Open tender	
1-Municipal Services	Roads ACT	Hawkins Civil Engineering Pty Ltd	Bridge repair consultancy	Jul-05	216,308	Open tender	
1-Municipal Services	Roads ACT	Supalux Pty Ltd	Pavement marking	Sep-10	217,915	Open tender	
1-Municipal Services	Roads ACT	Care Traffic Services	Traffic management services	Jul-11	218,103	Quotations	
1-Municipal Services	Roads ACT	Indesco Pty Limited	Emergency response to storm events including road repairs	Jun-11	219,693	Quotations	
1-Municipal Services	Roads ACT	Lines Signs and Pavements Pty Ltd	Pavement marking	Jul-11	220,956	Open tender	
1-Municipal Services	Roads ACT	Michael Deane Fencing Pty Ltd	Guardrail and fencing works	Jul-11	233,750	Quotations	
1-Municipal Services	Roads ACT	Henness Concrete Contractors	Various minor new works	Jul-11	234,303	Quotations	
1-Municipal Services	Roads ACT	Civil Werxs Pty Ltd	Traffic management services and various footpath repairs and associated work	Oct-11	238,727	Quotations	

1-Municipal Services	Roads ACT	Capital Lines and Signs	Various minor new works	Jul-11	256,673	Quotations	
1-Municipal Services	Roads ACT	SMEC	Dam safety surveillance and bridge component inspection	Nov-10	264,842	Open tender	
1-Municipal Services	Roads ACT	ARRB Group Ltd	Design standards and specifications	Jul-11	266,969	Single select	Specialist skills and experience
1-Municipal Services	Roads ACT	HMS Civils Pty Limited	Bridge expansion joint repair	Jun-08	326,843	Open tender	
1-Municipal Services	Roads ACT	Capital Lines and Signs	Pavement marking projects	Jul-11	365,401	Open tender	
1-Municipal Services	Roads ACT	Brown Consulting (Act) Pty Ltd	Road pavement assessments	Jun-10	376,628	Open tender	
1-Municipal Services	Roads ACT	Contour Constructions	Footpath repairs and associated works	Aug-11	402,238	Standing offer arrangement	
1-Municipal Services	Roads ACT	Beno Excavations Pty Ltd	Minor stormwater and drain maintenance works	Jul-11	421,592	Quotations	
1-Municipal Services	Roads ACT	Telstra Corporation Ltd	Traffic signals communications	Jul-08	481,740	Single select	Specialist skills
1-Municipal Services	Roads ACT	Acclaim Contractors	Bridge repair consultancy	May-11	489,742	Open tender	
1-Municipal Services	Roads ACT	Paul Abbey Constructions Pty Ltd	Emergency response to storm events including road repairs	Jun-11	497,356	Quotations	
1-Municipal Services	Roads ACT	Rural Services	Minor stormwater, drain and road maintenance and emergency works	Jun-11	513,631	Quotations	

Output class	Business unit	Contractor/consultant	Description / reason contract let	Approval date (date contract let)	Actual expenditure (GST exc)	Procurement type	Reason for select tender
1-Municipal Services	Roads ACT	Paul Abbey Constructions Pty Ltd	Footpath repairs and associated works	Oct-11	544,645	Standing offer arrangement	
1-Municipal Services	Roads ACT	Aust Grinding Company Pty Ltd	Footpath grinding to reduce hazards	Aug-08	553,180	Open tender	
1-Municipal Services	Roads ACT	Northrop Consulting Engineers	Streetlight maintenance superintendency	Jul-08	578,253	Open tender	
1-Municipal Services	Roads ACT	Deeble B and C Pty Ltd	Earthmoving works, grading on unsealed roads and road shoulder repairs	Sep-10	589,165	Open tender	
1-Municipal Services	Roads ACT	Simeonov Civil Engineering ACT Pty Ltd	Gravel resheet Boboyan Road	Feb-10	612,284	Open tender	
1-Municipal Services	Roads ACT	Dale and Hitchcock Civil Engineering and Landscaping	Stormwater and drain maintenance works	Jun-11	695,151	Quotations	
1-Municipal Services	Roads ACT	Civil Werxs Pty Ltd	Traffic management services and minor stormwater and drain maintenance work	Jul-11	702,536	Quotations	
1-Municipal Services	Roads ACT	Hawkins Civil Engineering Pty Ltd	Emergency response to storm events including road repairs	Jun-11	798,873	Quotations	
1-Municipal Services	Roads ACT	Flexible Drain Clear Service	Minor stormwater and drain maintenance work	Jun-11	810,547	Quotations	

1-Municipal Services	Roads ACT	Hawkins Civil Pty Ltd	Emergency response to storm events including road repairs	Jun-11	826,768	Quotations	
1-Municipal Services	Roads ACT	Henness Concrete Contractors	Footpath repairs and associated work	Nov-11	884,346	Standing offer arrangement	
1-Municipal Services	Roads ACT	Ecowise	Bulk lamp replacement	Feb-12	907,687	Open tender	
1-Municipal Services	Roads ACT	CB Excavations Pty Ltd	Footpath repairs and associated works	Jul-10	907,828	Standing offer arrangement	
1-Municipal Services	Roads ACT	Aecom Australia Pty Ltd	Constitution Avenue	Jul-11	1,035,601	Open tender	
1-Municipal Services	Roads ACT	Ecowise	Traffic signals maintenance	May-08	1,077,145	Single select	Specialist skills
1-Municipal Services	Roads ACT	Boss Haulage & Excavations Pty Ltd	Hire of plant and operator for various projects	Aug-10	1,398,354	Open tender	
1-Municipal Services	Roads ACT	Patches Asphalt	Asphalt patching and resurfacing projects	Jul-11	2,045,356	Open tender	
1-Municipal Services	Roads ACT	ActewAgl Distribution	Stormwater maintenance	Jan-11	3,006,243	Single select	Specialist skills and experience
1-Municipal Services	Roads ACT	Dale and Hitchcock Civil Engineering and Landscaping	Emergency response to storm events including road repairs and clean up	Jun-11	3,039,816	Quotations	
1-Municipal Services	Roads ACT	Downer Edi Works Pty Ltd	Road resurfacing and resealing works	Nov-11	4,720,780	Open tender	
2-Enterprise Services	Yarralumla Nursery	Canberra Consulting Business Management	Contract labour hire	Jul-11	37,861	Quotations	
2-Enterprise Services	Yarralumla Nursery	All Staff Australia	Contract labour hire	Jul-11	38,809	Standing offer arrangement	
2-Enterprise Services	Yarralumla Nursery	Henry and Linda Olsen	Potting and plant propagation	Jul-11	44,858	Quotations	

Output class	Business unit	Contractor/consultant	Description / reason contract let	Approval date (date contract let)	Actual expenditure (GST exc)	Procurement type	Reason for select tender
2-Enterprise Services	Yarralumla Nursery	Koomarri Association	Potting and plant maintenance	Jul-10	56,422	Single select	The provider was best able to source applicants suitable for the work to be undertaken
2-Enterprise Services	Yarralumla Nursery	Skilled Group Limited	Contract labour hire	Jul-11	85,404	Standing offer arrangement	
2-Enterprise Services	Yarralumla Nursery	Randstad Pty Limited	Contract labour hire	Jul-11	273,999	Standing offer arrangement	

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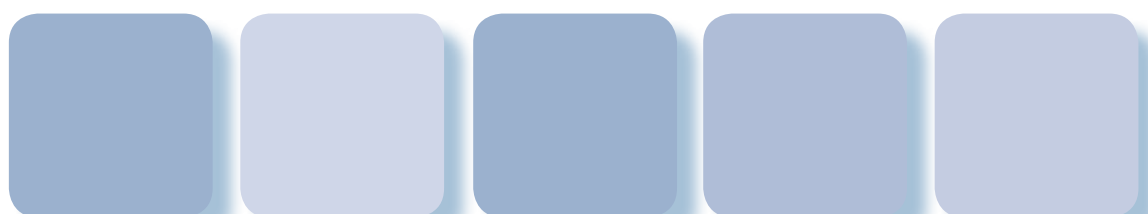
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LIST OF ABBREVIATIONS AND ACRONYMS

ACT	Australian Capital Territory	DDA	Disability Discrimination Act 1992
ACTEW	ACT Electricity and Water	DS	Directorate Services Division
ACTGS	ACT Government Solicitor's office	EDP	Estate Development Plans
ACTIA	ACT Insurance Authority	DDG	Deputy Director-General
ACTION	ACT Internal Omnibus Network	DG	Director-General
ACTHL	ACT Heritage Library	EDD	Economic Development Directorate
ACTPG	ACT Property Group	EDs	Executive Directors
ACTPS	ACT Public Service	ELT	Executive Leadership Team
ALIA	Australian Library and Information Association	EPIC	Exhibition Park in Canberra
ANU	Australian National University	ESDD	Environment and Sustainable Development Directorate
APZs	Asset Protection Zones	ETD	Education and Training Directorate
ASBA	Australian School-Based Apprenticeships	FOI	Freedom of Information
AS/NZS	Australian/New Zealand Standard	FTE	Full-time equivalent
ATSI	Aboriginal and Torres Strait Islander	GDE	Gungahlin Drive Extension
AWAs	Australian Workplace Agreements	GM	General Managers
AWAC	Animal Welfare Advisory Committee	HR	Human Resources
BA	Building Applications	HR21	Automated human resource management system
BE	Business Enterprises Division	HSRs	Health and Safety Representatives
BOP	Bushfire Operational Plan	IAC	Internal Audit Committee
BPay®	Bill Pay	IAMS	Integrated Asset Management System
CCTV	Closed circuit television	ICT	Information and communications technology
CFLs	Compact Fluorescent Lightbulbs	JACSD	Justice and Community Safety Directorate
CFO	Chief Finance Officer	Km	Kilometres
CIT	Canberra Institute of Technology	LDA	Land Development Agency
CLS	Capital Linen Service	LED	Light emitting diode
CMCD	Chief Minister and Cabinet Directorate	LOTE	Languages other than English
CMP	Conservation management plan	LPG	Liquefied petroleum gas
CNG	Compressed natural gas	m ²	metres squared
CO2	Carbon dioxide	MLA	Member of the Legislative Assembly
COTA	Council on the Ageing	MLRMC	Mugga Lane Resource Management Centre
CSE	Commissioner for Sustainability and the Environment	MOU	Memorandum of Understanding
DAS	Domestic Animal Services	MRF	Material Recycling Facility
DAISY	Digital Accessible Information System		
DCC	Directorate Consultative Committee		



NAIDOC	National Aboriginal Islander Day of Observance Committee	RTPIS	Real Time Passenger Information Service
NRAWG	Namadgi Rock Art Working Group	SAMC	Strategic Asset Management Committee
NSW	New South Wales	SAMP	Strategic Asset Management Plan
OSCAR	Online System for Comprehensive Activity Reporting	SBMP V2	Strategic Bushfire Management Plan Version 2
PAC	Public Accounts Committee	SEA	Special employment arrangement
PCS	Parks and City Services Division	SAMC	Strategic Asset Management Committee
PID	Public Interest Disclosure	SERBIR	Senior Executive Responsible for Business Integrity Risk
PMCoP	Project Management Community of Practice	SOG	Senior Officer Grade
Pty Ltd	Proprietary Limited	TAMS	Territory and Municipal Services Directorate
RED	Respect, Equity and Diversity	U3A	University of the Third Age
RFID	Radio Frequency Identification	UFRP	Urban Forest Renewal Program
RFS	ACT Rural Fire Service	VBC	Village Building Company
RMC	Risk Management Committee	WCU	Worker Consultation Unit
RMIA	Risk Management Institution of Australasia	WHS	Workplace Health and Safety
RMWG	Risk Management Working Group	WHSC	Workplace Health and Safety Steering Committee
RPT	Roads and Public Transport Division	YPN	Young Professionals' Network
RSPCA	Royal Society for the Prevention of Cruelty to Animals		
RTA	Road Traffic Authority		



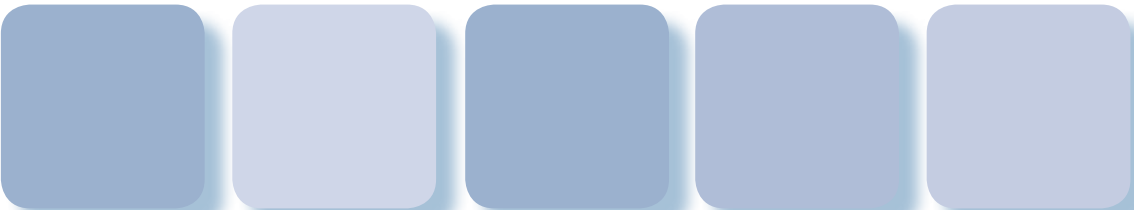
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OTHER SOURCES OF INFORMATION ABOUT TAMS

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