

Urban Services Annual Report
2003–2004



building our city
building our community

ACT Government

Volume 1



URBAN SERVICES
ACT GOVERNMENT

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Urban Services Annual Report **2003-2004**

Volume 1

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Transmittal Certificate

This report has been prepared under section 5(1) of the *Annual Reports (Government Agencies) Act 2004* and in accordance with the requirements referred to in the Annual Report Directions. It has been prepared in conformity with other legislation applicable to the preparation of the Annual Report by the Department of Urban Services.

I hereby certify that the attached Annual Report is an honest and accurate account of the operations of the Department of Urban Services during the period 1 July 2003 to 30 June 2004 and that it complies with the Chief Minister's Annual Report Directions.

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

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



Signed and dated by

Alan Thompson
Chief Executive

22 September 2004

Chief Executive Review



Alan Thompson, Chief Executive

Chief Executive Review

At the time of writing, the intense drought and the aftermath of the January 2003 bushfires are both pervading much of the work of Urban Services. Nevertheless, I consider that the staff of the department can be rightly proud of our achievements in "Making Canberra an even better place", which is our corporate mission.

Over the last year, we have successfully implemented a range of strategies around our key priorities, namely Post-Bushfire Management, Sustainable Resource Management, Service Delivery, Look of Canberra, Our People, and Integrated Outcomes.

Post Bushfire Management

A significant amount of resources has been directed towards ensuring the community is as safe as possible from the threat of bushfire, a major achievement being an extensive program of fire fuel reduction works throughout the ACT.

Other post-bushfire initiatives arising from the recommendations of the McLeod Inquiry were also put in place. In particular, the establishment of the department's Fire Management Unit has provided a more strategic approach to the planning of bushfire-related activities across the department.

The continuing massive clean-up and recovery program in urban and rural areas, particularly the restoration of recreation areas in forests and nature parks, including the Cotter and Tidbinbilla, was a significant achievement. An extensive tree surgery program to remove dead and dangerous trees, along with the implementation of erosion and weed control measures, was also undertaken.

In partnership with community groups and Greening Australia a massive re-greening program is helping to restore the lost beauty of parks, reserves and forest after the 2003 bushfires, although the pace of this program has been tempered by the drought.

Sustainable Resource Management

Sustainable water management was a major focus of *Think water, act water*, the ACT water resources strategy developed in partnership with ACTEW. The development of the strategy involved extensive consultation with the community and a range of experts. The strategy focuses on water resource management until 2050.

Sustainability was also a key theme of our nature conservation and waste management strategies. Significant environmental initiatives included the development of the ACT Lowland Woodland Conservation Strategy, successful continuation of the Corroboree Frog Husbandry Program and the establishment of Goorooyarroo Nature Reserve, a new woodland reserve to help protect endangered woodland and threatened bird species.

Initiatives associated with our No Waste Strategy resulted in the recovery of 70 per cent of the total waste generated during the year, the highest annual recovery rate since introduction of the strategy in 1996. The opening of a new state-of-the-art Materials Recovery Facility at Hume contributed to this positive outcome.

Integrated Outcomes

At Urban Services, we continue to work in partnership with other agencies and community groups to deliver integrated outcomes for the ACT. We have actively contributed to policy development at a whole-of-government, regional and national level.

Water and transport security issues are a high priority for both the Territory and the nation as a whole. We are working collaboratively with other Commonwealth and State jurisdictions in the development of a national security strategy for Australia's transport system. We are also working closely with a wide range of organisations, such as the Cooperative Research Centre for Freshwater Ecology, on policies for better water management.

We continue to work closely with ACTPLA to ensure integrated outcomes for urban development. Our Community Partnerships Program recognises the diversity of community values and continues to build collaborative and cooperative relationships with a wide variety of groups throughout Canberra.

Service Delivery

During the year, the department maintained its commitment to delivering the highest quality of service to the ACT community, ensuring efficient, equitable and accessible services to our customers.

We continued to listen to the community by providing many consultative mechanisms that allow the public to have input into decisions affecting them. This was in addition to the advanced training programs we introduced during the year to enhance the customer service skills of our staff. As a result, the year saw further improvements in many of our services and the way we deliver them.

Electronic service delivery was enhanced with the introduction of a new library management system and implementation of the ACT Government portal, which has attracted millions of users in its first year of operation. Our Communities Online facility won a national award from the Technology in Government Committee, having enabled thousands of community groups to have an online presence to promote their activities.

Forging stronger links with the community continues to be a key objective. Several projects were undertaken with a wide variety of groups as part of the Community Partnerships Program. Highlights of the program were the staging of a Seniors' Sports Carnival for residents of aged care facilities; promotion of Canberra Community Walks to improve neighbourhood infrastructure and encourage people to exercise; and the Fatback Festival, an event designed to include Canberra's youth in activities marking the Celebrate Canberra festival.

2003–04 saw the completion of a number of major road construction projects that made it easier to travel around Canberra. The construction of Horsepark Drive—from Gundaroo Drive to the Federal Highway—and the upgrade

of William Hovell Drive and Majura Road were significant projects that eased traffic congestion and improved road safety for North Canberra and Gungahlin residents. In the Tuggeranong Valley, it was pleasing to complete the duplication of a significant length of Athllon Drive, thus easing congestion around the Tuggeranong Town Centre.

To further improve access to other parts of Canberra for the residents of Gungahlin, preliminary works commenced on the construction of the Gungahlin Drive Extension. The project was significantly delayed by a number of legal challenges. The works have now resumed following the passage of legislation and new ministerial authorisations in the Assembly.

Cyclists are beginning to benefit from the construction of the Woden-to-Dickson on-road cycle lane, an important sustainable transport initiative.

Look of Canberra

The current prolonged drought, coupled with water restrictions, is impacting on many of our responsibilities, particularly those related to the natural environment. However, maintaining the look of Canberra was a central focus for the majority of business groups.

A draft graffiti management strategy was developed and released to the Canberra community for comment. The strategy provides a framework in which the department will work in partnership with businesses and the community to reduce the incidence of graffiti vandalism. As well, the Sportsground Improvement Program was undertaken to provide new and improved amenities at various locations throughout the ACT.

The community was also engaged as active participants and appreciative audiences in a wide variety of arts and cultural activities. This was made possible through the funding and support provided through the department, including the ACT Arts Funding Program. We continued to add to the public art that brightens up our city with the display of contemporary artworks in a wide variety of locations across Canberra. A particular highlight was *LaserWrap*, an innovative sculpture of laser lights that has helped invigorate the Civic West precinct.

The dry conditions are limiting our capacity to maintain a number of our assets, particularly sportsgrounds and street trees, to previously high standards. By reducing watering of some urban parkland, however, we have been able to continue to water 85 per cent of our sportsgrounds.

Our People

Our organisation was strengthened with the transfer of a number of Totalcare businesses to the department. As a result a new business group, City Services, was formed. The group is made up of Capital Linen Services, Facilities Management, Road Maintenance, ACT Forests, the Fire Management Unit, and the Business Support Unit.

Urban Services' greatest strength is its people. To meet future workforce needs and ensure we continue to provide excellent service, the department implemented initiatives from *Our People Plan 2003-2006*, including strategies to attract and retain employees, and maintain a healthier and safer workplace.

Implementation of our new OH&S management system helped to raise awareness of injury prevention and management responsibilities, and resulted in fewer reported injuries, lower compensation premiums, and a national safety award for CityScape Services' rehabilitation and return-to-work program.

Financial Performance

The department's operating result for the year was a surplus of \$31.9 million, mainly due to the revaluation of the stormwater system. Total assets—primarily infrastructure and property—grew by \$289 million to \$4.481 billion.

The costs of outputs increased mainly as a result of significant bushfire recovery expenditure, while we collected \$110 million in revenue for the government.

The Year Ahead

In the coming year we will continue to contribute to our vision of "A Beautiful, Liveable and Sustainable Canberra", and help meet the objectives of *The Canberra Plan*.

The ongoing dry conditions across the ACT region will no doubt continue to present us with a number of challenges, with implementation of better water management strategies continuing to be a priority.

Reducing the threat of bushfires in the ACT will again be a focus. Our bushfire fuel reduction program will continue, and we will work closely with the new Emergency Services Authority to further develop the Strategic Bushfire Management Plan.

The findings of a department-wide risk assessment undertaken this year will also help guide our strategic direction. A number of cross-departmental projects that focus on improving occupational health and safety, legal compliance, contract management and asset safety, will be undertaken.

As 2004-05 progresses, some organisational change may occur, partly arising from rationalisation of some functions of ex-Totalcare businesses, and possibly as a result of changes to the machinery of Government that frequently occur after elections.

Conclusion

I am confident that the professionalism, enthusiasm and commitment that staff have shown throughout the past year will continue, ensuring we meet future challenges effectively and make the most of opportunities that may arise.



Alan Thompson

Chief Executive

Agency Role and Overall Performance

Departmental Overview

Business Unit Reports

Departmental Overview

Our Role

At Urban Services, our role is fourfold: service provider, service procurer, regulator, and adviser.

Urban Services fulfils an important community role as a service provider by delivering services directly to ACT residents. The scope of these services is broad, covering activities as diverse as bushfire hazard reduction operations, public library services, parking management, driver licensing, and car and dog registration. In addition, we provide information and payment services through our shopfronts, stage free open-air entertainment events, protect the ACT's natural and cultural resources, and keep Canberra clean and green.

In our service-procurement role, we contract out key municipal infrastructure and maintenance services in the ACT, ensuring the delivery of quality roads, sportsgrounds, open space, public artworks, collection of domestic waste and recyclables, and several other services. We also develop and administer policy and legislation in relation to our service-procurement arrangements.

Our role as regulator enables us to enforce and help maintain quality and safety standards for the environment, public assets and a number of activities for which Urban Services has regulatory responsibility. The department fulfils this role by implementing monitoring and other initiatives to ensure compliance with laws governing such areas as the environment, public transport, road safety, parking, heritage places, water resources, and nature reserves.

Urban Services also develops policy options for consideration by Government in relation to the wide range of our responsibilities.

Our Objectives

The Urban Services corporate plan *Directions and Priorities* provides a strategic framework for planning all of the department's operations. The 2003–2006 Plan identifies six key priorities for the department, namely Post Bushfire Management, Our People, Look of Canberra, Sustainable Resource Management, Integrated Outcomes, and Service Delivery. As part of these priorities, the plan outlines a broad range of corporate objectives, including:

- delivering our post-bushfire recovery program and improving our capacity to manage future bushfires effectively;
- protecting and managing our natural and built environment, including promoting the sustainable management of our water resources;
- delivering the ACT Government policy to progressively reduce wastes to landfills until the ACT achieves its target of a “no waste” society by 2010;
- improving the look of our city's public spaces through quality and artistic urban design methods, and by keeping Canberra clean and green;
- increasing the efficient use and management of resources, including greater internal collaboration and cooperation in managing our assets;
- ensuring integrated urban development through partnerships with the Planning and Land Authority and the Land Development Agency;
- providing services that reflect, and are accessible to, our diverse community;
- fostering an inclusive society by working with the ACT community to assess, design and deliver services tailored to their needs;
- seeking continuous improvements in the delivery of our services and enhancing the satisfaction levels of our customers;
- contributing to effective policy development at the whole-of-government, regional and national levels; and
- supporting, developing and retaining staff in a healthy and safe workplace, and maximising knowledge and efficiency in the delivery of services.

Our Functions and Services

Urban Services performs a large variety of municipal and state functions. Primarily service-based, these functions are designed to meet a number of day-to-day needs of nearly all residents of Canberra.

As our organisational chart shows (*see Figure 1 on page 12*), our services are delivered through seven business groups, which make up the department:

- **City Management** manages the use, maintenance and creation of public assets such as roads, sportsgrounds and open space, and delivers municipal waste operations, including the ACT's NO Waste Strategy.
- **City Operations** delivers a diverse range of municipal services, including urban cleaning and horticultural maintenance, parking operations, domestic animal services, property management, and specialist publishing services. The unit also operates a commercial plant nursery, speed and red light cameras, and mail, courier and government records services.
- **City Services** brings together forestry management, fire management and three other functions previously performed by the former Totalcare Industries. Created in 2004, the role of this group includes managing commercial pine plantations, coordinating bushfire management operations, and providing linen rental, laundry, and asset maintenance and property management services.
- **Corporate** provides whole-of-department corporate support services, including resource, budget, accounting and auditing management; office accommodation, human resource and personnel services; internal and external communications; and corporate planning and long-term ownership issues.

- **Customer Services and Information** manages government information and transaction services, including ACT Government shopfronts, call centres, public libraries, motor vehicle registration, and driver licences, and operates the Women's Information and Referral Centre.
- **Environment ACT** manages the natural and cultural resources of the ACT, including conservation of the ACT's biodiversity through a system of nature parks and reserves; promotion of sustainable water management and animal welfare; protection of heritage assets; and provision of recreational opportunities.
- **Policy, Arts and Transport** coordinates policy development across the department. The group is also specifically responsible for policy development and advice in the areas of public transport, road safety, and arts and culture.¹

Our Vision

A beautiful, liveable and sustainable Canberra.

Our Mission

Making Canberra an even better place.

Our Key Stakeholders

- Minister for Urban Services;
- Minister for the Environment;
- Minister for Planning;
- Planning and Land Authority;
- Land Development Agency;
- Emergency Services Bureau/Authority; and
- All ACT residents

Our Operational Environment

Canberra residents have high awareness and expectations about government policy and services. The community seeks a sustainable approach to development, growth, and use of the Territory's resources. Issues such as bushfire

fuel reduction, sustainable water use, greenhouse gas emissions and waste management are significant challenges and a priority for the ACT Government.

The priorities of the government guide and direct the priorities of Urban Services. In March 2004, the government released *The Canberra Plan*, which will guide Canberra's future growth and development and serve as a framework for action by government and community.

The Canberra Plan sets out a vision of Canberra as a place recognized not only as a beautiful city uniquely designed in harmony with its environment, but also as a place that represents the best in Australian creativity, community living and sustainable development.

Urban Services' own vision, along with our priorities, as set out in the corporate plan *Directions and Priorities*, not only reflects *The Canberra Plan's* vision, but also reinforces the way in which the department is typically placed to make an important contribution toward realizing that vision.

The Canberra Plan's vision is to be implemented through seven themes, including the themes "Living with the Environment—Our Bush Capital" and "A Dynamic Heart". At the core of these themes are areas that relate directly to many of the department's functions. These include environmental and bushfire management, arts and culture, and sustainable transport.

Canberra is a planned city with a strong focus on planning issues and a high proportion of parks, public places and other open space. The city is primarily reliant on roads for its internal transport system. Urban Services works cooperatively with ACT planning authorities, other government agencies, the private sector and community groups to ensure that the design and look of Canberra contribute to a sustainable quality of life, and attract business and tourism to the ACT.

The department continually reviews service delivery methods, uses information technology to provide more flexible access to services, and places more control and responsibility in the hands of the customer. The challenge is to ensure changes do not undermine the access and rights of economically or socially disadvantaged residents.

¹ Detailed information on each of the group's functions and services is provided in the business unit reports

Urban Services operates within this environment to serve the ACT Government, the city as the national capital of Australia, and the people of the ACT, who are our primary customers.

Legislation

Urban Services administers a wide range of legislation which involves the regulation of activities associated with the department's responsibilities. A list of the legislation administered by the department is provided at page 188.

During 2003–04, the department undertook a number of legislative and regulatory activities, including:

- reviewing the *Environment Protection Act 1997* in relation to the operation of the Act and the resourcing of the Environment Protection Authority. A report on the review was tabled in the Legislative Assembly;
- developing the Tree Protection Bill 2004, which proposes to repeal the *Tree Protection (Interim Scheme) Act 2001* and protect trees of high value and of urban forest value. The Bill was introduced at the Legislative Assembly in May;
- developing regulations allowing infringement notices to be issued for offences under the *Lakes Act 1976* and the *Fisheries Act 2000*;
- developing the Environment Legislation Amendment Bill 2004, which was designed to amend the *Nature Conservation Act 1980* to increase protection for nature reserves. The Bill was passed in the Legislative Assembly in May;
- developing the Heritage Bill 2004, which proposes significant reform of heritage legislation, including new mechanisms for registration and protection of heritage places. The Bill was introduced in the Legislative Assembly in May; and
- developing the government submission to the Standing Committee on Planning and Environment inquiry into the Road Transport (Public Passenger Services) Amendment Bill 2003 and the government response to the Committee's report on the inquiry.

[illegible]

Business Unit Reports

City Management

ACT NOWaste

Canberra Urban Parks and Places

Roads ACT

City Operations

City Services

Fire Management Unit

ACT Forests

Fee-For-Service Businesses

Corporate

Customer Services and Information

Environment ACT

Policy, Arts and Transport

Arts and Cultural Services

Road Transport

ACT NOW Waste

Output Class 1—Municipal Services**OUTPUT 1.3—Waste and Recycling**

Provision of waste management services, including household garbage and recycling collection and disposal; provision of strategic waste management advice to government; and development and implementation of waste management policy and strategies, including the No Waste by 2010 Strategy.

Refer to Volume 2, page 90



Recycling at a public event

BUSINESS OVERVIEW

The principal roles of ACT NOWaste within the City Management Group are to deliver the ACT Government's No Waste Strategy, advise the government on strategic policy relating to waste and recycling services, and manage municipal waste services including the collection and disposal of household garbage and recycling materials. ACT NOWaste also develops and implements strategies for improved waste management in new property developments.

ACT NOWaste supports the objectives of *The Canberra Plan*, which includes the promotion of recycling and the reduction of waste generation. This is achieved by fostering new economic activity associated with resource recovery, empowering all community sectors to regard unwanted materials as valuable resources and influencing Canberra's development to enable best practice waste management. The government's Economic White Paper acknowledges the leadership role of the No Waste Strategy.

KEY PRIORITIES

During 2003–04, ACT NOWaste responded to three key priorities in the Urban Services corporate plan *Directions and Priorities*. They include Post-Bushfire Management, Service Delivery, and Sustainable Resource Management, which incorporates the No Waste Strategy.

Post Bushfire Management

Waste Management

- **Site Rehabilitation:** Restoration was completed of the temporary waste disposal site at Stromlo, which was established for the disposal of bushfire-related demolition waste following the January 2003 bushfires. The restoration works included revegetation and stabilisation of the site.
- **Bin Replacement:** The program to replace household waste and recycling bins damaged or destroyed in the January 2003 bushfires continued throughout the year. New bins were provided to houses that were re-established in fire-affected suburbs.

Service Delivery

Waste and Recycling Services

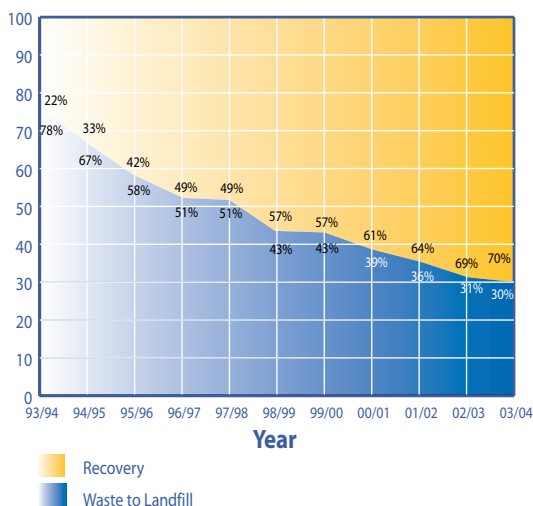
- **Household Services:** ACT NOWaste continued to provide domestic garbage and recycling services to ACT households, and supplied over 2500 bins to new households.
- **Customer Satisfaction:** Customer satisfaction with household garbage and recycling collection services continued to be high, with satisfaction rates of 95.3 per cent and 93.3 per cent respectively as against 93.9 per cent and 92.3 per cent in the previous year. Mugga Lane Landfill recorded 90 per cent customer satisfaction, and Mitchell Resource Management Centre 93 per cent compared with 86 per cent and 90.1 per cent for the previous year.

Sustainable Resource Management

NOwaste Achievements and Initiatives

- **Strategy Implementation:** Implementation of the No Waste By 2010 Strategy resulted in the recovery of 500,000 tonnes of material that would otherwise have been disposed of at landfills. This represents an annual recovery rate of 70 per cent (see Figure 2).
- **Waste Wise Schools Program:** This program was introduced into over 100 ACT schools. The program, which incorporates recycling and environmental awareness into the school curriculum, uses practical activities to educate students about recycling and assist schools to significantly reduce their waste.
- **Hume Recycling Facilities:** A new multi-million dollar Materials Recovery Facility was opened at Hume. This state-of-the-art facility enables recyclables to be sorted, bailed and transported to markets where they are turned into products ranging from steel cans to road cones. Since beginning operation in January 2004, the facility has been sorting over 2500 tonnes of recyclables a month. Also, some infrastructure such as roads, drainage and utilities connection has been constructed

Figure 2: ACT resource recovery and waste to landfill



to provide initial access into the Hume Resource Recovery Estate. Recycling businesses are now being encouraged to apply to establish within the estate.

- **Review of Technologies for Mixed Waste Processing:**

The review was carried out to monitor developments in the field of mixed waste reprocessing to assist with possible future establishment of a suitable technology in Canberra.

- **Community Programs:** A range of educational and community service activities were conducted to advance the government's No Waste objectives. The activities included numerous promotions and distribution of educational materials, composting workshops and two Second-Hand Sundays, which encourage residents to recycle unwanted items instead of throwing them away.

- **Commercial Waste Disposal:** Ecobusiness workshops were conducted that targeted a range of business sectors to assist them in reducing waste. The Waste Pricing Strategy implementation further increased commercial tipping fees to provide an incentive for businesses to use alternative recycling services. However, commercial waste disposal levels actually increased during 2003-04. The future challenge will be to encourage businesses to make a concerted effort toward achieving the No Waste goal by changing their current waste practices.

- **Waste Generation:** Waste generation rates continued to rise during the year despite a record level of resource recovery—70 per cent of total waste. Strong economic growth and an increased population contributed to this rise, limiting the capacity to reduce waste disposal to landfill even further.

Awards

- **Banksia Environmental Awards:** The No Waste by 2010 Strategy was a finalist in the "Government Leading By Example" category of the prestigious 2004 Banksia Environmental Awards. This achievement recognised the ACT Government's commitment to leading the way in reducing waste that goes to landfill.

I Future Directions

Strategy Implementation and Legislative Initiatives

- **No Waste Implementation:** No Waste by 2010 Strategy programs, including initiatives that support *The Canberra Plan* objectives, will continue to be implemented.
- **Community Engagement:** The community will be encouraged through a broad range of promotional and educational activities to actively minimise waste and use available recycling services. The inaugural No Waste Awards will be announced.
- **Legislative Initiatives:** The development of legislation and/or regulations to support solutions for national and local waste management issues will be progressed.

Business and Government Initiatives

- **Hume Resource Recovery Estate:** Staged infrastructure development will be constructed during 2004–05 to open up additional portions of the Estate. Facilitation of the establishment of recycling businesses in the Hume Resource Recovery Estate will be actively pursued.
- **Business Waste Management:** Initiatives targeted at encouraging businesses to minimise waste and separate materials for recycling will be conducted.
- **Government Leadership:** A program to encourage government agencies to implement best practice waste management systems will be progressed.

Further information may be obtained from:

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Manager, ACT NOWaste
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www.urbanservices.act.gov.au

Canberra Urban Parks and Places

Output Class 1—Municipal Services

Output 1.4—Canberra Urban Parks and Places

Asset, sport and recreational facilities use, management services and policy for public urban parks, lakes, sportsgrounds, pools and urban open space; management planning; standards setting; inventory management; creation, acceptance and refurbishment of assets; commissioning of horticultural maintenance, cleaning, graffiti removal and pool management services; approvals and inspections; and management of the plant issue scheme.

Refer to Volume 2, page 92



'round town features an African percussion group

BUSINESS OVERVIEW

Canberra Urban Parks and Places (CUPP) has responsibility for managing and developing urban open space and public place assets for Australia's national capital. CUPP also manages government-owned sport and recreational facilities such as swimming pools and sportsgrounds, and commissions a range of municipal services, including the cleaning of urban open space, graffiti removal, the management of trees, lakes maintenance, selected fire fuel reduction and fire fighting services, catchment and environmental management and the maintenance of horticultural assets.

In addition, CUPP develops policy and provides strategic advice to the ACT Government in relation to Canberra's urban open space. This role includes legislation review and development, statutory management planning, domestic animals policy, a land care program, and the *'round town* program, which promotes the use of urban open space.

One of CUPP's key roles is to work with the ACT community by seeking their input into developing and implementing refurbishment programs for public places and assets, including the Civic and suburban precinct management programs. Additionally, CUPP administers the Community Partnerships Program, the Plant Issue Scheme, and regulatory activities through Domestic Animal Services and the City Rangers.

KEY PRIORITIES

During 2003–04, CUPP responded to four key priorities in the Urban Services corporate plan, namely Post-Bushfire Management, Service Delivery, Look of Canberra, and Sustainable Resource Management.

Post Bushfire Management

Delivery of Recovery Program

- **Clean-up and Repair Works:** CUPP continued the clean-up and repair of the city's parks and places affected by the January 2003 bushfires. Work included the removal or pruning of fire-affected trees and shrubs, removal and replacement of burnt infrastructure such as playgrounds and log barriers, and continuation of a three-year weed control program of all burnt parkland areas.
- **Regeneration:** In consultation with local community groups and other residents within fire affected areas, CUPP commenced a program of replanting trees and shrubs. By June, 1600 trees and more than 5000 other plants had been planted.
- **Residential Gardens:** CUPP and the Phoenix Garden Group coordinated numerous volunteers to regenerate 171 fire-damaged residential gardens.
- **Major Program Challenges:** The removal and maintenance of fire-affected assets continued to present significant challenges. A follow-up assessment of burnt trees, for example, showed that many trees, which initially appeared to be recovering, ultimately died from drought. In all, CUPP arranged the removal of 1940 burnt trees, the pruning of 362 trees as well as the removal of 255 stumps from nature strips and urban open space.

Fire Prevention Programs

- **Fire Hazard Reduction:** Following public consultation, an urban pine tree management project designed to reduce fire hazards was carried out in 17 suburbs. The project involved thinning out pine stands, lifting low branches and removing woody weeds and other fire fuel from groups of pine trees situated within the city limits.
- **Compliance with Bushfire Fuel Management Plan 2002–2004:** CUPP responded to all 106 actions identified in the plan and carried out works in all

the designated areas. CUPP also carried out works at 43 sites identified in the Bushfire Fuel Management Plan 2002–2004 Addendum. Works undertaken included mowing, strategic grazing on Mt Stranger, and fuel reduction at Mt Rogers in Fraser, Aranda Spine, Umbagog Park in Latham, Fadden Pines, Oxley Hill, and along major urban roads.

- **Fuel Reduction in Horticultural Maintenance Program:** Fire fuel loads were reduced by incorporating fire fuel reduction activities into CUPP's horticultural maintenance contracts, which include mowing and rubbish removal along the urban bushland interface.

Service Delivery

Working with Community and Responding to its needs

- **Use of Parks and Open Spaces:** CUPP continued its commitment to encouraging the community to use Canberra's parks and open spaces through the 'round town program. 'round town offers a variety of free events in city and suburban parks for the whole community. During 2003–04 CUPP hosted 37 events, including movies and music, a teddy bears' picnic and a seniors' party in the park.
- **Review of Dog Exercise and Dogs Prohibited Areas:** Consultation with the public was undertaken on plans to revise these areas, with new sites proposed for declaration as "Dog Exercise and Dogs Prohibited Areas" under the *Domestic Animals Act 2000*. This followed recognition of the need for the community to have additional areas where dogs are allowed to run around unleashed.

Customer Service

- **Customer Satisfaction:** CUPP's second annual customer satisfaction survey for the calendar year 2003 showed that overall, customer satisfaction remained high, at 72 per cent. Also, the annual usage and services satisfaction survey showed that overall there were 9.9 million visits to major urban parks in 2003–04.

Also, high levels of user satisfaction with major parks (91 per cent), major enclosed sportsgrounds (95 per cent), and district sportsgrounds and neighbourhood parks (86 per cent) were maintained.

I Look of Canberra

Keeping Canberra Clean and Green

- **Tree Removal:** More than 1000 drought-affected trees were removed because they were dead or in significant decline. Priority for removal was given to trees in high use areas that could be a potential public safety hazard. Most of these trees will be replaced when weather conditions are favourable for plant survival.
- **Community Input into Tree Maintenance:** There was a 20 per cent increase in tree maintenance requests from the community compared to requests for the previous year. Dead and fallen branches and dying or dead trees were a major concern. CUPP sought community help through the media to water young street trees during the dry conditions.
- **Plan of Management for Enclosed Sportsgrounds and Pools:** The draft Plan of Management for Canberra's Enclosed Sportsgrounds and Public Pools was released for public comment. The plan will be finalised for presentation to Government and the Legislative Assembly during 2004–05.
- **Gungahlin Open Space Plan:** CUPP commenced the development of a Plan of Management for public urban open space and sportsgrounds in the Gungahlin region.
- **Molonglo River Program:** A program was undertaken to remove hazardous willows from along the Molonglo River water ski area. The program was aimed at improving access and safety for people using the area.
- **Compliance with Water Restrictions:** Irrigation of sportsgrounds and open space in a period of water restrictions remained a significant challenge. CUPP gave priority to compliance with the restrictions, and undertook an ongoing program of monitoring the level of water used for irrigation. As part of the water-

saving measures, irrigation was discontinued on some sportsgrounds, with lower priority neighbourhood ovals the first to be affected. As at 30 June, approximately 40 hectares remained unwatered in compliance with Level 2 restrictions. Most of these areas had been withdrawn from formal sporting use as the surface had degenerated. The likely continuation of water restrictions will require ongoing monitoring of ground conditions and liaison with users, including schools and sporting groups.

- **Graffiti Management Strategy:** CUPP developed and released a draft Graffiti Management Strategy for public comment. The strategy, which aims to address graffiti vandalism in the ACT, recommends actions under five main headings: Prevention; Removal; Diversion; Community Awareness and Education; and Legislation.

Asset Management

- **Asset Inventories:** CUPP continued updating the database containing open space and public place asset records. This improvement in recording assets allows for improved maintenance maps and specifications used by service providers contracted to maintain open space and public place assets, and by CUPP to monitor the performance of service providers. It also allows CUPP to have enhanced information for refurbishment and replacement decisions and to better target the funding provided for these purposes.
- **Pool Filtration:** A new filtration system was installed at the Tuggeranong Pool. The new equipment was designed to enhance the efficiency of the filtration process at the facility, and improve the cost effectiveness and reliability of its operation.
- **Refurbishment of Holder Shopping Centre:** The centre was refurbished to significantly enhance the amenity of the precinct, and to provide a much-needed improvement in public space for the local community. The refurbishment includes new artistically designed signage, street furniture, lighting, landscaping and repaving of the public areas to improve access and traffic circulation in the area.

- **Facilities Improvement Program:** The 2003–04 Facilities Improvement Program was implemented to provide new and improved amenities at various locations throughout the ACT. The program included a new viewing terrace and shade structure as well as electrical upgrades at Dickson Pool; electrical upgrading at Manuka Pool; commencement of the construction of a new small pavilion and provision of additional training lights at Conder/Gordon playing fields; and commencement of refurbishment of the pavilion at Woden Park Athletics Field.
- **Pool Management:** CUPP commenced an investigation into the design of new contracts for the management of the Civic and Tuggeranong Pools. The investigation will include an analysis of asset condition, development opportunities and the significant evolution of the leisure industry in Australia to ensure both the Tuggeranong and Civic centres provide an appropriate balance of innovation, service delivery and cost effectiveness.

Sustainable Resource Management

Water Savings on Sportsgrounds

- **New Watering System Trial:** CUPP, in partnership with CSIRO, commenced a six-month sportsground irrigation monitoring trial at two ACT ovals. This followed a pilot study by CSIRO Land and Water, which found that irrigation water savings of up to 20 per cent for sportsgrounds were possible if the existing irrigation control system was used more efficiently. Training of CUPP staff to enable the re-programming of the existing control system in 2004–05 followed the trial.

Weed, Pest and Disease Control

- **Weed Control Program:** CUPP continued implementation of the ACT Annual Weed Control Program to protect urban parkland and conservation

areas from environmental weeds, in accordance with the ACT Weed Strategy.

- **Wasp Baiting Trial:** A highly successful European Wasp baiting trial to destroy their nests was carried out at a number of sites where other methods for locating and destroying the nests proved impossible. The trial will be expanded in autumn 2005.
- **Scarab Grub Control:** Control of scarab grub on sportsgrounds remained a significant issue for CUPP. Where practicable biological control was used. However, the high cost of this treatment and resistance in some species meant that chemical control was necessary in some situations. In all, chemical control was used on 87 hectares and biological control on 28 hectares.
- **Tree Survey:** The survey and health assessment of all elm trees on land managed by CUPP continued during the year. This program is part of the contingency plan to manage the Elm Leaf Beetle and the Dutch Elm Disease should they reach Canberra.

Native Species Management

- **Native Seed Bank Project:** A native seed bank for the replanting of native plant species was established. The project involves the collection and storage of seeds that will be used to replace weed species and retain and improve the biodiversity of degraded urban areas. This follows the loss of native weed species associated with the January 2003 bushfires and the prolonged drought.
- **Landcare Programs:** Ongoing support was provided to 18 Urban Landcare groups. The primary focus of these groups during the year was on weed control. Most revegetation activities were suspended in response to the ongoing drought conditions. Landcare is a national movement to promote sustainable management of soils and water and to enhance biodiversity. The program involves communities and government working together to reduce land and water degradation and to develop sustainable use of our natural resources.

I Future Directions

Bushfire Recovery and Drought Management

- **Street Tree Replacement:** Plans are underway to develop and implement street tree replacement programs for fire-affected residential areas.
- **Extended Dry Period Programs:** The continuing severity of the dry conditions will necessitate ongoing development of strategies for efficient water use and for the removal of affected trees and shrubs from public land as well as a wider assessment of asset provision and management.

Asset Management Plans

- **Urban Tree Management Plan:** Further work will be conducted on the Asset Management Plan for Urban Trees and to develop additional plans for other assets.

Plans of Management

- **Gungahlin Open Space Plan:** A plan of management will be developed for Gungahlin's urban open space and sportsgrounds.
- **Graffiti Management.** Following incorporation of public comment, the draft Graffiti Management Strategy will be finalised and launched in late 2004.
- **Cat Containment.** Amendments to the *Domestic Animals Act 2000* will give effect to the government's 24-hour cat containment policy for the new residential suburbs of Forde and Bonner in Gungahlin.
- **Sportsgrounds and Pools:** A management plan will also be developed for Canberra's enclosed sportsgrounds and pools.

Weed and Erosion Control

- **Weed Control:** The annual weed control program for urban parkland areas will be continued.
- **Erosion Control:** Significant works will be undertaken in areas surrounding the Molonglo River and the Yarralumla and Kippax Creeks to control erosion and to restore native vegetation.

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Roads ACT

Output Class 1—Municipal Services

Output 1.2—Roads

Provision of infrastructure services, including management of Territory and municipal roads, national highways, community paths, driveways, stormwater drainage, bridges, public carpark facilities, traffic and streetlights.

Refer to Volume 2, page 88



William Hovell Drive duplication

BUSINESS OVERVIEW

Roads ACT manages the construction and maintenance of roads and associated infrastructure in Canberra. A business within the City Management Group of Urban Services, Roads ACT sets standards, prepares contract performance specifications, and develops policy for the commissioning, operation and maintenance of Canberra's roads, bridges, paths, driveways, street signs, linemarking, traffic signals, streetlighting and urban stormwater drainage assets.

KEY PRIORITIES

Roads ACT's operations during 2003–04 addressed three key priorities in the Urban Services corporate plan: Post-Bushfire Management, Service Delivery and Look of Canberra.

Post Bushfire Management

Delivery of Recovery Program

- **Clean-up and Repair Works:** Roads ACT continued the extensive clean-up, repair and rebuilding activities following the January 2003 bushfires. Rural road pavements were repaired and embankments stabilised. Debris washed into the road drainage system was also removed. Additionally, the reconstruction of all bushfire-damaged bridges, including the Cotter Road Bridge over the Cotter River, was completed.
- **Tree Removal:** Extensive work to remove fire-affected trees adjacent to rural roads continued during the year. Several tree inspections carried out since the January 2003 bushfires had shown many trees which were expected to regenerate had died, posing a risk to the safety of rural road users.

Service Delivery

- **Road Pavement Repairs:** The 2003–04 program targeted roads that had deteriorated as a consequence of ageing and the impact of heavy vehicles. A total of 436,300 square metres of road pavement (121 lane kilometres) were resealed and 25,700 square metres of asphalt overlays (seven lane kilometres) were completed to keep ACT roads in a safe condition and fit for use.
- **Safety on Community Paths:** A traffic management trial using “Keep Left” signs on the community paths around Lake Tuggeranong, Lake Ginninderra and Lake Burley Griffin was carried out. The trial was aimed at improving, and heightening community awareness about, safety on community paths around ACT lakes. Additional signage—“Keep dogs on leashes” and “Ring your bell”—has been requested by the cycling lobby group, Pedal Power, for the trial sites.
- **Bridge Improvement Program:** The load-carrying capacity of 100 bridges across the ACT was assessed, with 20 bridges strengthened to current loading

standards and the designs for four bridges commenced. These projects are part of an ongoing program designed to meet requirements under the national road transport reforms.

- **On-Road Cycling:** Construction of the Woden-to-Dickson on-road cycle lane was almost complete by 30 June. The project included linemarking, road-shoulder widening, coloured pavement and signage to improve the safety of on-road cycling.
- **Ginninderra Dam Upgrade:** Roads ACT commenced an upgrade project to protect the Ginninderra Drive embankment at Lake Ginninderra against possible extreme floods. The upgrade will ensure the dam meets Australian standards in relation to probable maximum flood levels, which have been revised upwards since the dam was designed and built in the 1970s.
- **Aikman Drive and Fairbairn Avenue Upgrade:** Detailed design of works to upgrade Aikman Drive Extension and Fairbairn Avenue was completed to enable construction to commence early in the next financial year. Aikman Drive will be extended to connect Eastern Valley Way, thereby taking traffic away from Emu Bank. The Fairbairn Avenue upgrade will improve the road’s alignment and provide a roundabout at Treloar Crescent, which will provide safer access to the War Memorial. The installation of sound mounds will also improve amenity for Campbell residents.
- **Flood Protection in Kingston:** Work started on the construction of Kingston Stormwater Augmentation Stage 2. This project is designed to protect the suburb of Kingston and the new Kingston Foreshore development against floods.
- **Horsepark Drive and Majura Road Projects:** Construction of Horsepark Drive, from Gundaroo Drive to Federal Highway, and the upgrade of Majura Road, were completed. The aim of these projects was to ease traffic congestion and improve road safety and access for North Canberra and Gungahlin residents.

- **Athllon Drive Upgrade:** The upgrade of Athllon Drive, from Drakeford Drive to Isabella Drive, was completed to ease traffic congestion and improve road safety in the Tuggeranong area.
- **Gungahlin Drive Extension (GDE) Project:** Detailed design of the GDE route—a 9 kilometre arterial road to link the Barton Highway to the Tuggeranong Parkway—was completed. Construction commenced following the awarding of contracts for preliminary works, services relocation and site management. Progress was however slowed by legal challenges, with the preliminary works halted in March following a Supreme Court injunction. Work resumed in mid-June after the passage of ACT Government enabling legislation, but was halted again after a second legal challenge at the Supreme Court. New authorisations signed by the Urban Services Minister allowed work to recommence on another section of the route.
- **Challenges to the Works Program:** Tendering of capital works and maintenance contracts proved increasingly difficult, with a decline in market competitiveness due to the large amount of engineering construction work in the ACT region, and in the Sydney region.

| Look of Canberra

Improving Asset Management Plans

- **Revision of Asset Management Plan:** The Roads ACT Asset Management Plan was revised to update the financial and environmental aspects of the plan and to assess its effectiveness in achieving target service standards for maintenance.

| Integrated Outcomes

Partnerships with ACTPLA and LDA

- **Spatial and Sustainable Transport Plans:** Roads ACT contributed to the Spatial and Sustainable Transport Plans developed by the ACT Planning and Land Authority (ACTPLA). Roads ACT is represented on the Sustainable Transport Working Group.
- **Neighbourhood Planning:** Roads ACT provided input into the Neighbourhood Planning forums organised by ACTPLA. The unit contributed to the Neighbourhood Planning Sessions for Garran, Hughes, Yarralumla, Redhill, Griffith and Narrabundah by providing a technical representative at the community forums. In addition, Roads ACT attended and provided advice at the design charette for Watson, Downer and Hackett.
- **LDA Planning and Design Forums:** Throughout 2003–2004, Roads ACT participated in forums convened by the Land Development Authority (LDA) to discuss design and planning issues.

I Future Directions

2004–05 Projects and Programs

- **New Projects:** These include stage 1 of the armour cable replacement for the streetlights in Griffith and Deakin to improve public safety; design of Pialligo Avenue upgrade from Morshead Drive to the Airport to improve access and safety; and construction of Sutton Road upgrade from 4.5 km north of Pialligo Avenue to the NSW border.
- **Projects Scheduled for Completion:** These include construction of the Woden-to-Dickson on-road cycle lanes; construction of the on-road cycle lanes on Woden Valley arterial roads including Melrose, Yamba and Hindmarsh Drives; and the program of assessing and upgrading bridges on heavy vehicle routes and arterial roads.
- **Projects to be Progressed:** Roads ACT will continue to work with other City Management businesses to progress the implementation of the Integrated Asset Management System for City Management. Roads ACT will also seek to progress work on the Gungahlin Drive Extension project, which will reduce traffic congestion and improve road safety for North Canberra and Gungahlin residents, and the Fairbairn Avenue project which will also ease congestion on this busy Canberra road.

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City Operations

Output Class 5—Fee for Service

Output 5.1—Fee for Service

Delivery of Urban Services' fee-for-service activities, including cleaning services and plant nursery, parking operations, motor vehicle and driver licensing services, information management; services such as horticultural maintenance to other government and non-ACT government agencies, including the Department of Education and the National Capital Authority; and corporate services such as personnel, file management and courier services to other ACT Government departments.

Refer to Volume 2, page 107

Output 5.2—Property

Strategic management of ACT Government-owned and leased office properties and surplus properties to ensure sustainable use and best return to the community.

Refer to Volume 2, page 109

BUSINESS OVERVIEW

The work of City Operations varies widely, and ranges from property management and parking operations to records management, traffic camera operations, and publishing services. As outlined below, these activities are primarily municipal in nature, and are carried out by eight professional business units, which make up City Operations:

- **Property Branch:** Whole-of-government property policy development and advice, management of Territory-owned and leased commercial buildings and surplus property portfolio and energy contracts.
- **CityScape Services:** Urban horticultural maintenance and bushfire and cleaning services.
- **Ranger Services:** Parking regulation and revenue collection; urban open space regulation; and domestic animal control and dog shelter operation.
- **Yarralumla Nursery:** Operation of wholesale and retail plant nursery.
- **Traffic Camera Office:** Speed and red light camera operations.
- **Records Services:** Records management and mail room services.
- **Publishing Services:** Full print and electronic publishing services for ACT Government agencies.
- **Canberra Cemeteries:** Management support for public cemeteries.

Most services are provided under agreements with other Urban Services areas that have policy responsibilities for government outputs. These include Canberra Urban Parks and Places, Road Transport, and Customer Services and Information. Some services, including the property operations, record services and publishing services, are provided under contractual arrangements with other ACT Government departments and external organisations.

KEY PRIORITIES

The work of City Operations during 2003-04 covered all the six key priorities in the Urban Services corporate plan, namely Post Bushfire Management, Service Delivery, Look of Canberra, Sustainable Resource Management, Integrated Outcomes, and Our People.

| Post Bushfire Management

Recovery Program

- **Clean-Up and Tree Maintenance:** CityScape continued to supply crews for the ongoing post-bushfire clean-up and tree removal activities in many areas of the city affected by the fires.
- **Forest Regeneration:** Yarralumla Nursery supplied much of the deciduous plant material—from seedlings to more mature plants—needed to regenerate large forest areas burnt in the January 2003 bushfires.
- **Greenhills Roman Cypress Replacement Program:** Yarralumla Nursery produced approximately 1000 young plants from seeds collected from the Greenhills arboretum in 1992. The new plants will be used to replace the area's Roman Cypress population destroyed in the January 2003 bushfires.
- **Duffy School Garden Regeneration Project:** Yarralumla Nursery provided on-the-job training to students of the school in the area of propagation and plant maintenance to help them implement the Duffy School garden regeneration project, which includes selected Duffy parks and environs.
- **Greencorps Work for the Dole Program:** This program provided a team of young Canberrans with horticultural experience at Yarralumla Nursery. The team grew plants which were donated to the Phoenix Garden Group for replanting gardens damaged or destroyed in the January 2003 bushfires. The program provided an opportunity for the participants to develop horticultural skills to enhance their employment opportunities, while contributing to the bushfire recovery process.

Improvement Program for Future Fire Management

- **Disaster Management Plan:** Domestic Animals Services (DAS) developed a disaster management plan for evacuating its animal shelter. The plan will serve as a contingency measure for managing emergencies such as fires. In addition, DAS continued to be a stakeholder

in the Canberra Emergency Sub-Plan for assisting with collection and temporary housing of animals.

- **Nature Park Monitoring:** Ranger Services implemented patrols of nature parks as an early warning mechanism for bushfire detection. The program operates during total fire bans or as required by the Fire Management Unit and allows Ranger Services staff to report outbreaks of fire or suspicious persons to relevant authorities.

| Service Delivery

Working with the Community

- **Floriade 2003 Sensory Garden:** The sensory garden was designed in partnership with AccessADAPT as part of Canberra's annual flower festival. The garden was specifically designed for people with restricted mobility.
- **Woden School Safe Accessibility Project:** This project provided opportunities for students to develop horticultural skills through on-the-job training at Yarralumla Nursery. It was intended the skills would assist the students to implement work in the school's newly established Eco-Garden.

Customer Service Improvements

- **Complaints Handling:** Parking Operations increased after hours patrols to improve response times and to deal with public safety issues regarding residential, heavy vehicle and school complaints.
- **Call Centre Operations:** Revision of procedures regarding after hours and on-call protocols produced clear and unambiguous instruction for call centre staff and Canberra Connect and Telstra. This enables accurate advice to be given to the community at the time of the call and improves response times from the appropriate ranger service.
- **Fostering Industry Groups:** Yarralumla Nursery increased its customer base considerably as a result of its increasing involvement and fostering of industry

groups such as the Australian Institute of Horticulture, the Australian Institute of Landscape Architects, and the Landscape Contractors Association Of NSW.

- **Customer Satisfaction Survey:** Property Branch conducted its first annual customer satisfaction survey of agency facility managers, government office building tenants and multi-purpose building tenants. The survey, which was conducted by Forbes Mason and Associates, indicated high levels of satisfaction. All the community tenants surveyed rated services provided during the year from “acceptable” to “very good”.
- **Camera Testing:** The testing of fixed site speed and red-light cameras was upgraded to a level above the Australian Standard.
- **PR Campaign for Speed Cameras:** A public relations campaign involving public demonstrations of traffic camera operations was successfully implemented to reduce the negative image associated with these operations, and to provide the community with information on how the cameras work. Eleven demonstrations were held during the year, with large numbers of people attending each of the events.

| Look of Canberra

Keeping Canberra Clean

- **New Waste Bin Permit System:** Ranger Services developed and maintained a new permit system for waste bins stored on public land. The purpose of the system is to keep commercial bins within designated areas and to free public land from garbage spilled from the bins.
- **Charity Bins:** Due to an increased incidence of charity bin overflows, Ranger Services worked with charity groups to reduce waste dumped around these bins. In a new initiative, charity groups will inspect the bins twice a week and will respond promptly to Ranger Services' reports of overflows.

- **New Public Land Strategy:** Ranger Services negotiated a new preventative strategy to minimise the placement of objects such as crates, kegs and pallets on public land. Discussion with the wholesalers that own the objects has resulted in a system of self-regulation whereby the wholesaler and retailer modify work practices to reduce the number of items left on the retailers' premises, in turn reducing pressure on retailers to place the objects on public land.

| Sustainable Resource Management

Energy Efficiency Initiatives

- **Upgrades Program:** Property Branch implemented energy savings across its office portfolio through the upgrade of building lighting, heating and air-conditioning systems in six buildings—the Magistrates Court, ACT Health Building, and North Building, all in Civic; Macarthur House in Lyneham; Callam Offices in Woden; and the former North Curtin Primary School in Curtin.

| Integrated Outcomes

Indigenous Community Programs

- **Cross Cultural Understanding Project:** Yarralumla Nursery provided training in horticulture and plant maintenance at Boomanulla Oval, Narrabundah, for the Aboriginal community of Narrabundah. The training is part of a community partnerships program that involves nursery staff training groups of Aboriginal participants in a range of horticultural skills that will eventually be utilised to improve Boomanulla Oval.

Partnerships with ACTPLA

- **Release of Griffith Site for Redevelopment:** Property Branch worked with ACT Planning and Land Authority's (ACTPLA) Neighbourhood Planning Unit to enable the release of the former O'Connell Education Centre site in Griffith for aged persons' accommodation. This

was in line with the ACT Government's plan to identify surplus government land for aged care accommodation and increase the number of facilities for our ageing community.

Internal Collaboration and Cooperation

- **Integrated Fire Management System:** Ranger Services developed an integrated approach to fire detection with the Urban Services Fire Management Unit as an early warning mechanism for bushfire detection.

Nature Conservation

- **Wildlife Protection:** Through Environment ACT's Cat Containment Sub-Committee, Ranger Services provided significant input into the development of new cat management policies as part of the measures to protect sensitive wildlife in nature reserves adjacent to new residential developments.

Our People

Workplace Health and Safety

- **Traffic Camera Office Safety Initiatives:** New safety initiatives for traffic camera operators were implemented. They included video surveillance, which will help prevent injury to staff and damage to property as a result of attacks from members of the community.
- **New Contractor Management Procedures:** The Property Branch developed procedures for the management of contractors attending government offices. The new procedures require contractors to report to a nominated officer for instruction before commencing on-site works.
- **Access Improvement Program:** The Property Branch carried out building modifications throughout the office buildings it manages to improve accessibility arrangements in accordance with Building Code requirements. The works included the installation of new access ramps at the Mount Rogers Community Centre in Spence.

Business and Professional Development

- **Publishing Services:** A review of the structure, classification levels and streams of the business was undertaken to ensure that Publishing Services is well positioned to deliver its business plan and leverage the benefits of emerging technology.
- **Accession to Professional Association:** Yarralumla Nursery was accepted as an affiliate member of the Australian Institute of Landscape Architects (AILA), the peak national body responsible for landscape design. This is a major achievement, as suppliers had never before been accepted into AILA as members. This was recognition of Yarralumla Nursery's greater role in the landscaping industry.

Awards

- **CityScape:** CityScape received the ACT Workcover OH&S award for its return to work program. This program provides practical support, including facilities, to encourage an early return of injured staff to the workplace.
- **Yarralumla Nursery:** Sue Hearne, Production Manager of Yarralumla Nursery, won the Urban Services September 2003 Customer Service Award for exceptional devotion to community service groups.
- **DAS:** DAS received two customer service awards, namely Best Customer Service by Team or Individual in the Public Sector at the ACT Chamber of Commerce and Industry Customer Service Awards, and ACT Chief Minister's Team Customer Service Award.

I Future Directions

Energy and Water Management

- **Water Efficiency:** A zero run-off water recycling facility will be installed at the Yarralumla Nursery to improve the efficiency of water use.
- **Energy Efficiency:** Photovoltaic panels will be installed at Macarthur House to reduce energy usage.

Ranger and Horticultural Services

- **Parking Operations:** New handheld terminals for parking inspectors will be introduced to improve efficiency and effectiveness. Also, a replacement program for all old ticket machines in Territory-owned car parks will be implemented.
- **New DAS Database:** A new database for DAS will be developed to increase efficiency. The new system will replace manual systems and provide a web interface to increase information dissemination to the community.
- **Business Benchmarking:** The service delivery programs of CityScape Services will be benchmarked with Brisbane, Sydney and Yarra City Councils to help improve services to the ACT community.

Property Management

- **Gold Creek Homestead:** City Operations will continue to work with the Gungahlin community to identify how best to utilise the opportunities presented by the Gold Creek Homestead site located on the edge of Nichols.
- **O'Connell Education Centre:** City Operations will continue to work with ACTPLA to finalise the community consultation associated with the proposed future use of the O'Connell Education Centre site for residential care accommodation.
- **Integration of Totalcare Businesses:** The integration of the former Totalcare Property Management function and Property Branch will be finalised. The resulting new structure will be known as Property ACT.

Publishing Services and Records Management

- **Business Review:** A review of Publishing Services' organisational structure was conducted in early 2004. Recommendations relating to a new structure will be implemented throughout 2004–05. The new structure recognises digital technology and its impact on service delivery for Publishing Services' customers.
- **Record Management:** New arrangements for the long-term storage of archival records will be finalised.

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Fire Management Unit



Grant Morey and Rod Cowling, Fire Management Unit, assessing fuel loads at Mt Pleasant

BUSINESS OVERVIEW

The Fire Management Unit (FMU) is responsible for coordinating strategic planning and the provision of technical advice and support for Urban Services' Land Management Agencies in the areas of bushfire suppression and readiness as well as reducing fire hazards on public land across the ACT.

The operations of FMU cover a variety of land and resource management responsibilities that are carried out within a number of legislative frameworks, including the: *Environment Protection Act 1997*; *Land (Planning and Environment) Act 1991*; *Nature Conservation Act 1980*; *Roads and Public Places Act 1997*; and the *Emergencies Act 2004*, which comes into effect on 1 July 2004.

FMU enhances the department's fire-management capability through the following activities:

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

KEY PRIORITIES

The focus of FMU has been on the development and implementation of an improvement program for future fire management. This is consistent with Post Bushfire Management, a key priority in the Urban Services corporate plan *Directions and Priorities*. In addition, FMU responded to three other key priorities, namely Service Delivery, Integrated Outcomes, and Our People.

| Post Bushfire Management

Preparedness Planning

- **Fire Readiness and Response Plan:** An Urban Services-wide Fire Readiness and Response Plan was developed. The plan consolidates all the vital information required for planning, communication, staffing and provision of resources from within the department in support of the Emergency Services Authority in the event of fire.
- **Fire Season Readiness:** A crew of 24 seasonal fire fighters was established to enhance fire response. As part of this arrangement, two light bulldozers and a grader were procured to support rapid bushfire attack.

Major Issues

- **Extreme Weather Conditions:** The ACT continued to experience severe drought conditions, even though seasonal conditions were cooling and the fire season officially ended at the end of April 2004. There was a fire outbreak in southern Namadgi outside the official fire season that saw 315 hectares burnt. This resulted in the tenure of some seasonal fire personnel continuing into mid June.

| Service Delivery

Community Initiatives

- **Community Liaison:** A Bushfire Liaison Officer was appointed to liaise with the community on fuel reduction activities. The officer also became the main point of contact for bushfire-related activities following closure of the Bushfire Recovery Centre and Taskforce.

| Integrated Outcomes

Internal Collaboration

- **Access Guidelines:** Draft access guidelines were developed for all public land in consultation with land managers and key stakeholders. The guidelines will improve access into remote areas and strategically help in fire suppression activities.

- **Bushfire Fuel Management Plan Addendum:** FMU coordinated the development, implementation, monitoring and reporting on the Addendum to the 2002–04 Bushfire Fuel Management Plan. The Addendum identified the additional fuel management work needed to be carried out in the unburnt areas of Canberra.
- **Government Response to McLeod Recommendations:** FMU coordinated the implementation of 12 of the 14 Urban Services-specific recommendations and contributed to seven other recommendations. These included fire management; fire access; incident command and control; training and development; relationships between fire management and land management agencies; scaling up; and public information and education.

Whole-of-Government and Inter-jurisdictional Activities

- **Emergency Services Legislation:** FMU provided significant input into and support for the development of the *Emergencies Act 2004*. FMU's input focused on bushfire and land management issues.
- **Land Planning:** FMU provided input into land planning applications for new developments on the urban edge and for standards on land management in those areas to improve future fire management.
- **Fire Emergency MOU:** A Memorandum of Understanding was negotiated with the Emergency Services Bureau. The purpose of the MOU was to commit Urban Services resources to the fire season.

| Our People

Learning and Development

- **Fire Fighting:** FMU conducted an analysis of the fire fighting training needs of the department, identified critical need areas, and delivered both in-house and external training to improve the skills of Urban Services fire fighters and land managers.
- **Fuel Reduction:** Training in fuel reduction burning techniques was conducted for staff to assist Urban Services to better achieve fire and land management objectives.

I Future Directions

2004–05 Initiatives

- **Co-Development of Strategic Plans and Standards:** FMU will continue joint development of a Strategic Fire Management Plan with the Emergency Services Authority; coordinate land management operational plans; and develop Urban Services-wide standards and performance indicators for fire management activities.
- **Facilitating Change:** FMU will continue to be a catalyst for change and will play a role in integrating the recommendations of future inquiries into planning and operations in the years ahead.
- **Research Initiatives:** An audit of bushfire risks along the urban edge will be finalised to help develop the operational plans on fire hazards, access, and suppression activities. Also, a departmental monitoring and reporting process will be developed to ensure all the work undertaken in the Strategic Fire Management Plan and operational plans is reported against performance indicators.
- **Training:** FMU will work with the Emergency Services Authority to deliver national standards training to fire fighters.

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ACT Forests

Output Class 1—Forestry Services

Output 1.1—Forestry Services

Management of ACT Forests' existing estate, with a new focus on enhancing water quality; restoring landscapes; fire protection; providing a wider range of recreational opportunities; and protecting cultural landscapes.

Refer to Volume 2, page 165



Controlled burning of log piles using a heli-torch at Pierces Creek

BUSINESS OVERVIEW

The primary function of ACT Forests for many years was to manage commercial plantation to provide timber resources for local industries. In the aftermath of the January 2003 bushfires, this role has been reviewed and ACT Forests will now have a “multi-function” role, including:

- restoration of much of our burnt landscape;
- increased emphasis on recreational use of the forest estate; and
- continued timber production, but on a smaller scale.

As an illustration of this change of emphasis, after the restoration program is complete, the total commercial plantation estate will be some 12,000 hectares, down from 16,000 hectares before the fires. In addition to pine, replanting of native tree species will be undertaken in selected areas of the plantation estate.

The modified operations of ACT Forests will be funded through the insurance claim which was settled in January 2004 for the forest losses ACT Forests experienced in the January 2003 bushfires. ACT Forests received a cash amount of \$52.473 million in the settlement, including \$473,000 for an earlier forest-related claim.

KEY PRIORITIES

Delivery of the bushfire recovery program was the principal focus of ACT Forests' business during 2003–04, consistent with the key priority Post Bushfire Management in the Urban Services corporate plan. In addition, ACT Forests responded to Service Delivery, another key priority in the plan.

| Post Bushfire Management

Clean-Up and Repair Works

- **Debris Removal:** 4330 hectares of debris were removed from burnt plantation, allowing preparation of 1622 hectares for replanting. Also removed were stumps from 75 hectares of burnt plantation next to Weston Creek.
- **Controlled Burns:** Approximately 3055 hectares of windrows (log piles)—formed as a result of ACT Forests' extensive clean-up operations—were burnt as part of a program to reduce fire hazards and to assist with completion of the site preparation needed to achieve replanting of burnt plantations.
- **Salvage Operations:** About 47,000 tonnes of logs were salvaged from burnt plantations, with approximately 20,000 tonnes exported to the Middle East. The salvage operation resulted in revenue of approximately \$500,000.

Rehabilitation and Regeneration

- **ACT Forests' Reforestation Business Case:** The business case was developed following bushfire devastation to ACT Forests' pine plantations, and provided a better understanding of the financial and business feasibility of re-establishing the plantation estate. Its development also served to provide input into the ACT Government *Non Urban Study*.
- **Forest Rehabilitation Partnerships:** ACT Forests worked with expert environmental, research and technical agencies as well as individuals to assist in the rehabilitation of burnt forest areas. The partnerships included the Australian National University, Environment ACT, University of Canberra and Greening Australia.
- **Community Planting Initiatives:** ACT Forests worked with Greening Australia and community groups to host a number of community planting days. These planting days were designed to directly involve Canberrans in

the greening program. The planting of native trees, plants and shrubs also improved amenity around recreation areas and helped soil stabilisation.

- **Reopening of Reserves:** Blue Range and Woods Reserve, both of which suffered major damage in the 2003 bushfires, were reopened with new facilities.
- **Erosion Control:** 800 hectares of burnt land in the Cotter catchment were replanted to stabilise areas susceptible to erosion following the January 2003 bushfires. Gabion crossings were also constructed in a number of burnt forest areas to minimise erosion through the restriction of sediment movement.
- **Weed Control:** A weed control program targeting Blackberry, Paterson's Curse, Serrated Tussock and Broom was implemented. The program, which covered approximately 380 hectares, helped to protect the environment and make the areas more attractive for recreation.
- **New Headquarters:** Work progressed on the construction of ACT Forests' new Cotter Road headquarters to replace office and depot facilities destroyed in the January 2003 bushfires. Construction is scheduled for completion by September 2004. The new headquarters incorporate a number of environmental features to save water and energy.

Participation in Bushfire Inquiries

- **Coronial Inquest:** Six ACT Forests staff involved in the January 2003 bushfires provided evidence to the ACT Bushfire Coronial Inquest into the fire emergency.

Awards

- **ACT Forests Brigade:** The ACT Forests Brigade was awarded the ACT Bushfire and Emergency Services' Director's Unit Citation for Exemplary Service for in recognition of an outstanding contribution during the January 2003 bushfires.

- **Forest Operations:** Neil Cooper, Forests Operations Manager, received the ACT Bushfire and Emergency Services Director's Citation for Exemplary Service for his commitment to bushfire suppression and fire management in the ACT and for his contribution during the January 2003 bushfires.
- **Harvesting Operations:** ACT Forests' Harvesting Team was awarded the 2003 Chief Executive's Customer Service Team Award.

| Service Delivery

Recreation

- **Forest-Based Events:** ACT Forests facilitated a number of major recreational events in forest areas, including the Rally of Canberra and the Mont 24-hour mountain bike event. In all, ACT Forests booked and

supervised over 150 recreational events involving 20,000 people.

Service to Industry

- **Product Supply:** ACT Forests harvested approximately 11,800 tonnes of pulp and sawlog timber from unburnt plantations in its continuing commitment to support the local wood processing industry.

Education and Information

- **Public Education Initiatives:** A number of forest 'Open Days' involving free public bus tours were held to educate the community about the 2003 bushfires, and to provide information on the rehabilitation program.
- **Information Initiatives:** A new ACT Forests website www.forests.act.gov.au was launched to provide the public with information on the ACT's pine plantations, the revegetation program and recreational opportunities.

| Future Directions

Recovery Program

- **Reforestation Program:** ACT Forests will continue the reforestation program in former plantation areas west of the Murrumbidgee, with a focus on creating a better landscape with a combination of pine and native trees.
- **Deeks Forest Park Reinstatement:** Deeks Forest Park in Stromlo Forest will be reinstated in line with recommendations from the *Shaping Our Territory* Implementation Group.

New and Ongoing Programs

- **International Arboretum:** The planting program for the international arboretum will be implemented, in line with recommendations from the *Shaping Our Territory* Implementation Group.
- **Fuel Management Plan:** ACT Forests will provide input into the review of the ACT Bushfire Fuel Management Plan.
- **Kowen Log Operations:** Harvesting operations at Kowen will resume to help maintain log supplies to the local forest industry.

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Fee-for-Service Businesses

Output Class 5—Fee-for-Service Activities

Output 5.1—Fee-for-Service Activities

Delivery of fee-for-service activities undertaken by the department, including road maintenance, facilities management, and linen services.

Refer to Volume 2, page 107



Capital Linen Services Laundry

BUSINESS OVERVIEW

City Services is a group of Urban Services businesses formed during March–April 2004. The group is client-focused and provides a diverse range of municipal and commercial services on behalf of the ACT Government.

Following its formation, three former Totalcare Industries businesses—Facilities Management, Capital Linen Service and Road Maintenance Services—were transferred to the group. Since then, the focus has been on integrating the new businesses into their roles within Urban Services, including providing induction programs for staff.

Road Maintenance Services undertakes a diverse range of routine maintenance work on various ACT assets. These include roads, cycle-paths, footpaths, car parks, signage and roadside furniture. The unit also provides linemarking, project management, and sign design and manufacture.

DUS Facilities Management provides facility management services for ACT and Commonwealth Government properties and private clients at over 400 sites in the ACT. The unit offers its customers a one-stop-shop capability for total portfolio management. This includes a 24-hour emergency repairs response centre; traditional building maintenance; contract management; minor new works; asset condition audits and reports; building refurbishment and fitouts; and preventative maintenance programs.

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

| 2003–04 Initiatives

Road Maintenance Services

- **Asphalt Overlay:** In March 2004 Road Maintenance Services trialed night road asphalt overlay in Bunda Street, Civic, working from 7 pm to 7 am to minimise the disruption to traffic and business owners in the city area.
- **Equipment Replacement:** Road Maintenance Services replaced the mechanical sweeping fleet to ensure implementation of the ACT's street cleaning programs.
- **Litter Management:** Road Maintenance Services introduced a new leaf litter management regime that resulted in a 75 per cent increase in material collected and saved 300 litres of fuel per day in the collection of leaf litter.

Facilities Management

- **Contract Renegotiation:** Building maintenance contracts were renegotiated with major insurance companies and the National Botanical Gardens, ensuring business continuity for the next two to three years.
- **Bushfire Recovery Program:** Extensive infrastructure restoration work was undertaken following bushfires at Birrigai Outdoor School. Facilities Management staff were recognised for their contribution to the restoration work with the award of two certificates of appreciation.
- **Audit Program:** Building condition audits were completed on over 50 ACT Government assets which enabled clients to formulate maintenance programs.
- **Disability Access:** Easier access solutions were identified and implemented in government buildings for people with disabilities.
- **Emergency Response:** DUS Facilities Management continued to provide a 24-hour, seven-days-a-week Call Centre for emergency government facility repairs to minimise disruption to Government services.

- **Technical Support for Water Restrictions:** Facilities Management worked with clients and the public in addressing water restriction issues in relation to irrigation, fountains and memorials where plumbing work was required.

Capital Linen Service

- **Hospital Deliveries:** Linen Services delivered linen to the health sector 365 days per year. 2600 tonnes of linen was delivered as part of our continuing commitment to providing clean and hygienic linen services to hospitals.
- **Aged Care Service:** Capital Linen Service expanded its client base, winning its first client in the growing aged care sector. This has given Capital Linen Service the chance to extend its excellent service to the aged in our community.
- **Education and Information:** Capital Linen Service worked with clients in order to understand their business needs, and also provided initiatives such as monthly analysis reports and education programs.

Resource Management

- **Water Use:** Water consumption at the Mitchell site was reduced by 26 per cent on the previous year using measures such as turning off lawn sprinklers and reducing water usage through improved linen re-washing processes.

Learning and Development

- **Laundry Management:** 15 Capital Linen Service staff completed Certificate 3 in Laundry Management, allowing greater job rotation efficiency and staff skill recognition.
- **Apprentice Training:** City Services supported apprentice training through the employment of two carpenters, two plumbers and one refrigeration mechanic.

I Future Directions

2004–05 Initiatives

- **Programs/Projects Scheduled to Continue:** These include work to win new business for Facilities Management and Capital Linen Service; customer education programs to minimise linen stock losses; and plans to extend after-hours asphalt overlay work to major works in commercial areas of the ACT to minimise disruption to traffic and business.
- **Programs/Projects Scheduled for Completion:** These include business reviews and business and IT systems migration for ex-Totalcare businesses; and the sign up of ACT Government agencies to Service Level Agreements to replace contracts that were in place when the businesses operated as Totalcare.
- **New Programs/Projects:** There are plans to upgrade Capital Linen Service's aged plant and equipment such as the soiled linen sorting count deck to improve efficiency.

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Corporate



Urban Services staff bushwalk to raise money for the Heart Foundation

BUSINESS OVERVIEW

The Corporate Group is responsible for providing resource management and business advice to the Urban Services Chief Executive and the ACT Government. The group, in addition, provides internal services to support the operations of the department. These services range from budget management, accounting and financial reporting, internal audit, and business planning, to accommodation services, human resource management, customer service strategies and training, and communications management.

KEY PRIORITIES

During 2003–04, the Corporate Group responded to the following key priorities in the Urban Services corporate plan: Post-Bushfire Management, Service Delivery, Integrated Outcomes, and Our People. The group also implemented other initiatives relating to the management of resources and information.

| Post Bushfire Management

Communications and Information Initiatives

- **Bushfire Hazard Reduction Information Campaign:**

A community awareness campaign was conducted to inform Canberrans of the department's program to reduce fuel and fire risk in bushland areas and the urban edge. Information was provided through the local media, in addition to targeted letterbox drops and a dedicated fuel management website.

- **Public Information Sub-Plan:** Corporate worked with the Emergency Services Bureau and the Chief Minister's Department to develop the Public Information Sub-Plan—part of the ACT Emergency Plan. The sub-plan, which sets out the policy and procedures for emergency public communication, was developed in accordance with a recommendation in the McLeod Report.

- **Information about Coronial Inquiry:** Corporate undertook a communications initiative to keep Urban Services staff informed about key milestones in the coronial inquiry processes, including those related to both the 2001 and 2003 bushfires. A number of communication methods, including staff newsletters and daily summaries of proceedings via the Intranet, were used.

Expenditure of Funding

- **Monitoring Program Implementation:** A program for monitoring expenditure of government and insurance funding for the delivery of the department's bushfire recovery activities was implemented. This allowed monthly reporting of progress and completion of projects.

| Service Delivery

Customer Service Initiatives

- **Enhanced Customer Service Information:**

To improve the practical information available to staff on quality customer service practices, a *Customer Service Toolkit* was developed and distributed to staff at induction and supervision training.

- **New Training Programs:** Two new customer service training programs, including one tailored to the needs of managers, were developed and delivered to 195 staff. The programs were designed to improve customer service skills within the department so Urban Services could continue to enhance customer satisfaction levels.

| Resource Management

Human Resource Management

- **New HR System:** A number of officers participated in preparatory work for a new whole-of-government human resource management system. The work included proof-of-concept testing of a potential new system and project planning for the changes, which will affect current systems and staff.

Budget and Financial Information Systems

- **Implementation of New Budget System:** The new budget system was deployed to all budget officers in the department. The new system, which was used during the development of the 2004–05 Budget, has improved the efficiency of the budget process by allowing all officers access to consolidated information.
- **Improving Budget Information:** A review of output performance measures made recommendations which will be used to improve the usefulness of annual report information.

- **Financial System Audits:** An evaluation of the upgraded Oracle Government Financial (OGF) system confirmed that the project objectives were achieved and users were satisfied with the upgraded functionality.

Records Management Initiatives

- **Training:** To meet the requirements of the *Records Management Act 2002* and to improve our records management practices, 85 per cent of Corporate employees attended a half-day refresher course—Introduction to Recordkeeping.
- **New Recordkeeping Procedures:** Workplace procedures to help meet the requirements of the *Records Management Act 2002* were developed. The procedures outline the requirements of the Act and provide specific guidance on the creation, capture and storage of records.

Risk Assessment

- **Internal Risk Assessment:** A department-wide risk assessment was undertaken to contribute to strategic planning processes and the internal audit program for 2004–05 through to 2006–07. The Board of Management used this assessment in deciding on cross-departmental projects to be incorporated in the Urban Services corporate plan *Directions and Priorities 2004–2007* to address specific issues such as occupational health and safety, asset safety, and contract management.

Integrated Outcomes

Internal Networking

- **DUS Staff Network:** The network was formed with the purpose of sharing ideas and knowledge, as well as developing relationships across Urban Services. Launched in March, the network caters specifically for ASO and GSO staff.

Knowledge Management Initiatives

- **New Working Group:** A working group was formed to improve knowledge management so Urban Services can better deliver its services to the community. Three pilot projects will be undertaken in 2004–05 including initiatives to trial tools for capturing the knowledge of long serving or specialist staff across the department before they leave.

Our People

Post Fire Recovery Support for Staff

- **Counselling Support:** Staff and their families affected by the January 2003 bushfires were offered access to confidential counselling through the department's employee assistance program.
- **Inquiries Support:** Further support was provided to staff contributing to the bushfire inquiries. This included both formal and informal legal advice for those providing statements for AFP investigations and coronial inquests, and those requested to appear at the inquests. Other support mechanisms included court and media familiarisation sessions, transport to and from the hearings, and confidential debriefing.

Enterprise Bargaining Agreements

- **Implementation of New Requirements:** Changes were made to the payroll system (Perspect) to implement new personal leave arrangements in Enterprise Bargaining Agreements (EBAs) that were negotiated during 2002–03 and incorporate family-friendly initiatives.

Occupational Health and Safety

- **New Audit Tool:** A new audit tool for the department's occupational health and safety management system—WISE—was implemented. The new tool, which will help target future actions to improve workplace safety, was used to complete safety audits in a number of businesses.
- **Workers' Compensation Premiums:**
The department's workers' compensation premium rate decreased by 16 per cent in the past year.
- **Revision of OH&S Policy Statement:**
To help managers and staff better understand their occupational health and safety responsibilities, the Urban Services Occupational Health and Safety Policy Statement was substantially revised. This revision also achieved compliance with the relevant Australian Standards on occupational health and safety.

Staff Management and Training

- **Recruitment Skill Upgrade:** A program to upgrade recruitment skills and practices across the department was implemented. The program comprised the development of a comprehensive *Recruitment and Selection Manual* and training courses on Job Seeking Skills and Selection Panel Skills. The courses were delivered to 120 staff.
- **Staff Focus Groups:** Preliminary work on the running of a series of staff focus groups was initiated. The focus groups, to consist of staff representing various occupations, levels and geographic locations, will help inform future staff surveys.
- **Performance Management:** To help implement performance management within the various business areas, staff and managers were provided with assistance in the form of updated guidelines and templates, awareness sessions including induction for new staff, and a new training program. The training program is focused on identifying staff training needs and preparing a learning agreement, which provides agreed learning activities for individual employees.
- **Code of Ethics Training:** A half-day refresher session on the ACT Public Service Code of Ethics and the Urban Services Code of Conduct was developed to improve awareness of appropriate behaviour and standards. Courses will be delivered in 2004–05.

I Future Initiatives

Policy and Systems Implementation

- **OH&S Framework:** Corporate will continue to implement the department's occupational health and safety framework *Working in Safe Environments* (WISE). We are aiming for a 20 per cent reduction in the department's workers' compensation premium rate over the next three years.
- **New HR System:** The new whole-of-government human resource management system will be implemented within the department.
- **Performance Management:** Initiatives to help managers and staff implement effective performance management arrangements will be continued.

Budget Management

- **Service Delivery Benchmarks:** Support will be provided to the department's businesses in reviewing and assessing appropriate service delivery benchmarks and targets.
- **Budget Presentation:** Opportunities to improve budget presentation and financial reporting arising from the government's discussion paper on a framework for future budget presentation will be explored. These include implementing International Accounting Standards and recommendations such as using Triple Bottom Line reporting.

Future ACT Government Administrative Arrangements

- **Corporate Support Post-2004 Election:** The Corporate Group will contribute to work required following the 2004 election, including support for the incoming Minister.

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Customer Services and Information

Output Class 1—Municipal Services

Output 1.1—Customer Services and Information

Enhance government service channels and manage the ongoing delivery of payment and library services to the community.

Refer to Volume 2, page 86



Customer assistance at Griffith Library loans desk

BUSINESS OVERVIEW

Customer Services and Information (CS&I) improves customer service by fostering electronic service delivery and providing electronic transactions as well as bill-paying capabilities for government services through the ACT Government shopfronts and call centres, and managing the Public, Heritage and Legislative Assembly libraries. In addition CS&I provides motor vehicle inspections and registrations, driver licences and heavy vehicle monitoring services.

CS&I also provides improvements in the management of geographic information and manages the department's information management policies. On behalf of Government, CS&I manages copyright and advertising functions, is implementing the Integrated Document Management System, and manages government recordkeeping through the Territory Records Office.

KEY PRIORITIES

During 2003–04, CS&I responded to three key priorities in the Urban Services corporate plan, namely Post-Bushfire Management, Service Delivery (its core function), and Integrated Outcomes.

| Post Bushfire Management

Emergency Information Support

- **Canberra Connect Call Centre Relocation:** The call centre played a significant role in the January 2003 bushfires and will continue its key role of providing information in future emergency situations. The relocation of the call centre to Macarthur House was based on a recommendation in the *MacLeod Report* and was completed ahead of time, and within budget. The new location will enable the call centre to operate continuously with emergency backup power supply, while call-taking operations can be expanded from 24 call-handling stations to more than 50 within minutes.

| Service Delivery

Call Centre, Shopfront and Other Frontline Services

- **Call Centre Business Growth:** The Canberra Connect Call Centre experienced significant business growth over the reporting period, with call volumes growing by up to 70 per cent compared to 2002–03. This growth is due to growing community awareness of the centre's information and transaction services, and use of the centre by other agencies to manage short- and long-term campaigns. The call centre achieved a customer satisfaction rating of 90 per cent, the highest result since opening in September 2001, in the *Tracking of Awareness, Usage and Satisfaction with Canberra Connect Survey: December 2003–January 2004*, which was conducted by Market Attitude Research Services.
- **Bill Payment at Australia Post:** Canberra Connect negotiated a contract with Australia Post to enable residents to pay bills at any of the 53 post offices and agencies in the ACT or anywhere in Australia. This will complement bill-payment transactions at the much-preferred four government shopfronts located in each town centre. Over 300,000 payments for rates, housing

rent, infringements and dog registration renewals are expected to be made at Australia Post in the next year.

- **Simplified Telephone Entry Process:** The Simplified Telephone Entry Process project was progressively implemented across the department. In this project, the ACT Government entry in the Telstra White Pages directory was simplified, reducing the number of separate telephone contacts for Urban Services from over 180 to less than 10. The Canberra Connect Call Centre started providing an overflow call answering service to all Urban Services call centres, leading to a streamlined call-answering process and shorter waiting times for customer enquiries.
- **Shopfront Queue Times:** The June 2003 launch of *rego.act*, a new information system to enhance the management of motor vehicle driver licences, vehicle registration and fraud prevention, resulted in an increase in queue waiting times to the mid-2003 period. However, queuing times are now steadily decreasing, and average waiting times are expected to fall to below 10 minutes from the average of 11 minutes 14 seconds achieved in 2003–04.
- **Internal User Charges:** The continuing growth of the call centre business raised the need for a cost recovery model that moves the reliance for payment of this service away from direct government funding to agency funding through user charges. The challenge was quantifying the value of providing general information and transaction services to agencies, and how this service impacted positively on agency resources. The need for a review of shopfront user charges to bring them into line with 2004–05 charges was also identified. Work is now underway to develop a cost recovery model for all Canberra Connect service delivery channels.
- **Public Library Loans:** 2003–04 library loans declined by approximately 13 per cent from 2002–03 loans. The decline was mainly due to disruptions resulting from the Erindale Library and Woden Library refurbishments, implementation of a new library system with some loans data not transferring from the old BOOK Plus system to the new Horizon system, and

increased use of online databases and other online library services by customers.

Online and Electronic Services

- **Online Bookings and Reservations System:** Canberra Connect commenced a pilot project to enable residents to make online bookings or reservations for 11 government services. There are over 30 services across government that currently require a booking or reservation, including water skiing on the Molonglo River, camping in the Namadgi National Park, and library Internet terminals. Following evaluation of the use and demand for this system, additional services may be included.
- **Use of ACT Government Portal:** In its first year of operation, use of the ACT Government portal at www.act.gov.au experienced significant growth, at 30 per cent per month, and was visited 3.3 million times. The portal is the principal online entry point for individuals and businesses seeking information about the ACT and Region.
- **Redevelopment of ACT Government & Assembly Library Intranet Services:** Services were redeveloped to meet customer needs in terms of timeliness, creation of customer profiles, and an improved media monitoring service. Enquiries increased by 85 per cent over the previous year's figures.
- **Redevelopment of the Virtual Library Site:** An extensive redevelopment of the Virtual Library site resulted in more attractive and user-friendly electronic library services. The delivery of an extensive collection of online databases providing access to many full text electronic documents and other information resulted in a 212 per cent growth in the number of logins over 2002–03.
- **Implementation of the Horizon Library Management System:** This new system improves the library's electronic service and self-service delivery to customers using a web interface and streamlined backend processing. The Horizon Library Management System's core modules, including online catalogue,

circulation, cataloguing, serials and acquisitions, were implemented in July.

- **Software Procurement:** Preliminary work to enable departmental compliance with the new open source software procurement policy began in early 2004. To ensure ongoing compliance with the new policy, the department will during 2004–05 develop new capabilities to enable identification and evaluation of open source software products with potential for application by business units, and assessment of software products for compliance with Open Standards.
- **Government Payments Portal:** In December 2003 a new motor transport website—www.rego.act.gov.au—which enables online payments to be made for a range of transport services such as motor vehicle registration renewals, was launched. This resulted in about a one-third decline in the use of the government payments portal, making it expensive for the government to maintain this system. A review of the system will be undertaken in late 2004.

Awards

- **Communities Online:** The eServices Unit received a gold award from the Technology in Government Committee in August for its highly successful Communities Online facility. The award acknowledged the facility's innovative and cost saving approach to assisting community groups to obtain and maintain an online presence, particularly those groups with limited access to digital services.

Heritage Library Services

- **Redevelopment of Services:** Services were redesigned in line with the recommendations of the 2002 *Telling Stories: ACT Heritage Library Review* report. The report provides a framework within which Canberra's local history resources should be managed with a view to substantially increasing use of these resources. Substantial progress was made in sorting, describing and cataloguing significant parts of the heritage collection. More than 1000 records were digitised. These records and previously digitised material were

enhanced with revised descriptions as well as the provision of metadata, leading to an improvement in access via the Internet and the library's online catalogue.

Facilities Upgrade

- **Woden Shopfront Refurbishment:** The Woden Shopfront was renovated to expand and improve the customer waiting area, enhance customer and staff security arrangements, and upgrade staff facilities. The upgrade was completed on time and budget, with only minimal disruption to customer service. Woden Shopfront is one of Canberra Connect's busiest shopfronts. It also provides a specialised service to motor vehicle dealers.
- **Woden and Heritage Library Refurbishment:** By 30 June, the Woden and Heritage Library refurbishment was well advanced and due for completion in early August 2004. The refurbishment will enhance the amenity and improve customer access to services.
- **Planning for New Kippax Library:** The design stage for the new Kippax Library was completed, with the community endorsing the final proposed design. The Chief Minister launched the plans and a model of the new library in May at the Kippax Fair Shopping Centre. The new building will provide a purpose-built facility to replace a smaller and outdated temporary structure.
- **Civic Library and Theatre Link Project:** The design of the new Civic Library—part of the Civic Library and Theatre Link Project—was well advanced by June 30. The new building will provide a permanent home for Civic Library.

Administration of Policy and Legislation

- **Audit of Public Passenger Service Operators:** Road User Services commenced a program to audit all accredited public passenger service operators at least once every three years. Full or partial audits were completed on 17 of the 35 bus operators during the year. Audits of taxi operators also commenced, with two completed. Hire car operators were yet to be accredited.

- **Compliance with Territory Records Legislation:**

2003–04 was the first year of operation for the *Territory Records Act 2002*, which establishes the legal framework for creating, managing and preserving Territory records. The Territory Records Office worked closely with agencies throughout the ACT Government to advise on the development of their records management programs. The Director of Territory Records is required to report on agency compliance with the provisions of the *Territory Records Act 2002* (see Subsumed Report).

Integrated Outcomes

Recognition of Canberra's Diversity

- **Review of ACT Library Services to Culturally and Linguistically Diverse Communities:** The review resulted in a complete overhaul of heritage library services to meet community needs, and led to an increased profile in the multicultural community through the use of library facilities for multicultural exhibitions and the assistance of the multicultural community in evaluating the library collections. At 30 June, 51 of the 62 recommendations were either in place or in the process of being implemented, with more to follow.
- **Older Person's Strategy:** A new strategy for the aged *A Longer-Term Strategy for Older People's Use of Canberra's Library Services and Facilities* was launched in December. The strategy provides a framework for designing current and future library services for older people regardless of their social situation, mobility, health or ethnic background.
- **Mobile Library Upgrade:** Construction of two specialised and multi-purpose mobile library vehicles to replace the existing ageing vehicle commenced, with the first vehicle due to be launched in August 2004. The vehicles, which serve community members with limited mobility, will offer online services featuring a state-of-the-art remote telecommunications system. They will also support an expanded mobile library

service catering for an increasing demand for a wider variety of services.

Collaboration in Service Delivery

- **Community Engagement:** CS&I led an across-department project to engage the community and identify its needs in designing and delivering services. Information and views were obtained on a number of services within the department. In addition, community views were obtained on the use and misuse of recycling and drop-off centres; delivery of an online booking and reservation service; public awareness and customer service in relation to abandoned vehicles; faulty parking voucher machines; stray and roaming dogs; and the development of a system which records and tracks service requests through the Canberra Connect number.
- **Integrated Document Management System (IDMS):** IDMS was successfully implemented in ACT Planning and Land Authority (ACTPLA) and in the Registrar General's Office. The ACTPLA project was the pilot project, which will guide further implementation across ACT Government agencies from 2004–05 onwards. By June 30, and after six months of operation, the system was supporting 450 users, and managed over 1.3 million electronic documents and 293,000 electronic files. An evaluation of the system commenced, and will be completed early in 2004–05.
- **Geographic Information Management:** CS&I developed a corporate geographic database that can be directly accessed by business unit systems. The database provides efficiencies and eliminates the need for multiple data storage. The database, which is delivered online to government and the community, includes data managed by a wide range of data custodians, ensuring an authoritative and accurate data source. The primary interface to this information is known as ACT Locate, accessible at www.gim.act.gov.au/actlocate. Other geographic information developments included continuation of the satellite imagery capture program, and the creation of a directory of geographic information linked to the national system.

Future Directions

Projects to Commence in 2004–05

- **Integrated Customer Support System:** A new system designed to share information across service channels and enable residents and Canberra Connect staff to lodge service requests and track them through to completion will be piloted. This is intended to enhance the capacity for the Canberra Connect call centre, shopfronts and service portal to provide consistent information and service requests. The system will initially be trialed within Urban Services, with the potential for a broader application across government.
- **New Kippax Library:** Construction of the new Kippax Library is expected to be complete by mid 2005. The new library will be a significantly larger facility with expanded floor space. Its collection will be increased to meet the anticipated growth in customer demand.
- **Refurbishment of Belconnen Library:** Stage 1 of the refurbishment of Belconnen Library is expected to commence early in 2004–05. The refurbishment will address occupational health and safety issues, improve disabled access, and generally enhance the facility.
- **Business Information Services:** In response to the government's *Economic White Paper*, Canberra Connect will develop a portal to provide information to small businesses in the ACT. This will involve redeveloping

Internet and telephone services for the business community, as well as improving the business licensing system.

- **Upgrade of Bill Payments and Receipting System:** Canberra Connect is responsible for the collection of almost \$350 million per year from the payment of bills for licences, taxes, fees and fines. The system used to receipt this revenue is outdated and needs to be replaced with a modern system, which will enable any government agency to receipt payments made at a shopfront, via the Internet or a government call centre.

Projects for Completion or Continuation in 2004–05

- **Civic Library and Theatre Link Project:** Construction of the new Civic Library—part of the Civic Library and Theatre Link Project—is anticipated to commence in late 2004. CS&I is working with the Cultural Facilities Corporation in managing the design and construction of the building.
- **Older Persons' Strategy:** Canberra Connect will continue to implement the Library's *Older Persons' Strategy*, which provides a framework for future library services for older people, consistent with the aims and objectives of the ACT Government's *The Canberra Plan* and *The Canberra Social Plan*.
- **Mobile Library Upgrade Implementation:** The two new vehicles under construction will be commissioned to enhance service quality and extend library services into the community beyond the 30 aged-care hostels, units and retirement villages that are currently visited on a fortnightly basis.
- **Access to Territory Records:** Planning will continue in order to establish ways in which access to Territory records will be provided from 2007 when records older than 20 years will be open for public access. This includes the provision of reading room facilities, record finding tools and appropriate resourcing.
- **IDMS Implementation:** The Department of Justice and Community Safety has been selected as the next portfolio for the implementation of the Integrated Document Management System. Over the course of 2004–05 the system will be progressively rolled out to some 550 users across the portfolio.
- **Geographic Information Management:** The provision of geographic information will continue to extend active mapping throughout ACT Government websites, as well as increasing the number of data sets in the corporate database to improve access and efficiency of data management.

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Environment ACT

Output Class 3—Environment and Heritage

Output 3.1—Environmental Management and Regulation

Development of policy frameworks consistent with the principles of ecologically sustainable development; provision of legislation and advice on the management and protection of the environment; regulatory reform concerning air, water and hazardous materials management; environmental regulation, protection and monitoring (including Environment Protection Authority and Conservator of Flora and Fauna); and delivery of regulatory activities required for management of natural resources.

Refer to Volume 2, page 99

Output 3.2—Nature Conservation and Management

Delivery of sustainable management of natural and cultural resources; management of the environment grants program; support for environmental community volunteer programs; provision of visitor services in nature reserves and Namadgi National Park; conduct of ecological surveys and provision of scientific advice for policy development; and business development and marketing.

Refer to Volume 2, page 101

Output 3.3—Heritage

Management of designated heritage resources, administration of heritage legislation and support and promotion of heritage activities through grants and related programs. This includes liaison with local Aboriginal communities about Aboriginal sites and issues.

Refer to Volume 2, page 104

BUSINESS OVERVIEW

Environment ACT works to protect the natural and cultural heritage of the ACT. Biodiversity and other natural resource values are managed for conservation in an extensive system of reserved areas including Namadgi National Park and Tidbinbilla Nature Reserve. A special focus is placed on meeting the conservation requirements of species and ecological communities threatened with extinction. Heritage assets are identified, celebrated and managed as part of the legacy to future generations.

Activities that can cause environmental harm or adversely affect the quality of our environment are monitored and regulated; water resources are managed to optimise catchment yield, protect quality and meet ecological needs; standards for air and water quality are established and monitored; plant and animal diseases are managed in line with national agreements, with Environment ACT providing expert advice as necessary; and animal welfare issues are addressed consistently with community expectations.

Environment ACT regards nature conservation, heritage protection, and water and energy efficiencies as important indicators of a sustainable community where government, business and the broader community have important and complementary roles. There is therefore a strong commitment to community engagement in the protection and management of our environment at Environment ACT. Education and information programs, special events, stakeholder partnerships and targeted incentives are designed to establish an environment and heritage that is shared, secured and sustainable. The interests and needs of Canberra's indigenous community receive special recognition.

Environment ACT continues to be committed to working with other government agencies to rehabilitate fire-damaged lands and explore innovative and exciting ways to reinstate community assets that were destroyed in the January 2003 fires.

KEY PRIORITIES

During 2003–04, Environment ACT responded to the following key priorities in the Urban Services corporate plan *Directions and Priorities*: Post-Bushfire Management, Service Delivery, Sustainable Resource Management (our core business area), and Integrated Outcomes.

Post Bushfire Management

Recovery Program

- **Clean-Up, Repair and Restoration Works:** As part of the recovery program following the January 2003 bushfires, Environment ACT undertook a range of clean-up, repair and restoration works, including:
 - an extensive program of tree removal, replacement and surgery in fire damaged areas;
 - clean-up of burnt historic places such as Mt Franklin, Nil Desperandum and Rock Valley, employing archaeological recovery techniques;
 - restoration and rehabilitation of fire suppression trails and walking trails damaged by the fires;
 - restoration or replacement of signage destroyed or damaged by the fires, and replacement of interpretive material (including maps and brochures) made obsolete as a result of the fires;
 - planning and implementation of conservation, restoration and construction works along the Murrumbidgee River Corridor and in the Cotter Catchment area;
 - commencement of work to repair or replace rural boundary fences; and
 - assisting rural lessees in re-establishing native vegetation in partnership with Greening Australia.
- **Animal Rehabilitation and Restoration Programs:** Work to rehabilitate and restore wildlife and their habitat continued during the year. The following were among the key activities undertaken:
 - “Lucky” the koala—the sole survivor from the Koala Enclosure at Tidbinbilla Nature Reserve—was rehabilitated at the National Zoo and Aquarium and then returned to Tidbinbilla Nature Reserve;
 - new pens for the Brush-tailed Rock Wallaby were built to enable Tidbinbilla to resume breeding work on this endangered species; and

- work commenced on sphagnum bogs in the Namadgi National Park in order to restore Corroboree Frog habitat and to protect its storage role in the water supply catchment.

- **Funding for Revegetation:** Funding provided for revegetation of fire-affected areas was carried over to 2004–05 owing to drought conditions. An assessment of the areas showed that replanting would have resulted in unacceptably low plant survival rates.

Preventative Measures

- **Soil Conservation and Erosion Control:** A program was undertaken to prevent the degradation of water quality in a number of ACT rivers and streams. This included stabilisation of sediment within upstream channels with localised native species, removal of sediment slugs and restoration of streambeds.
- **Weed Control:** A major weed control program was implemented to prevent invasive pest plants colonising the burnt areas and the extensive fire trail network.
- **Fuel Management:** An accelerated fire fuel management works program was carried out in areas of Canberra Nature Park adjoining the urban edge to address potential fire risks identified in the Bush Fire Fuel Management Plan 2002–04. The program included controlled burns and physical removal of fire fuel.
- **Fire Combat Readiness:** Environment ACT maintained its fire standby commitment during the 2003–04 bushfire season. Staff were also involved in incident management and suppression activities for a fire in the Grace Grassland Reserve and the Lone Pine fire within Namadgi National Park.
- **CAMPFIRE Program:** Implementation of the ACT Waterwatch CAMPFIRE (Community Assessment Monitoring Program for Fire Impacted River Ecology) continued. In this program, community volunteers monitor the ecological impacts of bushfires on the ACT’s waterways. An impact report for the first year of monitoring was being compiled as at 30 June.

Heritage Initiatives

- **Bendora Arboretum:** As the only remaining post-bushfire arboretum, the register entry for Bendora Arboretum in Namadgi National Park was revised to reflect its altered significance.
- **New Heritage Sites:** A program was implemented to protect more than 400 new Aboriginal sites found as a result of the January 2003 bushfires. The information gathered from surveys has enhanced community understanding and appreciation of our rich Aboriginal heritage, and developed closer working relationships with the Ngunnawal Aboriginal community.
- **Historic Site Conservation:** An audit of historic places was undertaken to assess post-fire conditions and urgent conservation needs. Subsequent projects to increase site protection included the re-recording of art motifs and microclimatic monitoring at fire affected Aboriginal art sites in Namadgi National Park, and the preparation of Conservation Management Plans for five Namadgi Huts.

Learning and Development

- **Bushfire Management Training:** During the year, a number of Environment ACT employees received training in a range of bushfire management areas. Sixty eight trained in basic bushfire fighting modules and 16 in the Introduction to Incident Control. Also, two employees trained as Logistics Officers; three as Planning Officers; five as Operations Officers; and six as Incident Controllers.
- **Heritage Training:** A cultural heritage training program for Ngunnawal community members and rangers provided skills in the identification and recording of sites as part of post bushfire recovery surveys.

Service Delivery

Education and Information

- **Environmental Awareness Campaign:** Environment ACT hosted a number of events to raise awareness of environmental and heritage issues in the community. The events included Easter Extravaganza, London Bridge Homestead Open Day, Welcome Back Cotter, Namadgi Spring Opening, the Namadgi 20 year celebrations,

Duntroon Dairy Open Day, and the National Science Festival.

- **Online Information:** The first version of the web-based Integrated Nature Conservation Plan (INCP) was launched. This resource is designed to give public access to information on nature conservation planning and management, and a range of nature conservation statistics, maps and activities. INCP can be accessed at www.incp.environment.act.gov.au
- **“Give Kangaroos a Brake” Campaign:** Implementation of this campaign continued with survey results indicating it was successful in raising public awareness about kangaroos near roadways.
- **Sustainability Happening In Education Network (SHINE):** This is a network of school environmental educators with members from Environment ACT, ActewAGL, ACT NOWaste, and the Australian National Botanical Gardens. Its purpose is to provide mutual assistance in the development and dissemination of environmental education to schools. During the year SHINE developed a proposal for the adoption of the National Sustainable School Initiative in the ACT.
- **Grassy Woodlands Kit:** This kit was developed and distributed to all ACT primary schools. The kit assists students to understand the ecology of grassy ecosystems and provides examples of the ACT’s existing high quality grassy woodlands.
- **Ranger Guided Program:** Environment ACT undertook a monthly ranger-guided activity program, involving a series of walks and activities held throughout the parks and reserves, and includes school holiday activities.
- **Paterson’s Curse Management Workshop:** A workshop was held to provide ACT horse agistment land managers with the latest information on Paterson’s Curse management strategies.

Recreation and Events Promotion

- **Recreation Strategy for Natural Areas of the ACT:** The development of this strategy progressed while awaiting completion of the Namadgi Management Plan and Shaping Our Territory. The Recreation Strategy will enable the community to undertake appropriate

recreation activities consistent with other land management requirements.

- **Spring Reopening at Namadgi National Park:** This was a highly successful event with about 800 people attending. The event was to celebrate the reopening of parks and reserves that had been closed following the 2003 fires.
- **Spring and Winter Woodlands Walks:** Ranger-guided walks and activities were held within Canberra Nature Parks, with a focus on post-bushfire regeneration of the environment.
- **Theatre Promotion:** 'King Jack', a theatre production, was presented at Tidbinbilla in association with Canberra Youth Theatre during the October 2003 school holidays. This production dealt with post-fire themes and the way young people could overcome their fears.

Customer Assistance

- **Heritage Advisory Service:** This service continued to provide free professional heritage conservation advice to private owners for the restoration and adaptation of heritage properties.
- **Conservation Volunteers Australia:** Support was provided to this group through teams assisting owners of heritage places with maintenance, weed removal, gardening and minor repairs.
- **Wildlife Assistance:** The Urban Wildlife Program—a 24-hour, seven-day-a-week service to aid injured, sick and orphaned wildlife and deal with straying stock issues—continued. Rangers and field staff attended calls involving more than 4500 animals.

Sustainable Resource Management

Environmental Management

- **Water Strategy:** The development of *Think water act water*—the ACT water resources strategy—was completed in partnership with ACTEW. The strategy aims to improve water use efficiency, reduce water quality impacts, enhance ecological values in local waterways, and protect recreational and amenity values.
- **Wood Heater Subsidy Scheme:** This scheme was introduced to help address pollution levels in winter

by offering residents a cash rebate to replace older polluting heaters with cleaner forms of heating.

- **Air Monitoring:** New air monitoring equipment was purchased to comply with new national monitoring requirements.
- **“Don’t Burn Tonight”:** Environment Act continued to implement this campaign, which is aimed at reducing wood smoke pollution on days with high potential for smoke not to disperse quickly.
- **National AirWatch Program:** This program continued in ACT primary schools to develop environmental awareness about air pollution. The program was adopted by 12 ACT primary schools.
- **Appointment of Environment Commissioner:** Dr Rosemary Purdie was appointed as the new Commissioner for Environment for five years following the retirement of the inaugural ACT Commissioner, Dr Joseph Baker. A review of the role and functions of the Office of the Commissioner for the Environment was also initiated.
- **Review of Environment Protection Act 1997:** A review of this Act and of the role of the Environment Protection Authority was completed. The review covered the operation of the Act, the resourcing of the Environment Protection Authority, and options for increasing the independence of the Authority.
- **Tree Protection:** A permanent tree protection strategy, including the drafting of the Tree Protection Bill 2004, was developed. The Bill proposes to repeal the *Tree Protection (Interim Scheme) Act 2001* and protect trees of high value and urban forest values through a tree register and a system of tree management precincts.

Management of Parks and Reserves

- **Namadgi National Park Management Review:** A review of the Management Plan for Namadgi National Park was conducted with stakeholders and the community. The consultation provided input into policy and management directions for the park
- **Weed Control:** The annual weed control program was implemented in accordance with the ACT Weed Control Program and ACT Weed Strategy.

- **Broom and Blackberry Control:** The annual broom control program continued to be implemented to ensure known sites of broom infestation in the ACT are mapped and inspected annually. Also, management programs were undertaken for control of blackberry in areas that were inaccessible before the 2003 bushfires. The main focus of activity was on the Murrumbidgee, Molonglo and Cotter Rivers.
- **Drought Declaration:** An application was prepared to have the ACT declared as having “Exceptional Circumstances” as a result of prolonged drought conditions. Eligible primary producers in regions declared can apply to the Federal Government for a range of financial assistance.
- **Rural Assistance:** A roundtable forum of rural lessees was conducted to discuss ways in which the ACT Government could assist lessees adversely affected by the extended drought.
- **Duntroon Dairy Restoration:** Restoration of Duntroon Dairy continued, and involved the provision of public access and car parking, interpretive signage, fabric conservation, landscape improvements and weed control on Mount Pleasant.
- **Training Program for Aboriginal Rangers:** Implementation of this program continued, with three trainees employed from the local Ngunnawal community and provided with skills to assist in the joint management of Namadgi National Park.

Nature Conservation

- **ACT Lowland Woodland Conservation Strategy:** This strategy was launched in April 2004 to guide planning and management of woodland habitats and the plants and animals that depend on them.
- **Native Grassland Conservation:** Work commenced on the development of a draft Native Grassland Conservation Strategy that will inform planning and management of native grassland habitats.
- **Corroboree Frog Husbandry Program:** The captive husbandry program for the endangered Northern Corroboree Frog continued. A second batch of eggs, collected in March 2004, was added to the program.
- **Environment Legislation Amendment Bill 2004:** This Bill amended the *Nature Conservation Act 1980* to increase protection for nature reserves by making the

clearing of native vegetation and the damaging of land in reserves a severely punishable offence.

- **Goorooyarroo Nature Reserve:** This new woodland reserve of approximately 750 hectares was established as part of a program to implement Action Plan 27 Lowland Woodland Conservation Strategy. The new reserve will help protect endangered Yellow Box-Red Gum Grassy Woodland and several threatened woodland bird species.

Land Management

- **Natural Heritage Trust:** An integrated natural resource management (NRM) plan and investment strategy was prepared. This will form the basis for accessing Australian Government natural resource management funding. Bids for Natural Heritage Trust funding worth \$3.441 million for the period 2003–04 to 2005–06 were also finalised.
- **Landcare Facilitator:** An ACT Landcare Facilitator position as well as an ACT Indigenous Landcare Facilitator position were created, with funding support from the Natural Heritage Trust. The facilitators will support the ACT in the delivery of NRM programs.
- **Land Management Agreements:** 27 Land Management Agreements (LMAs) were finalised with rural lessees. LMAs are a cooperative management regime for non-urban land in the ACT.
- **Feral Horse Management Plan for Namadgi National Park:** This plan was developed and implemented in consultation with key stakeholders. It provides a framework for addressing the potentially harmful impacts of feral horses in the park.

Heritage Management

- **ACT Heritage Places Register:** Work continued on updating the ACT Heritage Places Register in partnership with key interest groups. The register will provide a comprehensive representation of the rich Aboriginal, natural and historic heritage of the ACT.
- **Rural Heritage Places:** A number of rural heritage places were surveyed and assessed. They include homesteads at Gungaharra, Horse Park and Canberra Park; a soldier settlement property at Callum Brae; Woden Homestead; Lanyon Homestead Complex and

Rural Landscape; and the rural villages of Oaks Estate and Tharwa.

- **Advice on Planning and Development:** Heritage advice was provided on 252 development applications referred to the Heritage Council by the ACT Planning and Land Authority to ensure heritage values were considered in property development approvals. Additionally, advice was provided on 240 other heritage matters relating to development projects.
- **Heritage in Schools Program:** Implementation of this program continued during the year to encourage primary and lower secondary school students to become involved with local heritage. About 300 primary and secondary school students and 12 teachers were involved in developing heritage projects and visiting heritage sites.
- **Tertiary Training:** Training in heritage issues was provided for students at the University of Canberra and the Canberra Institute of Technology as part of their real estate and building design courses.
- **Heritage Events:** ACT heritage was celebrated through community events such as the ACT Heritage Festival, ACT Heritage Awards, and a range of themed heritage programs, including four events that highlighted Canberra's significant twentieth century architecture.
- **ACT Heritage Grants Program:** This program continued to provide support for community projects to celebrate and conserve the ACT's rich heritage. Twenty three proposals were funded and included archaeological and scientific research, conservation planning, restoration of heritage places and objects, and development of online resources.
- **Seminars and Workshops:** Technical seminars were conducted on fire safety and disability access in heritage buildings. The fire safety seminar was developed in response to the loss of a significant part of the Sydney Building through fire.
- **Heritage Bill 2004:** This Bill was introduced in the Legislative Assembly in May 2004. It proposes significant reform of heritage legislation, including

new mechanisms for registration and protection of heritage places.

Integrated Outcomes

Support for Advisory Committees

- **Environment and Heritage Bodies:** Environment ACT continued to work with, and provide support for, a number of environment and heritage bodies during 2003–04. They include:
 - Natural Resource Management Advisory Committee;
 - Environment Protection and Technical Advisory Committee;
 - Flora and Fauna Committee;
 - Heritage Council;
 - Animal Welfare Advisory Committee;
 - Rural Conservation Fund Advisory Committee; and
 - Interim Namadgi Advisory Board.

Support for National Parks and Reserves Management

- **Australian Alps MOU:** Environment ACT continued to support the Australian Alps National Parks Memorandum of Understanding with NSW, Victoria and the Commonwealth to ensure a more co-operative approach to the management of the Alps.

Participation in Forums

- **National Environment Forums:** Environment ACT continued its participation in a range of national environmental forums to keep abreast of national developments in environment administration and policy. The forums included:
 - Natural Resource Management Ministerial Council, which promotes the conservation and sustainable use of Australia's natural resources;
 - Environment Protection and Heritage Council, which promotes programs that address environment protection and heritage responsibilities at the national level;

- Primary Industries Ministerial Council, which promotes sustainable, innovative and profitable agriculture, fisheries/aquaculture, food and forestry industries;
- Murray Darling Basin Commission, which provides advice on issues regarding water use, land and other environmental resources relevant to the Murray-Darling Basin;
- High Level Greenhouse Group, which coordinates Commonwealth, State and Territory participation in the implementation of the National Greenhouse Strategy; and
- National Heritage Chairs and Officials Forum, which promotes national cooperation and integration of heritage programs and activities.

Cooperative Research Centres

- **Cooperative Research Centre (CRC) for Freshwater Ecology:** The CRC assisted Environment ACT in the adaptive management of environmental flows during the extended drought.

Future Directions

Post Bushfire Management

- **Bushfire Recovery:** The remaining fire-affected areas of Namadgi National Park, Tidbinbilla Nature Reserve and Murrumbidgee Corridor will be opened.

Environmental Management

- **Review of the ACT Greenhouse Strategy:** This review will be completed and a new strategy produced as the next phase of the ACT's policy framework for reducing greenhouse gas emissions.
- **Energy Efficiency:** A home energy efficiency rebate program will be implemented to provide a rebate of up to \$500 for certain household improvements that contribute to household energy efficiency.
- **Greenhouse Gas Abatement Scheme:** Contribution will be made toward the development and implementation of an ACT Greenhouse Gas Abatement Scheme. The scheme requires electricity retailers to meet greenhouse gas abatement targets through the imposition of mandatory greenhouse gas benchmarks.
- **Tree Protection:** The policy for the protection of trees on unleased Territory land will be implemented in consultation with ACT Planning and Land Authority and the Land Development Agency.
- **National Action Plan for Salinity and Water Quality:** A bilateral agreement between the Commonwealth and ACT Governments will be finalised.

Land Management

- **Park Management:** A new management plan for Namadgi National Park will be finalised. The plan will recognise joint management arrangements with the indigenous community and be consistent with agreed standards for the Australian Alps National Parks.

Recreational Initiatives

- **Online Initiatives:** A web-based recreation guide will be developed to enable visitors to search for recreational facilities, locations and activities. Work will also be undertaken on an online Heritage Register of the ACT's natural and cultural heritage.

- **Visitors' Guide:** A visitors' guide to the ACT's parks and reserves will be developed that lists recreation sites and activities available within the lands managed by Environment ACT, ACT Forests and Canberra Urban Parks and Places.
- **New Facilities for Tidbinbilla Nature Reserve:** Planning for the construction of a new Brush-tailed Rock-wallaby viewing platform will commence, as will work on a new adventure playground at Tidbinbilla Nature Reserve. Enhancements to the wetlands in the reserve are expected to result in improved water management practices.

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artsACT

Output Class 4—Arts and Cultural Services**Output 4.1—artsACT**

Provision of policy advice to the ACT Government on arts, festivals and cultural programs; development and implementation of government policies and strategies related to these areas; provision of administrative and professional support to ministerial advisory bodies and committees; and administration of related programs.

Refer to Volume 2, page 105



Ainslie's Sheep in City Walk proves very popular

BUSINESS OVERVIEW

artsACT provides policy advice to the ACT Government on arts and festival matters and is responsible for the implementation of Arts Capital, the arts development strategy for the ACT. The business unit provides secretariat support to the ACT Cultural Council, which is the ACT Government's principal advisory body on arts policy and funding. The unit also monitors the government's funding agreement with the National Institute of the Arts and oversights the Cultural Facilities Corporation.

artsACT administers the ACT Arts Funding Program, the ACT Festival Fund, and the ACT Public Art Program; manages the Canberra Day celebrations; and assists in the development of Canberra's festivals. artsACT also plans for and develops the artsACT arts facility network and manages leasing arrangements for 11 arts facilities.

KEY PRIORITIES

artsACT's work during 2003–04 covered the following key priority areas in the Urban Services corporate plan: Post-Bushfire Management, Service Delivery, Look of Canberra, and Integrated Outcomes.

| Post Bushfire Management

Recovery Program

- **Bushfire Memorial:** Extensive public consultation was undertaken to determine the suitability of commissioning a bushfire memorial to acknowledge the enormous physical and psychological impact of the January 2003 bushfires, and to provide enduring comfort and assistance toward recovery. The consultation was to ensure the memorial would reflect, as far as possible, a shared meaning of what the events of 18 January 2003 had meant to our community.

| Service Delivery

Partnership with and Support for the Community

- **Community Outreach Program:** artsACT worked with the Australian National University's Faculty of Arts to refine the Community Outreach Program, providing enhanced opportunities for the Canberra community to benefit from the creative excellence of the Schools of Art and Music.
- **Arts Funding:** The ACT Arts Funding Program, which supports high quality arts and cultural products and activities, was expanded to ensure Canberra will continue to build on its strength as a place to develop ideas, participate in and practise the arts, and to meet the high demand in the ACT for arts funding.
- **Festival Support:** Funding support was provided to 15 community festivals through the ACT Festival Funding Program, which is aimed at encouraging festival activity that celebrates our community spirit and engages our community as active participants and appreciative audiences. The Tuggeranong Community Festival, the National Folk Festival and the Canberra Balloon Fiesta were among the festivals that benefited from funding.

- **Celebrate Canberra:** This program of events celebrating the founding of Canberra, its unique character and community spirit, was successfully conducted. The 2004 program was a great opportunity for Canberrans to get together and celebrate our cultural values as a community.

Strategy Initiatives

- **Arts Facilities Strategy:** The ACT Government Arts Facilities Strategy was finalised and implementation began with the commissioning of a feasibility study for arts and cultural facilities in Belconnen and a study to identify the benefits of enhancing performing arts facilities in the City West arts precinct.

| Look of Canberra

Public Art

- **24:7 II:** The success of last year's 24:7—a temporary project bringing contemporary public art out of galleries and into some of Canberra's unique public places—was built on by the staging of 24:7 II. This enticed contemporary art audiences into heritage locations, exposed heritage audiences to contemporary art, brought car enthusiasts and art audiences together, and revealed the way in which visiting international artists see our city.
- **LaserWrap:** This is a sculpture that projects a moving matrix of laser light onto the ACT Health Building, creating an optical illusion that makes the building appear to be loosened from its moorings. This innovative public artwork by Richie Kuhaupt and Geoffrey Drake-Brockman was commissioned to bring new life to the ACT Health Building in Civic West. An extended commissioning process was required because of the technical complexity of the project and the need to obtain approval from a number of building owners, safety regulators and government authorities.

- **Twilight:** local artists Christopher Chapman and Ivan Siebel were commissioned to create *Twilight*, a new artwork to enhance the street-level visibility of Gorman House Arts Centre. *Twilight* will be an evocative and enigmatic public artwork that will exist between sculpture, architecture, and landscape design. Its form relates directly to the symbolism and geometry of Canberra's urban plan.

Built Heritage

- **Powerhouse Glassworks:** Plans for the adaptive reuse of the Kingston Powerhouse—an important ACT heritage asset—as a contemporary glass art centre were significantly progressed. Full funding for the project was allocated in the 2004–05 Budget, and progress made towards the development of a marketing strategy and towards the procurement of the design and construction of the new facility. When completed, the Glassworks will provide a state-of-the-art facility for glass artists, the Canberra community and visitors.

Integrated Outcomes

Influencing National Policy

- **Action on the National Visual Arts and Craft Strategy:** Negotiation was undertaken with the Australian Government to ensure Canberra's arts sector would benefit from implementation of the recommendations of the *Myer Report on the Contemporary Visual Arts and Craft Inquiry*. The inquiry was commissioned by the Commonwealth Government to examine issues impacting on the sustainability of contemporary Australian visual arts and crafts. Identified among a number of key recommendations was the need to increase funding to organisations servicing these sectors.

I Future Directions

Arts Funding

- **ACT Arts Funding Program:** This funding program will continue to respond to the Canberra community's increasing demand for and participation in high quality arts activities.

Arts Facilities

- **Powerhouse Glassworks:** The final design of the facility will be commissioned, and preliminary works for its construction will begin.
- **Belconnen Arts and Cultural Centre:** Decisions will be finalised regarding the siting of the proposed centre and the commissioning of its forward design.

Public Art

- **New Artworks:** Two major innovative public artworks will be commissioned, one for the Ginninderra Lakeshore in Belconnen Town Centre, and the other to be integrated into a significant capital works project.
- **Bushfire Memorial:** Site selection and commissioning of design work for a memorial to the January 2003 bushfires will be finalised.

Policy and Strategy Initiatives

- **Public Art Policy:** A discussion paper for the development of a formal Public Art Policy for the ACT will be released for public comment.
- **Arts Capital:** The arts development strategy for the ACT—*Arts Capital*—will be updated to ensure the strategy continues to provide a relevant and effective basis for supporting the quality, sustainability and accessibility of the arts.
- **National Visual Arts and Craft Strategy:**
In response to the recommendations of the Contemporary Visual Arts and Craft Inquiry that led to the strategy of enhancing government involvement in the sector, contemporary visual arts and craft organisations will be recipients of further government funding.

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Road Transport

Output Class 2—Transport

Output 2.1—Road Transport Regulation and Services

Implementation of national road transport reforms; and provision of services to promote road user safety and road user service efficiency, including regulation of driver competency, vehicle safety, parking practices and public transport services.

Refer to Volume 2, page 95

Output 2.2— Public Transport

Provision of public transport services; and management of the Student Transport Program.

Refer to Volume 2, page 97



Staff from Urban Services and the Emergency Services mark World Road Safety Day at Macarthur House

BUSINESS OVERVIEW

Road Transport develops policy and advises the ACT Government on public transport, national road reform issues, and public use of ACT roads and parking facilities. It also regulates public passenger transport, driver competency, vehicle safety, parking practices and heavy vehicles.

Road Transport purchases public transport, motor vehicle registration, driver licensing, speed and red light camera, and parking management services on behalf of the government. In addition, it is responsible for compulsory third party vehicle insurance arrangements and implementation of national road transport reforms.

KEY PRIORITIES

The work of Road Transport during 2003–04 responded to three key priorities in the Urban Services corporate plan, namely Service Delivery, Sustainable Resource Management, and Integrated Outcomes.

Service Delivery

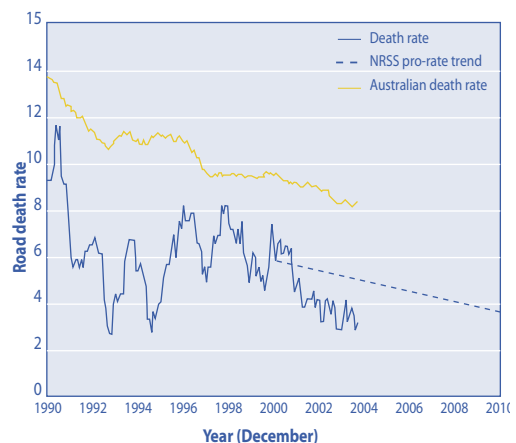
Improved Customer Service

- **Student Transport Program:** The processing of applications for school bus tickets under the Student Transport Program was streamlined to provide an improved response time for clients. Enhancements to the database enabled the processing time for applications to be reduced, for example, in the peak times from four days to two days. The enhancements also provide for better reporting mechanisms.
- **Administration of Public Transport Accreditation:** The administrative arrangements for clients wishing to pay bus and taxi accreditation fees were improved by the development of a database, which includes an automatically generated fee reminder notice for accreditation. Clients may now also complete a taxi licence transfer at one location with the relocation of this function to Road Transport. In addition, the Road Transport website was enhanced for clients, who can now download application forms for taxi and bus accreditation, as well as for consumers of taxi and bus services, who can make taxi complaints and check the accreditation details of bus operators online.

Refining Policy, Regulation, Ownership and Operational Areas

- **Road Safety Record:** The ACT's road crash rates, across both fatalities and serious injuries, continued to decline, reflecting improved road safety measures such as the Road Ready learner driver program, speed and red light cameras, and a 50km/h default speed limit in residential areas. As at 30 June, the ACT road toll had more than halved over the preceding five years (see Figure 3).
- **Compulsory Third Party Insurance:** Road Transport continued to manage the annual review of ACT Compulsory Third Party Insurance premiums to ensure the premiums fully fund all the liabilities of the scheme and are set at appropriate levels.
- **Transport Study:** A study of demand-responsive transport options was commenced. This study will assess the feasibility of introducing flexible door-to-door evening public transport services in the ACT to improve the time and cost efficiency of services, and attract public transport patronage.
- **Vehicle Inspection:** A review of the ACT's motor vehicle inspection arrangements was conducted, with a discussion paper released for public comment.
- **Pay Parking:** In line with sustainable transport objectives, pay parking was implemented in Territory car parks in the Belconnen Town Centre and Tuggeranong Town Centre. Road Transport conducted an information campaign to alert the public to the new parking arrangements.
- **On-Street Pay Parking in Barton:** The proposal for on street (kerbside) pay parking in Barton was deferred, pending further consultation with the National Capital Authority (NCA) over its proposals for pay parking in Parkes. Owing to the close proximity of both areas, any parking changes in one area will affect the other. The Territory does not control the majority of off-street car parks in Barton where development activities are subject to NCA controls.
- **Vehicle Registration:** The proposed model for implementation of continuous registration and seasonal registration for motor vehicles from 1 January 2004 was not supported by the 2003 Estimates Committee.

Figure 3: ACT road death rates on a moving 12 month total, 1990 to 2010



This initiative was intended to help reduce the use of unregistered vehicles in the ACT. Alternative methods will be applied to reduce the use of unregistered vehicles.

- **ACTION Funding:** A funding model to ensure ACTION's funding reflects services purchased by government, cost movements and government fare policy could not be finalised as planned. Elements of an appropriate funding model continue to be negotiated.

Working with the Community

- **Road Safety Forum:** Road Transport, in partnership with the NRMA-ACT Road Safety Trust, convened a road safety forum on the topic *Speed and Road Crashes* to educate the community about this critical road safety issue. Approximately 120 road safety professionals and community representatives attended the forum.

Sustainable Resource Management

Sustainable Transport

- **Sustainable Transport Plan:** Road Transport contributed to the development of the ACT Government's Sustainable Transport Plan and developed proposals for its implementation. The Sustainable Transport Plan aims to enhance equity of access to transport, provide more transport choices, and reduce both direct and external costs of transport in the ACT. Road Transport provided input in the areas of transport regulation, public transport services and Transport Disability Standards. Proposals developed included those for a Concept Design for a Real Time Passenger Information System, the introduction of bike racks on buses, and improved infrastructure at bus stops.

Integrated Outcomes

Recognition of Diverse Community Values

- **Access Plan:** Road Transport developed the government response to the review of the ACT Accessible Public Transport Plan. The Plan is intended to ensure ACT taxis and buses increase their capacity to meet the needs of people with disabilities. The initial plan was independently reviewed in 2002, and the government response to this review will lead to the release of an updated Accessible Public Transport Plan in 2004–05.

Whole-of-Government and National Policy Development

- **National Road Transport Reforms:** Contribution was made to the development of national road transport legislative reforms to enhance uniform regulatory measures nationwide. 2003–04 initiatives included:
 - ministerial endorsement of national model compliance and enforcement legislation;
 - amendments to the *Australian Road Rules*;
 - revision to the *Load Restraint Guide* that provides guidelines and performance standards for the safe carriage of loads on road vehicles;
 - a Land Transport Security Strategy and Action Plan, which will establish a national approach to preventative security for Australia's transport system as a whole to complement preventive security for identified nationally significant critical infrastructure. Urban Services has engaged public and private sector providers in analysing risk and identifying measures appropriate to their operations.
 - a Heavy Vehicle Driver Fatigue Policy Proposal, which seeks to improve road safety, improve transport productivity, manage fatigue in drivers and achieve a consistent approach with OH&S legislation; and
 - development of an intergovernmental agreement for regulatory and operational reform in road, rail and Intermodal Transport.

- **Taxi and Hire Car Inquiry:** The government submission to the Standing Committee on Planning and Environment inquiry into the *Road Transport (Public Passenger Services) Amendment Bill 2003* and the government response to the Committee's report on the inquiry were developed. The Legislative Assembly referred the Bill to the Standing Committee, which

developed an alternative approach to the government's planned reform program for taxis and hire cars. The government response aims to restructure the taxi and hire car licensing arrangements and introduce accreditation for hire cars to improve safety and consumer protection, encourage innovative services and reduce prices.

Future Directions

Programs Scheduled for Implementation in 2004–05

- **Transport Access Plan:** The updated Action Plan for Accessible Public Transport, including managing access improvements to public transport infrastructure.
- **Assembly Inquiry:** Government response to the Standing Committee inquiry into the *Road Transport (Public Passenger Services) Amendment Bill 2003*.
- **Unregistered Vehicles:** Strategies to reduce the use of unregistered motor vehicles.

Programs Scheduled for Development and Implementation in 2004–05

- **ACT Road Safety Action Plans:** The development and implementation of the plans will be undertaken following their review, with the aim of giving effect to the National Road Safety Strategy.
- **New Legislation:** This will include heavy vehicles compliance and enforcement legislation as well as legislation to replace existing Commonwealth template law for dangerous goods and heavy vehicle charges.

Other Future Initiatives

- **Public Transport Services:** Investigation of options arising from the demand-responsive study.
- **Sustainable Transport Plan:** Provision of input into the objectives of the plan, including managing a concept study of Real Time Information System for the bus network—at interchanges and major bus stops.
- **Vehicle Inspection:** Finalisation of a report on the outcome of the review of motor vehicle inspection arrangements and implementation of the government response.
- **National Road Transport Reform:** Continuing participation in the national transport reform agenda.

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Organisational Governance Arrangements

Internal Accountability Structures and Processes

Strategic and Organisational Planning

Risk Management and Internal Audit Arrangements

Fraud Prevention Arrangements

Culture and Values

Procurement Contracting Principles and Processes

External Scrutiny

INTERNAL ACCOUNTABILITY STRUCTURES AND PROCESSES

Senior Executive Structure

The Urban Services senior executive structure consists of the Chief Executive and the Executive Directors for each of the department's seven business groups. The names and responsibilities of the senior executives are outlined in the organisational chart on Page 12.

Remuneration

As stipulated in the *Remuneration Tribunal Act 1995*, the Remuneration Tribunal reviews the remuneration of Senior Executive Officer positions and full and part time statutory authority positions.

Senior Management Committees

| Name of Committee | Role of Committee | Membership |
|--------------------------------|---|--|
| Board of Management | The Board of Management provides strategic direction for Urban Services; acts as a leading decision making forum; reviews whole-of-department critical issues; reviews Urban Services wide performance; provides a leadership role for the department; and sets the corporate governance for Urban Services | Chief Executive, Department of Urban Services Executive Director, Policy Arts and Transport Executive Director, Corporate Executive Director, City Management Executive Director, City Operations Executive Director, Environment ACT Executive Director, Customer Services and Information Executive Director, City Services |
| Urban Services Audit Committee | Oversight the department's governance, risk and internal control environment | Chair, Len Early (External Member) Mr Pat Farrelly (External Member) Executive Director, Corporate Executive Director, Customer Services and Information Executive Director, City Management |
| HR Board | <ul style="list-style-type: none"> Ensure that human resource management policies, programs, procedures and practices support the strategic business directions of Urban Services. Monitor HR performance, organisational health and emerging HR risk issues across Urban Services. | Executive Director, Corporate (Chair) Executive Director, City Operations Executive Director, Policy, Arts and Transport Executive Director, City Management Director, Customer Services and Information Director, Environment ACT Manager, Human Resources, Corporate |

| Name of Committee | Role of Committee | Membership |
|--|--|--|
| Executive Geographic Information Management (EGIM) Committee | Oversee the development of the Geographic Information Management (GIM) Strategy within the ACT Government. | A/g Executive Director CS&I, DUS Executive Director City Management, DUS Director Environment Protection, DUS Manager GIM Unit, DUS Chief Information Officer, DUS Commissioner of Surveys, ACTPLA Director, Business and Information Services Branch, ACTPLA Director Projects, Corporate Services, Emergency Services Authority Registrar General, Department of Justice & Community Safety Chief Information Officer, Department of Education and Training Director Policy & Organisational Services, Department of Disability, Housing & Community Services Executive Director, Shaping our Territory Implementation Group, Chief Ministers Department ACTEWAGL, General Manager, Water AFP, Communications |
| IDMS Program Board | Overall strategic guidance to the IDMS Project, including its implementation and issues arising during its implementation. | Chief Executive, Department of Disability, Housing and Community Services (Chair) Senior Director, Policy Group, Chief Minister's Department; General Manager InTACT, Department of Treasury; Manager, Financial Analysis, Department of Treasury; A/g Chief Information Officer, Department of Education; Executive Director, Corporate Services, Department of Justice and Community Safety; Director, Customer and Information Services Branch, PALM; A/g Executive Director, Customer Services and Information, Department of Urban Services; Manager Information Technology and Management, Department of Health and Community Care; A/g Director, ACT Information Management, Chief Minister's Department |
| Emergency Management Committee | Coordinate and review Emergency Disaster Response and Recovery in the ACT | Urban Services, Emergency Services Bureau, ACT Policing, ACT Health, ACT Disability, Housing and Community Services, ACTEWAGL |
| NSW/ACT Cross Border Roads Task Force | To identify, prioritise and facilitate the progress of agreed cross border road improvements | Urban Services, Queanbeyan City Council, RTA NSW, PALM, Chief Ministers, Planning NSW and Yarralumla Shire Council |
| Critical Infrastructure Working Group | Reporting to the ACT Security Coordinators Committee through the identification of critical infrastructure in the ACT. This is part of the Commonwealths initiative for input into the National Counter Terrorism Committee. | Chief Ministers, ACT Health, Emergency Services Bureau, Urban Services, JACS, ACT Policing |

Further information may be obtained from:

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STRATEGIC AND ORGANISATIONAL PLANNING

Urban Services undertakes an inclusive strategic planning process. Plans are developed for a three-year period and updated annually.

For the reporting period 2003–2004 the process included a series of three executive planning sessions followed by a workshop for some 70 senior managers. The result of these exercises was published in the department's corporate plan *Direction and Priorities*. Progress against the priorities and strategies identified in the corporate plan are reported to the Board of Management on an annual basis.

Directions and Priorities forms the basis for the development of Group-level plans, which are submitted to the Board of Management. A further cascade of Business Unit Plans, Action Plans and personal Performance Agreements falls out of the higher level plans.

Further information may be obtained from:

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RISK MANAGEMENT AND INTERNAL AUDIT ARRANGEMENTS

Following the tabling of the Auditor-General Report No 4 of 2002 *Framework for Internal Auditing in Territory Agencies*, a model Internal Audit Framework was endorsed by the ACT Government in March 2003. The model framework became effective from 1 July 2003 and applies to all ACT Government departments and agencies.

In accordance with the requirements of the model Internal Audit Framework, the composition of the Audit Committee was modified in July 2003 with the appointment of an independent chairperson, in addition to another independent member and three executives on the committee. The department's Audit Committee Charter and Internal Audit Charter were also updated to bring them into line with the new arrangements.

Internal audit services for the department are provided by a panel of three audit contractors, which provides a full range of compliance, IT and performance audit services. The current panel of audit firms was appointed in September 2002 following a public tender process.

The 2003–04 audit program was derived from a comprehensive risk assessment of the department's business and financial operations that was undertaken in mid-2000, supplemented by additional risk areas identified by Executive Directors. During 2003–04 a new risk assessment was undertaken which will provide the basis for the audit program for 2004–05 to 2006–07.

Approximately 550 audit days were utilised in 2003–04 and 27 audit reports finalised. All audit reports are subject to presentation to the Audit Committee with regular follow up to ensure implementation of recommendations.

Further information may be obtained from:

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FRAUD PREVENTION

Preventing Fraud

The Urban Services Audit Committee oversees the development and implementation of appropriate fraud prevention and promotion activities for the department. Employees of the department are encouraged to report any fraudulent activity, and to fully participate in any training and awareness programs.

The department regularly conducts risk management exercises to assist in the identification of areas of fraud risk. From this, a Fraud Control Plan is developed along with a comprehensive Internal Audit Program, which provides a broad coverage of high and medium risk areas of fraud.

Induction training for new staff includes specific ethics and fraud awareness components, and training to increase awareness of appropriate behaviour and standards is now available. Information on fraud and related issues is available to staff on the departmental intranet.

Detecting Fraud

Five instances of fraudulent or other related activity were reported during the year:

- two cases of altered cheques;
- a break in and theft of office equipment; and
- theft from workplaces of a laptop computer and mobile telephone.

Four cases were referred to the Australian Federal Police for investigation. In relation to the fifth report, the department was reimbursed by the relevant financial institution, which is now investigating the matter directly.

Further information may be obtained from:

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CULTURE AND VALUES

The Urban Services Vision, Values and Mission have been developed and confirmed as part of the strategic planning process over a number of years.

Underpinning the way Urban Services does business are the following values:

- excellence in customer service;
- commitment to innovation;
- accountability and openness;
- cooperation and consultation;
- honesty and integrity;
- flexibility;
- professionalism;
- enthusiasm;
- respecting diversity; and
- taking responsibility.

These values are displayed in Urban Services workplaces, and included in the staff newsletter and in *Directions and Priorities*. New employees receive training in both Urban Services values and the ACTPS Code of Conduct through the Urban Services induction program.

Potential breaches of the Code of Conduct are handled through processes which align with those for breaches of discipline.

Further information may be obtained from:

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PROCUREMENT CONTRACTING PRINCIPLES AND PROCESSES

Urban Services makes use of Contractors in providing services to the community. Beginning on page 169 is a list of the contractors used in providing those services in 2003–04. The process employed in the selection and management of contractors during the year was consistent with the *ACT Government Purchasing Manual* as well as *Achieving Best Value for Money and Effective Use of Consultants in the ACT Public Service*.

The major variance in the use of contractors during the year relates primarily to contractors engaged in post-bushfire recovery works undertaken throughout the Territory. Significant work was undertaken in the areas of clean-up and removal of debris, the removal of destroyed and damaged trees, rectification of damaged fences, and the management and removal of fire fuel and hazard reduction works.

The transfer of the Facilities Management and Road Maintenance business units from Totalcare Industries has also increased the use of contractors primarily for asset and building repairs and maintenance services.

Professional services for building and other capital works and contractors are included in the Capital Works Management report on page 89.

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EXTERNAL SCRUTINY

This report outlines significant developments in, and responses to, external scrutiny of the Department of Urban Services during 2003–04.

Judicial and Tribunal Decisions

Save the Ridge Incorporated v. ACT and Kenoss Contractors Pty Ltd [2004] ACTSC 13 (31 March 2004)

Following commencement of construction work on the Gungahlin Drive Extension (GDE) project on 24 March 2004, Save the Ridge Incorporated sought a Supreme Court injunction on the basis that a development approval from the ACT Planning and Land Authority (ACTPLA) for work on designated land had not been obtained.

After a court hearing, an injunction was granted and orders issued that no work be undertaken on the project until the appropriate development approval had been obtained from ACTPLA or the Minister. With work on non-designated land also halted as a result of a challenge in the Administrative Appeals Tribunal (AAT), the construction works could not proceed.

Subsequently, Urban Services worked with ACTPLA and the Government Solicitor's Office to develop amendments to the Land (Planning and Environment) Regulations 1992 to address the issues identified in the decision. The Government also lodged an appeal against the decision.

Save the Ridge Inc v. ACT Planning and Land Authority & Anor [2004] ACTAAT 16 (7 May 2004)

In February 2004 Save the Ridge applied to the AAT for a review of ACTPLA's decision to grant development approval for preliminary works on the GDE for non-designated land. This resulted in the suspension of the development approval, meaning no work could take place on non-designated land.

In response to Save the Ridge's application, the ACT Government amended the Land (Planning and Environment) Regulations 1992 and advised Save the Ridge that it no longer intended to rely on the original development approval. Subsequently, an agreement was

signed between Save the Ridge and the Government for the approval to be set aside and substituted with a decision refusing the development application. On 7 May 2004 the AAT made a decision reflecting this agreement.

Further to this, and in response to Save the Ridge's application for a review of the Conservator of Flora and Fauna's decision to grant licences under the *Nature Conservation Act 1980*, the government decided to enact legislation to facilitate construction of the GDE and minimise future opportunities for legal challenge. At 30 June, plans were underway to lodge a new development application which would be dealt with under the amended Land (Planning and Environment) Regulations and the *Gungahlin Drive Extension Authorisation Act 2004*.

Digwood v. ACT Planning and Land Authority & Anor [2004] ACTAAT 15 (7 May 2004)

Mr Digwood also made an application to the AAT for a review of ACTPLA's decision to grant development approval for preliminary works on the GDE for non-designated land. This application was joined with the application of Save the Ridge. Following the decision in the Save the Ridge matter the AAT dismissed Mr Digwood's appeal on the basis that the approval that was subject to appeal had been set aside.

Nature Conservation Act Licences

On 31 March 2004 Save the Ridge applied to the AAT for a review of the Conservator of Flora and Fauna's decision to grant licences to Kenoss Contractors under the *Nature Conservation Act 1980*. Given that work on the GDE was stopped by a Supreme Court injunction and the AAT appeal on the development approval for non-designated land, the ACT agreed to a stay of work pending a hearing on the application.

Following the passing of the *Gungahlin Drive Extension Authorisation Act 2004* by the Assembly, the contractor handed back the original licences granted by the Conservator of Flora and Fauna, and Save the Ridge discontinued this matter. The Minister has since granted new licences under the *Gungahlin Drive Extension Authorisation Act 2004*.

Bushfire Inquiries

McLeod Inquiry into the Operational Response to the January 2003 Bushfires

The final report of the McLeod Inquiry was released in August 2003. The Fire Management Unit (FMU) coordinated the implementation of 12 of the 14 recommendations that were specific to Urban Services in the areas of fuel management; fire access; incident command and control; training and development; relationships between fire management and land management agencies; bushfire readiness; and public information and education. City Operations and Customer Services and Information implemented the remaining two recommendations relating to power facilities for Canberra Connect, and the need to include Canberra Connect in a revised media sub-plan of the Emergency. The FMU also contributed to the implementation of seven other recommendations specific to ACTPLA, the Chief Minister's Department, and the Department of Justice and Community Safety.

Coronial Inquiry into Christmas 2001 Bushfires

No final report from this inquiry has yet been received. However, the department has commenced its response to the Coroner's initial findings, provided in February 2003, which recommended development of long-term strategies for the management of fuel loads.

ACT Coroner's January 2003 Bushfire Inquiry

During the year, the ACT Coroner's Court commenced a comprehensive inquiry into the cause, origin and circumstances of the fires which destroyed and damaged property in January 2003, and inquests into the deaths associated with those fires. Several staff from Urban Services provided statements and appeared as witnesses at the inquiry. Hearings for the inquiry were scheduled to continue in 2004–05.

Interaction with Commonwealth Bodies

National Competition Council

In accordance with the 1995 Competition Principles Agreement, the ACT Government is required to submit to the National Competition Council (NCC) annual reports showing the government's progress against its obligations under the agreement. During the year, Urban Services contributed to the government's annual progress report in the ACT's *3rd Tranche Progress Report to the National Competition Council in Implementing National Competition Policy and Related Reforms March 2004*, which was coordinated by the Department of Treasury. The department also provided supplementary information at the NCC's request.

Productivity Commission

Urban Services provided input into the ACT Government submission to the Productivity Commission's public inquiry *Review of National Competition Policy Arrangements*. The submission was coordinated by the Department of Treasury.

Auditor-General Investigations

The Auditor-General conducted the normal financial audits of the department and its business units. There were no other Urban Services-specific audits conducted by the Auditor-General.

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Financial Performance

Financial Results and Analysis of
Financial Performance—see Volume 2

Capital Works Management

Asset Management Strategy

Government Contractual Debts (Interest)

CAPITAL WORKS MANAGEMENT

| DEPARTMENTAL CAPITAL WORKS PROGRAM | | | | | | |
|---|-------------------------|-----------------|----------------|--------------------|---------------------|--------------|
| Project | | Project Cost | | Expenditure | | |
| | Current Completion Date | Original \$'000 | Revised \$'000 | Prior Years \$'000 | Current Year \$'000 | Total |
| NEW WORKS | | | | | | |
| Roads ACT | | | | | | |
| Aikman Drive Ext to Eastern Valley Way | Feb-05 | 1,800 | 1,800 | 0 | 259 | 259 |
| Armour Cable Replacement (2003–04) | Nov-04 | 750 | 750 | 0 | 54 | 54 |
| Bikepath and Footpath Rehabilitation (2003–04) | Aug-04 | 500 | 500 | 0 | 403 | 403 |
| Heavy Vehicle Route Bridges Upgrading Stage 3 | Dec-04 | 2,000 | 2,000 | 0 | 921 | 921 |
| Kingston Foreshore Stormwater Augmentation Stage 2 | Dec-04 | 1,100 | 1,100 | 0 | 401 | 401 |
| Lake Ginninderra Dam Protection Measures | Feb-05 | 1,000 | 1,250 | 0 | 379 | 379 |
| MNW—Bridge Assessment Program | Jul-04 | 250 | 250 | 0 | 206 | 206 |
| Neighbourhood Improvements | Jun-05 | 3,000 | 3,000 | 0 | 50 | 50 |
| | | 10,400 | 10,650 | 0 | 2,673 | 2,673 |
| Traffic Congestion and Road Safety Improvement Program | | | | | | |
| Fairbairn Avenue Upgrade | Jun-05 | 8,000 | 9,700 | 0 | 41 | 41 |
| | | 8,000 | 9,700 | 0 | 41 | 41 |
| Trunk and Infrastructure Augmentation | | | | | | |
| Amaroo Infrastructure Stage 3 | Jun-05 | 1,500 | 1,500 | 0 | 42 | 42 |
| Gungaharra Creek Stormwater Infrastructure Stage 1 | Jun-05 | 1,000 | 1,000 | 0 | 129 | 129 |
| MNW—Minor New Works | Nov-04 | 200 | 200 | 0 | 117 | 117 |
| Forward Design | | | | | | |
| Cohen Street Belconnen | Aug-04 | 200 | 200 | 0 | 32 | 32 |
| Flemington Road Retardation Basin | Sep-04 | 170 | 170 | 0 | 79 | 79 |
| Forde/Bonner Infrastructure | Aug-04 | 200 | 200 | 0 | 17 | 17 |
| Gundaroo Drive Extension into Forde | Sep-04 | 50 | 50 | 0 | 0 | 0 |
| Feasibility study | | | | | | |
| William Slim Dr and Barton Hwy Retardation Basins | Sep-04 | 60 | 75 | 0 | 65 | 65 |
| | | 3,380 | 3,395 | 0 | 481 | 481 |
| Waste Management | | | | | | |
| Mugga Lane Landfill New Disposal Trench—Stage 2 | Jun-05 | 2,400 | 2,400 | 0 | 0 | 0 |
| | | 2,400 | 2,400 | 0 | 0 | 0 |

| DEPARTMENTAL CAPITAL WORKS PROGRAM (contd) | | | | | | |
|--|-------------------------|-----------------|----------------|--------------------|---------------------|--------------|
| Project | | Project Cost | | Expenditure | | |
| | Current Completion Date | Original \$'000 | Revised \$'000 | Prior Years \$'000 | Current Year \$'000 | Total |
| Property | | | | | | |
| Moore Street Health Building Level 5 Refurbishment | May-05 | 845 | 845 | 0 | 100 | 100 |
| MNW—Energy Savings Initiatives | Sep-04 | 200 | 215 | 0 | 168 | 168 |
| | | 1,045 | 1,060 | 0 | 268 | 268 |
| Canberra Urban Parks and Places | | | | | | |
| Bible Lane Refurbishment | Mar-05 | 500 | 500 | 0 | 30 | 30 |
| Holder Shops Refurbishment | Aug-04 | 500 | 500 | 0 | 449 | 449 |
| Landscape Upgrade Program (2003–04) | Aug-04 | 500 | 500 | 0 | 253 | 253 |
| | | 1,500 | 1,500 | 0 | 732 | 732 |
| Sport and Recreation | | | | | | |
| Facilities Improvement Program | Oct-04 | 1,000 | 1,000 | 0 | 854 | 854 |
| | | 1,000 | 1,000 | 0 | 854 | 854 |
| Libraries and Information Management | | | | | | |
| Kippax Library | Jul-05 | 2,500 | 3,500 | 0 | 300 | 300 |
| | | 2,500 | 3,500 | 0 | 300 | 300 |
| Public Transport | | | | | | |
| MNW—Minor Engineering Works | Aug-04 | 100 | 100 | 0 | 87 | 87 |
| Forward Design | | | | | | |
| Bus Priority Measures | Aug-04 | 50 | 50 | 0 | 18 | 18 |
| Belconnen Town Centre Bus Interchange | Sep-04 | 60 | 60 | 0 | 18 | 18 |
| | | 210 | 210 | 0 | 123 | 123 |
| Arts | | | | | | |
| Manuka Arts Centre Refurbishment Stage 2 | Dec-04 | 250 | 250 | 0 | 0 | 0 |
| City West Performing Arts Precinct | Aug-04 | 60 | 60 | 0 | 25 | 25 |
| MNW—Replace Theatre 3 Roof | Dec-04 | 150 | 150 | 0 | 17 | 17 |
| MNW—Public Art Program | Mar-05 | 195 | 195 | 0 | 9 | 9 |
| | | 655 | 655 | 0 | 51 | 51 |
| Environment ACT | | | | | | |
| Minor New Works | Aug-04 | 250 | 493 | 0 | 376 | 376 |
| | | 250 | 493 | 0 | 376 | 376 |
| Road Transport Policy | | | | | | |
| Belconnen/Tuggeranong Pay Parking | Mar-04 | 1,120 | 2,115 | 0 | 1,805 | 1,805 |
| | | 1,120 | 2,115 | 0 | 1,805 | 1,805 |
| Total New Works | | 32,460 | 36,678 | 0 | 7,704 | 7,704 |

| DEPARTMENTAL CAPITAL WORKS PROGRAM (contd) | | | | | | |
|--|-------------------------|-----------------|----------------|--------------------|---------------------|---------------|
| Project | | Project Cost | | Expenditure | | |
| | Current Completion Date | Original \$'000 | Revised \$'000 | Prior Years \$'000 | Current Year \$'000 | Total |
| WORKS IN PROGRESS (WIP) | | | | | | |
| ACT NOWaste | | | | | | |
| Mugga Lane Landfill New Disposal Trench—Stage 1 | Dec-04 | 2,400 | 2,400 | 100 | 13 | 113 |
| | | 2,400 | 2,400 | 100 | 13 | 113 |
| Roads ACT | | | | | | |
| Crime Prevention—Street Lighting | Apr-05 | 1,000 | 1,000 | 618 | 22 | 640 |
| Bike Path—Gungahlin to City | Aug-04 | 100 | 300 | 36 | 53 | 89 |
| On Road Cycling—Woden to Dickson | Aug-04 | 2,500 | 2,740 | 36 | 1,983 | 2,019 |
| Traffic Route Lighting | Dec-04 | 350 | 350 | 21 | 0 | 21 |
| | | 3,950 | 4,390 | 711 | 2,058 | 2,769 |
| Traffic Congestion and Road Safety Improvement Program | | | | | | |
| Gungahlin Drive Extension (including Caswell Drive and Glenloch Interchange Upgrade) | Jun-06 | 53,000 | 70,000 | 3,783 | 3,230 | 7,013 |
| Morshead Dr / Pialligo (to the airport) | Apr-05 | 4,000 | 3,750 | 2,658 | 679 | 3,337 |
| | | 57,000 | 73,750 | 6,441 | 3,909 | 10,350 |
| Roads Recovery Program (Commonwealth Funded) | | | | | | |
| Sutton Road Upgrade (Yass Rd to NSW Border) | Apr-05 | 4,600 | 4,600 | 187 | 194 | 381 |
| On-Road Cycling Facilities (Woden Valley) | Nov-04 | 600 | 650 | 16 | 24 | 40 |
| | | 5,200 | 5,250 | 203 | 218 | 421 |
| Planning and Land Management | | | | | | |
| SW Infrastructure—North Watson | Jul-04 | 90 | 90 | 9 | 29 | 38 |
| Lawson Infrastructure Stage 1 (Design) | Jul-04 | 220 | 220 | 93 | 32 | 125 |
| | | 310 | 310 | 102 | 61 | 163 |
| Public Transport | | | | | | |
| Bus Priority Measures | Aug-04 | 40 | 40 | 7 | 0 | 7 |
| | | 40 | 40 | 7 | 0 | 7 |
| Property | | | | | | |
| MNW—General | Sep-04 | 200 | 290 | 37 | 226 | 263 |
| MNW—Magistrates Court Rectifications | May-05 | 240 | 240 | 83 | 28 | 111 |
| | | 440 | 530 | 120 | 254 | 374 |
| Sport and Recreation | | | | | | |
| New Filtration System—Tuggeranong Lakeside Leisure Centre | Jul-04 | 220 | 1,122 | 220 | 854 | 1,074 |
| | | 220 | 1,122 | 220 | 854 | 1,074 |

| DEPARTMENTAL CAPITAL WORKS PROGRAM (contd) | | | | | | |
|---|-------------------------|-----------------|----------------|--------------------|---------------------|---------------|
| Project | | Project Cost | | Expenditure | | |
| | Current Completion Date | Original \$'000 | Revised \$'000 | Prior Years \$'000 | Current Year \$'000 | Total |
| artsACT | | | | | | |
| Glassworks ¹ | Mar-06 | 2,900 | 7,075 | 153 | 0 | 153 |
| Public Art—Acton Peninsula | Dec-04 | 50 | 50 | 5 | 0 | 5 |
| Private Sector Partnerships—Incentives | Dec-04 | 40 | 40 | 20 | 0 | 20 |
| Manuka Arts Centre | Dec-04 | 240 | 248 | 14 | 10 | 24 |
| | | 3,230 | 7,413 | 192 | 10 | 202 |
| Environment ACT | | | | | | |
| MNW—Civic Plumes | Dec-04 | 100 | 100 | 22 | 0 | 22 |
| Jerrabomberra Wetlands Renewal | Jul-04 | 100 | 100 | 18 | 49 | 67 |
| | | 200 | 200 | 40 | 49 | 89 |
| Total Budgeted Works in Progress | | 72,990 | 95,405 | 8,136 | 7,426 | 15,562 |
| Total New Works | | 32,460 | 36,678 | 0 | 7,704 | 7,704 |
| Subtotal | | 105,450 | 132,083 | 8,136 | 15,130 | 23,266 |
| COMPLETED PROJECTS | | | | | | |
| Projects Financially Complete | | | | | | |
| Roads ACT | | | | | | |
| Ginninderra Lake Bridges | Jun-04 | 400 | 74 | 74 | 0 | 74 |
| Heavy Vehicle Route Bridges—Stage 2 | Sep-03 | 1,100 | 1,270 | 1,255 | 15 | 1,270 |
| Footpath Rehabilitation (2001–02) | Oct-03 | 700 | 700 | 650 | 50 | 700 |
| Arterial Roads Barriers Upgrading | Dec-03 | 300 | 300 | 261 | 39 | 300 |
| Braddon / Ainslie Stormwater Augmentation | Sep-03 | 1,250 | 1,040 | 1,040 | 0 | 1,040 |
| Armour Cable Replacement (2001–02) | Jan-04 | 500 | 500 | 448 | 52 | 500 |
| Heavy Vehicle Route Bridges—Streeton Drive/ Weston Creek | Feb-04 | 100 | 18 | 18 | 0 | 18 |
| Armour Cable Replacement | Jun-04 | 700 | 700 | 0 | 700 | 700 |
| Bike Path Rehabilitation (2002–03) | Mar-04 | 500 | 500 | 453 | 47 | 500 |
| Cotter Road Bridge Upgrade (Uninsured Works) | Jan-04 | 100 | 100 | 0 | 100 | 100 |
| Road Safety Improvements | Dec-03 | 300 | 300 | 0 | 300 | 300 |
| | | 5,950 | 5,502 | 4,199 | 1,303 | 5,502 |
| Traffic Congestion and Road Safety Improvement Program | | | | | | |
| Fairbairn Ave Upgrade (Forward Design) | Mar-04 | 1,000 | 959 | 648 | 311 | 959 |
| William Hovell Drive (Coulter Dr / Bindubi St) | Dec-03 | 7,000 | 7,031 | 3,168 | 3,863 | 7,031 |

| DEPARTMENTAL CAPITAL WORKS PROGRAM (contd) | | | | | | |
|---|-------------------------|-----------------|----------------|--------------------|---------------------|---------------|
| Project | | Project Cost | | Expenditure | | |
| | Current Completion Date | Original \$'000 | Revised \$'000 | Prior Years \$'000 | Current Year \$'000 | Total |
| Northbourne Ave / Barry Dr Intersection | Oct-03 | 1,470 | 2,026 | 175 | 1,851 | 2,026 |
| Drakeford Drive (Erindale Dr / Isabella Dr) | Apr-03 | 4,500 | 3,211 | 3,137 | 74 | 3,211 |
| Barry Drive (Clunies Ross / Marcus Clarke) | Dec-03 | 3,000 | 196 | 140 | 56 | 196 |
| | | 16,970 | 13,423 | 7,268 | 6,155 | 13,423 |
| Roads to Recovery Program | | | | | | |
| Duplication of Monaro Highway over Dairy Flat | Sep-03 | 11,900 | 11,922 | 11,823 | 99 | 11,922 |
| Monaro Highway On-Road Cycling (Symonston to Hume) | Aug-03 | 1,200 | 1,128 | 1,128 | 0 | 1,128 |
| | | 13,100 | 13,050 | 12,951 | 99 | 13,050 |
| Trunk and Infrastructure Augmentation | | | | | | |
| Kinleyside Stormwater Augmentation | Cancelled | 70 | 0 | 0 | 0 | 0 |
| Anthony Rolfe Avenue Extension | Dec-03 | 2,500 | 2,581 | 2,496 | 85 | 2,581 |
| Amaroo Neighbourhood Oval | Jul-03 | 560 | 545 | 545 | 0 | 545 |
| Lawson Infrastructure Stage 1 | Cancelled | 1,000 | 5 | 5 | 0 | 5 |
| Horse Park Drive (Katherine Ave Sth-Katherine Ave Nth) | May-04 | 2,800 | 2,691 | 732 | 1,959 | 2,691 |
| Bonner Water Quality Control Pond No.1 | Cancelled | 140 | 1 | 0 | 1 | 1 |
| Water Main to Service Conder 4 | Nov-03 | 500 | 527 | 0 | 527 | 527 |
| | | 7,570 | 6,350 | 3,778 | 2,572 | 6,350 |
| Property | | | | | | |
| Make Good GIO House | Jun-04 | 626 | 706 | 0 | 706 | 706 |
| MNW - Refurb of Moore Street Health Building (Stage 3) | Apr-04 | 228 | 228 | 169 | 59 | 228 |
| Moore Street Health Building Replacement of Roof Membrane | Deferred | 330 | 330 | 0 | 0 | 0 |
| MNW—Callam Offices Upgrade | Jun-04 | 100 | 175 | 0 | 175 | 175 |
| MNW—Moore St Health Building lighting controls upgrade | Dec-03 | 140 | 140 | 0 | 140 | 140 |
| MNW—Replace Hackett Boiler | Jun-04 | 95 | 90 | 0 | 90 | 90 |
| MNW—North Curtin ESB Boiler Upgrade | Jun-04 | 80 | 141 | 0 | 141 | 141 |
| MNW—North Curtin ESB Roof and Gutter Remediation | Jun-04 | 57 | 56 | 0 | 56 | 56 |
| | | 1,656 | 1,866 | 169 | 1,367 | 1,536 |
| Canberra Urban Parks and Places | | | | | | |
| Garema Place Refurbishment | Jan-03 | 765 | 653 | 652 | 1 | 653 |
| Refurbishment of Hawker Shopping Centre—Stage 2 of 2 | Aug-03 | 500 | 498 | 493 | 5 | 498 |

| DEPARTMENTAL CAPITAL WORKS PROGRAM (contd) | | | | | | |
|--|-------------------------|-----------------|----------------|--------------------|---------------------|--------------|
| Project | | Project Cost | | Expenditure | | |
| | Current Completion Date | Original \$'000 | Revised \$'000 | Prior Years \$'000 | Current Year \$'000 | Total |
| Street and Park Tree Replacement Program | Dec-03 | 500 | 500 | 470 | 30 | 500 |
| Landscape Upgrade Program (2001–02) | Aug-03 | 600 | 599 | 590 | 9 | 599 |
| Belconnen Lakeshore Refurbishment | Dec-03 | 500 | 500 | 250 | 250 | 500 |
| Hobart Place—Stage 2 | Aug-03 | 550 | 547 | 545 | 2 | 547 |
| Playground Safety Program (2002–03) | Jun-04 | 1,400 | 1,400 | 951 | 449 | 1,400 |
| Playground Safety Program (2003–04) | Jun-04 | 500 | 500 | 0 | 500 | 500 |
| MNW—Domestic Animals Service—Veterinary Examination Room | Mar-04 | 100 | 100 | 0 | 100 | 100 |
| | | 5,415 | 5,297 | 3,951 | 1,346 | 5,297 |
| Sport and Recreation | | | | | | |
| Amaroo District Playing Fields and Pavillion | Jul-03 | 2,800 | 2,575 | 2,575 | 0 | 2,575 |
| Pool Blanket for Dive Pool—Civic Pool | Sep-03 | 28 | 17 | 17 | 0 | 17 |
| MNW—Manuka/Tuggeranong Pool | Jun-03 | 45 | 34 | 6 | 28 | 34 |
| Chisholm Oval Upgrade | Apr-04 | 465 | 465 | 55 | 410 | 465 |
| | | 3,338 | 3,091 | 2,653 | 438 | 3,091 |
| Libraries and Information Management | | | | | | |
| Woden Library Refurbishment | Jun-04 | 540 | 740 | 0 | 740 | 740 |
| | | 540 | 740 | 0 | 740 | 740 |
| Public Transport | | | | | | |
| MNW—Accessible Public Transport Facilities | Jun-04 | 150 | 148 | 58 | 90 | 148 |
| Relocation of the Belconnen Interchange | Jun-04 | 150 | 147 | 103 | 44 | 147 |
| Relocation of Woden Bus Interchange | Jun-04 | 220 | 220 | 0 | 220 | 220 |
| | | 520 | 515 | 161 | 354 | 515 |
| Arts | | | | | | |
| Centenary of Federation Monument | Cancelled | 250 | 0 | 0 | 0 | 0 |
| Public Art in Art Facilities | Jun-03 | 108 | 100 | 100 | 0 | 100 |
| Relocation of Megalo Access Arts Centre | Oct-03 | 250 | 297 | 24 | 273 | 297 |
| Upgrades and Renewals—Gorman House | Oct-03 | 160 | 160 | 50 | 110 | 160 |
| | | 768 | 557 | 174 | 383 | 557 |

| DEPARTMENTAL CAPITAL WORKS PROGRAM (contd) | | | | | | |
|--|-------------------------|-----------------|----------------|--------------------|---------------------|---------------|
| Project | | Project Cost | | Expenditure | | |
| | Current Completion Date | Original \$'000 | Revised \$'000 | Prior Years \$'000 | Current Year \$'000 | Total |
| Environment ACT | | | | | | |
| MNW—Nature Based Tourism Enhancement—Signage & Visitor Orientation | Jan-04 | 100 | 100 | 88 | 12 | 100 |
| MNW—Tuggeranong Homestead Infrastructure Works | Jan-04 | 150 | 180 | 165 | 15 | 180 |
| Tidbinbilla Aviary Design Study | Sep-03 | 50 | 12 | 12 | 0 | 12 |
| MNW—Albert Hall | Aug-03 | 0 | 15 | 0 | 15 | 15 |
| | | 300 | 307 | 265 | 42 | 307 |
| Projects Financially Complete | | 56,127 | 50,698 | 35,569 | 14,799 | 50,368 |
| Projects Physically but not Financially Complete | | | | | | |
| Roads ACT | | | | | | |
| Traffic Light Upgrades | Jun-04 | 200 | 250 | 157 | 48 | 205 |
| Traffic Management Measures | Jun-04 | 1,500 | 1,800 | 1,358 | 428 | 1,786 |
| | | 1,700 | 2,050 | 1,515 | 476 | 1,991 |
| Traffic Congestion and Road Safety Improvement Program | | | | | | |
| Barton Highway (Federally Funded) | Sep-03 | 19,000 | 19,500 | 19,339 | 30 | 19,369 |
| Athllon Drive (Drakeford Dr to Isabella Dr) | Sep-03 | 11,000 | 10,250 | 6,418 | 3,801 | 10,219 |
| Horsepark Dr (Gundaroo Dr / Federal Highway) | Feb-04 | 7,000 | 10,230 | 3,103 | 7,075 | 10,178 |
| Majura Road—Upgrade of Existing Road | Nov-03 | 3,200 | 3,200 | 1,584 | 1,517 | 3,101 |
| | | 40,200 | 43,180 | 30,444 | 12,423 | 42,867 |
| Trunk and Infrastructure Augmentation | | | | | | |
| Belconnen Town Centre Infrastructure | Apr-04 | 80 | 80 | 54 | 23 | 77 |
| East O'Malley Infrastructure | Jun-04 | 200 | 200 | 0 | 195 | 195 |
| Horse Park Drive (Katherine Ave—Community Precinct) | Jan-04 | 1,600 | 1,040 | 984 | 55 | 1,039 |
| Amaroo North Infrastructure—Stage 3 | Apr-04 | 100 | 100 | 75 | 19 | 94 |
| | | 1,980 | 1,420 | 1,113 | 292 | 1,405 |
| Canberra Urban Parks and Places | | | | | | |
| Honour Walk | Sep-03 | 315 | 315 | 291 | 1 | 292 |
| University Gateway | Dec-03 | 150 | 150 | 87 | 0 | 87 |
| Woden Town Centre | Aug-03 | 500 | 600 | 585 | 5 | 590 |
| Kambah Village Refurbishment | Aug-03 | 1,400 | 1,400 | 1,369 | 13 | 1,382 |

| DEPARTMENTAL CAPITAL WORKS PROGRAM (contd) | | | | | | |
|---|-------------------------|-----------------|----------------|--------------------|---------------------|----------------|
| Project | | Project Cost | | Expenditure | | |
| | Current Completion Date | Original \$'000 | Revised \$'000 | Prior Years \$'000 | Current Year \$'000 | Total |
| Precinct Refurbishment—Three Shopping Centres | Dec-03 | 300 | 203 | 170 | 14 | 184 |
| Public Toilets Refurbishment and Safety Upgrade | Jun-04 | 400 | 400 | 384 | 5 | 389 |
| Higgins Precinct Refurbishment | Oct-03 | 850 | 850 | 602 | 238 | 840 |
| Precinct Refurbishment—Three Shopping Centres | Jun-04 | 250 | 250 | 63 | 69 | 132 |
| | | 4,165 | 4,168 | 3,551 | 345 | 3,896 |
| Arts | | | | | | |
| Belconnen Arts Centre Feasibility Study | Jun-04 | 60 | 60 | 0 | 50 | 50 |
| Art & Soul—City Walk Sculpture Program | Jun-04 | 85 | 85 | 11 | 69 | 80 |
| | | 145 | 145 | 11 | 119 | 130 |
| Environment ACT | | | | | | |
| MNW—Gudgenby Conservation Works and Visitor Infrastructure | Jan-04 | 100 | 80 | 21 | 52 | 73 |
| | | 100 | 80 | 21 | 52 | 73 |
| Total Physically but not Financially Complete Projects | | 48,290 | 51,043 | 36,655 | 13,707 | 50,362 |
| Total Completed Projects | | 104,417 | 101,741 | 72,224 | 28,506 | 100,730 |
| Grand Total | | 209,867 | 233,824 | 80,360 | 43,636 | 123,996 |

1. Additional funding provided in the 2004-05 Budget.
2. Additional funding provided in the 2004-05 Budget.
3. The Glassworks was initially developed in the 2001-02 period but the site had not been finalised, nor the operating model. Funds have now been provided through the 2004-05 budget to permit completion by March 2006.

| TERRITORIAL CAPITAL WORKS PROGRAM | | | | | | |
|--|---------|-----------------|----------------|--------------------|---------------------|---------------|
| Project | | Project Cost | | Expenditure | | |
| | Revised | Original \$'000 | Revised \$'000 | Prior Years \$'000 | Current Year \$'000 | Total |
| Belconnen Pool | Jan-04 | 10,200 | 10,400 | 2,302 | 8,098 | 10,400 |
| Hockey Field— Replacement of Synthetic Field | May-04 | 850 | 850 | 0 | 850 | 850 |
| Total | | 11,050 | 11,250 | 2,302 | 8,948 | 11,250 |

| DEPARTMENTAL CAPITAL WORKS PROGRAM | | | | | | | | | |
|------------------------------------|-------------------------------|------------------------------|---------------|------------------|---------------------------|--------------------------|----------------|-------------------------|----------------------|
| Project | | | Prior Years | | Current Year | | | | |
| | Original Project Value \$'000 | Revised Project Value \$'000 | Expend \$'000 | Financing \$'000 | Approved Financing \$'000 | Revised Financing \$'000 | YTD Exp \$'000 | Total Financing to Date | Total Expend to Date |
| Total New Works | 30,840 | 33,063 | 0 | 0 | 16,035 | 11,835 | 7,704 | 9,720 | 5,646 |
| Total Budgeted Works in Progress | 73,490 | 91,730 | 8,136 | 10,653 | 15,544 | 7,282 | 7,426 | 17,935 | 15,815 |
| Total Completed Projects | 104,417 | 101,741 | 72,224 | 75,660 | 29,379 | 25,501 | 28,506 | 101,161 | 100,730 |
| Grand Total | 208,747 | 226,534 | 80,360 | 86,313 | 60,958 | 44,618 | 43,636 | 128,816 | 122,191 |

| Reconciliation of Total Current Year Financing | |
|--|---------------|
| Revised Capital Works Financing | 44,618 |
| Add: Financing for other Capital Injections | 22,519 |
| Capital Injection from Government per Cash Flow Statement | 67,137 |
| Reconciliation of Total Current Year Actual Expenditure—against financing | |
| Total Current Year Capital Works Expenditure | 43,636 |
| Subtract: Expenditure related to previous years unspent funding rolled forward | -5,953 |
| Add: Expenditure outside of capital works program funded by capital injection | 3,288 |
| Add: Capital Transfers | 16,269 |
| Add: Funds rolled over | 9,897 |
| Capital Injection from Government per Cash Flow Statement | 67,137 |
| Reconciliation of Total Current Year Actual Expenditure | |
| Total Current Year Capital Works Expenditure | 43,636 |
| Add: Asset purchases outside of capital works program | 8,133 |
| Purchase of Property Plant and Equipment as per Cash Flow Statement | 51,769 |

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ASSET MANAGEMENT STRATEGY

Overview

Urban Services employs asset management plans to help optimise the use of its assets, which at 30 June 2004, were valued at about \$4 billion. These assets are diverse and include:

- infrastructure such as roads, bridges, traffic signals, cyclepaths, footpaths and stormwater assets;
- waste and recycling assets;
- urban park assets including sportsgrounds;
- public libraries;
- public transport;
- environment, arts and heritage assets; and
- property assets.

The department also uses asset management plans to support service delivery and to ensure facilities are maintained at levels appropriate to their use and life cycle costs.

Asset Strategy Initiatives

A number of initiatives relating to the development and implementation of asset strategies were undertaken during the year:

- **Materials Recycling Facility:** As part of the initiatives to progress implementation of the government's No Waste by 2010 strategy, the commissioning phase of the Materials Recycling Facility at the Hume Resource Recovery Estate commenced in December 2003. The facility was officially opened by the Minister for Urban Services on 1 June 2004.
- **Armoured Cable Replacement Strategic Plan:** The Strategic Plan for Underground Armoured Cable Replacement was completed and an implementation program commenced.
- **Asset Management Plan for Urban Trees:** Canberra Urban Parks and Places developed a draft Asset Management Plan for urban trees. The plan, which will be finalised in 2004-05, will focus on the costing of street and park trees most in need of inspection and pruning or removal.
- **Integrated Asset Management System:** City Management conducted a detailed scoping study for a new integrated asset management system (IAMS). A staged implementation of the system is currently underway. The core capabilities of this system will include an asset register with Geographic Information System interface and asset condition monitoring.

Office Accommodation

Achievements during the year included improved optimisation of costs and usage associated with office accommodation, improved waste management, and sustainable transport initiatives:

- **Office Utilisation and Improvements:** As at 30 June 2004, the department's 785 office employees occupied 12,697 m² at seven locations. Accommodation usage improved from 16.7 m² per employee in 2002-03 to 15.5 m² per employee in 2003-04. This improvement in the office utilisation rate is a result of the relocation of the Canberra Connect Call Centre from Eclipse House, Civic, to Macarthur House in December 2003. The department commenced work to install back-up power generation capacity at Macarthur House to support the Call Centre and other important government infrastructure in any emergency.
- **Office Operating Costs:** Operating costs for the year totalled \$3.674 million. This was a significant reduction on the previous year's cost (\$6.235 million), and was due to the establishment of the ACT Planning and Land Authority, which resulted in the removal of Dame Pattie Menzies House from the department's office portfolio. The accommodation costs per office employee for 2003-04 were \$4,680 compared with \$6,247 for the previous year. This reduction was due to improved utilisation rates, and the inclusion of two owned properties—Griffith Annex and Athllon Drive Depot.

- **Waste Management:** During the year, the department put in place a best practice waste management system in Macarthur House. This includes recycling of paper and cardboard; plastic, glass and metal products; food wastes; and furniture and fittings. The waste management system is progressively being implemented in all ACT Government buildings.
- **Sustainable Transport:** Urban Services commenced the development of a Travel Options Plan for Macarthur House in support of the government's commitment to a sustainable transport plan for Canberra. The plan aims to encourage the use of more sustainable forms of transport such as walking, cycling, public transport and car-pooling. The department recognises the value and benefits in encouraging its employees to have more active lifestyles that will promote their health, wellbeing and productivity.

GOVERNMENT CONTRACTUAL DEBT

The Government Contractual Debts (Interest) Act 1994 requires ACT government agencies to pay interest on all overdue payments to suppliers of goods, services and works.

The Act applies to all agencies and statutory authorities and any company that is controlled by an agency or statutory authority. No payments were made under the Act during the year.

The Government Contractual Debts (Interest) Act 1994 applies to all contracts entered into by the department during the year.

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Human Resource Performance

Analysis of Human Resource
Performance

Workplace Relations

Workplace Injury Prevention and
Management

Workplace Diversity

Learning and Development

ANALYSIS OF HUMAN RESOURCE PERFORMANCE

Overview of Performance

At 30 June 2004, Urban Services had a workforce of 1353 employees, of whom 1205 were permanent employees. The workforce grew over the year owing to the transfer of Totalcare employees to the department between March and April. Urban Services' workforce is diverse, reflecting the wide range of services the department provides to the ACT community (see our diversity, staffing and agency profiles on page 149).

During the year, the staff continued to adapt to meet the changing needs of the department's business. Senior management, line managers and human resource practitioners worked in partnership to address major workforce issues confronting the department. The year's challenges included identifying future workforce directions, managing an ageing workforce, attracting and retaining employees, and continuing to develop a healthy and safe workplace to meet business and workforce needs.

Urban Services' greatest strength is its people. To drive the goals of the department and ensure it has the capability to continue to provide excellent service to the community, the department implemented an integrated approach to people management through *Our People Plan 2003–2006*. The plan, which is aligned with the department's *Directions and Priorities 2003–2006*, the *ACT Public Services HR Strategy* and other initiatives, consists of the following key people management strategies:

- implement effective methods for attracting and retaining staff;
- refine the process for determining, developing and maintaining skills and competencies;
- develop and sustain leaders;
- foster a performance management culture;
- implement practices to support healthy work and life balance;

- foster a continuous improvement and knowledge management culture; and
- plan to ensure future staffing needs are met.

Project teams were established to progress the strategies, which were incorporated into the business planning and operations by all groups within the department. During the year progress was made in a number of key areas:

- **Recruitment and Training:** Recruitment practices were enhanced through initiatives such as the development of recruitment and selection manuals. In other initiatives, a draft three-year learning and development plan was developed; managers were trained in selection panel skills; a comprehensive induction of new employees was conducted, including a bus tour of Urban Services facilities; and leadership development was enhanced through the Leaders of the Future program, the Executive Development program, the Take the Lead program, and mentoring.
- **OH&S Initiatives:** The department achieved 16 per cent reduction in its workers' compensation premium following improvements in injury prevention, incident reporting, risk management, safety training, and refinement of the Urban Services OH&S management system (WISE). Also, the department developed an audit tool for the system and trained OH&S business unit representatives in the auditing process, while continuing to promote its healthy workplace programs.
- **Equity and Diversity Initiatives:** The Urban Services Workplace Diversity Plan was developed and implemented, with training conducted for Workplace Diversity Contact Officers. The Workplace Discrimination, Harassment and Bullying Prevention Policy was also implemented.
- **Workplace Relations:** The 2003–04 Certified Agreement was implemented, in addition to commencing negotiations on a new Enterprise Bargaining Agreement for 2004–2007. An interagency human resources/industrial relations policy working group was formed to develop policies and procedures arising from the Certified Agreement.

- **Knowledge, Performance and Recognition**

Management: A knowledge management working group was established, and a department-wide approach to knowledge management endorsed by the Board of Management. Also, all business groups implemented performance management, and a reward and recognition best practice guide was developed.

- **HR Management Systems:** Input was provided into preparatory work for a new whole-of-government human resource management system *HR Systems Solution*. The work included proof-of-concept testing of a potential new system and project planning for the changes, which will affect current systems and staff.

- **Change Management:** HR Assistance was provided in the integration of Totalcare businesses into Urban Services.

Workforce Planning

Workforce planning at Urban Services during 2003–04 involved largely workforce data reporting and analysis. As part of this work, business groups were regularly provided with staffing information to assist them in their business planning and performance monitoring. This information helped managers to understand how they were performing against their group's ownership targets and to identify workforce issues impacting on their business performance.

Reports about the ageing of the workforce within the department was also developed following the release of the *Retirement Intentions Survey* results, a follow-up report, and the development of a demographic checklist by a joint ACT Public Service working group. Ageing and other workforce reports were presented to the HR Board every six months. While the retirement intentions of Urban Services' workforce, as reported in the *Retirement Intentions Survey*, were fairly consistent with the department's actual retirement trends, it became apparent that more work needed to be done to achieve retention of the workforce.

Workforce Capability

A Capability Framework for Urban Services was developed in 2002 and implemented throughout 2003–04. To ensure the department has the right people with the right skills doing the right jobs, and to reinforce the need to address retention issues relating to the ageing workforce, Urban Services commenced a succession management project scheduled for completion and implementation in 2004–05. The project will incorporate capability building and knowledge management.

Human Resource Performance Reporting

A major part of the department's human resource performance during the year has been its participation in an internal audit conducted by Pricewaterhouse Cooper. The aim is to review the effectiveness and efficiency of our people management practices. It is anticipated this will be an ongoing process. Some of the 2003–04 audit recommendations are scheduled for implementation during the coming year.

Urban Services measures and reports on its people performance in other ways:

- progress of key human resource and people management activities and outcomes in quarterly corporate reports;
- staffing numbers, personal leave usage and workers' compensation in the department's monthly reports;
- participation in a global best practices benchmarking program on people management conducted by Price Waterhouse Cooper; and
- annual reporting to the HR Board on the performance of people management at group and department levels.

Future Directions

In line with the department's strategic business directions for 2004–05, Urban Services will continue to support programs that will ensure a healthy and safe workplace, promote implementation of performance and knowledge management, and position the department as an employer of choice. Projects planned for 2004–05 include:

- finalisation of a succession management framework;
- implementation of the new Certified Agreement;
- staff focus groups to inform future staff surveys; and
- review of *Our People Plan* and the *Strategic Learning & Development Plan*.

WORKPLACE RELATIONS

Enterprise Bargaining Agreement

Urban Services' Enterprise Bargaining Agreement (EBA) reached its nominal expiry date on 31 March 2004.

Negotiations have commenced on a new EBA, and are scheduled for completion early in 2004–05.

Australian Workplace Agreements

There were 33 employees within Urban Services who were covered by Australian Workplace Agreements (AWAs) at 30 June 2004.

During the year, four new AWAs were entered into; seven were under negotiation for former Totalcare employees who were being converted from the so-called Management Service Agreements to AWAs; and two were awaiting approval from the Office of the Employment Advocate. A total of nine AWAs were terminated or lapsed, including formal terminations and those that lapsed due to staff departures. The duration of the new AWAs ranges from 12 months to a maximum of three years. Nominal expiry dates range from 10 July 2004 to 18 February 2006.

Salary ranges per AWA classification are set out in the table below:

| Classification | Salary Range |
|----------------|-----------------------|
| DUS Manager 1 | \$103,314 - \$112,894 |
| DUS Manager 2 | \$76,544—\$97,382 |
| DUS Manager 3 | \$64,901—71,508 |
| DUS Manager 4 | \$59,307 |
| CMD Manager | \$66,315—\$76,901 |

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WORKPLACE INJURY PREVENTION AND MANAGEMENT

Workplace Health and Safety

Workers' Compensation

- **Incidents:** A total of 232 workplace incidents and injuries were reported during the year, compared with 193 in 2002–03. None of the incidents resulted in a fatality. An injury prevention and management campaign promoting a stricter reporting regime has increased awareness (see *Figure 4* for injury prevention and management targets).
- **Claims:** A total of 73 workers' compensation claims were accepted in 2003–04 compared with 106 in 2002–03. This shows a 31 per cent improvement in the number of workers compensation claims lodged.
- **Time Lost:** The average rate of time lost as a result of injury was 441 weeks per 1000 employees compared with 425 weeks in 2002–03.
- **Rehabilitation:** The average time taken for rehabilitation intervention was 5.36 weeks compared with 10.36 weeks in 2002–03. This shows a 48 per cent improvement in the time it takes for rehabilitation intervention to occur.

Workplace Injury Prevention and Management

Occupational Health and Safety Initiatives

Implementation of the department's OH&S Management System, Working in Safe Environments (WISE), continued during 2003–04, with a range of injury prevention and management activities completed. These activities focused on improvements to injury prevention, incident reporting, risk management, safety training, and refinement of the existing OH&S Management System.

The following OHS initiatives were delivered as part of WISE:

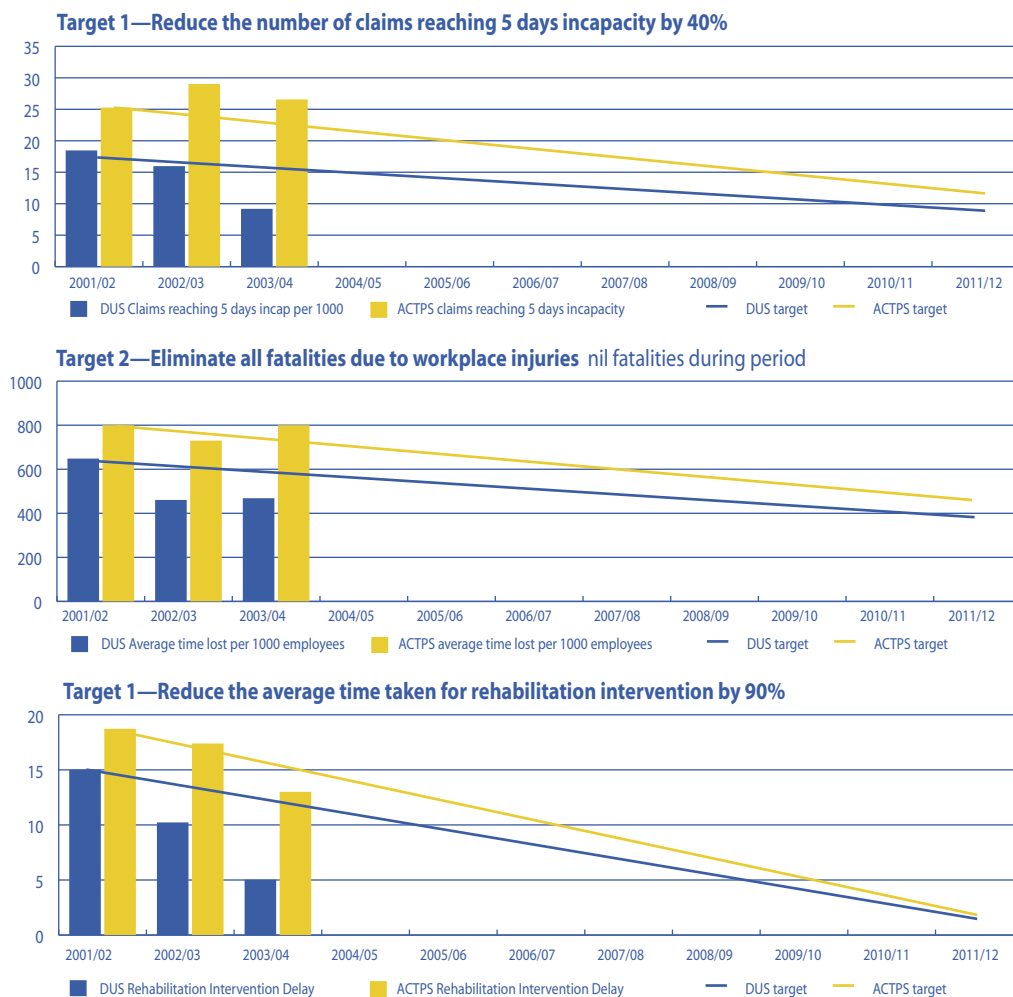
- **OH&S Policy:** The Urban Services OH&S Policy Statement was revised to ensure compliance with Australian Standard 4801, demonstrate the department's commitment to OH&S, and assist managers and staff to better understand their occupational health and safety responsibilities.
- **OH&S Audit:** An internal OH&S management system audit and an external ACT Government Safety First audit were conducted during 2004. These audits identified areas for improvement, which will be actioned in 2004–05.
- **Urban Services OH&S Committee:** The committee continued to operate, and held meetings on a quarterly basis. The committee comprises management representation from business units and relevant unions.
- **Macarthur House OH&S Committee:** An OH&S committee was established for Macarthur House, with Designated Work Groups identified. As part of this initiative, health and safety representatives representing each floor of the building were selected and trained.
- **OHS Inspections:** A program of regular workplace safety inspections of Corporate areas in Macarthur House was established to ensure compliance with legislation and identify areas for improvement. Workplace site inspections were conducted across ACT No Waste and Environment ACT. Following the inspections, a number of individual strategies and action plans were developed and implemented to address OH&S issues that were identified.
- **Accident/Incident Investigations:** The Injury Prevention and Management team embarked on a program of promoting Incident investigation across all business units. Also, the department continued to conduct incident investigations in response to all 'notifiable' incidents. An *Accident/Incident Checklist*, which defines the roles and responsibilities of supervisors and managers in response to an incident/accident, was developed and disseminated across all business units.

- **OH&S Training and Induction:** A pilot OH&S awareness training program for business supervisors and line managers was developed and implemented. This training provided managers and supervisors with information on their roles and responsibilities and practical exercises in injury prevention and management. Additionally, a new corporate induction training package and booklet were developed and delivered to all new employees, including those transferred from Totalcare. Within designated work groups, training of OH&S representatives, first aid officers and fire wardens was undertaken. In specific

business areas training covered personal protective behaviours; chainsaw use; back care and manual handling; vehicle seating; and good posture and workstation design.

- **New Workplace Legislation:** Briefings on the ACT Government's new Crimes (Industrial Manslaughter) Amendment Bill 2002 were provided to departmental executives and managers. The briefings were designed to provide advice on the impact of the new Bill and the department's obligations under the *Occupational Health and Safety Act 1989*.

Figure 4: Injury Prevention & Management Targets—July 2001 to June 2012



- **Employee Assistance Program:** An extensive promotion and marketing of the new Employee Assistance Program (EAP) provider—Occupational Services Australia—was undertaken to bring the new service to the attention of all staff. The department also continued to provide its quarterly reporting of EAP service utilisation.
- **Occupational Overuse Prevention:** The campaign to prevent occupational overuse continued, with ongoing individual workstation training completed for new staff as part of their induction. The Injury Prevention and Management team completed 84 workstation assessments during the year.
- **Awards:** Urban Services' CityScope Services took out the *Best Return to Work Program* award at the Occupational Health and Safety Council Prevention Awards held in October 2003.

Promoting a Healthy Workplace Program

Physical Activity Promotion

- **Fitness Challenge:** Six teams representing the business units in the department (a total of 42 participants) took part in the ACT Corporate Fitness Challenge, which involved a range of physical activities such as organised walks and gymnasium activities.
- **Lunchtime Team Activity:** Roads ACT continued to hold its lunchtime soccer activity, which involved 80 participants from across the department. A similar number of staff participated in Roads ACT's Volleyball Competition.
- **Walk in the Forest:** A physical activity promotion, the 2003–04 Walk in the Forest event attracted 240 participants, who walked five kilometres and raised \$2800 for the National Heart Foundation.

Health Information Sessions

- **QUIT Smoking Campaign:** Two QUIT smoking Information sessions were held to raise awareness about the health effects of smoking and provide staff with an opportunity to participate in a subsidised eight-week QUIT program.
- **Carer's ACT Information Session:** Carers ACT conducted two information sessions outlining their function and the support opportunities available to Carers in the department. The information session was attended by 25 Urban Services employees.

Immunisation Program

- **Flu Immunisation:** Employees from Corporate, City Management, City Operations, Customer Services and Information, and Policy, Arts and Transport were provided with an opportunity to participate in a flu immunisation program.

Reporting Requirements

Notices and Directions

- **OH&S Notices:** A total of 22 Notices were issued under Section 85 of the *Occupational Health and Safety Act 1989*.
- **Improvement Notices:** No Improvement Notices were issued against Urban Services under Section 76 of the Act.
- **Prohibition Notices:** No Prohibition Notices were issued against Urban Services under Section 77 of the Act.
- **Directions:** No Directions were issued to Urban Services under Section 78 of the Act.

For further information, please contact:

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WORKPLACE DIVERSITY

Workplace Diversity Plan

Urban Services finalised the development of its diversity strategy *Our Workplace Diversity Plan* under the ACT Public Service Equity & Diversity Framework. The plan aims to create an inclusive work environment that embraces and values the individual differences between people, offering opportunities for all employees to achieve their full potential.

Implementation of *Our Workplace Diversity Plan* will maximise the benefits of a diverse workforce by identifying actions that will accommodate and make use of the differences in the background, talents, perspectives and family responsibilities of the department's employees. Urban Services is committed to creating and maintaining a supportive work environment for all employees to achieve success in delivering a range of services to the ACT. Our strategy of ensuring current practices and policies encourage a diverse workforce seeks to remove any barriers to participation in our organisation by all current and prospective employees.

The diversity plan will assist the department to take all reasonable steps to ensure Urban Services fosters a workplace environment that encourages effective teamwork and is supportive, fair and equitable, and will not tolerate discrimination or harassment.

2003–04 Achievements

- **Learning and Development:** Learning programs that focus on interpersonal and communication skills, conflict resolution, teambuilding, leadership, and assertiveness were developed and promoted throughout the department. A Selection Panel Skills training program that provided information about diversity principles was also developed and delivered. Additionally, aspects of diversity awareness were included in the Urban Services Induction Program and other relevant in-house training courses, such as manager and supervisory training.

- **Policies and Guidelines:** A *Recruitment Manual and Guidelines for Selection Committees* was developed. The manual includes information about diversity principles and guidelines for developing selection documentation appropriately to ensure selection criteria are inclusive and do not have any inherent bias. Also, the policy *Discrimination, Harassment and Bullying Prevention* was developed. This policy was placed on the Urban Services Intranet, circulated to staff through an all staff bulletin, and included in the Urban Services Induction Program and other relevant in house training courses.
- **Work and Life Balance:** Sufficient support and flexibility in work arrangements were made available to enable employees to balance their work and life responsibilities. For instance, the Enterprise Bargaining Agreement 2003–2004 introduced fourteen weeks maternity leave to further assist employees balance work and care responsibilities.
- **Family Friendly Facilities:** The department continued to operate the Carers' Room, which gives employees the option of providing temporary care at work for dependants, while continuing to fulfil work commitments. In addition, the Employee Assistance Programs (EAPs) and other mediation services continued to operate, with the department signing up a new EAP provider. EAPs provide employees with confidential and professional counselling services to assist them in resolving issues that may impact on their work performance.
- **Access Initiatives:** During the refurbishment of Macarthur House in 2003–04 to meet ACT Office Accommodation Guidelines, care was taken to ensure office fitouts provided for equal access to office services and facilities. For example, the counter in the reception area for the Human Resources Unit was specifically designed to allow for wheelchair access, and included the re-positioning of telephones in the foyer.

- **Diversity Network:** The Workplace Diversity Contact Officer Network continued to operate during the year. The network plays a key role in providing information and support for staff in relation to unlawful discrimination in the workplace.

Future Directions

- **Research initiatives:** The capabilities of HR Systems Solutions will be determined and baseline diversity statistical data gathered. This data will be used to inform future diversity initiatives and policies. Also, adaptive technology options for people who are permanently or temporarily unable to use standard departmental facilities through disability or injury will be researched.
- **Language Skills:** Opportunities to benefit from the diverse language skills of our staff Urban Services employees will be explored.
- **Job Design:** The option of restructuring for flexibility when undertaking job design exercise will also be explored.
- **Learning and Development:** The department's learning and development strategy will be restructured to incorporate courses offering choices of delivery to suit a diversity of people, including oral or written assessment options for those courses that require assessment upon completion. There are also plans to coordinate Workplace Diversity Contact Officer refresher training sessions delivered by the ACT Human Rights Office.
- **Conflict Resolution:** The department will ensure conflict and grievance resolution policies as well as procedures and appeals mechanisms are made accessible. The department is committed to looking after the welfare of employees and an enhanced Employee Assistance Program will be available to all employees.
- **Whole-of-Government Strategy Input:** Urban Services will continue to contribute to whole-of-government diversity strategies and initiatives that will allow all employees to work to their full potential within an equal and diverse environment.

For further information, please contact:

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Diversity Manager, Human Resources
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Facsimile: **(02) 6207 6397**
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Website: **www.urbanservices.act.gov.au**

LEARNING AND DEVELOPMENT

Draft Strategy

During the year, the department developed a working draft of a three-year learning and development strategy *Urban Services Learning and Development Strategy 2004-2007*. The working draft is structured according to the five core principles of the ACT Public Service (ACTPS) Learning and Development Framework.

The draft strategy will be made available to the Urban Services HR Board and other stakeholders for comment in early 2004-05. The strategy will seek to promote a corporate culture that fosters and supports learning and development, with initiatives to be aligned with and integrated into business group activities and departmental priorities.

Induction

A total of 15 induction sessions were conducted for 124 new employees during the year, with three sessions customised for ex-Totalcare supervisors and managers.

Over the course of the year, the timing for the delivery of inductions improved significantly, with participants' average number of months of service in Urban Services prior to an induction reducing from seven-and-a-half months in September 2003 to three months in May 2004.

As part of the 2003-04 orientation program, 44 new employees took part in three bus tours of Urban Services sites and facilities, including the Women's Information Referral Centre, Yarralumla nursery, Woden cemeteries, Domestic Animal Services, CityScape depots, and ACT Government and Assembly libraries.

Fee-For-Service Training

The Learning and Development Unit (L&D Unit) provided training on a fee-for-service basis in areas ranging from computer-based courses to supervision and management, as listed in the following table. Approximately 80 per cent of the total number of participants were Urban Services staff. The remaining 20 per cent came from ACTPS agencies other than Urban Services and from Commonwealth agencies.

| Name of Course | Participants |
|--|--------------|
| Access 2000 Essentials | 35 |
| Access 2000 Intermediate | 16 |
| Advanced Writing | 6 |
| Customised IT Course | 6 |
| Customised Staff Development Program (5 x ½ day workshops) | 50 (est) |
| Desktop Induction | 24 |
| Effective Time Management | 11 |
| Excel 2000 Advanced | 51 |
| Excel 2000 Fundamentals | 34 |
| Excel 2000 Intermediate | 41 |
| Fraud & Ethics | 80 |
| FrontPage 2000 Essentials | 7 |
| Internet-Fundamentals | 20 |
| Job seeking skills | 54 |
| Leaders of the Future Program 2003 | 20 |
| Outlook 2000 Advanced | 72 |
| Outlook 2000 Fundamentals | 40 |
| Peremote | 28 |
| Performance Management Workshop | 5 |
| Policy Writing Program | 12 |
| Project 2000 M1 | 10 |
| Publisher 2000 | 2 |
| Refocus on Customer Service | 195 |
| Selection Panel Skills | 66 |
| Staff Development Planning | 21 |
| Supervision/People Management Workshops | 44 |
| Team Building Workshops | 16 |
| Word 2000 Fundamentals | 27 |
| Word 2000 Intermediate | 7 |
| Workplace Diversity Contact Officer | 30 (est.) |
| Writing Improvement Programs | 19 |
| Total | 1043 |

Executive Leadership Development Program

Fifteen Urban Services senior executives undertook Career Path Appreciation (CPA) assessments with BLOSS International. Senior executives also participated in other activities as part of the Executive Leadership Development Program. In addition, they undertook individually-initiated activities such as retaining a personal coach, including sessions on a range of management and leadership development skills; and participating in the Australian Company Directors course and an accredited Alternative Dispute Resolution (Mediation and Negotiation) Program.

Take the Lead Program

A total of 13 Urban Services executive-level officers enrolled in the Take The Lead program, which is an ACTPS-wide training program targeted at senior officers and which aims to build their leadership capability.

Customer Service Training

In consultation with the Customer Service Focus Group, which has representation from business groups from across the department, the L&D Unit developed and introduced two new courses to enhance the department's ability to provide excellent customer service. One of the courses—*Refocus on Customer Service*—is aimed at front line staff, and the other—*Customer Service: The Manager's Focus*—at the managers of customer service units. A total of 195 employees participated in 16 course sessions in only three months, indicating a strong interest in these programs.

Frontline Management and Business Administration

Twenty-two Urban Services staff enrolled in an accredited competency-based training program subsidised by the Commonwealth Government. The program, which takes six to 24 months to complete, leads to the award of a Certificate IV in Frontline Management or Business Administration. At the end of June, three participants had withdrawn from the program, with a further three deferred.

Leaders Of the Future Program

Twenty staff participated in the Leaders of the Future Program (LOTF). This multi-stage program, which first commenced in 1999, is targeted generally at officers from the ASO 6 and SOG C levels and their technical and professional equivalents. The program fulfils for the participants a role similar to what the Take The Lead program (TTL) does for staff at the SOG B and A levels, and is therefore complementary to TTL. The L&D Unit organises and administers the program and recovers the costs from participants' business units.

Supervision Management Workshops

During the year, 44 employees participated in the three-day Supervision/People Management workshops, which were introduced on a fee-for-service basis by the L&D Unit in 2002. The workshops have been consistently well patronised and well received. Developed and delivered by the unit, the workshops provide opportunities for staff to contribute as guest speakers in their areas of expertise, with leadership and team building as core topics.

The target group includes anyone who has supervisory responsibilities or who aspires to such a role, and ranges from middle-level General Service Officers and staff at the ASO 3 and 4 levels through to SOG B and professional level staff. Each workshop is structured to best fit the priorities of the particular group in attendance.

Staff Development Planning

In late 2003–04, the L&D Unit developed a staff development planning program in consultation with the Urban Services Performance Management Project Manager. The program provides an overview of the performance management process, and focuses on identifying learning needs through the conduct of training needs analysis and developing a learning plan. The program also stresses the importance of providing opportunities to practise and develop skills. A total of 21 employees attended two of these courses in 2003–04.

Customised or Consultancy Service

Businesses within Urban Services have the option of having existing L&D Unit courses customised or new courses designed to meet their specific needs. Courses commonly customised include shortened versions of the Supervision/People Management workshops or the Selection Panel Skills courses. An example of a more extensive, newly designed program is the one developed and delivered to Roads ACT employees during the year.

This involved training approximately 50 employees in several smaller groups, with each employee attending up to five modules over a period of about four months. The modules included Group Dynamics, Managing Work and Priorities, Managing Stress and Performance, Building Relationships and Rapport, and Resolving Conflict Effectively.

Further information may be obtained from:

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Phone: (02) 6207 5958
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Information and Access

Freedom of Information

Public Interest Disclosure

Records Management Program

FREEDOM OF INFORMATION

This report has been prepared in accordance with the requirements under Section 79 of the *Freedom of Information Act 1989* (the Act). The details outlined below reflect the administrative arrangements as at 30 June 2004.

The Act:

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

Comparative Statistics of Freedom of Information (FOI) Applications

1 July 2001 to 30 June 2004

| Applicant Type | 2003–004 | | 2002–2003 | | 2001–2002 | |
|------------------|----------|--------------|-----------|--------------|-----------|--------------|
| | No | Per cent (%) | No | Per cent (%) | No | Per cent (%) |
| Member of Public | 45 | 58 | 91 | 56.5 | 124 | 70 |
| Solicitor | 13 | 17 | 29 | 18 | 30 | 17 |
| Association | 2 | 3 | 0 | 0 | 6 | 3 |
| Company | 7 | 9 | 15 | 9.5 | 4 | 2 |
| Organisation | 3 | 4 | 2 | 1 | 7 | 4 |
| Consultant | 0 | 0 | 1 | 1 | 0 | 0 |
| Journalist | 0 | 0 | 0 | 0 | 1 | 1 |
| Other | 7 | 9 | 23 | 14 | 4 | 2 |
| Total | 77 | 100 | 161 | 100 | 176 | 100 |

Summary: Outcomes of FOI Requests

A total of 77 requests were received during the year. Of this total, one was still being processed at 30 June 2004; and one was transferred to another department. The total number of requests received in the 2003–04 financial year decreased by 45 per cent. It should be noted, however, that this figure excludes the ACT Planning and Land Authority (ACTPLA), which was previously included in the Urban Services statistics.

| Decision | 2003–2004 | | 2002–2003 | | 2001–2002 | |
|---------------------|-----------------|--------------|-----------------|--------------|-----------------|--------------|
| | Requests lodged | Per cent (%) | Requests lodged | Per cent (%) | Requests lodged | Per cent (%) |
| Full Release | 23 | 30 | 63 | 44.5 | 62 | 40 |
| Partial Release | 42 | 54 | 60 | 42.5 | 83 | 54 |
| Entire Exemption | 3 | 4 | 6 | 4.5 | 5 | 3 |
| Technical Refusal # | 9 | 12 | 12 | 8.5 | 5 | 3 |

No documents exist

Response Times

| Year | 0–30 days | 31–45 days | 46–60 days | 61–90 days | 90+ days |
|-----------|-----------|------------|------------|------------|----------|
| 2003–2004 | 57 (74%) | 11 (14%) | 4 (5%) | 0 (0%) | 5 (7%) |
| 2002–2003 | 103 (73%) | 24 (17%) | 13 * (9%) | 1 (1%) | 0 (0%) |
| 2001–2002 | 137 (82%) | 27 (16%) | 1 (1%) | 1 (1%) | 0 (0%) |

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

Appeal of Decisions

There were two applications for internal review.

There were no appeals to the Administrative Appeals Tribunal (AAT). Similarly, there were no complaints on an FOI matter lodged with the ACT Ombudsman, and no requests to amend personal records.

Fees and Charges

No fees and charges are associated with the application and processing of FOI requests.

Measures to Assist the Public

Copies of the Freedom of Information leaflet and application form are available from the department's Freedom of Information coordinator by telephoning (02) 6207 5672. It is also available on the Urban Services website at www.urbanservices.act.gov.au

Section 8 Statement

A copy of the Section 8 Statement is not published in this report, but is available on request from the department's FOI contact officer.

Section 7 Statement

Section 7 of the *Freedom of Information Act 1989* requires the department to prepare and publish a statement outlining its particulars, functions and powers, the categories of documents available and facilities provided for access to documents. The following is correct as at 30 June 2004:

- **Particulars, Functions and Powers:** The particulars and functions of Urban Services are described in this Annual Report. Legislation administered by Urban Services is published in full in the Administrative Arrangements Order.
- **Public Participation in Decision-Making:** Avenues available for public participation in decision-making include public submissions to inquiries; discussion at public meetings; consultative committees for specific purposes; access to records through FOI requests; comments on draft documents; comments on Bills before the Assembly; and contact with the relevant Minister.
- **Categories of Documents:** The department holds several basic categories of documents:
 - those that are freely available on request and without charge;

- those available for sale, including those that are part of a public register; and
- all other kinds of documents that may be available under the FOI Act.

- **Documents Available on Request and Without Charge:** Documents within this category include publications produced by the department on various aspects of its activities. These are distributed from public counters and libraries throughout the Territory and may be available on the ACT Government's Internet Home Page.
- **Documents Available for Sale:** Documents available for public access but with a fee payable include maps, plans, publications relating to land management and street names.
- **Documents of Other Kinds that may be Available under the Act:** These include:
 - general files including internal, interdepartmental and public documents, minutes of meetings of management and other committees, agendas and background papers, policy statements, financial and staffing estimates;
 - diaries, rosters and work sheets;
 - program and policy files;
 - records held on microfilm, computer or paper in connection with specialised divisional functions;
 - photographs, videos and films;
 - financial and accounting records;
 - details of contracts and tenders;
 - files on applicants and clients;
 - records of government, including the machinery of government;
 - maps, plans and brochures;
 - management plans for ACT parks and reserves;
 - conservation plans relating to selected heritage places;
 - technical and scientific reports and discussion papers; and
 - grant applications.

- **Facilities for Access to information:**

Those seeking information are encouraged to seek access by contacting the department before commencing the more formal FOI procedure. In many cases it may be possible to access information far more speedily and efficiently in this way. Physical access to the documents of the department is available at the address listed below.

All FOI requests should be directed to:

Chief Executive
Urban Services
PO Box 158
CANBERRA ACT 2601

The department's street address is:

Level 5
Macarthur House
12 Wattle Street
Lyneham ACT 2602

Further information may be obtained from:

Ms Helen Willson
Manager, Cabinet and Assembly Liaison
Phone: (02) 6207 6254
Fax: (02) 6207 6229
Email: helen.willson@act.gov.au
Website: www.urbanservices.act.gov.au

PUBLIC INTEREST DISCLOSURE

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

Procedures maintained by Urban Services

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

The procedures:

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

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

Disclosures Received

The department received three public interest disclosures during the year, one of which was received on referral from another agency. Two of the disclosures were formally investigated. The other was received late in the year and a decision regarding investigation had not been made.

One disclosure was substantiated by investigation and resulted in the counselling of a departmental officer. One disclosure was found on investigation to lack substance.

Further information may be obtained from:

Mr Allan Eggins
Executive Director, Corporate
Phone: (02) 6207 6227
Fax: (02) 6207 6148
Email: allan.eggins@act.gov.au
Website: www.urbanservices.act.gov.au

RECORDS MANAGEMENT PROGRAM

2003–04 Program

The *Territory Records Act 2002* (the Act) requires each Territory agency to address all of the elements set out in section 16 of the Act as well as those set out in the Standards released by the Director of Territory Records under the Act.

In implementing its Records Management Program for the year ended 30 June 2004, Urban Services met the requirements as specified in the Act. The department set the following targets as its performance measures for complying with the Act:

- completion of the preliminary investigation into the department's organisational context and the major influences on the need to make and keep records;
- completion of the analysis of business activity to identify and help define the functions and activities for which the department is responsible; and
- completion of the identification of mandatory and voluntary recordkeeping requirements.

The department met these targets, which constitute the first three of five steps towards developing approved Records Disposal Schedules and are specified in the Territory Records Office's Standards for Records Management No 2. The remaining two steps for developing approved Records Disposal Schedules as specified in the Standards will involve:

- preparing draft records disposal schedules along with supporting evidence; and
- submitting them to the Director of Territory Records for approval.

In progressing its compliance with the Act, Urban Services has identified numerous functions that are distributed over many organisational groups within the department. Apart from common administrative functions, there are nine agency specific functions, all of which require Records Disposal Schedules.

Extensive progress was achieved with two of these functions, Arts and Cultural Development and Traffic and Transport having already had their Records Disposal Schedules approved by the Director of Territory Records and the Territory Records Advisory Council. These Records Disposal Schedules are now notifiable Instruments and are available for public consultation on the ACT Government's legislation website at

www.legislation.act.gov.au.

At 30 June 2004, the remaining seven drafts were either awaiting approval or nearing completion.

In addition, training of staff throughout Urban Services progressed to schedule. The following table provides details of the training that was completed during the year:

| | TOTAL |
|----------------------------------|-------|
| Urban Services Staff (June 2004) | 1353 |
| Training completed | |
| Recordkeeping Fundamentals | 185 |
| Functional Thesaurus | 125 |
| Both courses completed | 70 |
| Number of people trained | 367 |

Further information may be obtained from

Mr Grant Watson
Records Manager, Customer Services and Information
Phone: (02) 6207 5726
Fax: (02) 6207 2003
Email: grant.watson@act.gov.au
Website: www.canberraconnect.act.gov.au
www.urbanservices.act.gov.au

Community and Environment

Community Engagement

Cost-Benefit Analysis of Business
Regulation Reform

Commissioner for Environment
Reporting

Ecologically Sustainable Development

Bushfire Fuel Management

Aboriginal and Torres Strait Islander
Reporting

Multicultural Framework

Justice, Options and Prevention Policy
Framework

COMMUNITY ENGAGEMENT

Throughout the year Urban Services sought feedback from a broad cross-section of the community in relation to many different issues. The department provided a range of opportunities that allowed the public to have input into issues of interest to them, particularly new initiatives or changes to existing arrangements.

Individuals and groups representing a wide diversity of interests were consulted during the year. Consultation was undertaken with peak industry bodies, rural lessees, disability groups, community councils, sporting associations, school groups, and communities affected by the 2003 bushfires. Also consulted were lobby groups, residents' action groups, indigenous groups, local area planning advisory committees, charity groups, parkcare groups, small business representatives and many more.

Major Consultations

The table on page 152 lists the major community consultations carried out during the year. The list is extensive, demonstrating the department's commitment to engaging the community in the decision making process.

In particular, significant consultation and information campaigns were undertaken in relation to the planned commissioning of a bushfire memorial, introduction of pay parking, graffiti management, and construction of the Gungahlin Drive Extension.

Consultation Methods

A wide variety of methods were used to gather feedback from the community. These included public meetings, telephone surveys, face-to-face interviews, focus groups, questionnaires distributed through libraries and shopfronts, customer complaints, and comments received via the Urban Services website.

Information gained through these feedback channels has provided a focus for improving service delivery and, in some cases, identifying customer service training needs.

Regular surveys were also undertaken throughout the year in relation to customer satisfaction with the taxi industry, ACTION buses, urban parks and places, and Canberra Connect. In addition, quarterly telephone surveys were conducted to determine the community's perception on the importance and performance of a wide range of departmental responsibilities.

To advise people about significant issues, a range of communication tools were employed including letters to residents, public notices, articles and advertisements in all media outlets, newsletters, public displays, public information sessions and letterbox drops.

In addition to the extensive consultation, a cross-departmental project aimed at improving community consultation was also undertaken. Teams from across Urban Services participated in a multi-service review that sought the views of both users and non-users on:

- delivery of an online bookings and reservation service;
- use and misuse of recycling and drop-off centres;
- public awareness and customer service in relation to abandoned vehicles, faulty machines and stray and roaming dogs; and
- development of a system that records and tracks all service requests through the Canberra Connect number.

A range of methods were employed during the review including telephone surveys, focus groups and personal interviews. Assessment of customer needs was undertaken and ways to improve the design and delivery of services identified. The various lessons learnt during the project were documented and subsequently shared throughout the department.

Further information may be obtained from:

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Policy Coordination
Phone: (02) 6207 6254
Fax: (02) 6207 6229
Email: helen.willson@act.gov.au
Website: www.urbanservices.act.gov.au

COST-BENEFIT ANALYSIS OF BUSINESS REGULATION REFORM

During 2003–04, there were no regulatory reforms that had a significant impact on the operations of the Canberra business community.

Regulatory reform undertaken during the year was limited to ensuring compliance with, and currency of, existing regulatory provisions. These amendments had minimal impact on industry time, training expenditure and compensation claims.

COMMISSIONER FOR ENVIRONMENT REPORTING

The inaugural Commissioner for the Environment, Dr Joe Baker, completed his term of office on 31 March 2003. Dr Rosemary Purdie was appointed as the new Commissioner. Dr Purdie commenced her five-year term of appointment on 29 May 2004.

Assistance Provided to the Commissioner

- **Review of Commissioner's Office:** Environment ACT, with the agreement of the Environment Minister, established a community/government steering committee and appointed a consultant to undertake a review of the role and functions of the Commissioner's office. This followed a recommendation to the Minister by Dr Baker in 2002–03 for the review to take place after the first ten years of the office's operation. The recommendations of the review were presented to the Minister for his consideration. It was decided that the government's preliminary findings in relation to the review be considered by Dr Purdie before any final decisions are made.
- **Input into Environment Report:** Representatives from Environment ACT continued to participate in several reference groups, providing significant technical and policy advice toward the preparation of the 2003 ACT State of the Environment Report. This included advice to the Commissioner on the refinement of environment reporting indicators as well as the provision of data for the 2003 report.
- **Cost of Assistance:** The cost of providing assistance to the Commissioner for the Environment from the Department of Urban Services was \$57,000¹ in 2003–04.

Further information may be obtained from:

Ms Helen Willson
Policy Coordination
Phone: (02) 6207 6254
Fax: (02) 6207 6229
Email: helen.willson@act.gov.au
Website: www.urbanservices.act.gov.au

¹ \$12,000 Review of the role and functions of the Office of the Commissioner for the Environment
\$45,000 0.5 FTE SOG C & 0.2 FTE ASO 6 liaison and policy support from Environment ACT
\$1,000 Participation of Environment ACT staff in expert reference groups

Commissioner Inquiries and Reports

- **Updates on Status of Recommendations:**

Agencies provided updates to the Commissioner on the implementation of the Commissioner's recommendations from earlier inquiries. These updates were incorporated into the Commissioner's 2003–04 Annual Report.

ECOLOGICALLY SUSTAINABLE DEVELOPMENT

Urban Services is committed to contributing to Ecologically Sustainable Development (ESD), which is about managing the use of natural resources to meet the needs of people today without compromising the ability of future generations to meet their needs. ESD requires an integrated approach to decision-making that acknowledges the interconnectedness of social, economic and environmental issues. Consideration of each of these aspects of development will ensure government will make decisions that are consistent with the principles of ESD.

The ESD initiatives undertaken during the year encompass many aspects of the department's operations, including service delivery, capital works and office-based activities.

Urban Open Space Maintenance

- **Urban Parks Contracts:** Urban Services continued to require, and monitor, all contractors maintaining Canberra's urban parks to operate within, and meet the outcomes of, ESD and environment principles.
- **Use of Recycling Material:** Recycled materials are regularly used in a variety of projects managed by Urban Services. As part of the refurbishment of Higgins Shops, for example, demolished concrete from the site was processed at a recycling plant at Pialligo and reused for road works at the site. Recycled concrete mulch was also used in gardens in the urban edge zone. Additionally, mulch and recycled plant material continued to be used to reduce moisture loss, assist with weed control and reduce maintenance costs.
- **Public Awareness Programs:** A series of public events were launched to increase use of open space, including the Just Around the Corner program in local parks, and a variety of film and music events in public places. Responsible pet ownership was also promoted through amendments to dog legislation and through a

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“dogs breakfast” event. Also, indigenous culture was promoted through the utilisation of the Wiradjuri echo dance group and their emphasis on local wildlife. These initiatives serve to ensure that public spaces provide the maximum public benefit, thus increasing the social dividend to the community.

- **Sportsground Irrigation:** In partnership with the CSIRO, work commenced on a research project to improve the operations of the control system for irrigated sportsgrounds. Although leading edge technology when it was introduced ten years ago, the existing control software and sensor mechanisms have since become outdated. An upgraded and improved operating system is expected to deliver further improvements in water efficiency.
- **Seed Bank:** A native seed bank to supply local Landcare, Bushcare and catchment groups with high quality seeds from native plants was established. The seed bank was designed to continue to promote biodiversity and the conservation of native species.

Greenhouse Gas Emissions

- **Solar Hot Water Subsidy:** Environment ACT continued to manage subsidy schemes for the installation of domestic solar hot water systems and cavity wall insulation; 2003–04 being the third year of the operation of these schemes.
- **Eco-Business Workshops:** ACT NOWaste and Environment ACT continued to run the annual series of Eco-Business workshops. The aim of these workshops is to provide small-to-medium ACT businesses with the knowledge, information and motivation to manage energy, waste and water more efficiently.
- **Energy Reporting:** An extensive reporting of ACT Government energy use was undertaken. The results of the reporting will inform measures to improve energy efficiency in relation to energy consumption by government agencies.

Waste Management

- **No Waste Strategy:** Implementation of the No Waste By 2010 Strategy resulted in the recovery of more than 500,000 tonnes of material that would otherwise have been disposed of at landfill. This represents a 70 per cent diversion of waste from landfill, an encouraging indicator of increased recycling and reuse of resources.
- **Hume Resource Recovery Estate:** Initial infrastructure was constructed to provide access into the Hume Resource Recovery Estate, with recycling businesses being encouraged to make applications to establish their business within the estate.
- **Materials Recycling Facility:** A new Materials Recycling Facility (MRF) was constructed and opened in the first stage of the Hume Resource Recovery Estate. The new MRF has advanced sorting technologies to effectively separate an expanded range of recyclable materials from the kerbside bins as well as from the commercial sector.
- **Waste Wise Schools:** This program continued to operate and was introduced into over 100 ACT schools during the year. The program encompasses a range of activities involving the whole school community working together to reduce waste.
- **Waste Pricing:** The waste pricing strategy, which is based on the principle that waste generators should pay the actual costs of waste disposal, was further implemented to help reduce waste disposal.
- **Recycling at Public Events:** This program continued, with ACT NOWaste working with event organisers to minimise waste generated at events.
- **Mixed Waste Processing:** Technologies were reviewed for mixed waste processing to enable selection and establishment of a suitable technology in Canberra, subject to the outcome of the review of the No Waste Strategy.

- **Community Waste Management Initiatives:**

A range of educational and community service activities, including Ecobusiness, composting workshops and two Second-hand Sundays, were conducted to encourage recycling, waste avoidance and waste reduction.

Water Resource Management

- **Water Strategy:** The ACT Water Strategy—*Think water, act water*—was launched in April. The Strategy addresses a range of issues, including factors affecting the future of the ACT's water resources (such as population growth, climate change, and bushfire impact); water supply options; water use efficiency; water quality; water sensitive urban design; catchment management; riparian zone management; and education and community partnerships. The strategy takes a total water cycle perspective, integrating stormwater, water supply and wastewater elements in the management of the catchment. In addition to implementing measures to increase the efficiency of water usage, the strategy also identifies measures to:

- provide a long-term, reliable source of water for the ACT and region;
- promote the development and implementation of an integrated regional approach to cross-border water supply and management;
- protect water quality;
- facilitate the incorporation of water-sensitive urban design into developments; and
- promote and provide for community involvement in the management of the strategy.

- **Water Sensitive Urban Design:** Water sensitive urban design seeks to provide a more sustainable approach to the total water cycle through reducing reliance on town water, optimising opportunities for water reuse and reducing the export of stormwater and associated pollutants. Roads ACT implemented "Water Sensitive Urban Design" principles through a recent capital works program involving the construction of Horse Park Drive, Gungahlin.

Environment Protection

- **Legislation Review:** A review of the *Environment Protection Act 1997* and the role of the Environment Protection Authority was completed. The review report proposes a range of measures to improve administration of the Act and environmental outcomes in general.
- **Wood Heater Replacement Program:** A wood heater replacement program was implemented in January. The program aims to reduce winter air pollution from wood smoke by offering cash incentives to replace old wood heaters with cleaner heating alternatives.

Transport

- **On-Road Cycling:** The first stage of the Woden to Dickson on-road cycle lane project was completed, and the second and final stage commenced. The project is part of a government initiative to promote cycling as a sustainable transport alternative.
- **Environmentally Friendly Motor Vehicles:** Five Toyota Prius hybrid vehicles were added to the Urban Services fleet, with an order placed for a sixth. These fuel efficient, low emission vehicles are powered by a combination of petrol and electric motors and use approximately 40 per cent less fuel than similar-sized vehicles, while achieving the same speed and weight-carrying capacity.
- **TravelSmart Survey:** In February 2004, Macarthur House staff participated in the TravelSmart Survey, which was conducted to assist in the development of sustainable travel plans for Macarthur House. The travel plans are intended to improve the travel choices available to staff and to encourage car pooling, cycling, walking and bus use.

Office-Based Initiatives

- **Macarthur House:** The environmental performance of the department's major office building, Macarthur House, was improved in the following areas:
 - the lighting control system was improved to ensure maximum efficiency when lights are not required to be on;
 - a more comprehensive waste management program was introduced to incorporate recycling of cardboard, paper, food wastes, plastic, glass and metals;
 - the reuse or recycling of materials was maximised in all refurbishments to reduce the need for new materials, thereby reducing energy consumption required in their manufacture; and
 - low energy-efficient boiling water units were progressively replaced with high energy-efficient units which use waste heat to preheat the boiler and a time clock to eliminate unnecessary power usage.
- **Arts Centres:** Energy audits were completed at the Street Theatre and at the Tuggeranong, Gorman House, and Ainslie Arts Centres. Some improvement works identified in the audits—including upgrades to lighting at Gorman House and modifications to enhance air-conditioning efficiency at other locations—were included in the 2004–05 Facilities Repairs and Maintenance Plan.

Information Management

- **Impact of Electronic Service Delivery:** The increased provision of government information and payment services via the Internet and telephone for individuals and business did not only increase access to government but also helped to reduce greenhouse gas emissions through reduced motor vehicle transport to government offices and shopfronts. During the year, more than 150,000 people used the Internet or phone to make a payment instead of possibly travelling to a shopfront. In addition, over 400,000 visits each month are made to the ACT Government web portal by citizens seeking information about government services. In many cases these online visits obviate the need to travel to a government office or shopfront.

The environmental benefits complement the efficiency gains and community benefits sought through the introduction of the program.

Natural Resource Management

- **Namadgi National Park:** Workshops were held with key government advisory committees about future policy and management directions for the Namadgi National Park Management Plan. Consultation with the Interim Namadgi Advisory Board was ongoing at 30 June. Namadgi National Park is the most extensive element of the ACT's nature conservation estate with substantial environmental, economic and social assets in terms of biodiversity, water catchment, education, cultural heritage, recreation and tourism values.
- **Post Bushfire Recovery:** A specialist team was assigned to manage the recovery of 109,000 hectares of land managed by Environment ACT that was affected by the January 2003 bushfires. The team's focus is on the repair and reinstatement of infrastructure, including staff residences, fencing, roads, work depots, and recreational and educational facilities. All the new structures being built are designed to maximise energy efficiency. For example, park security housing was rated Six Stars out of five on the Home Energy Rating Scale, thus exceeding current rating scales.
- **Integrated Nature Conservation Plan (INCP):** Development of the INCP, which will link Environment ACT's Geographic Information System to planning and priority setting for delivery of natural resource management programs was completed. The INCP was launched on World Environment Day on 5 June 2004.
- **Lowland Woodland Conservation Strategy:** Development of this strategy was finalised during the year. The strategy will assist government agencies and community stakeholders in making planning and land management decisions that may affect Yellow Box-Red Gum grassy woodlands, other woodland types and the animals and plants that depend upon woodland habitats.

- **Multi-Species Conservation Strategies:** Nine Action Plans covering Yellow Box-Red Gum Grassy Woodland, six woodland birds and two woodland plants were superseded by the single, integrated Action Plan Number 27—Lowland Woodland Conservation Strategy. Also, implementation of the Lowland Woodland Conservation Strategy commenced, with \$1.67 million in funding over four years allocated in the 2003–04 budget.
- **Threatened Species:** The following initiatives were undertaken to protect threatened species:
 - Action plans were finalised for Ginninderra Peppercress (*Lepidium ginninderrense*) and Silver Perch (*Bidyanus bidyanus*);
 - more than 1000 hectares of important lowland grassy woodland were committed to Canberra Nature Park, including the declaration of the Goorooyarroo Reserve and a commitment to include Callum Brae and Conder 4A into reserve systems; and
 - support was provided to research priorities identified in the ACT Threatened Species Action Plans, under the *Nature Conservation Act 1980*. This included the Northern Corroboree Frog and the Brush-tailed Rock Wallaby.
- **Fish Management:** The department continued its commitment to fisheries management in the ACT in the following areas:
 - fish monitoring and aquatic surveys continued in the ACT, with more intensive surveys undertaken in response to the 2003 bushfires. Surveys following the bushfires revealed fish populations had been severely affected by the fires. Further studies found Two-Spined Blackfish were recovering strongly at some sites, although the prolonged drought continued to stress aquatic communities. Macquarie Perch were also able to breed successfully in the Cotter River following the establishment of a modified environmental flow regime; and
 - the *Fish Stocking Plan for the ACT: 2001–2005* was implemented through the stocking of Golden Perch and Murray Cod in selected ACT lakes and ponds.
- **Tree Protection:** A Bill to replace the *Tree Protection (Interim Scheme) Act 2001* was introduced to the Legislative Assembly on 14 May 2004 as part of the government's commitment to develop permanent tree protection legislation for urban Canberra. The proposed legislation will provide a more targeted approach to tree protection. It will also allow greater flexibility for lessees to manage their property while retaining protection for trees of high value and in areas where there are special protection needs.
- **ACT Natural Resource Management Plan and Investment Strategy:** To guide investment in national natural resource management programs, the ACT Natural Resource Management Plan and Investment Strategy were developed by the Natural Resource Management Advisory Committee. These documents will support joint Australian and ACT Government goals for conservation and sustainable use of natural resources in partnership with the broader community through the Natural Heritage Trust (NHT) and the National Action Plan for Salinity and Water Quality (NAP). A network of community coordinators and facilitators was established with the assistance of the NHT to increase community engagement and capacity in the design and delivery of natural resource management programs.
- **ACT Environment Grants:** During the year, grants funding was provided for various categories including on-ground environmental projects, sustainable development and resource management, environmental research and advocacy, and animal management and welfare services.

Conservation on Rural Land

- **ACT Rural Conservation Fund:** Government support for this fund continued during the year to assist rural communities to undertake initiatives aimed at improving the environmental wellbeing of rural properties. A total of \$160,982 was provided to assist with 13 projects. \$150,000 in government funding was allocated to a rural recovery fund in partnership with Greening Australia to assist rural landholders to replace tree plantations destroyed in the 2003 bushfires.

- **Goorooyaroo Reserve:** A new nature reserve—Goorooyaroo Reserve—was established to protect a large grassy woodland area of high conservation value from urban development in the Gungahlin area.
- **Jerrabomberra Wetland:** A process to review the Jerrabomberra Wetland Management Plan commenced. The review will examine issues relating to the protection and use of the wetlands, including possible impacts of activities on surrounding land, such as the development of Kingston Foreshores.
- **Recycling Post-Bushfire Clean-Up Material:** The clean up following the 2003 bushfires and the accelerated fire fuel hazard reduction work in bushland areas generated large volumes of mulch. Where possible, much of the material was reused or recycled, a significant amount at the Tumut paper production facilities.
- In the rebuilding after the 2003 bushfires, the use of Chromated Copper Arsenate (CCA) timber and other timber materials has been minimised and, where possible, replaced by using quarry product and steel for the construction of rural fences, vehicle barriers and pedestrian bridges. The potential health hazard from the release of toxic material through burning of CCA-treated timber is being addressed.

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BUSHFIRE FUEL MANAGEMENT

Legislative Framework

The *Bushfire Act 1936* (the Act) requires all ACT Government land areas susceptible to bushfires to have Bushfire Fuel Management Plans. The Act will be superseded by the *Emergencies Act 2004* when this new legislation comes into effect on 1 July 2004.

2002–2004 Bushfire Fuel Management Plan

The 2002–2004 Bushfire Fuel Management Plan comprises technical, strategic and implementation components. Released in November 2002, it incorporates independent expert reviews, issues raised during public consultation, and a fire risk assessment model of the urban edge developed by the Emergency Services Bureau in 2002.

Following the January 2003 bushfires, the McLeod Inquiry recommended an addendum to the Bushfire Fuel Management Plan (the Addendum) be developed. The Addendum, approved by Government in September 2003, identified additional fuel reduction measures to be undertaken.

The January 2003 bushfires had a significant impact on the implementation of the year's Bushfire Fuel Management Plan program. Many of the areas scheduled for work were burnt in the fires. As a result, Urban Services' land management agencies reviewed the implementation plan and determined a revised works program for 2003–04, placing significant emphasis on the unburnt areas of the ACT. In line with the hazard assessment in the plan, a large part of the works was undertaken at the urban interface.

Implementation Activities

This report covers the works carried out under the 2002–2004 Bushfire Fuel Management Plan and the Increased Works Program (Addendum) for 2003–2004.

The works involved a variety of methods to reduce or remove fire fuels such as dead and damaged trees, long dry grass, fallen and lower branches, shrub, bark, and leaves. These methods included physical removal, hazard reduction burns, slashing and mowing, grazing, and creation and maintenance of fire suppression trails. All areas treated were monitored for regrowth.

Environment ACT, ACT Forests, Canberra Urban Parks and Places, ACT Planning and Land Authority, Land Development Agency and Roads ACT were all actively involved in the Program.

Prescribed Burning

About Prescribed Burns

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

The following works were undertaken during the year:

- **Actions Identified in 2002-04 Bushfire Fuel**

Management Plan: Of a total of 22 areas designated for burning, 16 did not require any action as the January 2003 bushfires had reduced their fuel loads to minimum levels. One prescribed burn was conducted on the northwest slopes of Black Mountain Reserve in August. In two areas—Black Mountain Reserve, adjacent to Caswell Drive, and Tuggeranong Pines—the level of fuel hazard did not justify any burning. Very dry conditions persisting into autumn followed by showers did not permit burning in the remaining areas of O'Connor Ridge, Aranda Bushland, Wanniasa Hills, McArthur Hill and the Pinnacles. These burns will be attempted in the early part of 2004–05.

- **Actions Identified in the Addendum:** Of the ten areas designated for burning, four were completed: two on Black Mountain; at Gossan Hill; and at Lyneham Ridge.
- **Additional Works:** To prepare areas for replanting and protect them against future wildfires, burning of bushfire debris heaped in windrows was undertaken at numerous areas in Stromlo, Pierces Creek, and Uriarra Forest. Two prescribed burns were also conducted in Kowen Forest.

Physical Removal

About Physical Removal

Physical removal involves the elimination or reduction—by hand or with machinery—of woody weeds, pine wildlings, damaged and dead trees, dead branches, bark and leaves, shrubs, and regrowth vegetation. Trees assessed as posing a threat to nearby homes were also removed.

The following works were undertaken during the year:

- **Actions Identified in 2002–04 Bushfire Fuel**

Management Plan: A total of 39 areas were identified for physical removal. Of this number, no works were required in 11 areas burnt in the January 2003 bushfires, while works in 27 areas were completed. One area at Isaacs Ridge not completed was undertaken in the increased works program.

- **Actions Identified in the Addendum:** A total of 67 areas were identified for physical removal. Of these areas, 62 were completed, two areas were 50 per cent complete and three were not completed.

- **Additional Works:** 28 pine and casuarina plantations across Canberra were “lifted” and pruned. Extensive removal of dangerous and damaged trees was also undertaken.

Slashing and Mowing

An extensive slashing and mowing program was conducted throughout Canberra particularly to reduce the threat of grassfires. Slashing of roadside verges was a focus as roadsides are recognised as areas where fires have a greater potential to ignite.

All areas designated for slashing received a minimum of three mows during spring, summer and autumn and were continually monitored for regrowth. The designated works were as follows:

- **Actions Identified in 2002–04 Bushfire Fuel**

Management Plan: 191 areas were identified for slashing; 185 were completed; and four did not require any work owing to the impact of the January 2003

bushfires. Two areas were not slashed because of the presence of Chilean Needlegrass.

- **Actions Identified in the Addendum:** All 38 areas identified for slashing were completed.

Grazing

Grazing of livestock was used in certain areas not considered environmentally sensitive.

- **Actions Identified in 2002–04 Bushfire Fuel Management Plan:** Of the 50 designated areas, 46 were grazed during spring and summer; and two did not require grazing. Grazing at Cooleman and Red Hill was stopped as a result of community opposition.

Fire Trails

Construction of fire trails was undertaken at Lyneham Ridge, Kowen Escarpment, Stromlo, Mount Rogers and Weston Creek. Ninety per cent of the works were completed, with fire trails in parts of Namadgi and in some Canberra Nature Parks still requiring work.

Fuel Reduction Program Audit Background

As recommended by the McLeod Inquiry, a fire management consultant, *Enfireonment*, undertook a field audit of the outcomes programmed in the Bushfire Fuel Management Plan 2002–2004 and the Addendum. Their findings will inform the future Strategic Bushfire Management and Bushfire Operational Plans provided under the new *Emergencies Act 2004*.

Target Area

The audit focused on the northern parts of Canberra not affected by the January 2003 fires, which were considered a significant threat in the event of bushfire.

A total of 63 locations covering areas under the responsibility of each of the land management agencies were sampled. Every type of fuel reduction activity undertaken at those locations was assessed. These included slashing, physical fuel removal, prescribed burning, grazing, monitoring and brushing up of fire trails.

Audit Findings

The audit found that 90 per cent of the works identified in the Bushfire Fuel Management Plan 2002–2004 and the Addendum were complete. The remaining 10 per cent relates to works not undertaken because they were found to be inappropriate for the designated areas. Work commenced on the development of an improved monitoring and reporting system that will assess the works against set standards.

Future Directions

Strategic Management Plan

The new *Emergencies Act 2004* requires the Emergency Services Authority (ESA) to develop a Strategic Bushfire Management Plan and a Bushfire Operational Plan that details annual fuel and fire management activities. The department will work with the ESA to develop these plans in accordance with the new legislation.

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ABORIGINAL AND TORRES STRAIT ISLANDER REPORTING

The indigenous people of Canberra continue to occupy an important place in Urban Services' programs. This is demonstrated by the ongoing programs and initiatives implemented during the year, in response to the recommendations of the *Royal Commission into Aboriginal Deaths in Custody*, *Bringing Them Home*, *Journey of Healing* and *Reconciliation* reports. The department has a central role to play in these areas as a major municipal services provider, asset owner and steward.

Urban Services' initiatives during 2003–04 included supporting indigenous literacy programs and promoting cross cultural awareness and cooperation through ACT libraries; providing support for other projects involving the indigenous community through the Community Partnerships Program; assisting in identifying, preserving and celebrating the indigenous heritage in the region; undertaking environmental initiatives which take into account Aboriginal issues; and continuing to fund an Indigenous Arts Officer position to assist members of the indigenous community to participate in, and have access to the arts.

Library Initiatives

- **Bookstart Program:** The Bookstart for Babies Program continued to be delivered to the Winnunga Nimmitjiah Aboriginal Health Service in Ainslie. During the year, each baby at the centre was given a free board book, while parents received information on the benefits of reading to babies.
- **Indigenous Collection:** ACT Library and Information Services (ACTLIS) continued to maintain and build on the collection of materials related to indigenous issues and authors as well as indigenous newspapers.
- **Exhibitions:** ACTLIS provided displays, talks and children's programs in association with local Aboriginal communities. These included the Marriage of Cultures Exhibition in November 2003. This exhibition was the result of a cross-cultural partnership between the library

and local indigenous and Japanese communities to celebrate the 10th anniversary of the Nara and Canberra sister city relationship.

- **Flagging Unity Project:** ACTLIS conducted workshops for local indigenous artists and other community groups to create flags that were flown around Canberra during November and December 2003. One of the aims of the project was to establish positive ongoing links between local libraries and indigenous people.

Community Partnerships Program

Urban Services, through the Community Partnerships Program, works closely with Aboriginal and Torres Strait Islander communities and other target groups to address disadvantage in the Canberra community. Funding is provided to the department's businesses to develop projects aimed at encouraging community participation in the design, planning and delivery of services that respond to the diversity and needs of the Canberra community.

The program funded the following indigenous community projects during 2003–04:

- **Boomanulla Oval Landscaping Project:** In this project, Yarralumla Nursery staff worked with local Indigenous participants to propagate and grow a range of plants for the purpose of landscaping the Boomanulla oval, which hosts a variety of local indigenous sporting and community groups.
- **Hanging Rock Walking Track Project:** This project provided an opportunity for indigenous youths to work with a highly skilled walking track contractor on the upgrade of the Hanging Rock Walking Track in Tidbinbilla Nature Reserve. One of the four indigenous youths that worked on the track continued to be employed by the reserve with assistance from a Commonwealth indigenous employment program.

Heritage Initiatives

- **Bushfire Recovery Program:** The program of bushfire recovery activities continued during the year. Work was finalised on the extensive surveys of graded containment lines constructed during the January 2003

bushfires. The surveys, which commenced in 2002–03, resulted in the recording of more than 400 previously unknown Aboriginal sites. Most of these sites have now been listed for entry into the ACT Interim Heritage Places Register, with the rest being prepared for entry. Work also continued on the ongoing program to register and prepare management requirements for known Aboriginal sites by locality or district groupings across the ACT.

- **Conservation Strategy:** A strategy was developed for the protection of Aboriginal artefacts and relics. This involved constructing a number of gabion crossings above significant sites in Pierces Creek to ensure relics and artefacts were not subject to movement.
- **Rock Art Conservation:** Work on this project, involving assessment of the impacts of the January 2003 bushfires on highly significant Aboriginal rock art sites in Namadgi National Park, continued during the year. Ongoing monitoring of rock site conditions will assist the Interim Namadgi Advisory Board and ACT Heritage Council in managing the protection and conservation of these sites in the future. Re-recording of the rock art sites was also undertaken to assess changes in their condition over time and assist in the management of these significant sites.
- **Employment and Training:** Two Aboriginal trainee rangers were seconded to Urban Services' Heritage Unit. The rangers received training in identifying and recording Aboriginal heritage places and learning about the legislative process. They also learned additional skills such as Geographic Information System (GIS) mapping and liaison with other agencies. An Aboriginal Heritage Interpretation Officer was employed to develop relevant cultural heritage education and interpretation programs for school groups and the general community.
- **Indigenous Heritage Promotion:** Indigenous heritage was promoted in the 2004 Heritage Festival, which had the theme *Places in the heart*. Events celebrating indigenous heritage were held at the Namadgi National Park and the Australian War Memorial.

Environment Initiatives

- **Participation in Forums:** Urban Services continued to ensure indigenous participation in the activities of boards and committees, including the Interim Namadgi Advisory Board, the ACT Heritage Council, the Natural Resource Management Advisory Committee and the ACT Grants Assessment Panel.
- **Post-Bushfire Revegetation Program:** Consultation was undertaken with the Namadgi Advisory Board on the regeneration and replanting of areas affected by the January 2003 bushfires, using trees and plants indigenous to the region.
- **Training Opportunities:** Skill development opportunities continued to be provided to the indigenous community to enable them to participate as equals in joint management of Namadgi National Park. 2003–04 initiatives included implementation of a trainee Indigenous Ranger Program as well as track construction, interpretation presentation, site survey identification and registration, and cross cultural awareness training programs.
- **Namadgi Draft Plan:** Urban Services worked with the Ngunnawal Aboriginal community on the preparation of a new draft Plan of Management for Namadgi National Park and the permanent joint management arrangements for Namadgi National Park.
- **Forging Relationships with Murray Darling Basin Indigenous Communities:** The department contributed to the activities of the Murray Darling Basin Commission and was a member of the Commission's Indigenous Action Plan Board.

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MULTICULTURAL FRAMEWORK

At Urban Services, the cultural and linguistic diversity of the people of the ACT and the important contribution they make to the community are greatly valued and recognised. During the year, the department continued to implement initiatives to ensure equitable and inclusive provision of government services to all members of the ACT's diverse society.

This report summarises the 2003–04 initiatives against the three goals listed in the ACT Government's *Framework for a Multicultural ACT*, namely "Embracing cultural and linguistic diversity", "Valuing cultural and linguistic diversity", and "Utilising cultural and linguistic diversity".

Embracing Cultural and Linguistic Diversity

Information Access

- **Translation and Interpreter Services:** Information on how to access translation and interpreter services continued to be provided through the department's publications. Information in languages other than English and telephone interpreter services were also provided via the Canberra Connect website and call centre. The program to redevelop and enhance the accessibility of the Canberra Connect transactions portal (www.trading.act.gov.au/cc) continued to be implemented, with improved access provided to translation and interpreter services.
- **Services for Women:** The Women's Information and Referral Centre (WiRC) continued to provide culturally specific information and references for multicultural women on issues such as accommodation, counselling, family law, health, parenting, relationships and separation.

Library Services

- **Multicultural Services Review:** The ACT Library and Information Services (ACTLIS) continued to implement the 62 recommendations in the *Multicultural Services*

Review. Fifty-five of the recommendations had been implemented by the end of the year. The review has led to a redevelopment of library services to more appropriately meet the needs of our culturally and linguistically diverse community.

- **Bulk Loans Program:** ACTLIS commenced a program to establish a formal relationship with the Languages Other Than English (LOTE) Bulk Loans Program of the State Library of New South Wales. The State Library provides loan access to items for smaller language groups, such as Tamil. There is no charge to the customer for this service.
- **English Language Learning Initiatives:** In most ACT public libraries, ACTLIS installed English language learning software on public computers and held English conversation classes at the Civic, Dickson, Tuggeranong and Woden libraries to help improve the English language skills of people from language-other-than-English backgrounds.
- **Flagging Unity Project:** ACTLIS hosted the Flagging Unity Project workshops for local artists from multicultural and other community groups. The Project was based on the theme of unity, and a number of flags were created and flown around Canberra during November and December to celebrate Canberra's diversity.
- **Multicultural Electronic Services Portal:** ACTLIS contributed to the development of the Multicultural Electronic Services Portal through the Council of Australian State Libraries (CASL) National Working Group. CASL is the peak body representing State, Territory and National libraries. It has a major responsibility for collecting documentary heritage, providing quality reference and research services and assisting in the provision of public library services.
- **Relocation of ACTLIS Multicultural Collections:** This project involved the relocation of material in other languages among ACT Public Libraries, so as to reflect the demographics of the culturally and linguistically diverse communities in Canberra, and to facilitate access.

- **Resource Sharing:** In response to the Multicultural Services Review completed in May 2003, ACTLIS established resource sharing partnerships with the National Library's Asian Studies Collection and the ANU Asian Studies.

Valuing Cultural and Linguistic Diversity

Heritage Initiatives

- **2004 Heritage Festival:** The festival, organised by the department's Heritage Unit, included events highlighting the multicultural heritage of the ACT community. The launch of the *Oral Histories of the Italian Internees* at the Blue Range Hut exhibition, which documented the internment of Italian internees during World War II, was one such event.
- **Heritage Funding:** Communities and people from culturally diverse backgrounds were encouraged to apply for funding under the ACT Heritage Grants program and to actively participate in the annual Heritage Festival.

Multicultural Women Initiatives

- **WiRC Initiatives:** WiRC provided topical information sessions and electronic access and information tailored to the specific needs of women from culturally diverse backgrounds. WiRC also helped to promote multicultural events through advertising such events in the WiRC bi-annual *Community Calendar for Women* publication and on the WiRC website.

Utilising Cultural and Linguistic Diversity

Library Services

- **Assistance with Collection Management:** Members of Canberra's culturally and linguistically diverse communities selected materials in languages other than English for incorporation into the ACTLIS collection. This took place during the International Bookfair held at the Civic Library during the ACT Multicultural Festival.

- **Donor Support:** ACTLIS expanded its collection through donations from the embassies of Japan, Korea, China, Mexico, Poland and Lebanon; the Goethe Institute; and the Turkish, Japanese and Korean communities.
- **Work Experience and Support Program:** ACTLIS continued to support the Work Experience and Support Program (WESP) run by the Office of Multicultural Affairs. In 2003–04, one WESP participant commenced work placement, and subsequently accepted a contract, with ACTLIS. The program assists people from culturally and linguistically diverse backgrounds to enter the workforce by providing the opportunity to improve their skills and confidence.

Community Events

- **Contribution to 'round town Program:** The 'round town program of community events provides free entertainment events across Canberra to promote use of the city's parks and open space. The 2003–04 'round town events featured a number of multicultural shows in its program, including the Sonoro Latino America Dance Band and the WALA African Drum Ensemble.

Community Partnerships

- **Community Partnerships Program:** The Community Partnerships Program is designed to improve customer service within Urban Services, address disadvantage in the Canberra community, encourage community participation in the design, planning and delivery of the department's services, and ensure the department responds to the diversity of the Canberra community. The following community projects were funded through the program:
 - **Building Unity in Society Project:** Roads ACT worked in partnership with the Migrant Resources Centre, community groups, young people from the Woden area and commuters who use the Woden Bus Interchange to undertake a series of public art murals which express the cultural diversity of the local community at the bus interchange; and

- **Canberra Islamic Heritage Project:** The Heritage Unit worked with the Canberra Islamic Centre (CIC) to produce a 12-minute documentary on Islamic cultural heritage and the diversity of the Islamic communities in the ACT. The documentary will officially be launched at the end of 2004. The identification of people, places and objects significant to the Islamic community will be a major focus of the documentary, which will be promoted through schools and presented at the 2005 ACT Heritage Festival.

JUSTICE, OPTIONS AND PREVENTION POLICY FRAMEWORK

2003–04 represented another year of continuing commitment by Urban Services to the key outcomes of the ACT Government policy framework *Justice, Options and Prevention – Working to Make the Lives of ACT Women Safe*.

The department continued to recognise and promote these outcomes, which include the right of women to protection, support and advocacy; the right of women to appropriate, accessible and responsive assistance; and the right of women to live their lives free from violence.

Urban Services continued to help improve participation in programs aimed at providing support and safety for women, primarily through the operation the Women's Information and Referral Centre (WiRC).

Protection, Support and Advocacy for Women

2003-04 Initiatives

- **Confidential Information and Referral Service:**

WiRC's free and confidential information and referral service for women was delivered throughout the year. This service consists of a broad range of programs provided in a supportive environment, and includes initiatives aimed at improving community knowledge and understanding of violence against women.

- **Workplace Diversity Plan:**

Urban Services' Workplace Diversity Plan was finalised and distributed to staff. The plan aims to foster a workplace environment that is fair and equitable, will not tolerate discrimination or harassment, and facilitates access to work, equitable career opportunity and maximum participation for all employees.

Further information may be obtained from:

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Appropriate, Accessible and Responsive Assistance to Women

2003-04 Initiatives

- **Support for Women at Risk:** WiRC continued to provide women at risk with access to responsive programs such as the Domestic Violence Support Group, where women are supported to consider the effects of living in an abusive relationship, increase self-esteem and gain an increased sense of control of their lives.
- **Relationship Development:** WiRC built on its program of developing relationships with at-risk, isolated and marginalised communities, with enhanced programs promoting qualities such as self-esteem, assertiveness and parenting. The information and referral service, the WiRC website and the *Community Calendar for Women* were among the channels used to promote these programs.
- **Addressing Social Isolation:** Canberra Urban Parks and Places implemented its park-based community events program, which is aimed at helping women in the ACT to address issues of social isolation. The program was successfully piloted in 2002–03 and has now become an ongoing program for Urban Services.

Living Violence-Free Lives

2003-04 Initiatives

- **Public Transport Safety:** A feasibility study on innovative and demand-responsive public transport commenced. The program aims to improve after-hours services, make the public transport system more efficient, and enhance safety for all members of the community, including women. Also, a program to improve community safety was implemented at the Woden Bus Interchange. This included upgrading lighting to provide well-lit areas.

- **Domestic Violence Support Group:** This support group continued to assist women to understand the impact of violence on their lives and the effect on their children. Through this forum, the right of women to live their lives free of violence is emphasised, thereby helping to reduce family violence.

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Annexed Reports

ACT Heritage Council

Agricultural and Veterinary Chemicals
Coordination Network

Animal Welfare Authority

Conservator of Flora and Fauna

Environment Protection Authority

ACT HERITAGE COUNCIL

Legislative Framework and Functions

The ACT Government legislation that establishes the ACT Heritage Council is the *Land (Planning and Environment) Act 1991* (Section 91).

The Council's functions include advising the Minister for Heritage about a range of issues including the criteria by which the heritage significance of places and objects is to be determined; incentives for the conservation of the heritage significance of heritage places and heritage objects; promotion of public awareness of heritage places and heritage objects; and other matters relating to heritage significance in the Territory.

Additionally, the Council is responsible for advising a Territory authority (e.g. ACT Planning and Land Authority—ACTPLA), about those heritage issues as they relate to the lawful exercise or performance of the authority's powers or functions. Other functions include preparing an initial interim Heritage Places Register, an initial Heritage Objects Register, and, interim variations to the Heritage Places Register and the Heritage Objects Register.

Membership

In addition to two permanent members—the Chief Planning Executive of ACTPLA and the Conservator of Flora and Fauna—a maximum of nine expert members are appointed to the Council by the Heritage Minister.

Membership changes during 2003–04 are as follows:

- Mr Geoff Butler, member and Deputy Chair, retired from the Council with effect from 3 July 2003;
- Dr Sharon Payne, member, resigned from the Council with effect from 28 March 2004; and
- Ms Agnes Shea, member, retired from the Council with effect from 28 March 2004.

Membership of the ACT Heritage Council at 30 June 2004

| Name | Membership term |
|---|-------------------|
| Mr Peter Freeman | 20/6/02 – 20/6/05 |
| Dr Warren Nicholls | 03/6/03 – 03/6/06 |
| Dr Lenore Coltheart | 03/6/03 – 03/6/06 |
| Dr Dianne Firth (recommended for re-appointment) | 29/3/01 – 28/3/04 |
| Mr David Flannery | 03/6/03 – 03/6/06 |
| Mr Weeks White | 20/6/02 – 20/6/04 |
| Dr Michael Pearson | 20/6/02 – 20/6/05 |
| Ms Kathryn Eyles (Coopted Planner) | 03/6/03 – 20/6/05 |

Meetings

Seven ACT Heritage Council meetings were held during the year. Apart from fulfilling legislative requirements in relation to heritage registrations and providing advice on development applications referred to it by ACTPLA, the Heritage Council developed a strategic plan in consultation with key stakeholder groups. It also advised the Minister on major policy issues relating to the development of the Heritage Bill 2004 and the conservation of Canberra's post war heritage, significant architecture and innovative planning schemes. It provided input into the development of the Canberra Spatial Plan to ensure the ACT's unique sense of place and rich natural and cultural heritage places would be conserved into the future.

Task Forces

During 2003–04, the task force system used by the Council continued to provide opportunities for members to participate in a number of projects. Papers were also circulated for members to consider out of session as part of the means by which the Council conducts its business.

A total of 23 task force meetings were held during the year, covering work in a range of heritage-related areas:

- **Development Applications Task Force:** This task force continued to consider development applications referred to it by ACTPLA. The task force, whose

membership consisted of Dr Pearson, Mr Flannery and Mr Freeman, held two meetings every month.

- **Heritage Grants Task Force:** The task force met twice in 2003–04 and continued to review the heritage grant process and provide advice on directed grants. Additionally, it made recommendations for the 2003–04 ACT Heritage Grants Program. The members of the task force were Dr Nicholls, Mr Flannery, Mr White and Ms Eyles.
- **Register Task Force:** The Register Task Force continued its work of assisting to review and update the ACT Heritage Places and Objects Registers to reflect the full range of the ACT's heritage. Membership of the task force included Council representatives (Dr Pearson, Dr Firth and Dr Coltheart) and interest groups including the Royal Australian Institute of Architects, ACT National Trust, and Canberra and District Historical Society. The Task Force met six times during the year.
- **Legislation Task Force:** This task force was set up during 2003–04 to provide input into the review of heritage provisions in the *Land Act* and the drafting of the Heritage Bill 2004. It met three times during the year. Membership consisted of Dr Pearson, Dr Nichols, Mr Freeman, Ms Agnes Shea and Ms Eyles.

Promotion of Heritage Awareness

The Council held or supported a diverse range of activities, events and projects aimed at promoting and celebrating the ACT's heritage.

- **'Meet the Council' at the Heritage Expo:** The expo was held during the 2004 Canberra and Region Heritage Festival, and included technical seminars on fire safety and disabled access to heritage buildings. A forum on incentives for heritage conservation was also held in collaboration with the Property Council of Australia.
- **Heritage Awards:** Burgman Anglican School received an award in recognition of its outstanding contribution to Canberra's heritage through the conservation of the ruins of The Valley—a former homestead adjacent to the school. The project included 'Valley Tours' set up

and run by the students, and working bee workshops in basic archaeological techniques such as careful clearing and brushing techniques, which involved parents and the wider community. The students also developed an implementation plan for the care and interpretation of the site. They used their imagination to shape research findings into exciting and dynamic projects and presentations by re-enacting highlights as well as interpreting a wide range of artefacts from the days of early European settlement at Heritage Festivals and for visitors to the school.

- **2004 Canberra and Region Heritage Festival:** Held in April, the festival continued to serve as an important vehicle for heritage promotion, awareness and education. Community groups as well as educational, corporate and government organisations hosted more than 100 events and activities to mark the festival, which was celebrated under the theme *Places in the Heart*.
- **Heritage Education in Schools Project:** In 2003–04, more than 300 students participated in the project, which assists students to research, interpret and think creatively about ACT heritage places and issues. This brings the total number of student participants to more than 900 over the three years since the project has been running. A partnership with ACT Historic Places (Cultural Facilities Corporation) and the Department of Education, the project includes a heritage workshop for teachers, heritage site visits for students, development of a class project; and a final event where schools showcase their projects. A steering group comprising government and community representatives provided a range of assistance to the participating schools.

Inter-Government Relations

- **National Heritage Chairs and Officials Forum:** The ACT Heritage Council Chair and Secretary participated in this forum, which took place in Fremantle, Western Australia. The forum provides for cooperation and sharing of ideas across States and Territories. It also develops agenda papers for the Environment Protection and Heritage Ministerial Council. For example,

initiatives responding to identified key opportunities were agreed as the focus of co-operative work in heritage tourism. These included developing an Australian heritage and travel web site and nationally coordinated signage for heritage destinations; using themed heritage itineraries more effectively to promote heritage attractions; and implementing 'welcome to country' initiatives to raise awareness of Aboriginal custodianship.

The ACT is working cooperatively with Australian Capital Tourism to develop a pilot program of heritage tourism itineraries in the ACT. In relation to heritage incentives, a national summary of incentives for heritage conservation has been prepared as a possible model for States and Territories. The ACT Heritage Council held a forum with the Property Council to begin this discussion in the ACT. The Chair of the Council also commenced discussion with the ACT Planning and Land Council.

ACT Heritage Grants Program

- **2003-04 Program:** The 2003-04 program funded 20 projects totalling \$239,000. The ACT Heritage Grants Program is the primary source of funding for individuals and community organisations involved in heritage conservation in the ACT. The Heritage Council provides advice to the Minister on the grants program.

Conserving Aboriginal Heritage

- **Aboriginal Heritage Strategy:** The ACT Heritage Council progressed implementation of an Aboriginal heritage registration strategy. The strategy commenced in 2001 with the aim to complete the assessment of a backlog of known Aboriginal heritage places for entry into the Register. As at 30 June, 361 places from the backlog had been assessed and interim-registered.
- **New Heritage Places:** The Council assessed and recommended 178 newly reported Aboriginal places for inclusion in an interim Heritage Places Register, with a further 314 newly reported places under assessment.

Heritage Register

- **Review and Upgrade Project:** The Heritage Council established a project in 2002-03 to review and update the ACT Heritage Places and Objects Register to ensure it is a comprehensive representation of the ACT's natural and cultural heritage. The project aims to process the backlog of about 300 historic places nominated to the Register over many years. The Council developed a set of themes reflecting the ACT's varied history, identified gaps and work needed to fill these gaps.

High priority themes include multicultural heritage and twentieth century heritage places, especially post-1945 architectural and planning heritage. In 2003-04, substantial progress was made in clearing the backlog of nominated historic and natural places. This work is expected to be completed in the next financial year. The backlog of known Aboriginal sites has also been substantially cleared and those sites are being added to the register in close consultation with the Aboriginal community.

Administrative Support

- **Support by Heritage Unit:** Environment ACT's Heritage Unit continued to provide administrative support for the Council during 2003-04.

Remuneration

- **Entitlement:** Council members are entitled to remuneration in accordance with the *ACT Remuneration Tribunal Act 1995* (Statement Number 73—part time holders of Statutory Offices).
- **2003-04 Payment:** Remuneration paid to council members during the year totalled \$39,298.

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AGRICULTURAL AND VETERINARY CHEMICALS COORDINATION NETWORK

Overview

The Agricultural and Veterinary Chemicals Coordination Network (AVCCN) was established in 1998 to implement the Commissioner for the Environment's recommendations for pest and weed control. The current focus of AVCCN is on a whole-of-government approach to the management of chemicals for pest control.

Membership

Ten ACT Government agencies make up AVCCN. Each of the agencies—listed below—is involved in the use and/or management of chemicals for pest and weed control:

- Environment ACT (Chair);
- ACT Parks and Conservation Service;
- ACT Workcover;
- ACT Forests;
- Canberra Urban Parks and Places;
- Sport and Recreation;
- ACT Planning and Land Authority;
- Chief Minister's Department;
- Department of Education and Training; and
- ACT Health.

2003-04 Activities

- **2003-04 Annual Report:** AVCCN prepared its annual report covering each member's individual pest control activities. These relate to pest control programs, education and community awareness programs, training and competency issues, as well as complaints, investigations and authorisations. The 2003-04 report is scheduled for release in September 2004.
- **Audit Program:** The 2003-04 audit program was implemented as part of the measures to ensure operators comply with their authorisation conditions, including pest and weed control competency standards for staff.
- **Complaints Handling:** Two complaints about the alleged misuse of pest control chemicals were received. None of the complaints could be substantiated and no action was taken under the *Environment Protection Act 1997*.

Future Directions

- AVCCN will continue its annual reporting, auditing and complaint handling programs to ensure compliance with standards relating to the use of pest control chemicals.

Further information may be obtained from:

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ANIMAL WELFARE AUTHORITY

Legislative Framework and Functions

The *Animal Welfare Act 1992* establishes the Animal Welfare Authority (the Authority) with statutory functions associated with the administration of the Act. The Executive Director of Environment ACT is appointed as the Authority.

The Authority publishes and circulates codes of practice for animal welfare throughout the Territory. People may also apply to the Authority under Section 26 of the Act for a licence to either use or breed animals for research and teaching.

The Act allows people to apply to the Authority for permits to conduct a circus using animals other than those prohibited under the Act (Section 53) or trap animals for commercial, domestic or private purposes (Section 64). The Act also allows the Authority to appoint people as either inspectors or authorised officers. As at 30 June, inspectors from the RSPCA and officers from Environment Protection (Environment ACT) had current appointments.

2003–04 Activities

- **Codes of Practice:** The *Code of Practice for the Welfare of Amphibians in Captivity* was gazetted during the year. The purpose is to provide minimum standards of care to people who keep amphibians in captivity
- **Animal Licences:** During the year six licence renewals for the use or breeding of animals for research and teaching in the ACT were received. As at 30 June, a total of 53 licences had been approved for such purposes.
- **Circus Permits:** No applications for permits to conduct a circus using animals other than those prohibited under the Act were made during the reporting year.
- **Animal Trapping Permits:** No applications were made under the Act to trap animals for commercial, domestic or private purposes.

- **Appointment of Inspectors:** No new inspectors or authorised officers were appointed during the year. As at 30 June, officers from the RSPCA and Environment Protection (Environment ACT) were the appointed inspectors.
- **Inspections:** A total of 693 complaints about the alleged mistreatment of animals were investigated during the year, mainly by investigators of the RSPCA. The complaints related to companion animals in urban and rural areas, stock animals in rural areas, and companion animals at commercial establishments.
- **Prosecutions:** Ten cases were progressed in court under the *Animal Welfare Act 1992*, with one finalised. For the other complaints that did not result in court action, inspectors who investigated the allegations advised complainants that no breaches had occurred.

Animal Welfare Advisory Committee

The Animal Welfare Advisory Committee (AWAC) is also established under the *Animal Welfare Act 1992* as a ministerial advisory committee representing community views on animal welfare in the ACT.

AWAC facilitates the development of a balanced and coordinated approach to animal welfare matters and provides expert advice on animal welfare issues to the Minister for the Environment.

Following the 2002 release of a public discussion paper regarding proposed amendments to the *Animal Welfare Act*, AWAC submitted its recommendations on the proposed amendments to the Minister for the Environment in June 2004.

AWAC Membership

Dr Lyndy Scott, the Australian Veterinary Association (AVA) representative, resigned from AWAC in November 2004. The AVA was notified of her resignation in order to nominate a replacement.

Membership of the AWAC at 30 June 2004

| Current Member | Organisation | Membership valid until |
|-----------------------|---|------------------------|
| Dr Michael Hayward | Chairperson-Gungahlin Veterinary Surgery | 21 January 2005 |
| Ms Frankie Seymour | Animal Liberation | 4 November 2005 |
| Ms Emily Stewart-Reed | RSPCA ACT Wildlife Branch | 4 November 2005 |
| Mr Colin Bates | Commercial Interests | 21 January 2005 |
| Dr Simon Bain | Research and Teaching | 21 January 2005 |
| Mr Tom Allen | ACT Rural Lessees Association | 21 January 2005 |
| Dr Glad Cowie | ACT Canine Association | 21 January 2005 |
| Dr David Shorthouse | Environment ACT, Wildlife Research and Monitoring | Ex-officio |
| Mr Bill Logan | Environment ACT, Environment Planning and Legislation | Ex-officio |

AWAC Meetings

Ten AWAC meetings were held during the year. AWAC members receive remuneration for meetings in accordance with guidelines approved by the Department of Treasury at the rate of \$250.00 per member per diem.

AWAC Sub-Committees

During the year, the AWAC formed seven sub-committees to consider and progress issues on the AWAC agenda. The sub-committees and a summary of their responsibilities are as follows:

- **Backyard Chickens Sub-Committee:** This sub-committee was formed to consider welfare issues relating to the keeping of chickens in backyards. The sub-committee met six times during the year.
- **Native Animals Sub-Committee:** This sub-committee was formed to prepare a community discussion paper relating to the keeping and care of native animals by individuals in the ACT. This sub-committee met eight times during the year.
- **Reptile Sub-Committee:** This sub-committee was formed to consider minimum standards of care for the keeping of reptiles by individuals in the ACT. The sub-committee met five times during the year.
- **Act Sub-Committee:** This sub-committee was formed to consider possible amendments to the *Animal Welfare Act 1992*. The sub-committee met eight times during the year.
- **Long-Term Animal Exhibition Sub-Committee:** This sub-committee was formed to consider the minimum standards of care required for animals involved in long-term displays. The sub-committee met twice during the year.
- **Cat Sub-Committee:** This sub-committee was formed to modify the enclosure requirements under the *Code of Practice for the Welfare of Cats in the ACT*. The sub-committee met twice during the year.

Further information may be obtained from:

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CONSERVATOR OF FLORA AND FAUNA

The Executive Director of Environment ACT holds the office of the Conservator of Flora and Fauna. Established by the *Nature Conservation Act 1980*, the Conservator of Flora and Fauna has additional responsibilities under the *Land (Planning and Environment) Act 1991* and the *Tree Protection (Interim Scheme) Act 2001*.

Nature Conservation

The Conservator acts on issues that affect the conservation matters embodied in the *Nature Conservation Act 1980*. This relates, in particular, to protecting native plants and animals, including the administration of a licensing system for the taking, keeping, selling, importing, exporting, disturbing, displaying and killing of native plants and animals; managing the nature reserve system; and protecting and conserving threatened species and ecological communities, including preparing Action Plans. Activities undertaken during the year include the following:

- **Action Plans:** Action Plans were completed during the year for the Ginninderra Peppercreese (*Lepidium ginninderrense*), an endangered plant species, and the Silver Perch (*Bidyanus bidyanus*), an endangered fish species. In addition, a draft ACT Lowland Woodland Conservation Strategy was released for public comment. The final Strategy was released on 29 April 2004.
- **Licensing:** The following licences relating to plants and animals were issued in 2003–2004:

| Activity | Licences |
|--------------------------------------|----------|
| Number of keep licences | 963 |
| Import | 43 |
| Export | 38 |
| Sell | 12 |
| Take | 60 |
| Kill | 6 |
| New keep licences | 64 |
| Remove and/or interfere ¹ | 5 |
| Licences under Fisheries Act 2000 | |
| Import/export live fish | 15 |

Three investigations were conducted during the financial year:

- 1 offender was issued a formal caution;
- 1 offender was not identified;
- 1 investigation is still active. Infringement notices have been issued; offender has yet to pay or attend court;

- **Conservation Offences:** 37 detailed information reports on conservation offences were made during the year, including:

- 1 active case (on referral to the AFP);
- 18 cases that resulted in verbal warnings;
- 4 cases involving juveniles, that resulted in formal cautions;
- 8 cases referred to other agencies; and
- 6 cases involving unidentifiable offenders.

Minor offences were also reported during the year.

The offences, which were recorded for information only, concerned mainly dogs off lead in reserves, and incidents of breaches detected after the event including damage to assets and amenities as well as graffiti vandalism. The total number of reported minor offences was slightly higher than the previous year.

¹ The Licence to Remove and/or Interfere was previously listed under the Licence to Take totals. The separate title was introduced midway through the year. Some of the Licence to Take totals therefore relate to Licence to Remove and/or Interfere.

Land Management

The Conservator is responsible for managing public land identified in the Territory Plan in accordance with the management objectives specified in Schedule 1 of the *Land (Planning and Environment) Act 1991*. 2003–04 activities included:

- **Plans of Management:** The following management plans were progressed under Part V of the *Land Act*:

| | |
|---|--|
| Enclosed Sportsgrounds and Pools | Public comment on the draft plan of management closed on 8 August 2003. The aim of the plan is to ensure that the land is managed in accordance with its management objectives. |
| Gungahlin Open Space and Sportsgrounds | Preparation of the draft plan of management commenced |
| Namadgi National Park Plan of Management | Preparation of the management plan continued under the guidance of the Interim Namadgi Advisory Board. A workshop on policy direction options for the plan was held with environment advisory committees in May and with key community stakeholders affiliated with the Conservation Council for the South-East Region and the ACT in June, with the Plan scheduled to be released for public comment in January 2005. |
| Jerrabomberra Wetlands | Preparation of the management plan continued under the guidance of the steering committee, with a review of the second draft plan by the committee scheduled for July 2004. |

- **Other Statutory Requirements Met under the Land Act:** The Conservator was consulted on 12 Draft Variations to the Territory Plan (Section 16) and 18 development applications affecting public land (Section 229), and made recommendations on three direct grants of leases affecting public land (Section 209).

Tree Protection

The Conservator is responsible for making decisions on applications to undertake defined tree-damaging activities on trees on leased urban land that meet the significance criteria in the *Tree Protection (Interim Scheme) Act* (Tree Act).

- **Application Decisions:** The Conservator made decisions on 1132 Applications for a Tree Damaging Activity; 1044 were granted approval with conditions; and 88 were declined.
- **Appointment of Advisers:** Mr Jeffrey Albrecht was appointed as an adviser to the Conservator of Flora and Fauna under the Tree Act to provide advice on the approved activities allowed under the Act, including applications for approval for an activity that would damage, or is likely to damage, a significant tree. Mr John Banks, an acting adviser, was also appointed under the Act to carry out the duties of adviser in the adviser's absence.

Further information may be obtained from:

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ENVIRONMENT PROTECTION AUTHORITY

Legislative Framework and Functions

The Environment Protection Authority (EPA) is established by the *Environment Protection Act 1997* (the Act). As a statutory position, the EPA is responsible for administering the Act. The Director, Environment Protection, (Environment ACT) holds the EPA position.

The administrative function of the EPA involves meeting the objectives of the Act, which include protecting the environment; ensuring decision-making incorporates ecologically sustainable development principles; establishing a single and integrated regulatory framework for environmental protection; and encouraging responsibility by the whole community for the environment—general environmental duty of care.

The EPA meets these objectives by granting environmental authorisations, promoting environmental awareness, entering into environmental protection agreements, developing codes of practice with industry, and, issuing notices, environment protection orders and a range of other instruments. The Act covers all environment protection activities including air pollution, noise pollution, water pollution and ozone protection.

This is the sixth report of the EPA since its establishment on 1 July 1998.

Environment Protection Policies

The EPA develops policies and guidelines designed to help explain and apply the *Environment Protection Act*. Known as Environment Protection Policies (EPPs), these policies and guidelines also assist in clarifying and applying the regulations made under the Act.

As at 30 June, nine EPPs had been developed since the Act came into effect. The range of regulatory areas covered by these EPPs is diverse, and includes air,

noise, water, motor sport noise, outdoor concert noise, hazardous materials, wastewater reuse, and contaminated sites. There is also an EPP to cover general administration of the Act.

Accredited Codes of Practice

Codes of Practice are developed by industry and are formal documents applying to a particular industry or activity. Codes set out ways of minimising environmental harm and ensuring compliance with the general environmental duty. Codes may be either specific to the particular activity or activities to which they relate or may apply across an industry. Relevant examples are as follows:

- **Commercial Waste Industry:** The ACT commercial waste industry has an accredited code of practice, developed in 1998, dealing with operating hours, maintenance of equipment and complaint handling procedures.
- **Firewood Industry:** Environmental Authorisations currently issued to firewood merchants incorporate conditions that supersede the firewood industry code of practice.
- **Motor Trades Industry:** During the year, Environment ACT continued to work with the Motor Trades Association (ACT) to develop a motor trades industry code of practice.

Environmental Authorisations

An Environmental Authorisation (EA) is a form of licence granted under section 49 of the Act, which sets out the conditions under which activities, with a significant potential to cause environmental harm, may be conducted. During 2003-04, 42 EAs were issued, bringing the total since 1 July 1998, to 462 (see table following).

Environmental Authorisations Issued

| Environmental Issue | Total No of Authorisations | 2003–2004 Authorisations |
|--|----------------------------|--------------------------|
| Controlled burns | 14 | 0 |
| Commercial incineration | 1 | 0 |
| Commercial wood preservation | 1 | 1 |
| Material crushing, grinding or separating | 2 | 1 |
| Commercial production of alcoholic beverages | 1 | 0 |
| Crematorium | 1 | 0 |
| Extraction of material from a waterway | 3 | 0 |
| Firewood | 40 | 7 |
| Keeping poultry | 1 | 0 |
| Landfills | 5 | 0 |
| Logging | 1 | 0 |
| Milk production | 1 | 0 |
| Motor sports | 14 | 1 |
| Motor sports and outdoor concerts | 1 | 0 |
| Outdoor concerts | 6 | 0 |
| Ozone | 235 | 16 |
| Pesticides | 5 | 10 |
| Petroleum storage | 6 | 0 |
| Road building material production | 1 | 0 |
| Production of concrete | 11 | 1 |
| Sewage treatment | 2 | 0 |
| Sewage treatment and incineration | 3 | 0 |
| Soil depositing | 10 | 5 |
| Timber milling | 2 | 1 |
| Stock saleyard | 1 | 0 |
| Waste petroleum recovery | 1 | 0 |
| Water skiing | 2 | 0 |
| Wool-on sheepskin tanning | 1 | 0 |
| TOTAL | 462 | 42 |

Environmental Protection Agreements

Environmental Protection Agreements are formal, non-contractual agreements between the Environment Protection Authority (EPA) and businesses. In partnership with the EPA these agreements are designed to help businesses to manage their environmental performance.

Section 38 of the Act provides for the EPA to enter into Environmental Protection Agreements generally for the purposes of the Act. The section also allows the agreements to be used instead of Environmental Authorisations where people are conducting certain activities that entail a moderately significant risk of environmental harm (those listed in schedule 1 class B of the Act; see also sub-section 42(2) of the Act).

As detailed in the following table, 20 Environmental Protection Agreements were made during the year, bringing the total since 1 July 1998 to 201.

| Primary Environmental Issue | Agreements for 2003–2004 | Total Number of Agreements |
|--------------------------------|--------------------------|----------------------------|
| Concrete batching plant | 0 | 7 |
| Land development/ construction | 14 | 162 |
| Municipal services | 0 | 1 |
| Preservation of wood materials | 0 | 1 |
| Waste water reuse | 1 | 5 |
| Forestry activities | 0 | 1 |
| Contaminated sites | 0 | 4 |
| TOTAL | 15 | 181 |

Complaint Handling

During the year, the EPA responded to 608 public complaints covering a range of issues, as presented in the following table:

| Primary Environmental Issue | Number |
|-----------------------------|------------|
| Air | 75 |
| Noise | 392 |
| Water | 79 |
| Light | 12 |
| Pesticides | 10 |
| Solid fuel heaters | 40 |
| Other hazardous materials | 810 |
| Other | 10 |
| TOTAL | 608 |

Enforcement Activities

Individuals or businesses may incur penalties such as on-the-spot fines, environment protection orders or prosecution for breaches of the Act. On-the-spot fines have been issued for minor breaches of the ACT, mainly at building sites and for, discharges to stormwater and excessive noise. More serious matters are subject to orders or prosecution. The following table lists the total number of notices and orders served and prosecutions completed since the commencement of the Act and actions taken in 2003–2004.

| Enforcement Action since 1 July 1998 | Total Number | 2003–04 |
|--------------------------------------|--------------|-----------|
| Service of first infringement | 79 | 16 |
| Service of final infringement | 59 | 4 |
| Environment protection orders | 24 | 2 |
| Environment improvement plan | 4 | 0 |
| Prosecution | 3 | 0 |
| TOTAL | 9263 | 22 |

Water Resources Act 1998

In addition to the *Environment Protection Act*, the Environment Protection Authority has responsibility for administering the *Water Resources Act 1998 (WR Act)*. The *WR Act* aims to ensure the use and management

of the Territory's water resources are sustainable while protecting the ecosystems that depend on the waterways. It is also designed to protect waterways and aquifers from damage.

Licences or permits are issued under the *WR Act* for activities ranging from water abstraction and bore construction works to construction and maintenance of water control structures and bore water drilling.

As shown in the following table, 106 licences and permits were issued, 45 for bore construction, three for drilling, nine for water control structures and 49 for water use activities, bringing the total to 266 since the commencement of the *WR Act*.

| Licence or Permit Type since 11 December 1999 | Number |
|---|------------|
| Licence to take water | 144 |
| Drillers licence | 27 |
| Bore construction permit | 77 |
| Water control structure permit | 18 |
| TOTAL | 266 |

The *WR Act* also requires an allocation to take water under particular circumstances. Since the commencement of the Act, 55 allocations have been issued, including six during 2003–04.

Further information may be obtained from:

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Appendices

Advisory and Consultative Boards and Committees

Diversity, Staffing and Agency Profiles
Community Consultation

External Sources of Labour

Financial Statements

Legislative Assembly Committee
Inquiries and Reports

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Summary of Approved Grants

ADVISORY AND CONSULTATIVE BOARDS AND COMMITTEES

The following is a summary of significant advisory and consultative boards and committees that provide high-level advice to the Minister for Environment and the Minister for Urban Services. Other boards and committees are listed elsewhere in the Annual Report.

| Name | Terms of Reference/Functions | Present Membership |
|--|--|---|
| ACT Cultural Council | The ACT Cultural Council is the ACT Government's principal advisory body on the arts. It advises the ACT Government on the development and implementation of <i>Arts Capital</i> , is responsible for making recommendations on funding, producing annual strategies and providing reports to the government. | Dr Dawn Casey FAHA PSM (Chair); Ms Evol McLeod (Deputy Chair); Ms Eugenie Keeler Bell; Ms Jenny Deves; Mr Mark Gordon; Ms Robyn Holmes; Ms Cheryl Leavy; Ms Joan Livermore; Ms Francesca Rendle-Short; Mr David Sequeira; Ms Sylvie Stern; Mr Michael Tear; Mr Matt Thomas; Ms Sandra Lambert (ex-officio); and Ms Anna Lennon (ex-officio) |
| ACT Flora and Fauna Committee | The Committee provides advice to the Minister in relation to nature conservation; and exercises such powers provided for under the <i>Nature Conservation Act 1980</i> , namely recommending to the Minister that a species be declared either vulnerable or endangered, an ecological community be declared endangered or a process be declared a threatening process. | Dr Rosemary Purdie, Dr Will Osborne, Dr David Yeates, Dr Richard Norris, Dr Penny Olsen, Dr Suzanne Prober, Dr Chris Tidemann. |
| Environment Protection Technical Advisory Committee | The Committee provides advice to the Environment Protection Authority: (1) on matters covered in <i>the Environment Protection Act</i> , including but not limited to: • air quality and pollution; • noise standards and their application; • water quality standards; and • land contamination. (2) On matters covered by National Environment Protection Measures, in their development and application. (3) On relevant matters arising from deliberations of the Environment Protection and Heritage Council. | Mr Alan Bradbury, Dr Hugh Saddler, Professor Andrew Blakers, Associate Professor Bill Maher, Emeritus Professor Ian Falconer, Ms Marion Burgess, Ms Lynn Bain. (The appointment of Dr Hugh Saddler, Professor Andrew Blakers, Associate Professor Bill Maher, Emeritus and Professor Ian Falconer expired on 31 May 2004. A replacement appointment process is in progress) |
| Natural Resource Management Committee | The Committee: (1) provides high-level advice and responds to matters as requested by the Minister responsible for the Environment; (2) provides advice to the Executive Director, Environment ACT, on natural resource management issues in the ACT and surrounding region. In particular, it provides advice on the following: • Territory-wide priorities for natural resource management, including funding; • Oversight of performance monitoring against standards and targets of the ACT Component of the Murrumbidgee Catchment Blueprint; • oversight of the review of the Nature Conservation Strategy; and • provision of input into the implementation of the Integrated Catchment Management Framework and oversight of its review every two years. (3) Review public land management plans as required, and their implementation plans. | Professor Peter Cullen, Ms Val Wiseman, Dr Arthur Georges, Mr Ian Fraser, Dr Rosemary Purdie, Dr Lyn Hinds, Ms Sarah Ryan, Mr Greg Richards, Ms Trish Harrup, Mr Peter Gullett, Ms Roslyn Brown, and Ms Helen Peade (The appointment of Dr Lyn Hinds, Professor Arthur Georges and Mr Greg Richards expired on 31 May 2004. A replacement appointment process is in progress). |

| Name | Terms of Reference/Functions | Present Membership |
|-----------------------------------|---|---|
| ACT Waste Management Forum | <p>The ACT Waste Management Forum has been established as a community consultative forum on waste management issues with specific focus on the development and implementation of the No Waste by 2010 Waste Management Strategy. The Forum will provide advice to ACT No Waste.</p> <p>input into government decision-making and provide a forum for information exchange. The Forum will consider matters such as:</p> <ul style="list-style-type: none"> • waste minimisation and recycling; • future waste collection and disposal systems; and • waste management options for the longer term. | <p>ACT Chamber of Commerce (Mr Chris Peters), Canberra Business Council (Mr Geoff Pryor), Conservation Council of the South East Region and Canberra (Ms Trish Harrup), Trades and Labour Council (Mr Mick Gentleman) and CIT (Dr Gary Scott), , Australian Business Ltd & MBA (Peter Fairburn), Environment Business Australia (Joanne Kildea), ACT NOWaste (Mr Chris Horsey and Mr Graham Mannell), Secretariat ACT NOWaste (Ms Margaret Nicholson)</p> |

Further information may be obtained from:

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DIVERSITY, STAFFING AND AGENCY PROFILES

Diversity Profile as at the last pay, 30 June 2004

| Department of Urban Services | Aboriginal and Torres Strait Islander Persons* | | People from Culturally and Linguistically Diverse Backgrounds* | | Persons with a Disability | | Gender | |
|------------------------------------|--|----------|--|-----------|---------------------------|-----------|------------|------------|
| Classification | M | F | M | F | M | F | M | F |
| Executives | 0 | 0 | 0 | 0 | 0 | 0 | 10 | 5 |
| Senior Officers | 0 | 0 | 15 | 12 | 3 | 1 | 147 | 81 |
| Administrative Service Officers | 1 | 1 | 30 | 66 | 11 | 9 | 204 | 352 |
| Information Technology Officers | 0 | 0 | 1 | 0 | 0 | 0 | 2 | 0 |
| General Service Officers | 0 | 0 | 28 | 4 | 7 | 1 | 179 | 19 |
| Professional Officers | 0 | 0 | 5 | 7 | 0 | 1 | 24 | 35 |
| Graduate Administrative Assistants | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 |
| Technical Officers | 0 | 0 | 6 | 3 | 1 | 0 | 44 | 9 |
| Trainees | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Apprentices | 0 | 0 | 0 | 0 | 0 | 0 | 10 | 9 |
| Rangers | 1 | 0 | 2 | 0 | 0 | 0 | 31 | 9 |
| Public Affairs Officers | 0 | 0 | 1 | 0 | 0 | 0 | 4 | 1 |
| Veterinary Officers | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 1 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total | 2 | 1 | 88 | 92 | 22 | 12 | 656 | 522 |

| Former Totalcare Businesses | Aboriginal and Torres Strait Islander Persons* | | People from Culturally and Linguistically Diverse Backgrounds* | | Persons with a Disability | | Gender | |
|----------------------------------|--|----------|--|-----------|---------------------------|-----------|------------|------------|
| Classification | M | F | M | F | M | F | M | F |
| Managers | 0 | 0 | 0 | 0 | 0 | 0 | 6 | 3 |
| Former Totalcare Classifications | 0 | 0 | 0 | 0 | 0 | 0 | 159 | 79 |
| Total | 0 | 0 | 0 | 0 | 0 | 0 | 165 | 82 |
| DUS Total | 2 | 1 | 88 | 92 | 22 | 12 | 821 | 604 |

Full Time Equivalent (FTE) Staff as at the last pay day, 30 June 2004

| Department of Urban Services | Full-time | | Part-time | | Casual | | Total | | Permanent | | Temporary | | TOTAL |
|------------------------------------|--------------|--------------|------------|-------------|-------------|-------------|--------------|--------------|--------------|--------------|-------------|-------------|---------------|
| | M | F | M | F | M | F | M | F | M | F | M | F | |
| Classifications | | | | | | | | | | | | | |
| Executives | 10.0 | 5.0 | 0.0 | 0.0 | 0.0 | 0.0 | 10.0 | 5.0 | 1.0 | 0.0 | 9.0 | 5.0 | 15.0 |
| Senior Officers | 144.0 | 75.0 | 2.4 | 3.4 | 0.0 | 0.0 | 146.4 | 78.4 | 139.8 | 74.4 | 6.6 | 4.0 | 224.8 |
| Administrative Service Officers | 188.0 | 258.0 | 5.8 | 54.2 | 0.9 | 1.3 | 194.7 | 313.5 | 181.0 | 276.3 | 13.7 | 37.2 | 508.2 |
| Information Technology Officers | 2.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 2.0 | 0.0 | 2.0 | 0.0 | 0.0 | 0.0 | 2.0 |
| General Service Officers | 172.0 | 8.0 | 0.0 | 3.2 | 1.9 | 2.8 | 173.9 | 14.0 | 155.0 | 6.2 | 18.9 | 7.8 | 187.9 |
| Professional Officers | 24.0 | 30.0 | 0.0 | 2.9 | 0.0 | 0.0 | 24.0 | 32.9 | 16.0 | 28.3 | 8.0 | 4.6 | 56.9 |
| Graduate Administrative Assistants | 0.0 | 1.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 1.0 | 0.0 | 1.0 | 0.0 | 0.0 | 1.0 |
| Technical Officers | 44.0 | 9.0 | 0.0 | 0.0 | 0.0 | 0.0 | 44.0 | 9.0 | 40.0 | 9.0 | 4.0 | 0.0 | 53.0 |
| Trainees | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Apprentices | 10.0 | 9.0 | 0.0 | 0.0 | 0.0 | 0.0 | 10.0 | 9.0 | 0.0 | 0.0 | 10.0 | 9.0 | 19.0 |
| Rangers | 30.0 | 9.0 | 0.4 | 0.0 | 0.0 | 0.0 | 30.4 | 9.0 | 26.4 | 7.0 | 4.0 | 2.0 | 39.4 |
| Public Affairs Officers | 4.0 | 1.0 | 0.0 | 0.0 | 0.0 | 0.0 | 4.0 | 1.0 | 4.0 | 1.0 | 0.0 | 0.0 | 5.0 |
| Veterinary Officers | 1.0 | 0.0 | 0.0 | 0.4 | 0.0 | 0.0 | 1.0 | 0.4 | 1.0 | 0.4 | 0.0 | 0.0 | 1.4 |
| Other | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Total | 629.0 | 405.0 | 8.6 | 64.1 | 2.8 | 4.1 | 640.4 | 473.2 | 566.2 | 403.6 | 74.2 | 69.6 | 1113.6 |
| Former Totalcare Businesses | | | | | | | | | | | | | |
| Classifications | | | | | | | | | | | | | |
| Managers | 4.0 | 3.0 | 0.0 | 0.0 | 1.6 | 0.0 | 5.6 | 3.0 | 5.6 | 3.0 | 0.0 | 0.0 | 8.6 |
| Former Totalcare Classifications | 137.0 | 64.0 | 0.4 | 3.1 | 15.3 | 11.0 | 152.7 | 78.1 | 149.7 | 77.1 | 3.0 | 1.0 | 230.8 |
| Total | 141.0 | 67.0 | 0.4 | 3.1 | 16.9 | 11.0 | 158.3 | 81.1 | 155.3 | 80.1 | 3.0 | 1.0 | 239.4 |
| DUS Total | 770.0 | 472.0 | 9.0 | 67.2 | 19.7 | 15.1 | 798.7 | 554.3 | 721.5 | 483.7 | 77.2 | 70.6 | 1353.0 |

Agency profile as at the last pay day, 30 June 2004

| Business Group | M | F | TOTAL |
|-----------------------------------|--------------|--------------|---------------|
| City Operations | 222.9 | 75.6 | 298.5 |
| Environment ACT | 147.4 | 81.8 | 229.2 |
| Corporate Group | 37.4 | 44.1 | 81.5 |
| Customer Services and Information | 95.2 | 190.6 | 285.8 |
| Policy, Arts and Transport | 18.0 | 36.0 | 54.0 |
| City Management | 86.0 | 36.0 | 122.0 |
| City Services | 191.8 | 90.2 | 282.0 |
| Total | 798.7 | 554.3 | 1353.0 |

Further information may be obtained from:

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COMMUNITY CONSULTATION

Listed below are major community consultations undertaken by the Department of Urban Services during 2002–2002.

More detailed information is available from the ACT Government Community Consultation Register at:

www.act.gov.au/government/departments/cmd/comliaison/consult/Register/

| Project | Target Group | Consultation Process | Group/Individuals Consulted |
|---|--|--|---|
| City Services | | | |
| Forest Users Recreation Group | Organised groups using forest areas for recreation | Meeting with group to discuss issues such as access, facility reconstruction and road closures | In excess of 30 bodies, including a range of cycling, athletic, motoring, equestrian and dog groups |
| Construction of new ACT Forests headquarters | Members of the Weston Creek community | Briefed Weston Creek Community Council during the Development Application period | Weston Creek community, Weston Creek Community Council, key stakeholders with an interest in the new facility |
| Bushfire fuel management on forestry land | Directly affected community members | Media release prior to controlled burn, telephone calls to selected residents, information brochures to nearby residents | Rural lessees, residents of urban areas adjoining forestry land |
| Policy Arts and Transport | | | |
| Transport Reform Advisory Group (TRAG) to review efficiency and effectiveness of public vehicle transport | Public transport owners and operators in the ACT and surrounding region. | TRAG meets every eight weeks or as required to provide advice to the Minister. Agenda and minutes provided to all members. | ACROD Advisory Committee; NSW Bus and Coach Association; Aerial Taxis and Canberra Taxi Proprietors Assoc; Canberra Limousines and Hughes Hire Cars; ACTION; TWU; AFP; Federal Airports Corporation; Chief Minister's Department, Weston Creek community Council. |
| Accessible Public Transport Group (sub-group TRAG) | Groups involved with needs of people with disabilities. | Meetings as required to provide advice to TRAG on Accessible Public Transport. | Representatives from ACROD, Disabled Peoples Initiative of ACT, Wheelchair Accessible Taxi Drivers, Department of Health and Community Care. |
| Wheelchair Accessible Taxis (Sub-Group TRAG) | Groups involved in use and provision of wheelchair accessible taxi services. | Meetings as required to provide advice to TRAG on Wheelchair Accessible Taxi services. | Representatives from Disabled Peoples Initiative of ACT, Wheelchair Accessible Taxi Drivers, Wheelchair Accessible Taxi Operators, Department of Health and Community Care, and Canberra Cabs. |
| Implementation of pay parking in Territory car parks in the Belconnen and Tuggeranong town centres | Major stakeholders and the public | A detailed consultation process was undertaken in 2002–03 as part of the implementation planning for this project. Consultation continued during 2003–04, particularly in relation to specific issues that arose before and after pay parking was implemented in January (Belconnen) and March 2004 (Tuggeranong). | Particular groups consulted during 2003–04 included Oatley Court Traders, Tuggeranong Square owners and traders, Westfield Belconnen and Tuggeranong Hyperdome. |
| Review of ACT Light Vehicle Inspection Arrangements | General public, industry stakeholders | A discussion paper was released for public comment. The paper was placed on the Road Transport website, and also provided directly to key stakeholders. The review was also publicised in <i>The Canberra Times</i> and on local radio. | General public, Motor Trades Association, other key stakeholders (eg NRMA, interstate jurisdictions). |

| Project | Target Group | Consultation Process | Group/Individuals Consulted |
|--|--|--|---|
| Proposed Implementation of Continuous Registration | General public, industry stakeholders | Discussions were held with the Council of ACT Motor Clubs, specifically in relation to the proposed seasonal registration arrangements. Possible effects on car dealers were discussed with the Motor Trades Association representatives. Responses were also provided to enquiries from the general public. | Motor Trades Association, Council of ACT Motor Clubs. |
| Customer Satisfaction Survey —Taxi Services | People who use Taxi Services, including both general and business users. | Telephone survey, face to face interviews and log book reporting. | Unidentified members of the Canberra community. |
| Customer Satisfaction Survey—ACTION Bus Services | People who use Bus Services | Telephone survey, face to face interviews at interchanges and onboard buses. | Unidentified members of the Canberra community. |
| Arts Facilities Strategy | Arts sector, ACT Government arts facility managers. | Following broad consultation in 2002-03, the Strategy was finalised in 2003-04 in consultation with arts facility managers, ACT Cultural Council and relevant Government areas. | Arts facility managers, ACT Cultural Council, and relevant areas of Government. |
| Discussion Paper for an ACT Government Public Art Policy | Public Art sector professionals and stakeholders, wider community, Government agencies, building and property stakeholders and ACT Cultural Council. | In 2003-04 artsACT completed work on a comprehensive discussion paper for an ACT Government Public Art Policy. The document was drafted following preliminary consultation with Government and sector stakeholders. In April the ACT Cultural Council considered the draft Discussion Paper, and in May-June artsACT received comments from Government agencies. It is expected that in August the Government will consider the release of the document for public comment which will contribute to the public art's policy development. | Community organisations, and the building and property development sectors, artists and arts organisations, the ACT Cultural Council, ACT Government Departments, and the ACT Government. |
| Bushfire Memorial | Those who were affected by the January 2003 Bushfires and those who are interested in the concept of a bushfire memorial. | Stage 1: January to June 2004 people were invited through the Canberra Times and the Bushfire Recovery Centre newsletter to provide their views on what a bushfire memorial should convey. A consultant was engaged to facilitate five focus groups and four special interest meetings. Stage 2: The consultant prepared a draft discussion paper based to bring together of the general themes raised in Stage 1 and provided a draft design framework and suggested sites for the memorial. | Bushfire Advisory Group, interested members of the public, those individuals who were most affected by the bushfire event. |
| Live Music sector sustainability | Live Music sector, ACT Government planning and regulatory agencies | In June artsACT arranged ACT Cultural Council representation for a round table discussion on live music in the ACT. artsACT plans to commence discussions with the live music sector in July 2004 to explore options for support to ensure the sector's sustainability into the future. | In July 2004, the ACT Cultural Council, the live music sector and ACT Government planning and regulatory agencies |
| Belconnen Arts and Cultural Facilities | Belconnen arts and broader community sectors | A consultant held in depth consultations on the Belconnen Arts and Cultural Facility through face-to-face and telephone contact, mailouts, media releases and an options paper. | Canberra and Belconnen arts and broader community sectors, the ACT Cultural Council and ACTPLA |

| Project | Target Group | Consultation Process | Group/Individuals Consulted |
|---|---|--|---|
| City West Performing Arts Facilities Study | Canberra performing arts sector, ANU, City West arts stakeholders. | A consultant undertook the consultation, which included face to face and telephone contact. | Canberra performing arts sector, ANU, City West arts stakeholders, ACTPLA and the ACT Cultural Council. |
| Gold Creek Homestead Site Future Use | Gungahlin community, general community, community organisations | Joint Community Government Consultative Committee, community forum, leaflet drop, newspaper articles and advertisements | Community members, Gungahlin Community Council, Gungahlin Regional Community Service, Friends of Gold Creek and relevant Government and Community organisations |
| Customer Satisfaction Survey | Community organisations leasing Property ACT accommodation | Survey | Community tenants in Property ACT multipurpose buildings. |
| Evaluation of potential future uses for the O'Connell Education Centre prior to Government decision to further consult through ACTPLA Griffith Neighbourhood Plan | Griffith community | Meeting | Griffith Narrabundah Resident's Association |
| Plan of Management for Enclosed Sportsgrounds and Public Pools | ACT community, Government stakeholder agencies, facility managers, facility user groups, sporting clubs and associations. | Public notice, issues paper, issues workshops, public meetings, facility user groups surveys, public consultation on Draft Plan. | Agencies: Urban Services agencies; Heritage Unit; ACT Health Protection Service; Gungahlin Development Authority; National Capital Authority; ACT Planning and Land Authority, Sport and Recreation ACT |
| Canberra Urban Parks and Places' Annual Usage Services and Satisfaction Survey | Canberra community park and sportsground visitors. | Random telephone survey (sample size 1200); in-park (sample size 500) and in sportsground survey (sample size 500) using predefined questionnaires | Unidentified members of the Canberra community and inter-state visitors. |
| Canberra Urban Parks and Places' Annual Customer Satisfaction Survey | Clients of Canberra Urban Parks and Places | Questionnaire and interviews with a stratified sample of CUPP's customers in seven client groups (total sample size: 216 of 8,864 customers) | Seven client groups samples: Minister and advisors; DUS managers and staff; ACT Government Agencies and NCA; Consultants and other service providers, General Public; Sporting bodies; volunteers and NGO's. |
| Amendment of the Cemeteries and Crematoria Act 2003 | Industry stakeholders and ACT Government agencies. | Consultation with industry groups. Cabinet submission prepared and circulated to Government Agencies for comment. | DUS agencies; Corporate Services; City Operations; Environment ACT; Industry groups; ACT Cemeteries Board, Norwood Park Ltd; ACT Government Agencies; Department of Treasury; Justice and Community Safety; ACT Public Trustee; ACT Health and Community Care |

| Project | Target Group | Consultation Process | Group/Individuals Consulted |
|---|---|--|---|
| Review of Dog Exercise and Dogs Prohibited Areas under the <i>Domestic Animals Act 2000</i> | ACT Community | Public notice requesting written comment on proposed new exercise and dogs prohibited areas distributed to libraries, exhibited at events, and ACT government shopfronts. | Members of the Canberra Community and organisations volunteering written comments on the proposals. |
| Graffiti Management Strategy (Draft) | ACT Government, The Canberra Community, agencies and peak community groups. | Draft Strategy prepared at meetings of the Inter-Departmental Committee. Circulate for agency comment. Release of draft Strategy for public comment. ACT Youth Coalition commissioned to survey youth opinion. | Canberra community invited to comment on Draft Strategy, Government agencies consulted; Chief Ministers; Justice and Community Safety ; Health, Disability Housing, and Community Services; Education; Youth Family Services; ACT Planning and Land Authority; ACTEW AGL, ACTION, Telstra, Australian Federal Police Stakeholder meetings eg. Property Council of the ACT; ACT property Council |
| Street and Park Tree Replacement Program | Affected residents and stakeholder groups. | Letter to residents, public meetings and public notification (when required). | Local residents, resident associations and LAPACs. |
| Civic Skate Park – permanent and temporary designs | Skate users, their guardians and youth agencies | Two stakeholder meetings, questionnaire available at skate events, skate shops and websites. | Individual users, ACT Skateboard Association, nation www.skateboard.com.au website, Anglicare, Youth Coalition of the ACT, Adrenalin Empire. |
| Fadden Pines District Park Landscape Masterplan | Community and ACT Government stakeholders | One community meeting, interviews, mail outs and primary school survey | Community members, Holy Family Primary School Students, Erindale and Macarthur scout groups, Tuggeranong Tennis Centre, CUPP asset managers, CUPP tree unit, CUPP Landcare, Roads ACT, Australian Federal Police |
| Urban Pine Management Project | Affected residents and stakeholder groups | Letters to residents and stakeholders | Adjoining residents and residents associations |
| Removal and running of fire Affected Trees | Affected residents | Advertised the project through the Community Update and Bushfire Recovery section of the papers | Affected residents through the Bushfire Recovery Community Update mail out process |
| Fire damaged vegetation restoration strategy | Communities affected by the January 2003 bushfire | Two formal community meetings. Questionnaire, Fire Task Force community updates, one-on-one discussions and separate meetings with small community groups | Community meetings hosted by Weston Creek Community Council, local residents of fire affected areas, Duffy primary school. |
| Fairbairn Avenue upgrade (ongoing) | Local residents, the wider community and road users.. | <ul style="list-style-type: none"> - Meetings with local residents. - Public Meetings advertised in the press - public displays advertised in the press. - media releases - meetings with other government agencies. - Responding to phone calls, emails & Ministerials. | <ul style="list-style-type: none"> - Fairbairn Avenue Community Action Group. - local residents - people interested in purchasing local houses - National Capital Authority - ACTPLA - Environment ACT - CUPP - Pedal Power |

| Project | Target Group | Consultation Process | Group/Individuals Consulted |
|--|--|---|--|
| Gungahlin Drive Extension (ongoing) | Community and local residents and key stakeholder groups. | <ul style="list-style-type: none"> - Meetings with local residents - Public meetings advertised in the press. - public displays advertised in the press - media releases - Quarterly Newsletter to commence shortly - Updates on the Roads ACT Website - meetings with other government agencies | <ul style="list-style-type: none"> - Australian Sports Commission - NCA - Environment ACT - Save the Ridge - Aranda Residents - Calvary Hospital |
| Bushfire Taskforce | Local Community | Meeting with Stakeholder groups to discuss City Management issues | fire affected" members of the local community. |
| Pedal Power | ACT Public Works committee | Meet every six weeks with "Pedal Power" to discuss on-going issues. | Pedal Power |
| Community Council Presentations | Community Council Members and the general public | Presentation of the roles & responsibilities of Roads ACT to the community councils | Community Council's <ul style="list-style-type: none"> - Tuggeranong - Woden - Weston Creek - Gungahlin - Weston Creek - North Canberra |
| Nicholls /Charnwood Shopping Centre Modifications to Access Road | Road Users Traders | Meetings and Letters Media Release | Road Users Traders |
| Erindale Centre Traffic Management | Community Erindale Centre Management Road Users Bus Operations | Letters and./or Meeting with stakeholder Agencies | Tuggeranong Community Council Erindale Centre Management ACTION Transport Workers Union |
| Bridge strengthening programme | Transport workers union | Meetings with Transport Workers Union | Transport Workers Union |
| Traffic Improvement Evaluation (Bugden Avenue)Traffic Improvement Evaluation (Bugden Avenue) | Fadden Residents Road Users | Letter Drop to Fadden Residents | Fadden Residents |
| Local Area Traffic Management (various) | Local residents and road users ACT Workcover CUPP Transport Workers Union ACT Parking Operations | Meetings with Local residents Undertaken on behalf of Roads ACT By organiser. Meetings and letter drops Notified other agencies and developed temporary traffic management programmes with affected agencies | Local residents and road users Meetings and/letters |
| Traffic Management Parking on Verges (Fyshwick) | Road Users Car Dealers | Letters and/or meetings with affected agencies | Motor Traders along affected roads Office of Fair Trading CUPP / City Rangers ACT Parking Operations ACT Government Solicitor Motor Traders Association Fyshwick Chamber of Commerce |

| Project | Target Group | Consultation Process | Group/Individuals Consulted |
|--|--|---|--|
| Traffic Management Parking on Verges (Fyshwick) | Road Users Car Dealers | Letters and/or meetings with affected agencies | Motor Traders along affected roads Office of Fair Trading CUPP / City Rangers ACT Parking Operations ACT Government Solicitor Motor Traders Association Fyshwick Chamber of Commerce |
| Mugga Lane Landfill Access Improvements | ACT NOWaste Transport Workers Union | Meetings and Letters | ACT NOWaste Transport Workers Union |
| Traffic Management Parking (minor) – various | Residents directly affected by measures (5-10 households) | Letter drop and telephone calls | Affected residents |
| Traffic Management Parking (various) – shopping centre and commercial precincts | Transport Workers Union and affected businesses | Meetings and letter drops | Transport Workers Union Affected Businesses |
| Special events (i.e. Summernats, Canberra Show) Road Closures | Local residents, road users and local community | Letter drops and media releases | Local residents, road users and local community. |
| Bus Lane Modifications | Road Users ACTION Canberra Taxis Transport Workers Union | Meetings/Letters to individuals and stakeholder groups | Road Users ACTION Canberra Taxis Transport Workers Union |
| Snow clearing on Rural Roads | Community National, Forest & Park users | Group and individual Consultations | Namadgi National Park Corin Forest Residents from Brindabella Valley |
| Bicycle and Pedestrian Infrastructure Masterplan 1. Woden to Dickson (on-road cycling) | Pedestrians and Cyclists | 1. Public Information Sessions 2. Workshops 3. Meeting Key Stakeholders | 1. Key Stakeholders 2. Affected Community and businesses |
| Langdon Avenue and Heagney Crescent Traffic management Studies | Residents of Wanniasa, Gilmore and Richardson. | Public Meeting held. Meeting with Residents' Steering Group. | All concerned and affected parties. |
| Sutton Road upgrade | General community. | Group meetings. | Adjacent lease holders, environmental groups |
| Felling of dangerous trees on rural roads | Community and Stakeholders including Environment ACT ACT Forests NSW National Parks Namadgi National Park Conservation Council | Individual and group meetings | Environment ACT ACT Forests NSW National Parks Namadgi National Park Conservation Council |

| Project | Target Group | Consultation Process | Group/Individuals Consulted |
|--|--|---|--|
| Neighbourhood Planning Improvements Stage 1 | Communities of Deakin, Turner, O'connor, Lyneham, Braddon, and Dickson | Information Sessions with each Community Group Key Stakeholder Workshops | Communities of Deakin, Turner, O'connor, Lyneham, Braddon, and Dickson Stakeholder Groups Canberra Urban Parks and Places Environment ACT ACTPLA Pedal Power Canberra Taxis ACTION ACTEWAGL etc |
| Traffic Calming (Around Schools) - Calwell - Torrens - Amaroo | Parent Teachers Association Dept of Education Concerned School Road Users | Meetings and Letters to concerned stakeholders | Parent Teachers Association Dept of Education Concerned School |
| Review of Public Place Waste Storage | Stakeholder groups | Formal and informal meetings, ongoing informal consultation. | Various commercial waste companies |
| Dumping around charity bins | Stakeholder groups | Formal meetings | Various charity groups |
| Regional Recycling Centres Review | Wider Community including users and non-users of centres | On-site and telephone interviews | Domestic and Commercial users of Centres. Domestic and Commercial non-users |
| Sharps Management | Syringe users (medical and IV drug) | Formal Meetings | Directions ACT, ACT Health, Diabetes Australia, CUPP, ACT NOWaste, Stericorp, City Rangers, MS Society, ACT Workcover, Cleanaway, ACT Housing |
| Changeover of Kerbside Collection Contracts | Residents and other stakeholders | Audits of kerbside materials and surveys of residents and stakeholders before and after changeover. | Residents, Collection and reprocessing Contractors |
| Implementation of the 26 November 2003 Legislative Assembly Plastic Bag Motion | Stakeholders | Roundtable meeting with stakeholders | Stakeholders including: Conservation Council, Plastic and Chemical Industry Association, Woolworths, Coles, IGA, Chamber of Commerce and Industry, Australian Food and Grocery Council, National Packaging Covenant Council, Australian Retailers Association, Australian Council of Recyclers, Bunnings, CMD, Environment ACT |
| Corporate | | | |
| Annual Urban Services Customer Satisfaction and Outputs Survey | Random sample of Canberra community. | Random telephone survey (sample size 1200) conducted quarterly | Unidentified members of the Canberra community. |
| Environment ACT | | | |
| Draft Action Plans for Ginninderra Pepperpress and Silver Perch | General public and interested stakeholders. | Copies of draft Action Plans sent to stakeholders, public notice in Canberra Times | Conservation Council and groups, Dept Defence and recreational fishing clubs. |

| Project | Target Group | Consultation Process | Group/Individuals Consulted |
|--|--|---|---|
| Draft Lowland Woodland Conservation Strategy (Action Plan No 27) | General public, and interested stakeholders. | Copies of draft Strategy sent to stakeholders; public notice in Canberra Times | Conservation Council and groups, Govt and non-Govt landholders in ACT, general public. |
| Independent review of the ACT Greenhouse Strategy titled: ACT Greenhouse Strategy—2002 Review of Performance and Options for the Future, and an accompanying discussion paper. | General public, and interested stakeholders. | Copies of the independent review and the discussion paper were sent to stakeholders with offers to provide briefings; public notice in Canberra Times; electronic copy placed on Environment ACT website. | Conservation Council, industry associations, Government agencies, general public. |
| 5 Year Recreation Strategy for the Natural Areas of the ACT | All users of Environment Act and ACT Forestry Managed Land | Individual meetings, discussion papers, web, mail and e-mail, community forums | Community user and conservation groups, industry groups, tourism groups |
| Bushfire Fuel Management on the urban interface | Residents and community volunteer environmental groups. | Letter sent to all houses adjoining bushfire prone open space, site meetings with volunteer groups. EACT Web page display of works program Public release with media of draft document and display at government shop fronts and public libraries | All residents along the urban interface affected by works were provided with information activities. Individual residents or groups were consulted as required. Groups consulted included Friends of Aranda Bushland, Cooleman Ridge Park Care Group, Red Hill Regenerators, Gossan Hill residents as well as key stakeholder groups including the Conservation Council. Government and public institutions at the were also provided with information, including schools and colleges and secondary institutions, Telstra Tower, CSIRO, and the Australian National Botanic Garden |
| Development of Permanent Tree Protection | Industry and general community | Released discussion paper, briefings with stakeholder groups, internet, homepage entry, government shopfronts, public libraries and the media. | Government agencies, environmental groups, local area planning advisory committees, industry groups and the general public. |
| Applications for environmental authorisations | community | Advertisements of application in public notices of newspaper and legislation register | community |
| Heritage legislation reform | Stakeholders, interest groups and the general community. | Released Exposure Draft of heritage legislation, industry, public and government workshops. | Heritage Council, key industry bodies and the general public. |
| Heritage legislation reform | Stakeholders, interest groups and the general community. | Released Exposure Draft of heritage legislation, industry, public and government workshops. | Heritage Council, key industry bodies and the general public. |
| Review of Heritage Precincts | Affected stakeholder groups and general community. | Series of community workshops and public notification. | Individual residents within precincts, stakeholder groups, industry and community. |

| Project | Target Group | Consultation Process | Group/Individuals Consulted |
|---|---|--|--|
| Water Resources Strategy | General community | Meetings and workshop with wide range of community groups, focus groups, community reference group | ACTCOSS, Multicultural Council, Property Council, Parkcare, Catchment Groups, Conservation Council, Youth Council, Rural Lessees, Communities at Work |
| ACT Integrated Natural Resource Management Plan and Investment Strategy | Stakeholders and general community | Range of meetings with key stakeholders groups and interviews with key individuals | Catchment Groups; Landcare and Park Care Groups; Rural Lessees, Indigenous Groups |
| Permanent Joint Management Arrangements for Namadgi National Park | Ngunnawal Aboriginal Community | Targetted workshops and meetings | Aboriginal members of the Interim Namadgi Advisory Board, members of the United Ngunnawal Elders Council, members of Ngunnawal Aboriginal community. |
| Namadgi National Park Plan of Management | Stakeholders and general community | Targeted workshops and public meetings | ACT community, Aboriginal community, NSW rural neighbours and special interest groups Combined Advisory Committee Workshop on the Management Plan including: NRM Advisory Committee; Flora and Fauna Committee; Sustainability Expert Reference Group; Interim Namadgi Advisory Board; Heritage Council and ACT Bushfire Council. Additional experts included ACTEW, ACTEWAGL, Ecwise and Emergency Services Authority. Workshop for Conservation Council and affiliated groups to provide input into policy direction. |
| Canberra Nature Park "A shared vision for its future management" | Community based environment groups, and individuals with an interest in environmental issues in association with the Canberra & South Eastern Region Conservation Council | Community forum— information session/ workshop | Conservation Council member groups, heritage groups, National Resource management Committee, Flora and fauna Committee, heritage Council, Animal Welfare Advisory Committee, Interim Namadgi Advisory Board, Environment Protection Technical Advisory Committee and Parks and Conservation Parkcare Groups. |
| Keeping in touch with community groups – Namadgi National Park | Environment and recreational stakeholders | Community forum – information session | National Resource management Committee, Flora and fauna Committee, heritage Council, Animal Welfare Advisory Committee, Interim Namadgi Advisory Board, Environment Protection Technical Advisory Committee, Rural Conservation Fund Advisory Committee, Greenhouse Steering Committee, and the Rural Liaison Group |
| Review of the <i>Environment Protection Act 1997</i> | Environment stakeholders, general community | Discussion paper, community fora | Community and conservation groups, industry groups, individuals regulated under the Act. |
| Drought and fire damaged fences | ACT Rural Leaseholders | Workshop – Information Session | ACT Rural Leaseholders. |

| Project | Target Group | Consultation Process | Group/Individuals Consulted |
|--|--|---|--|
| Towards a New TNR Business Case and Master Plan | TNR stakeholders within and outside Government | An afternoon's workshop was held to table ideas and encourage feedback | Indigenous community, Actew, Dept of Education, ACT Flora and Fauna Committee, Friends of TNR, TNR Pioneer's Association, Rural Landholders, Canberra Deep Space Tracking Station, Corin Forest Ski Facility. |
| Canberra Connect Customer Benchmarking Survey | Sample from wide range of community groups. | Random telephone survey of 400 households and some additional focus groups held November/December 2002, May/June 2003, December 2003/January 2004, July/August 2004. | Response is segmented by specific demographics including sole parent, low income, aged etc, and cultural diversity including ATSI and NESB. |
| Canberra Connect White Pages Focus Groups | Sample from a broad cross section of the ACT community | Four groups conducted during 2003 to test the effectiveness of the ACT Government white pages entry | Professional people, students, non English speaking background, unemployed. |
| Civic Library – relocation to ACTEWAGL House | Users and potential users of Civic Library. | 2 x focus groups meetings | Two focus groups of 14-16 people selected from users and non-users of Civic Library met in March 2004 to provide input to what they wanted in the proposed temporary relocation of Civic Library to ACTEWAGL House. This temporary relocation was then abandoned due to successful renegotiation of rental rate at Saraton and some public opposition. |
| Kippax Library Planning for new library building | Users and potential users of Kippax Library. | Stakeholder groups and public meeting. | ACTLIS Library Management and the Architect sought assistance from the Kippax community in planning for the new library building. Four public meetings were held between September 2003 and February 2004. |
| Planning for new mobile library buses | Customers of existing mobile library and potential customers of new mobile library | Customers using the mobile library service were surveyed. Discussions were also held with possible potential customers | Project manager spent two weeks on board the mobile library and surveyed customers and spoke to managers of nursing homes in Feb/March 2004. |
| Business Information Services Review | 1. Small Business 2. Community Peak Organisations | 1. Market Attitude Research (MARS) undertook a focus group of small business representatives as part of this process 2. One on One discussions with Representatives of Small Business and Community Peak Organisations were held in order to identify preferences for Government Services to Business. | 1. Representatives from Small Business 2. Community Peak Organisations |
| Rego.act Implementation | ACT Motor Vehicle Traders | Awareness and training overview for the new motor transport information system. | ACT Motor Vehicles Traders. |

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EXTERNAL SOURCES OF LABOUR

Consultant Services (Greater than \$5,000)

The process used to select and manage consultants was consistent with the *ACT Government Purchasing Manual*, *Achieving Best Value for Money*, and *Effective Use of Consultants in the ACT Public Service*. Building and other capital works professional services and other contractors are included in the costs of Capital Works Management (see page 89).

| Business Unit | Consultant | Description | Approval Date | Actual Expenditure |
|--|----------------------------------|---|---------------|--------------------|
| Output Class 1—Municipal Services | | | | |
| Customer Services and Information | Acumen Alliance | Business information service review | Apr - 04 | \$49,950 |
| Customer Services and Information | Acumen Alliance | Strategic review of the Receipts and Payments System | May - 03 | \$89,135 |
| Customer Services and Information | Acumen Alliance | Revenue transaction analysis | Nov - 03 | \$45,470 |
| Customer Services and Information | Acumen Alliance | Strategic review of billing | Nov - 03 | \$22,339 |
| Customer Services and Information | Acumen Alliance | Strategic review of whole of government call handling framework | Jul - 03 | \$81,092 |
| Customer Services and Information | Bijou Consulting | Review of positions within Customer Services & Information | Dec - 03 | \$24,610 |
| Customer Services and Information | DAMC Consulting | Expert knowledge and experience in providing specialist repository services | Nov - 03 | \$9,689 |
| Customer Services and Information | GKY Distributors Pty Limited | Specialist expertise to undertake e-business solutions | Jun - 03 | \$15,819 |
| Customer Services and Information | HineSight Development | Development of Operational Support Functions for Customer Services and Information (Operations Group) | Mar - 03 | \$19,287 |
| Customer Services and Information | Ian Thompson | Specialist advice and review | Jul - 03 | \$13,650 |
| Customer Services and Information | IBM Global Services | Strategic advice on the National Exchange of Vehicle and Driver Information System | Jul - 03 | \$40,775 |
| Customer Services and Information | IBM Global Services | Strategic review of ACT Business Licence Information Service | Jul - 03 | \$46,192 |
| Customer Services and Information | Information Management Solutions | Editing services—Recordkeeping Procedures Manual | May - 03 | \$14,031 |
| Customer Services and Information | Marloc Engineering & Car Repairs | Mobile Library—vehicle design specification | May - 03 | \$6,182 |
| Customer Services and Information | Opticon Australia | Website Usability and Accessibility (phase 1: Requirements Paper) | Jun - 03 | \$68,174 |
| Customer Services and Information | SMS Management Technology | Departmental website statistics | Nov - 03 | \$12,510 |
| Customer Services and Information | Spherion Technology Solutions | Review of Communities Online requirements | Apr - 04 | \$5,000 |

| Business Unit | Consultant | Description | Approval Date | Actual Expenditure |
|--|------------------------------------|--|---------------|--------------------|
| Output Class 1—Municipal Services | | | | |
| Roads ACT | Abraxa Management Consultants | Review of assets and linemaking capability and capacity in the ACT | Jul - 03 | \$20,000 |
| Roads ACT | ARRB Transport Research | Road Network Testing Program—laser, visual and structural testing | Sep - 03 | \$63,876 |
| Roads ACT | AXIM | Facilitation of Integrated Asset Management System information review workshop | Jul - 03 | \$7,409 |
| Roads ACT | Bradley Allen Lawyers | Legal advice for Federal Highway duplication | Jan - 04 | \$7,378 |
| Roads ACT | Carno Willing | Modelling the effectiveness of Water Sensitive Urban Design water quality storage for on-site detention | Jul - 03 | \$25,000 |
| Roads ACT | Clarke & Di Pauli Pty Ltd | ACT Traffic Control Device (TCD) Inventory Validation Project | Jul - 03 | \$21,050 |
| Roads ACT | Coffey Geosciences Pty Ltd | Paddy's River Rd at Murray's Corner Geotechnical Assessment | Jul - 03 | \$11,830 |
| Roads ACT | Datacol Research Pty Ltd | Traffic Surveys 2003–2006 | Jul - 03 | \$104,241 |
| Roads ACT | Ecowise Environmental Pty Ltd | Silt Survey of Lake Tuggeranong and Lake Ginninderra and Jerrabomberra Ck Flood Study | Jul - 03 | \$107,317 |
| Roads ACT | Environmental Solutions | Ginninderra Creek - Geographical Positioning Information System | Jul - 03 | \$42,300 |
| Roads ACT | Exor Corporation Pty Ltd | Implementation of the Integrated Asset Management System | Jan - 03 | \$338,723 |
| Roads ACT | Hughes Trueman | ACT Special Event Marshall Report | Jul - 03 | \$7,000 |
| Roads ACT | Lyons Consulting Engineers | Superintendence Guide Sign Replacement - Fire Damaged Signs | Jul - 03 | \$44,220 |
| Roads ACT | Meritec | Acquisition of Integrated Asset Management System | Jul - 03 | \$6,153 |
| Roads ACT | Northrop Engineers Pty Ltd | Brindabella Rd Batter Stabilisation —Review of tender documents and superintendence | Jul - 03 | \$6,500 |
| Roads ACT | Piazza Consulting | Cyclepath Survey | Jul - 03 | \$12,366 |
| Roads ACT | Records Solutions | Records Management Consultancy and Training Services | Jul - 03 | \$19,020 |
| Roads ACT | Sinclair Knight Merz | Roads ACT Asset Management Plan | Jul - 03 | \$15,000 |
| Roads ACT | Young Consulting Engineers Pty Ltd | Corin Rd batter stability improvements - assessment and preliminary sketch plans report and tender documentation | Jul - 03 | \$19,010 |
| ACT NOWaste | Abraxa Management Consultants | Review of ACT NOWaste structure and staffing levels | Jul - 03 | \$32,786 |
| ACT NOWaste | CIT Solutions | Coordinate and run EcoBusiness Program | Jul - 03 | \$15,325 |
| ACT NOWaste | Ecowise Environmental Pty Ltd | Water quality monitoring at Belconnen | Aug - 03 | \$27,582 |
| ACT NOWaste | ITEC Pty Ltd | Provision of technical services at Stromlo landfill | Apr - 03 | \$29,462 |
| ACT NOWaste | John Williams | Provide scientific direction for research and development program. | Jul - 03 | \$32,250 |
| ACT NOWaste | Riggall & Associates | Development of Turning Waste into Resources Strategy | Jul - 03 | \$20,625 |

| Business Unit | Consultant | Description | Approval Date | Actual Expenditure |
|--|---|---|---------------|--------------------|
| ACT NOWaste | W P Brown and Partners Pty Ltd | Superintendence for Hume Resource Recovery Estate | Dec - 04 | \$122,882 |
| Output Class 1—Municipal Services | | | | |
| Canberra Urban Parks & Places | Abraxa Management Consultants | Assistance with the establishment of a Perpetual Care Trust for ACT Cemeteries | Aug - 03 | \$22,327 |
| Canberra Urban Parks & Places | Agtech Pty Ltd | Regular evaluation of lakes | Oct - 03 | \$23,806 |
| Canberra Urban Parks & Places | Andrew Neil Environmental Pty Ltd | Design and supervision services | Apr - 04 | \$12,816 |
| Canberra Urban Parks & Places | Australian National University | Statistical assessment of performance monitoring in selected horticultural and cleaning contracts | Apr - 04 | \$13,496 |
| Canberra Urban Parks & Places | Big Picture Marketing Communications | Adopt a Road Program in the ACT | Dec - 03 | \$16,413 |
| Canberra Urban Parks & Places | CIT Solutions Pty Ltd | Graffiti reduction training | Oct - 03 | \$28,091 |
| Canberra Urban Parks & Places | CSIRO | Fire hazard evaluation in relation to residential properties—Isaacs Ridge | Aug - 03 | \$15,000 |
| Canberra Urban Parks & Places | CSIRO | Insect identification services | Aug - 03 | \$39,933 |
| Canberra Urban Parks & Places | CSIRO | Trial of sportsground irrigation | Aug - 03 | \$15,500 |
| Canberra Urban Parks & Places | CSIRO | Management of urban grasslands in Canberra | Jun - 04 | \$10,000 |
| Canberra Urban Parks & Places | Freshwater Environmental Management Pty Ltd | Harvesting of river weed | Jan - 04 | \$19,566 |
| Canberra Urban Parks & Places | John Wood Consultants | Plan of Management for enclosed sportsgrounds and swimming pools—Milestone 1 | Sep - 03 | \$39,645 |
| Canberra Urban Parks & Places | Market Attitude Research | Customer satisfaction survey | Jul - 03 | \$61,374 |
| Canberra Urban Parks & Places | Minter Ellison Consultants Canberra Pty Ltd | Charitable collections consultancy | Oct - 03 | \$29,332 |
| Canberra Urban Parks & Places | Sinclair Knight Merz | Integrate Geographic Information System & Asset Management System | Jul - 03 | \$28,271 |
| Canberra Urban Parks & Places | Susan Pitt Solutions | Customer satisfaction survey | Dec - 03 | \$13,360 |
| Canberra Urban Parks & Places | University of South Australia | Customer satisfaction survey of swimming pools | Aug - 03 | \$16,211 |
| Canberra Urban Parks & Places | URS Australia Pty Ltd | Study into the implication of organic mulch and fire spread | Mar - 04 | \$38,833 |
| Canberra Urban Parks & Places | Veritas Alliance Pty Ltd | Staff development and coaching program | Nov - 03 | \$36,419 |
| City Management | Herron Todd White | Valuation of Belconnen Indoor Swimming Centre | Oct - 03 | \$15,000 |
| City Management | Minter Ellison Lawyers | Review of City Management | Feb - 04 | \$25,900 |
| City Management | One Umbrella | Review of Records Management | Jul - 03 | \$23,534 |
| City Management | Ron Black Management | Review of Standards Manual | Jul - 03 | \$10,500 |
| Corporate | Artcraft Research | Customer research survey | May - 02 | \$78,365 |

| Business Unit | Consultant | Description | Approval Date | Actual Expenditure |
|--|--|--|---------------|--------------------|
| Corporate | Len Early Pty Ltd | Independent Chair of the Audit Committee | Jul - 03 | \$10,227 |
| Corporate | Pat Farrelly & Associates | Independent member of the Audit Committee | Jan - 01 | \$6,375 |
| | Other Consultants | Below the reporting limit | | \$9,236 |
| Output Class 2—Transport | | | | |
| Road Transport | Hughes Trueman | Services in relation to the introduction of pay parking in Belconnen & Tuggeranong, including superintendence of civil works | Sep - 02 | \$69,482 |
| Road Transport | Steer Davies Gleeve | Evaluation of Road Ready Young Driver program | Feb - 00 | \$82,500 |
| Road Transport | GDP Consultancy | Review & Upgrade of the Road Ready Plus program | Sep - 02 | \$55,664 |
| Road Transport | Parsons Brinkerhoff | Real Time Information feasibility study | Nov - 03 | \$5,000 |
| Output Class 3—Environment and Heritage | | | | |
| Education, Recreation & Communication | J Easthope & Assoc Pty Ltd | Professional services—recreation strategy and landscape | Jun - 04 | \$6,000 |
| Education, Recreation & Communication | Planning For People Pty Ltd | Professional services—recreation strategy and landscape | Aug - 03 | \$33,150 |
| Environment Planning & Legislation | Energetics Pty Ltd | Energy performance consultancy | Aug - 03 | \$25,549 |
| Environment Planning & Legislation | Walter Turnbull Pty Ltd | Commissioner for the Environment review | Dec - 03 | \$15,750 |
| Environment Protection | Australian National University | Groundwater yield assessments for eight ACT sub-catchments | May - 04 | \$70,600 |
| Environment Protection | CSIRO | Expert input to development of Water Resources Strategy | Oct - 03 | \$26,897 |
| Environment Protection | Foulsham & Munday Pty Ltd | Development of material for "Think Water, Act Water" | Dec - 03 | \$6,720 |
| Environment Protection | Jeffrey Albrecht Consulting | Tree advisory services | Jul - 03 | \$42,741 |
| Environment Protection | Marketing Advertising & Design | Marketing services for water strategy | Jun - 03 | \$26,096 |
| Heritage | Focus Coaching | Facilitation services | May - 04 | \$5,081 |
| Heritage | Pawsey & Prowse | Legislation advice and drafting | Jul - 03 | \$13,035 |
| Heritage | Purdon Associates | Conducting consultation workshops for new heritage legislation | Sep - 03 | \$7,673 |
| Parks and Conservation | Australian Archaeological Survey Consultants Pty Ltd | Fire trails consultancy | May - 04 | \$7,800 |
| Parks and Conservation | David Young | Duntroon Dairy conservation advice | Sep - 03 | \$28,600 |
| Parks and Conservation | GK Ellery & Assoc Pty Ltd | Assessment services for assets | Jul - 03 | \$16,660 |

| Business Unit | Consultant | Description | Approval Date | Actual Expenditure |
|--|---|---|---------------|--------------------|
| Resource Management | SMEC Aust Pty Ltd | Hydraulic study for Tuggeranong Homestead | May - 03 | \$12,116 |
| Resource Mgt | People Dynamics Pty Ltd | Human resource management advice | Jul - 03 | \$44,998 |
| Wildlife Research & Monitoring | Beatentrack Group | Development of vegetation database | Mar - 04 | \$6,636 |
| Wildlife Research & Monitoring | Sinclair Knight Merz | Database development | Apr - 04 | \$20,000 |
| | Other Consultants | Below the reporting limit | | \$35,284 |
| Output Class 4—Arts and Cultural Services | | | | |
| artsACT | Christopher Chapman & Ivan Siebel | Gorman House Arts Centre Public Art Commission | Jun - 04 | \$9,241 |
| artsACT | EMET Consultants Pty Ltd | Energy Audits for Arts Facilities | Jan - 04 | \$12,300 |
| artsACT | GHD Pty Ltd | Relocation of ArtSound—Design Study | Oct - 02 | \$19,530 |
| artsACT | HBO + EMTB | Glass Centre—Options Study | Feb - 02 | \$49,500 |
| artsACT | Northrop Engineers Pty Ltd | Design and superintend Theatre 3 roof | Sep - 03 | \$17,000 |
| artsACT | Pixel Enterprises | ACT Health Building public art commission | Mar - 03 | \$72,579 |
| artsACT | Root Projects Australia Pty Ltd | Feasibility Study into needs for arts facilities in Belconnen | Nov - 03 | \$46,764 |
| artsACT | RPR consulting | Bushfire Memorial Community Consultation | Dec - 03 | \$7,500 |
| artsACT | SGS Economics and Planning Pty Ltd | City West Performing Arts Study | Dec - 03 | \$23,616 |
| | Other Consultants | Below the reporting limit | | \$4,744 |
| Output Class 5—Fee for Service | | | | |
| City Services | Acumen Alliance | Review and audit of Totalcare business units transferring to the Department | May - 04 | \$18,000 |
| City Services | WHK Corporate Advisory Ltd | Review of Fleet Management | Dec - 03 | \$123,852 |
| City Operations Executive | CQS Australia | Quality assurance consultancy support services | Jul - 03 | \$6,840 |
| City Operations Executive | Pepamint Pty Ltd | Review purchaser - provider arrangements | May - 04 | \$17,000 |
| City Operations Executive | Piazza Consulting | Rangers' market research | May - 04 | \$13,447 |
| Facilities Management | BRT Consulting Pty Ltd | Quantity Surveying Services | Dec - 03 | \$14,300 |
| Facilities Management | Collard Clarke Jackson Canberra Pty Ltd | Architectural Services | Mar - 04 | \$7,700 |
| Facilities Management | Corianton Management Solutions | Building & Grounds Survey | Nov - 03 | \$29,810 |
| Facilities Management | DSB Partners Pty Ltd | Landscaping Services | Apr - 04 | \$5,842 |

| Business Unit | Consultant | Description | Approval Date | Actual Expenditure |
|--|---|--|---------------|--------------------|
| Facilities Management | Facilities Maintenance Solutions (FMS) Pty Ltd | Mechanical Services | Jul - 03 | \$107,132 |
| Facilities Management | G K Ellery & Associates Pty Ltd | Civil Consultant | Feb - 04 | \$13,019 |
| Facilities Management | LFA (ACT) Pty Ltd | Architectural Services | Feb - 04 | \$15,830 |
| Facilities Management | Liftcare (Liftworks Pty Ltd) | Lifts and hoists advice | Apr - 04 | \$6,160 |
| Facilities Management | M. G. Lyons Pty Ltd | Building services advice | Jul - 03 | \$7,216 |
| Facilities Management | Northrop Consultants Pty Ltd | Engineering services | Sep - 03 | \$15,579 |
| Facilities Management | Northrop Engineers Pty Ltd | Engineering services | Jan - 04 | \$8,489 |
| Output Class 5— Fee for Service | | | | |
| Facilities Management | Novatec Design Pty Ltd | Architectural Services | Jul - 03 | \$8,591 |
| Facilities Management | Paul Barnett Design Group Pty Ltd | Architectural Services | Jul - 03 | \$14,035 |
| Facilities Management | Ray Atkin Building Services | Building Certifier Services | Jul - 03 | \$22,088 |
| Facilities Management | Relocation Laws Pty Ltd | Relocation Specialist | Feb - 04 | \$16,236 |
| Facilities Management | Robson Laboratories Pty Ltd | Asbestos Surveys | Apr - 03 | \$21,857 |
| Facilities Management | School Electrical Services | Electrical Surveys | Mar - 04 | \$6,672 |
| Facilities Management | Stephen Sih | Electrical Engineering Services | Nov - 03 | \$11,527 |
| Facilities Management | Steve Coombe | Fire Protection Surveys | Mar - 04 | \$11,995 |
| Fire Management Unit | Alen Slijepcevic | Impact of fuel management | Jun - 04 | \$11,549 |
| Fire Management Unit | AMOG Consulting | Integrated fire management, hydrological effects of fire and plantation management consultancy | Jun - 04 | \$43,636 |
| Fire Management Unit | AMOG Consulting | Effectiveness of Grazing on Grasslands | Jun - 04 | \$9,090 |
| Fire Management Unit | Aust National University | Historical Fire Climate Summary | Jun - 04 | \$13,920 |
| Fire Management Unit | CSIRO | Nature of severe fire events, ecological effects, fire fuel management and hazard development | Jun - 04 | \$71,273 |
| Fire Management Unit | Ecosystems Management (Aust) Pty Ltd | Fire Management Practice | Jun - 04 | \$13,091 |
| Fire Management Unit | Enfireonment | 2002–04 Fire Fuel Reduction Program —Audit Report | Jun - 04 | \$7,000 |
| Fire Management Unit | METIS Consulting Pty Ltd | Bushfire Risk Information | Jun - 04 | \$12,891 |
| Parking Operations | CQS Australia | Quality management system review & development | Jan - 04 | \$17,400 |
| Property | Energy Action Pty Ltd | Trial of electrical "Smart Meter" technology | May - 04 | \$12,572 |

| Business Unit | Consultant | Description | Approval Date | Actual Expenditure |
|---|---------------------------------|--|---------------|--------------------|
| Property | Eric Martin & Associates | Conservation audit of the Gold Creek Homestead | Nov - 03 | \$30,498 |
| Property | Forbes Mason & Associates | Customer satisfaction survey | Jan - 04 | \$6,734 |
| Property | McCann & Associates | Master planning consultancy | Feb - 04 | \$29,451 |
| Property | Minter Ellison Consultants | Organisational Review | Nov - 03 | \$28,650 |
| Property | Talkforce Consultancy | Gold Creek site committee facilitation | Jun - 04 | \$10,588 |
| Road Maintenance | Bob Harvey | Provision of engineering consultancy services | Aug - 03 | \$18,400 |
| Road Maintenance | G K Ellery & Associates Pty Ltd | Project Management | Mar - 04 | \$34,013 |
| | Other Consultants | Below the reporting limit | | \$28,703 |
| ACT Forests Output Class 1—Forestry Services | | | | |
| ACT Forests | Grant Butler | Forestry operational management database | Jul - 03 | \$9,650 |
| ACT Forests | Ian Long | Facilitate 2003 fire debrief and preparation of Fire Residue Management Plan | Aug - 03 | \$41,181 |
| ACT Forests | JVP Design | Landscape and recreation plans | Aug - 03 | \$39,012 |
| ACT Forests | JP Management Consulting | Assist in the development of a Bushfire Re-plantation Business Case | Mar - 03 | \$23,702 |
| | Other Consultants | Below reporting threshold | | \$21,111 |

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Contractor Services (Greater than \$15,000)

Urban Services makes extensive use of contractors in providing services to the community. The following lists the significant contractors used in providing those services. Building and other capital works professional services and other contractors are included in the costs of Capital Works Management Report (see page 89). The process used to select and manage contractors was consistent with the *ACT Government Purchasing Manual, Achieving Best Value for Money* and the *Effective Use of Consultants in the ACT Public Service*.

| Business Unit | Contractor | Description | Approval Date | Actual Expenditure |
|--|-------------------------------|--|---------------|--------------------|
| Output Class 1—Municipal Services | | | | |
| Customer Services and Information | Acumen Alliance | Implementation and support services for the Integrated Document Management System | May - 03 | \$716,901 |
| Customer Services and Information | Adacel Technologies Limited | Proprietary technology developed | Jun - 03 | \$29,858 |
| Customer Services and Information | Belconnen Community Services | Delivery of courses for women in the ACT | May - 03 | \$24,762 |
| Customer Services and Information | Burton Technologies | Queuing management system for Shopfronts | Jun - 02 | \$19,493 |
| Customer Services and Information | Change My Address | Undertake a pilot of changing address services | Jul - 02 | \$20,038 |
| Customer Services and Information | Chubb Security Services | Cash delivery and collection services | Mar - 02 | \$83,001 |
| Customer Services and Information | CiTR Pty Ltd | Development, implementation and support of the ACT Government Portal and whole of Government search facility | Mar - 03 | \$196,074 |
| Customer Services and Information | CSC Australia | Transport Regulation Information Processing System (TRIPS) replacement project | Mar - 01 | \$870,412 |
| Customer Services and Information | Velvet Ruby | Professional services to rego.act | Jun-03 | \$235,255 |
| Customer Services and Information | Callisto Computing | Professional services to rego.act | Jun-03 | \$184,420 |
| Customer Services and Information | Daley & Associates | Professional services to rego.act | Jun-03 | \$110,018 |
| Customer Services and Information | Data Key System (ACT) Pty Ltd | Provision of Digital Licensing Consumables | Jul - 03 | \$188,509 |
| Customer Services and Information | Effective People | Supply of Shopfront counter staff | Nov - 99 | \$1,642,447 |
| Customer Services and Information | Empire Cleaning Services | Cleaning of ACT Public Libraries | Jan - 04 | \$41,134 |
| Customer Services and Information | Geometry Pty Limited | Assistance with the implementation of the Geographic Information Management Strategy | Jun - 03 | \$19,837 |
| Customer Services and Information | Green & Green Group | Supply of finance support staff | May - 03 | \$52,950 |

| Business Unit | Contractor | Description | Approval Date | Actual Expenditure |
|--|---|--|---------------|--------------------|
| Output Class 1—Municipal Services | | | | |
| Customer Services and Information | Hays Accountancy Personnel | Supply of finance support staff | Sep - 01 | \$72,373 |
| Customer Services and Information | Hays Personnel Services (Australia) Pty Ltd | IDMS project staff | Sep - 01 | \$54,019 |
| Customer Services and Information | Informed Sources Pty Ltd | Supply of contract library staff | Oct - 99 | \$479,182 |
| Customer Services and Information | IV&V Australia | Provision of independent verification and validation services to the rego.act project | Mar - 03 | \$56,409 |
| Customer Services and Information | Lau & Partners Pty Ltd | Assistance with Oracle Government Financials | Mar - 04 | \$24,183 |
| Customer Services and Information | Lynn Farkas Information Services Pty Ltd | Horizon Database Management for ACT Libraries | Jun - 01 | \$52,095 |
| Customer Services and Information | Market Attitude Research Services | Canberra Connect customer tracking research | Nov - 02 | \$37,580 |
| Customer Services and Information | Newton Pty Ltd | Provision of information delivery pilot through Canberra Connect Shopfronts | Jun - 03 | \$51,346 |
| Customer Services and Information | Objective Corporation Limited | Assistance with the implementation of Integrated Document Management System | Oct - 03 | \$1,262,907 |
| Customer Services and Information | Oracle Corporation Australia Pty Ltd | Assistance with Oracle Government Financials | Feb - 04 | \$22,947 |
| Customer Services and Information | Qirx Pty Ltd | Implementation of ACT Government Online Bookings and Reservations System - Pilot (phase 1) | May - 04 | \$128,017 |
| Customer Services and Information | Spherion Recruitment Solutions | Supply of Shopfront counter staff | Sep - 01 | \$214,311 |
| Customer Services and Information | Telstra Corporation Limited | After hours call handling services | Mar - 04 | \$106,210 |
| Customer Services and Information | The Big picture Marketing | Communities Online promotion and marketing | Sep - 03 | \$22,265 |
| Customer Services and Information | Universal Express | Records Management sentencing and disposal program | Feb - 04 | \$35,546 |
| Roads ACT | ActewAGL | Stormwater inspections and maintenance | Jul - 03 | \$1,961,139 |
| Roads ACT | ActewAGL | Dam safety and surveillance services | Dec - 00 | \$128,934 |
| Roads ACT | ActewAGL | Street light operation and maintenance | Jul - 03 | \$3,139,611 |
| Roads ACT | ActewAGL | Highmast lighting refurbishment program | Jul - 03 | \$149,567 |
| Roads ACT | ARK Solutions (Aust) Pty Ltd | Stormwater data capture services | Jul - 03 | \$25,542 |
| Roads ACT | Belmadah Pty Ltd | Provision of engineer services | Jul - 03 | \$71,037 |
| Roads ACT | Berkeley Challenge | Cleaning of bus Interchanges | Jul - 03 | \$104,054 |

| Business Unit | Contractor | Description | Approval Date | Actual Expenditure |
|--|--|--|---------------|--------------------|
| Output Class 1—Municipal Services | | | | |
| Roads ACT | Boral Construction Materials Group | Thin open graded asphalt surfacing of roads | Jul - 03 | \$1,089,875 |
| Roads ACT | Caradoc Lic Pty Ltd | Provision of civil draftsman services | Jul - 03 | \$53,620 |
| Roads ACT | Cleanaway | Post bushfire recovery works | Sep - 03 | \$76,563 |
| Roads ACT | Consilium International Group | Infrastructure Asset Management Services | Jul - 03 | \$158,180 |
| Roads ACT | Contour Constructions (ACT) Pty Ltd | Guardrail upgrades, batter stabilisation and pedestrian crossing rectification works | Jul - 03 | \$290,082 |
| Roads ACT | CSP Landscaping | Federal Highway and Sutton Road removal of hazardous trees | Jul - 03 | \$57,750 |
| Roads ACT | Dale & Hitchcock Civil Engineering & Landscaping | Maintenance, post-fire recovery and stabilisation works | Jul - 03 | \$889,809 |
| Roads ACT | De Neefe Signs | Linemarking & guidesign replacement, post-fire warning and regulatory signage works | Jul - 03 | \$221,162 |
| Roads ACT | Deeble B & C Pty Ltd | Safety Upgrade—Caswell Dr | Jul - 03 | \$17,041 |
| Roads ACT | Ecowise Environmental Pty Ltd | Stream monitoring | Jul - 03 | \$186,559 |
| Roads ACT | Ecowise Services | Traffic signals and streetlight lights maintenance | Jul - 03 | \$733,148 |
| Roads ACT | Elmar Drafting | Provision of engineering services | Jul - 03 | \$189,782 |
| Roads ACT | Emoleum | Road patching and overlay services | Jul - 02 | \$324,149 |
| Roads ACT | ETM Placements | Provision of technical and engineering services | Jul - 03 | \$246,566 |
| Roads ACT | G. D. Samaritan Services | Maintenance works | Jul - 03 | \$40,021 |
| Roads ACT | G.K. Ellery & Associates | Stormwater Investigation & Rectification | Jul - 03 | \$38,898 |
| Roads ACT | Guideline (ACT) Pty Ltd | Bridge joint repair program | Jul - 03 | \$387,733 |
| Roads ACT | Hawkins Engineering | Cotter Bridge reconstruction and bridge maintenance services | Jul - 03 | \$689,660 |
| Roads ACT | Irwin & Hartshorn Pty Ltd | Relocate barriers | Jul - 03 | \$40,067 |
| Roads ACT | ITEC Pty Ltd | Provision of technical and engineer services | Jul - 03 | \$185,428 |
| Roads ACT | Kenos Contractors | Northbourne Ave/Cooyong Overlay | Jul - 03 | \$114,045 |
| Roads ACT | Kylayne Pty Ltd | Provision of technical and engineer services | Jul - 03 | \$16,687 |
| Roads ACT | Lines Signs & Pavements Pty Ltd | Maintenance works | Jul - 03 | \$434,932 |
| Roads ACT | Lyons Consulting Engineers | Maintenance works | Jul - 03 | \$157,483 |

| Business Unit | Contractor | Description | Approval Date | Actual Expenditure |
|--|--|--|---------------|--------------------|
| Output Class 1—Municipal Services | | | | |
| Roads ACT | McKenzie Group (Aust) Pty Ltd | Provision of civil draftsman services | Jul - 03 | \$86,268 |
| Roads ACT | Norman James Young | Maintenance works | Jul - 03 | \$17,909 |
| Roads ACT | Northrop Engineers Pty Ltd | Streetlighting maintenance contract | Jul - 03 | \$250,276 |
| Roads ACT | Patches Asphalt | Roads maintenance program | Jul - 03 | \$103,397 |
| Roads ACT | Prime ACT Pty Ltd | Stormwater maintenance | Jul - 03 | \$21,324 |
| Roads ACT | Programmed Maintenance Services | Prepare and repaint nominated bridge rails northside of Canberra | Jul - 03 | \$32,065 |
| Roads ACT | Roads & Traffic Authority of New South Wales | Resealing of ACT Roads and Tharwa Bridge maintenance | Jul - 03 | \$1,712,616 |
| Roads ACT | Roads & Traffic Authority of New South Wales | Road crack testing and reporting and electronic beam testing | Jan - 04 | \$70,278 |
| Roads ACT | Sapphire Coast Tree Service & Tower Hire | Roadside clearing | Jul - 03 | \$48,640 |
| Roads ACT | Simeonov Civil Engineering P/T | Road stabilisation improvements | Jul - 03 | \$780,951 |
| Roads ACT | SMEC Australia Pty | Bridge load permits | Jul - 03 | \$20,613 |
| Roads ACT | Spotless Group Limited | Bus Interchange maintenance and post-fire recovery works | Jul - 03 | \$126,488 |
| Roads ACT | Willow and Environmental Management Services | Removal of dangerous trees | Jul - 03 | \$312,568 |
| ACT NOWaste | Acumen Alliance | Internal audit services | Jul - 03 | \$22,000 |
| ACT NOWaste | Canberra Sand & Gravel Pty Limited | Organic waste receipt and processing at Mitchell | Oct - 02 | \$122,873 |
| ACT NOWaste | Canberra Sand & Gravel Pty Limited | Organic waste receipt and processing at Belconnen Landfill | Aug - 01 | \$210,000 |
| ACT NOWaste | Cleanaway | Provision of domestic waste and recyclable materials collection services | Apr - 03 | \$8,007,538 |
| ACT NOWaste | Corkhill Brothers Sales Pty Ltd | Provision of greenwaste receipt & processing at Mugga Landfill | May - 01 | \$326,480 |
| ACT NOWaste | Prime ACT Pty Limited | Road and stormwater repairs at Belconnen Landfill | Jul - 03 | \$22,024 |
| ACT NOWaste | Samarkos Earthworks | Demolition and removal of old Night Soil Depot Weston Creek | May - 03 | \$61,289 |
| ACT NOWaste | Spherion Recruitment Services | Supply technical and administration services in Policy Planning and Asset Services | Aug - 03 | \$97,933 |
| ACT NOWaste | Summit Commercial | Repairs and maintenance at Belconnen Landfill | Jul - 03 | \$28,742 |
| ACT NOWaste | Thiess Services Pty Ltd | Augmentation & Operation of Mugga Land Landfill | Nov - 00 | \$1,388,717 |

| Business Unit | Contractor | Description | Approval Date | Actual Expenditure |
|---|------------------------------------|--|---------------|--------------------|
| Output Class 1— Municipal Services | | | | |
| ACT NOWaste | Thiess Services Pty Ltd | Design, Construction and Operation of the Mitchell Resource Management Centre | Nov - 00 | \$698,742 |
| ACT NOWaste | Thiess Services Pty Ltd | Provision, Operation & Maintenance of a Materials Recovery Facility | Apr - 03 | \$1,871,223 |
| Canberra Urban Parks & Places | Adelaide Mulch Supplies | Chipping services relating to removal of burnt pines resulting from the January 2003 bushfire | Sep - 03 | \$105,754 |
| Canberra Urban Parks & Places | Allstaff Aust Pty Ltd | Provision of policy advice, data collection, performance monitoring and fire management services | Jul - 03 | \$181,812 |
| Canberra Urban Parks & Places | Artsound | round town program | Jul - 03 | \$25,054 |
| Canberra Urban Parks & Places | Audio Solutions | Garema Place Big Screen audio visual | Sep - 03 | \$38,926 |
| Canberra Urban Parks & Places | BellarineTree Services Pty Ltd | Removal of urban pines, fire damaged and dead trees | Dec - 03 | \$524,252 |
| Canberra Urban Parks & Places | Besttime Party Hire | round town program | Aug - 03 | \$40,291 |
| Canberra Urban Parks & Places | Bolans Tree Service Pty Ltd | Removal of drought affected trees | Jun - 04 | \$61,883 |
| Canberra Urban Parks & Places | Canberra Horticultural Maintenance | Graffiti removal from public and private assets | Jul - 03 | \$343,406 |
| Canberra Urban Parks & Places | Canberra Horticultural Maintenance | Provision of cleaning and horticultural services | Jul - 03 | \$1,579,531 |
| Canberra Urban Parks & Places | Canberra Locksmiths | Security at sportsgrounds | Sep - 03 | \$27,890 |
| Canberra Urban Parks & Places | Canberra Olympic Pool | Maintenance of swimming pool facilities | Jul - 03 | \$57,098 |
| Canberra Urban Parks & Places | Canberra United Landscapers | Post-fire recovery works—regreening Canberra | Jul - 03 | \$32,987 |
| Canberra Urban Parks & Places | Capital Weed Control | Post-fire recovery works, lake maintenance services and Molonglo River engineering works | Apr - 04 | \$136,088 |
| Canberra Urban Parks & Places | Clean Up Australia | Adopt-A Road program and reducing litter strategy | Jul - 03 | \$17,720 |
| Canberra Urban Parks & Places | Cleanaway | Bushfire recovery works - koppers logs | Feb - 04 | \$135,296 |
| Canberra Urban Parks & Places | Dan & Dan Pty Ltd | Replanting roundabouts Northbourne Ave & Pialligo Ave | Jun - 04 | \$18,505 |
| Canberra Urban Parks & Places | Dickson Aquatic Centre | Swimming pool management services | Aug - 03 | \$224,331 |
| Canberra Urban Parks & Places | Dysetee Pty Ltd | Swimming pool management services | Aug - 03 | \$136,942 |

| Business Unit | Contractor | Description | Approval Date | Actual Expenditure |
|---|--|--|---------------|--------------------|
| Output Class 1— Municipal Services | | | | |
| Canberra Urban Parks & Places | Ecowise Services | Repairs and Maintenance—Sportsgrounds | Jul - 03 | \$91,023 |
| Canberra Urban Parks & Places | Effective People | Asset data collection services, sportsground and swimming pool management | Jul - 03 | \$112,604 |
| Canberra Urban Parks & Places | Harris Hobbs Landscaping | Bushfire recovery works | Sep - 03 | \$24,182 |
| Canberra Urban Parks & Places | Leisure Australia Inc. | Swimming pool management services - Canberra Olympic & Tuggeranong Lakeside | Jul - 03 | \$702,567 |
| Canberra Urban Parks & Places | M G Lyons Pty Ltd | Bushfire recovery works | Aug - 03 | \$56,842 |
| Canberra Urban Parks & Places | Maad Communication | round town program | Sep - 03 | \$62,530 |
| Canberra Urban Parks & Places | Mag Welding Services Pty Ltd | Repairs and maintenance of Sportsgrounds | Aug - 03 | \$49,639 |
| Canberra Urban Parks & Places | Michael Lonergan | Bushfire recovery works | Dec - 03 | \$18,922 |
| Canberra Urban Parks & Places | Mick's Bobcat & Excavation | Fire Fuel Reduction Initiative | Jul - 03 | \$22,100 |
| Canberra Urban Parks & Places | Minchem (Canberra) Pty Ltd | Lake Revitalisation Program | Sep - 03 | \$25,642 |
| Canberra Urban Parks & Places | Park Management Systems | Asset and Tree Management System Development and routine database development | Sep - 03 | \$153,730 |
| Canberra Urban Parks & Places | Quadrat Solutions | Provision of financial services | Dec - 03 | \$28,739 |
| Canberra Urban Parks & Places | Re-Gen Industries Pty Ltd | Processing of green waste | Nov - 03 | \$19,218 |
| Canberra Urban Parks & Places | Sapphire Coast Tree Service & Tower Hire | Lake maintenance services and post-fire recovery works including fire fuel management and removal of trees | Oct - 03 | \$478,294 |
| Canberra Urban Parks & Places | Spotless Group Limited | Provision of cleaning and horticultural services | Jul - 03 | \$2,834,178 |
| Canberra Urban Parks & Places | SSL Asset Services | Repairs and maintenance of swimming pools | Jul - 03 | \$34,369 |
| Canberra Urban Parks & Places | Techni-Clean Australia Pty Ltd | Graffiti removal from public and private assets | Sep - 03 | \$334,327 |
| Canberra Urban Parks & Places | The Weedenator | Regreening Canberra Program and Lake Revitalisation Program | Aug - 03 | \$61,441 |
| Canberra Urban Parks & Places | Tuggeranong Leisure Centre | Repairs and maintenance of swimming pools | Mar - 04 | \$23,507 |

| Business Unit | Contractor | Description | Approval Date | Actual Expenditure |
|---|-----------------------------------|--|---------------|--------------------|
| Output Class 1— Municipal Services | | | | |
| Canberra Urban Parks & Places | Ultimate Positioning | Data equipment maintenance | Jul - 03 | \$20,084 |
| Canberra Urban Parks & Places | Wargeila Pty Ltd | Provision of financial services | Sep - 03 | \$73,438 |
| Canberra Urban Parks & Places | Westaff Aust Pty Ltd | Asset maintenance services | Jul - 03 | \$102,134 |
| Canberra Urban Parks & Places | Westend Ceramics Pty Ltd | Repairs and maintenance of swimming pools | Oct - 03 | \$40,264 |
| Canberra Urban Parks & Places | Willow and Environmental Services | Post-fire recovery works and Willow tree removal from water ways | Oct - 03 | \$201,163 |
| City Management | Wargeila Pty Ltd | Provision of financial services | Jul - 03 | \$28,408 |
| Corporate | Acumen Alliance | Internal audit services | Sep - 02 | \$123,713 |
| Corporate | Assist Pty Ltd | Assistance with Oracle Government Financials upgrade | Dec - 02 | \$73,626 |
| Corporate | Equine Recovery Services | Financial and corporate planning services | Sep - 00 | \$124,193 |
| Corporate | Excelerated Consulting | Implementation of an internal budget management system | Jan - 03 | \$60,900 |
| Corporate | Hansen and Searson | Executive recruitment | Apr - 04 | \$17,852 |
| Corporate | IBM Business Consulting | Executive Leadership Development Program | Jan - 03 | \$24,086 |
| Corporate | Information Management & Review | Financial and accounting services | Oct - 03 | \$54,973 |
| Corporate | Latimore & Associates | Leaders of the Future Program | May - 03 | \$28,126 |
| Corporate | Maxim Chartered Accountants | Compilation of the 2004 Fringe Benefits Tax Return | Mar - 03 | \$16,359 |
| Corporate | Nous Group | Delivery of Take the Lead Program | Jul - 03 | \$15,316 |
| Corporate | OSA Group | Employee Assistance Program | Oct - 03 | \$20,860 |
| Corporate | Pricewaterhouse Coopers | Internal audit services | Sep - 02 | \$177,207 |
| Corporate | Quest Employment Solutions | Certificate IV Training | Nov - 03 | \$27,750 |
| Corporate | Walter Turnbull | Internal audit services | Sep - 02 | \$162,783 |
| Corporate | Wizard Information Services | Assistance with Oracle Government Financials upgrade | Mar - 03 | \$16,401 |
| | Other Contractors | Below the reporting limit | | \$683,567 |

| Business Unit | Contractor | Description | Approval Date | Actual Expenditure |
|--|------------------------------------|--|---------------|--------------------|
| Output Class 2—Transport | | | | |
| Road Transport | Canberra Institute of Technology | Provision of the Road Ready Course for people with learning difficulties or language other than English | Jul - 03 | \$39,935 |
| Road Transport | Dallarooma Pty Ltd | Rural School Bus Service | Jul - 03 | \$17,994 |
| Road Transport | Freebott Pty Ltd | Provision of the Road Ready Course to non- school applicants & Road Ready Plus Courses | Jul - 03 | \$47,645 |
| Road Transport | GDP Consultancy | Hosting & developing the Road Ready website | Jul - 03 | \$34,927 |
| Road Transport | Kayboa Pty Ltd | Rural School Bus Service | Jul - 03 | \$154,682 |
| Road Transport | Stay Upright Motorcycle Techniques | Motorcycle rider training | Jul - 03 | \$15,551 |
| Road Transport | Transborder Express | Rural School Bus Service | Jul - 03 | \$74,093 |
| | Other Contractors | Below the reporting limit | | \$13,033 |
| Output Class 3—Environment and Heritage | | | | |
| Education, Recreation & Communication | Dorrough Britz & Assoc | Assistance with the development of the post 2003 Bushfire recreation recovery strategy | Feb - 04 | \$29,488 |
| Environment Planning and Legislation | Minchem Pty Ltd | Geographic information systems technical support services | Sep - 03 | \$30,385 |
| Environment Protection | CSIRO | Water analysis reports | Oct - 03 | \$26,897 |
| Environment Protection | Ecowise Environmental | Water testing and analysis services—stream gauging and monitoring | Jun - 03 | \$133,350 |
| Environment Protection | Energy Strategies | Energy performance and advisory services | Aug - 03 | \$142,830 |
| Environment Protection | University Of Canberra | Water quality analysis and reports—urban lakes | Sep - 03 | \$42,141 |
| Heritage | Rosemarie Willett | Heritage advisory services | Jan - 04 | \$48,180 |
| Heritage & Parks & Conservation | Pip Giovanelli | Conservation plans | Jun - 04 | \$17,409 |
| Parks and Conservation | Adecco | Provision of temporary staff for short term projects | Sep - 03 | \$104,215 |
| Parks and Conservation | Adelaide Mulch Supplies | Wood chipping and tree removal services | Feb - 04 | \$397,346 |
| Parks and Conservation | Barry Starr Pty Ltd | Catchment/Soil Conservation Assessments | Aug - 03 | \$26,500 |
| Parks and Conservation | Beemak Enterprises | Weed spraying contract work | Oct - 03 | \$257,360 |
| Parks and Conservation | Bellarine Tree Services Pty Ltd | Tree surgery and removal services | Apr - 04 | \$229,015 |

| Business Unit | Contractor | Description | Approval Date | Actual Expenditure |
|--|-----------------------------------|---|---------------|--------------------|
| Output Class 3—Environment and Heritage | | | | |
| Parks and Conservation | Bray Fencing Pty Ltd | Various fencing work | Sep - 03 | \$40,232 |
| Parks and Conservation | Buckley's Rural Services | Weed spraying contract work | Jan - 04 | \$15,793 |
| Parks and Conservation | Burgess Horticultural | Weed spraying contract work | Jun - 04 | \$58,502 |
| Parks and Conservation | Canberra Sand & Gravel | Excavation and removal works | Jan - 04 | \$31,500 |
| Parks and Conservation | Canberra Tree Services Pty Ltd | Tree surgery and removal services | Nov - 03 | \$28,997 |
| Parks and Conservation | Canopy Tree Experts | Tree surgery and removal services | Feb - 04 | \$25,765 |
| Parks and Conservation | Cleanaway | Removal and disposal of hazardous waste from treated pine logs and the disposal of fire damaged chemicals | Apr - 04 | \$417,514 |
| Parks and Conservation | Conservation Volunteers Aust | Management of various conservation projects involving volunteers | Sep - 03 | \$52,000 |
| Parks and Conservation | Cord Excavations Pty Ltd | Excavation and restoration works - Cotter Catchment | Mar - 04 | \$40,158 |
| Parks and Conservation | Davali Holdings Pty Ltd | Tree surgery and removal services | Mar - 04 | \$305,550 |
| Parks and Conservation | Department Of Lands | Soil Conservation works | Nov - 03 | \$42,658 |
| Parks and Conservation | Discount Tree Services Pty Ltd | Tree surgery and removal services | Oct - 03 | \$68,587 |
| Parks and Conservation | DSB Partners Landscape Architects | Tree assessment professional services | Nov - 03 | \$15,470 |
| Parks and Conservation | E T & J Gruber | Fencing works | Jul - 03 | \$24,186 |
| Parks and Conservation | Green Edge Pty Ltd | Tree surgery and removal services | Mar - 04 | \$100,303 |
| Parks and Conservation | J & L Tree Services & Tower Hire | Tree surgery and removal services | Jun - 03 | \$55,473 |
| Parks and Conservation | J A & J M Farrer | Tree surgery and removal services | Jun - 03 | \$46,809 |
| Parks and Conservation | Jim Cotterill (Rural Fencing) | Fencing works | Jun - 03 | \$64,220 |
| Parks and Conservation | Jim Finch | Weed spraying contract work | Nov - 03 | \$38,518 |
| Parks and Conservation | Kangarutha Nursery | Walking trails and track works | Nov - 03 | \$25,548 |

| Business Unit | Contractor | Description | Approval Date | Actual Expenditure |
|--|--|--|---------------|--------------------|
| Output Class 3—Environment and Heritage | | | | |
| Parks and Conservation | Michael Lonergan | Fencing works | Jun - 03 | \$24,674 |
| Parks and Conservation | MN & S Gregory | Fencing works | Jun - 03 | \$103,126 |
| Parks and Conservation | Native Nooks | Soil conservation and restoration works | Apr - 04 | \$30,694 |
| Parks and Conservation | Out On A Limb | Tree surgery and removal services | Sep - 03 | \$168,133 |
| Parks and Conservation | P & J Nott | Weed spraying contract work | Feb - 04 | \$16,509 |
| Parks and Conservation | Pastures Rural Centre | Fencing works | Apr - 04 | \$22,758 |
| Parks and Conservation | Patterson Rural Contracting | Weed spraying contract work | Jul - 03 | \$198,614 |
| Parks and Conservation | Peter Gullett | Fencing works | Aug - 03 | \$332,787 |
| Parks and Conservation | Professional Sunshine Tree Services | Tree surgery and removal services | Jun - 04 | \$47,736 |
| Parks and Conservation | S & K Management | Depot cleaning services | Jul - 03 | \$97,008 |
| Parks and Conservation | Sapphire Coast Tree Service & Tower Hire | Tree surgery and removal services | Jun - 03 | \$533,134 |
| Parks and Conservation | Skyline Tree Surgery | Tree surgery and removal services | Nov - 03 | \$26,295 |
| Parks and Conservation | Southern Spraying Services | Weed spraying contract work | Jan - 04 | \$51,923 |
| Parks and Conservation | Stokes Agricultural Contractors | Weed spraying contract work | Jul - 03 | \$61,055 |
| Parks and Conservation | Summit Commercial Contractors | Fencing works | Apr - 04 | \$37,920 |
| Parks and Conservation | Treetops | Tree surgery and removal services | May - 04 | \$39,998 |
| Parks and Conservation | Willow & Environmental Mgt | Weed spraying contract work | Aug - 03 | \$155,325 |
| Parks and Conservation | Winscape Contractors | Restoration works and containment lines | Nov - 03 | \$17,567 |
| Parks and Conservation | Woodpecker Tree Services | Tree surgery and removal services | Jan - 04 | \$41,886 |
| Resource Management | Horse Farms ACT | Spray works at Government horse paddocks | Jul - 03 | \$23,237 |

| Business Unit | Contractor | Description | Approval Date | Actual Expenditure |
|--|----------------------------|---|---------------|--------------------|
| Output Class 4—Arts and Cultural Services | | | | |
| | Other Contractors | Below the reporting limit | | \$379,094 |
| artsACT | HADEN | Preventative Maintenance for arts facilities | Sep - 03 | \$86,000 |
| | Other Contractors | Below the reporting limit | | \$14,600 |
| Output Class 5—Fee for Service | | | | |
| ACT Records | The One Umbrella | Provision of staff for casual employment | Jul - 03 | \$37,778 |
| ACT Records | Xtech | Training for the x-ray machine | Feb - 04 | \$15,696 |
| Business Support | Dialog Pty Ltd | Financial Management and Information System support | Jul - 03 | \$45,293 |
| Business Support | Green & Green Group | Financial Management Services | Jan - 03 | \$31,666 |
| Business Support | Hays Accountancy Personnel | Financial Management Services | Apr - 03 | \$15,184 |
| City Operations Executive | Assist Pty Ltd | Oracle Government Financials Implementation | Dec - 03 | \$53,535 |
| City Rangers | Capital City Heavy Haulage | Pickup abandoned vehicles | Jul - 03 | \$54,375 |
| CityScape Services | Adecco | Provision of contract staff | Sep - 00 | \$2,926,237 |
| CityScape Services | Beemak Enterprises | Mowing services | May - 01 | \$339,148 |
| CityScape Services | Bellarine Tree Services | Post-fire recovery works | Jul - 03 | \$133,400 |
| CityScape Services | Brindabella Irrigation | Irrigation repairs | Aug - 01 | \$105,535 |
| CityScape Services | Canberra Mower Service | Plant repair | Aug - 00 | \$41,058 |
| CityScape Services | Canberra Sand & Gravel | Provision of soil/mulch/granite | Jul - 99 | \$161,797 |
| CityScape Services | Canscape | Stump grinding | Mar - 02 | \$82,305 |
| CityScape Services | Capital City Heavy Haulage | Sportsground maintenance | Oct - 00 | \$22,727 |
| CityScape Services | Clearview | Mow/mulch services | Jul - 03 | \$76,473 |
| CityScape Services | CQS | Provision of temporary staff, quality assurance and plant hire services | Jul - 03 | \$47,082 |
| CityScape Services | Custom Made Landscapes | Floriade 2004 construction | Mar - 03 | \$112,997 |
| CityScape Services | Dabakala Pty Ltd | BBQ maintenance | Apr - 01 | \$115,791 |
| CityScape Services | Deeble | Provision of water tanker | Jul - 03 | \$40,145 |
| CityScape Services | Devesfield | Irrigation repairs | Jul - 03 | \$41,778 |
| CityScape Services | Ecogrow Australia Pty Ltd | Scarab treatment | Jul - 03 | \$74,155 |
| CityScape Services | Gratory | Provision of water tanker | Jul - 03 | \$36,400 |

| Business Unit | Contractor | Description | Approval Date | Actual Expenditure |
|---------------------------------------|--|---|---------------|--------------------|
| Output Class 5—Fee for Service | | | | |
| CityScape Services | HD Plant Hire | Provision of water tanker | Oct - 99 | \$20,394 |
| CityScape Services | Heritage Seeds | Seed | Mar - 00 | \$115,340 |
| CityScape Services | Intech Industrial Technicians | Plant repair and maintenance | Sep - 00 | \$300,773 |
| CityScape Services | JT & NC Emery | Provision of water tanker | Oct - 99 | \$33,287 |
| CityScape Services | KD Carratt | Crane truck & operator hire | Apr - 01 | \$101,568 |
| CityScape Services | Kelly & Co | Supply and spread fertiliser | Nov - 00 | \$29,713 |
| CityScape Services | Koomarri Association | Horticultural maintenance | Jul - 00 | \$187,999 |
| CityScape Services | MAG Welding Services | Welding & metal fabrication | Jul - 02 | \$191,226 |
| CityScape Services | Marfel Transport | Soil | Jul - 99 | \$134,577 |
| CityScape Services | McMahons Maintenance | Laying of turf | May - 02 | \$205,820 |
| CityScape Services | MIA Rural Service | Chemicals | Jun - 01 | \$19,521 |
| CityScape Services | MJ Hurley | Provision of water tanker | Oct - 99 | \$34,484 |
| CityScape Services | Nuturf Pty Ltd | Chemicals | Jun - 01 | \$158,469 |
| CityScape Services | Out & About Landscaping | Floriade 2004 construction | Mar - 03 | \$166,687 |
| CityScape Services | Pine-gro Products | Tanbark | Jul - 03 | \$15,295 |
| CityScape Services | Rivervac | Lake weed removal | Jul - 03 | \$70,120 |
| CityScape Services | Safe Working Systems | Review of occupational health and safety in the workplace | Dec - 01 | \$22,260 |
| CityScape Services | Sapphire Coast Tree Service & Tower Hire | Post-fire recovery works | Jul - 03 | \$236,719 |
| CityScape Services | SGS ICS | Quality assurance services | Jul - 03 | \$16,979 |
| CityScape Services | Turf the Lot | Turf | May - 01 | \$30,668 |
| Facilities Management | A & A Constructions | Building and Maintenance Services | Jul - 03 | \$66,110 |
| Facilities Management | Acme Roofing Industries | Roofing Services | May - 04 | \$24,531 |
| Facilities Management | ACT Boiler & Burner Services | Boiler Replacement | Apr - 04 | \$17,380 |
| Facilities Management | ACT Fencing and Metalwork | Fencing | Apr - 04 | \$16,170 |
| Facilities Management | ACT Fencing and Metalwork | Fencing | May - 04 | \$114,029 |
| Facilities Management | ALKA Interiors | Building and Maintenance Services | Mar - 04 | \$393,975 |
| Facilities Management | Arinya Pty Ltd | Playground Equipment | Mar - 04 | \$61,354 |
| Facilities Management | Aris Building Services Pty Ltd | Building and Maintenance Services | Jun - 04 | \$86,870 |
| Facilities Management | Benmax Pty Ltd | Mechanical Services | Dec - 03 | \$217,700 |

| Business Unit | Contractor | Description | Approval Date | Actual Expenditure |
|---------------------------------------|--|-----------------------------------|---------------|--------------------|
| Output Class 5—Fee for Service | | | | |
| Facilities Management | Bright Lights Electrical | Electrical Services | Apr - 04 | \$16,330 |
| Facilities Management | Canberra Floorcraft | Carpet Replacement | Apr - 04 | \$15,785 |
| Facilities Management | Cercol Constructions Services Pty Ltd | Building and Maintenance Services | May - 04 | \$125,774 |
| Facilities Management | Chubb Electronic Security Systems | Security Systems | Dec - 03 | \$47,161 |
| Facilities Management | Control & Electric Pty Ltd | Electrical Services | Apr - 04 | \$117,874 |
| Facilities Management | Ecowise Services (Australia) Pty Ltd | Electrical Services | Apr - 04 | \$93,569 |
| Facilities Management | Eveready Plumbing | Plumbing Services | Apr - 04 | \$32,729 |
| Facilities Management | Facilities Maintenance Solutions (FMS) Pty Ltd | Mechanical Services | May - 03 | \$230,860 |
| Facilities Management | G.G. Plumbing | Building and Maintenance Services | May - 04 | \$44,000 |
| Facilities Management | Haden F M Pty Ltd | Building and Maintenance Services | Apr - 04 | \$32,188 |
| Facilities Management | Imperial Look | Painting Services | Jul - 03 | \$18,585 |
| Facilities Management | Invensys Building Systems | Building and Maintenance Services | May - 04 | \$16,243 |
| Facilities Management | J & W Electrical Pty Ltd | Electrical Services | Jun - 04 | \$47,477 |
| Facilities Management | King Air Pty Ltd | Refrigeration Services | May - 04 | \$22,000 |
| Facilities Management | LC Hughes & Co Pty Ltd | Boiler Replacement | May - 03 | \$121,165 |
| Facilities Management | M & D Konsul | Building and Maintenance Services | Jun - 04 | \$16,929 |
| Facilities Management | Master Carpets ACT Pty Ltd | Carpet Replacement | Apr - 04 | \$16,495 |
| Facilities Management | Masterbuilt Garages Pty Ltd | Garages and Sheds | Mar - 04 | \$63,800 |
| Facilities Management | MTM Joinery | Joinery Services | Mar - 04 | \$60,060 |
| Facilities Management | National Fire Solutions | Fire Services | Mar - 04 | \$17,600 |
| Facilities Management | Network Electrical Services Pty Ltd | Electrical Services | Jan - 04 | \$36,245 |
| Facilities Management | P & A Sigismundi Carpentry | Carpentry Services | Apr - 04 | \$50,880 |
| Facilities Management | Paul Abbey Constructions Pty Ltd | Building and Maintenance Services | May - 04 | \$233,513 |
| Facilities Management | Phase 4 Electrical | Electrical Services | Mar - 04 | \$60,972 |
| Facilities Management | Pinus Sawmills Pty Ltd | Building and Maintenance Services | Mar - 04 | \$17,160 |
| Facilities Management | Prestige Paving & Landscaping | Building and Maintenance Services | Apr - 04 | \$63,140 |
| Facilities Management | Progressive Controls | Electrical Controls | Sep - 03 | \$31,639 |

| Business Unit | Contractor | Description | Approval Date | Actual Expenditure |
|---------------------------------------|---|---|---------------|--------------------|
| Output Class 5—Fee for Service | | | | |
| Facilities Management | Q Commercial Carpets | Carpet Replacement | Apr - 04 | \$15,300 |
| Facilities Management | Radmo Constructions Pty Ltd | Building and Maintenance Services | Jun - 04 | \$287,309 |
| Facilities Management | Restoration Industries Pty Ltd | Building and Maintenance Services | May - 04 | \$16,873 |
| Facilities Management | Schiavello Commercial Int (ACT) Pty Ltd | Workstation Supply & Installation | May - 04 | \$207,025 |
| Facilities Management | Serafin & Co. Glass | Glazing Services | Jun - 04 | \$56,980 |
| Facilities Management | Shane's Glass | Glazing Services | Apr - 04 | \$21,568 |
| Facilities Management | Simplex Canberra | Electrical Services | Mar - 04 | \$84,150 |
| Facilities Management | SPS Strategic Property Services | Building and Maintenance Services | Jun - 04 | \$196,565 |
| Facilities Management | The Gutter Men | Gutter Replacement | Apr - 04 | \$56,100 |
| Facilities Management | Top Class Carpetlaying Service | Carpet Replacement | Mar - 04 | \$18,920 |
| Facilities Management | Wilsons Floors Pty Ltd | Floor Coverings | May - 04 | \$45,477 |
| Fire Management Unit | Blueline Plant Hire | Hire of grader and operator | Dec - 03 | \$96,085 |
| Fire Management Unit | Thoraville Pastoral Company | Hire of grader and operator | Dec - 03 | \$356,814 |
| Linen | Ensign Services (Aust) Pty Ltd | Laundering of linen | May - 00 | \$30,890 |
| Parking Operations | Chubb Security | Coin collections | Jul - 03 | \$111,237 |
| Parking Operations | Chubb Security | Maintenance of parking hand held terminal equipment | Jul - 03 | \$27,753 |
| Property | ACTEW Corporation | Water / Sewerage services | Jul - 03 | \$219,215 |
| Property | ACTEW Energy | Electricity supply | Jul - 03 | \$663,093 |
| Property | Affinity Electrical Technologies | Building repairs & maintenance | Jul - 03 | \$103,091 |
| Property | AGL Retail Energy Limited | Gas supply & consumption | Jul - 03 | \$80,900 |
| Property | Australian Pest Control | Pest Control | Dec - 03 | \$21,448 |
| Property | Broadlex Cleaning Australia Pty Ltd | Cleaning | Dec - 03 | \$18,910 |
| Property | Budget Carpet Care | Carpet cleaning and restoration | Dec - 03 | \$18,857 |
| Property | CB Richard Ellis (A) Pty Ltd | Rental payments for leased buildings | Jul - 03 | \$472,021 |
| Property | City Reflection Pty Ltd | Cleaning | Dec - 03 | \$17,491 |
| Property | Colliers International (ACT) Pty Ltd | Rental payments for leased buildings | Jul - 03 | \$1,275,131 |

| Business Unit | Contractor | Description | Approval Date | Actual Expenditure |
|---------------------------------------|---|--------------------------------------|---------------|--------------------|
| Output Class 5—Fee for Service | | | | |
| Property | Erdman Nominees Pty Ltd | Rental payments for leased buildings | Jul - 03 | \$37,750 |
| Property | Faraj Cleaning Services | Cleaning | Dec - 03 | \$18,468 |
| Property | Fred's Express Cleaning Services | Cleaning | Jul - 03 | \$54,073 |
| Property | ISS Washroom Services | Washroom services | Dec - 03 | \$22,370 |
| Property | Jogran Investments Pty Ltd | Rental payments for leased buildings | Jul - 03 | \$33,170 |
| Property | Jones Lang LaSalle (ACT) Pty Ltd | Rental payments for leased buildings | Dec - 03 | \$19,231 |
| Property | Knight Frank (QLD) Pty Ltd | Rental payments for leased buildings | Jul - 03 | \$407,674 |
| Property | Land and Marine Pty Ltd | Rental payments for leased buildings | Dec - 03 | \$22,488 |
| Property | Leaves Away | Horticultural work | Jul - 03 | \$29,290 |
| Property | Menzies Property Services Pty Ltd | Cleaning | Nov - 03 | \$26,696 |
| Property | MIL Services Pty Ltd | Security | Nov - 03 | \$28,144 |
| Property | National Cleaning Services Aust Pty Ltd | Cleaning | Jul - 03 | \$50,711 |
| Property | Nu-Lay Flooring Service | Supply and lay carpet | Dec - 03 | \$17,460 |
| Property | Perpetual Trustees Pty Ltd. | Rental payments for leased buildings | Jul - 03 | \$120,345 |
| Property | Phum Pty Ltd | Rental payments for leased buildings | Jul - 03 | \$119,784 |
| Property | Quadrate Solution | Provision of contract staffing | Dec - 03 | \$23,405 |
| Property | R B & R Daintree Pty Ltd | Security | Nov - 03 | \$27,391 |
| Property | Ray L Davis & Company | Rental payments for leased buildings | Jul - 03 | \$1,784,180 |
| Property | Recall— Total Information Management | Rental payments for leased buildings | Nov - 03 | \$26,720 |
| Property | Reserve Bank of Australia | Rental payments for leased buildings | Jul - 03 | \$154,145 |
| Property | Spotless Group Limited | Cleaning | Jul - 03 | \$101,189 |
| Property | Trafalgar Platinum Fund No 12 | Rental payments for leased buildings | Jul - 03 | \$75,240 |
| Property | Universal Office Cleaners Pty Ltd | Cleaning | Jul - 03 | \$59,266 |
| Property | Walter and Turnbull | Rental payments for leased buildings | Dec - 03 | \$16,917 |
| Publishing Services | Chandler Public Relations | Provision of contract staff | Jul - 03 | \$114,659 |

| Business Unit | Contractor | Description | Approval Date | Actual Expenditure |
|---------------------------------------|--|---|---------------|--------------------|
| Output Class 5—Fee for Service | | | | |
| Publishing Services | Effective People | Provision of contract staff | Jul - 03 | \$205,944 |
| Publishing Services | HMA Blaze Pty Ltd | Advertising | Jul - 03 | \$66,911 |
| Publishing Services | Netimpact Online | Multimedia services | Jul - 03 | \$21,592 |
| Road Maintenance | ACT Survey (Engineering) Pty Ltd | Line Marking services (set-out) | Nov - 03 | \$17,501 |
| Road Maintenance | Boss Haulage and Excavations | Truck & bobcat hire services | Feb - 04 | \$87,963 |
| Road Maintenance | Chinchilla Pty Ltd | Fire safety services | Apr - 04 | \$30,000 |
| Road Maintenance | Dale & Hitchcock Civil Engineering and Landscape | Concrete contracting services | May - 02 | \$1,358,770 |
| Road Maintenance | Hennessey Concrete Contractors | Concrete contracting services | Mar - 04 | \$226,843 |
| Road Maintenance | L Jenal | Bobcat Hire services | Nov - 03 | \$20,460 |
| Road Maintenance | Lines Signs and Pavement | Provision of Line Marking and hire services | Nov - 03 | \$35,639 |
| Road Maintenance | Paul Abbey Constructions Pty Ltd | Concrete contracting services | Apr - 04 | \$69,494 |
| Road Maintenance | Prime ACT Pty Ltd | Concrete contracting services | Apr - 04 | \$111,246 |
| Road Maintenance | Ready Workforce | Labour Hire services | Jul - 03 | \$27,300 |
| Road Maintenance | Sapphire Coast Tree Service & Tower Hire | Tree surgery services | Mar - 04 | \$23,600 |
| Road Maintenance | The Australian Grinding Company Pty Ltd | Footpath grinding services | Mar - 04 | \$79,500 |
| Road Maintenance | TMC Contractors Pty Ltd | Concrete contracting services | Apr - 04 | \$110,577 |
| Road Maintenance | Trafficking Roads Services | Temporary Traffic Management services | Oct - 02 | \$96,207 |
| Road Maintenance | Urban Contractors Pty Ltd | Concrete contracting services | Mar - 04 | \$18,820 |
| Road Maintenance | Westaff (Australia) Pty Ltd | Labour Hire services | Mar - 04 | \$188,459 |
| Traffic Camera Office | Chubb Security | Supply of operators for traffic camera mobile vans | Jul - 03 | \$211,133 |
| Traffic Camera Office | Complete Constructions Australia Pty Ltd | Repairs and maintenance | Jul - 03 | \$100,016 |
| Traffic Camera Office | Ecowise | Supply of LaserCam equipment and maintenance | Dec - 03 | \$58,129 |
| Traffic Camera Office | Lane Print Group | Printing of traffic infringements | Jul - 03 | \$36,082 |

| Business Unit | Contractor | Description | Approval Date | Actual Expenditure |
|---|------------------------------|---|---------------|--------------------|
| Output Class 5—Fee for Service | | | | |
| Traffic Camera Office | Locktronic Systems Pty Ltd | Repairs to camera equipment | Aug - 03 | \$28,661 |
| Traffic Camera Office | Poltech International | Supply of LaserCam equipment and maintenance | Jul - 03 | \$30,362 |
| Yarralumla Nursery | Contour Constructions | Street tree removal and planting | Oct - 03 | \$33,107 |
| Yarralumla Nursery | Dan & Dan Forestry | Transport and healing in of bare root stock | Jul - 03 | \$31,033 |
| Yarralumla Nursery | Deakin & Olsen | Specialised pruning and potting services | Jul - 03 | \$34,212 |
| Yarralumla Nursery | Koomarri | Weeding services | Oct - 03 | \$42,000 |
| | Other Contractors | Below the reporting limit | | \$1,540,176 |
| ACT Forests | | | | |
| Output Class 1—Forestry Services | | | | |
| ACT Forests | Adelaide Mulch Supplies | Mulching and stump grinding services | Jan - 04 | \$500,190 |
| ACT Forests | Ambyne Grazing | Firebreak dozing and clearing of burnt pines | Sep - 03 | \$40,405 |
| ACT Forests | Amcors Fibre Packaging | Waxed seedling boxes | Feb - 04 | \$28,787 |
| ACT Forests | Beemak Enterprise | Weed control | Jul - 03 | \$31,088 |
| ACT Forests | Blueline Plant Hire | Roading | Jun - 04 | \$98,465 |
| ACT Forests | Brindabella Logging Company | Harvesting | Jul - 03 | \$1,091,472 |
| ACT Forests | Bungendore Rural Services | Green pipe and fertiliser | Feb - 04 | \$411,548 |
| ACT Forests | Burgess Horticultural | Spraying | Mar - 04 | \$86,748 |
| ACT Forests | Cleanaway | Cleanup of treated pine and chemicals following January 2003 bushfire | May - 03 | \$1,040,442 |
| ACT Forests | Davali Holdings | Land clearing | Jul - 03 | \$106,222 |
| ACT Forests | Forest Air Helicopter | Aerial application of herbicide and Boron and transport | Oct - 03 | \$463,672 |
| ACT Forests | FTJ Forestry | Planting, felling and yield measurement and fire tower services | Jul - 03 | \$248,217 |
| ACT Forests | G & J Groves | Debris removal | Sep - 03 | \$163,651 |
| ACT Forests | Green Edge | Tree surgery | Sep - 03 | \$21,600 |
| ACT Forests | Greening Australia | Revegetation project partnership | Mar - 04 | \$18,932 |
| ACT Forests | Hancock Victorian Plantation | Seedlings | Aug - 03 | \$52,452 |
| ACT Forests | Leeukop | Survey | May - 04 | \$45,655 |

| Business Unit | Contractor | Description | Approval Date | Actual Expenditure |
|---|-------------------------------------|--|---------------|--------------------|
| Output Class 1—Forestry Services | | | | |
| ACT Forests | Mechanical Vegetation Solutions | Debris removal | Mar - 04 | \$75,465 |
| ACT Forests | Patterson Rural Contracting | Fencing and weed control | Mar - 04 | \$330,073 |
| ACT Forests | Peter Carnes | Planting and fertilising | Jul - 03 | \$230,113 |
| ACT Forests | Progressive Felling Services Ltd. | Debris removal | Feb - 04 | \$104,055 |
| ACT Forests | Samarkos Earthmoving Pty Ltd | Demolition and removal standard at Murrays Corner | Jul - 03 | \$116,714 |
| ACT Forests | Thoraville Pastoral Company Pty Ltd | Debris removal and rough heaping | Aug - 03 | \$1,362,855 |
| ACT Forests | Upper Murray Earthmoving Pty Ltd | Debris removal, heaping, spot cultivation and mounding | Sep - 03 | \$1,836,248 |
| | Other Contractors | Below the reporting limit | | \$391,482 |

Contractor Services (Greater than \$50,000) Selected by Select Tender Process

| Business Unit | Consultant/ Contractor | Description | Approval Date | Actual Expenditure | Reason for Select Tender |
|--|---------------------------------------|---------------------------------------|---------------|--------------------|--|
| Output Class 1—Municipal Services | | | | | |
| Customer Services and Information | CSI Holdings Limited trading as CITEC | Supply of Electronic Payment Services | Dec-02 | \$298,629 | Continuation of Internet Payment Service on behalf of ACT Government |
| Customer Services and Information | Wizard Information Services | IP rights for Metz*Wizdom Software | May-03 | \$226,659 | Sole Supplier |
| Customer Services and Information | Wizard Information Services | IP rights for Metz*Wizdom Software | May-03 | \$455,297 | Sole Supplier |
| Customer Services and Information | Australia Post | Bill Pay Services | Mar-04 | \$114,089 | Sole provider of counter, telephone and internet bill payment services |

Further information may be obtained from:

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REPORTS BY THE AUDITOR-GENERAL

During 2003–04 the ACT Auditor-General did not release any reports that related specifically to the Department of Urban Services.

REPORTS BY THE OMBUDSMAN

During 2003–04 the ACT Ombudsman did not release any reports that related specifically to the Department of Urban Services.

LEGISLATIVE ASSEMBLY COMMITTEE INQUIRIES AND REPORTS

The following Legislative Assembly Committee inquiry was completed and presented during 2003–04:

Standing Committee on Planning and Environment

| Report No | Title | Date Presented |
|-----------|---|------------------|
| 24 | Inquiry into the Road Transport (Public Passenger Services) Amendment Bill 2003 | 11 December 2003 |

The government response to Report 24 was tabled in the Assembly on 22 June 2004. Progress will be reported on in the 2004–05 Annual Report.

REGULATORY ACTIVITIES

The Department of Urban Services administers a wide range of legislation, including Acts, Standards and Codes of Practice, which involve the regulation of activities associated with the department's municipal and territorial responsibilities. A list of the legislation administered by the department is provided at page 118.

Under its broad regulatory role Urban Services ensures compliance with standards for community and environmental protection in relation to the natural, cultural and built heritage; pollution control; and road use safety and parking control.

Information about the department's regulatory activities is included in the Urban Services Purchase Agreement under a number of its Output Classes in Volume 2. A range of measures, which are included in these Outputs, identify activity levels and performance against targets for particular activities.

Further information may be obtained from:

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LEGISLATION ADMINISTERED BY URBAN SERVICES

| Enactment/Laws | Responsible Administrative Group | Group Responsible for Managing Delegations |
|---|----------------------------------|--|
| <i>ACTION Authority Act 2001</i> | Corporate | Corporate |
| <i>Animal Diseases Act 1993</i> | Environment ACT | Environment ACT |
| <i>Animal Welfare Act 1992</i> | Environment ACT | Environment ACT |
| <i>Cemeteries Act 2003</i> | City Management | City Management |
| <i>Clinical Waste Act 1990</i> | Environment ACT | Environment ACT |
| <i>Charitable Collections Act 2003</i> | City Management | City Management |
| <i>Commissioner for the Environment Act 1993</i> | Environment ACT | Environment ACT |
| <i>Cremation Act 1966</i> | City Management | City Management |
| <i>Cultural Facilities Corporation Act 1997</i> | Policy Arts and Transport | Policy Arts and Transport |
| <i>Domestic Animals Act 2000</i> | City Management | City Management |
| <i>Environment Protection Act 1997</i> | Environment ACT | Environment ACT |
| <i>Fertilisers Act 1904</i> | Environment ACT | Environment ACT |
| <i>Fisheries Act 2000</i> | Environment ACT | Environment ACT |
| <i>Gungahlin Drive Extension Authorisation Act 2004</i> | City Management | City Management |
| <i>Hawkers Act 2003</i> | City Management | City Management |
| <i>Heritage Objects Act 1991</i> | Environment ACT | Environment ACT |
| <i>Interstate Road Transport Act 1985 (Cwlth)</i> | Policy Arts and Transport | Policy Arts and Transport |
| <i>Interstate Road Transport Charge Act 1985 (Cwlth)</i> | Policy Arts and Transport | Policy Arts and Transport |
| <i>Lakes Act 1976</i> | Environment ACT | Environment ACT |
| <i>Land (Planning and Environment) Act 1991 Part 3 and Section 254</i> | Environment ACT | Environment ACT |
| <i>Litter Act 1977</i> | City Management | City Management |
| <i>Motor Vehicle Standards Act 1989 (Cwlth)</i> | Policy Arts and Transport | Policy Arts and Transport |
| <i>NRMA—ACT Road Safety Trust Act 1992</i> | Policy Arts and Transport | Policy Arts and Transport |
| <i>National Environment Protection Council Act 1994</i> | Environment ACT | Environment ACT |
| <i>Nature Conservation Act 1980</i> | Environment ACT | Environment ACT |
| <i>Nudity Act 1976</i> | City Management | City Management |
| <i>Plant Diseases Act 1934 (Repealed 2 June 2003)</i> | Environment ACT | Environment ACT |
| <i>Plant Diseases Act 2002</i> | Environment ACT | Environment ACT |
| <i>Pounds Act 1928</i> | Environment ACT | Environment ACT |
| <i>Public Baths and Public Bathing Act 1956</i> | City Management | City Management |
| <i>Road Transport (Alcohol and Drugs) Act 1977</i> | Policy, Arts and Transport | Policy, Arts and Transport |
| <i>Road Transport Charges (Australian Capital Territory) Act 1933 (Cwlth)</i> | Policy, Arts and Transport | Policy Arts and Transport |
| <i>Road Transport (Dimensions and Mass) Act 1990</i> | Policy, Arts and Transport | Policy, Arts and Transport |

| Enactment/Laws | Responsible Administrative Group | Group Responsible for Managing Delegations |
|--|----------------------------------|--|
| <i>Road Transport (Driver Licensing) Act 1999</i> | Policy, Arts and Transport | Policy, Arts and Transport |
| <i>Road Transport (General) Act 1999</i> | Policy, Arts and Transport | Policy, Arts and Transport |
| <i>Road Transport (Safety and Traffic Management) Act 1999</i> | Policy, Arts and Transport | Policy, Arts and Transport |
| <i>Road Transport Reform (Dangerous Goods) Act 1995 (Cwlth)</i> | Policy, Arts and Transport | Policy, Arts and Transport |
| <i>Road Transport Reform (Vehicles and Traffic) Act 1993 (Cwlth)</i> | Policy, Arts and Transport | Policy, Arts and Transport |
| <i>Road Transport (Vehicle Registration) Act 1999</i> | Policy, Arts and Transport | Policy, Arts and Transport |
| <i>Road Transport (Public Passenger Services) Act 2001</i> | Policy, Arts and Transport | Policy, Arts and Transport |
| <i>Roads and Public Places Act 1937</i> | City Management | City Management |
| <i>Stock Act 1991</i> | Environment ACT | Environment ACT |
| <i>Territory Records Act 2002</i> | Customer Services & Information | Customer Services & Information |
| <i>Tree Protection (Interim Scheme) Act 2001</i> | Environment ACT | Environment ACT |
| <i>Trespass on Territory Land Act 1932</i> | City Management | City Management |
| <i>Waste Minimisation Act 2001</i> | Environment ACT | Environment ACT |
| <i>Water Resources Act 1998</i> | Environment ACT | Environment ACT |

Further information may be obtained from:

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SUMMARY OF APPROVED GRANTS

| Recipient | Project | Grant |
|---|--|----------|
| Arts and Cultural Services Grants | | |
| Arts Funding Project Round | | |
| ACT Down Syndrome Association Inc | Assist with costs of mounting, presenting and promoting a photographic exhibition 'On the face of it' | \$5,693 |
| ACT Filmmakers Network Incorporated | Assistance with operational costs | \$31,490 |
| Art Monthly Australia | Assist with payment of professional writers fees to ACT writers | \$5,455 |
| ArtSound Inc | Assist with operational costs | \$55,000 |
| Australian National Playwrights' Centre Inc | Assist with costs of taking a new play and artistic personnel to the <i>National Playwright's Conference</i> in Adelaide | \$12,634 |
| Australian Youth Orchestra | Assist with costs of three free concerts within <i>National Cultural Institutions</i> in Canberra | \$17,150 |
| Beanort | Assist with costs of recording an album for national release | \$7,500 |
| Bear, Leanne | Assist with costs of staging a mixed-media production of new composed music, art, performance and improvisation | \$6,535 |
| Biega, AJ | Assist with costs of professional development involving mentorship in directing theatre | \$3,000 |
| Cain, Penelope | Assist with costs of completing a body of work consisting of video, paintings, installation and sculpture and mounting two exhibitions | \$4,687 |
| Campbell, Barbara | Assist with costs of a four month residency at Power Institute Cite Studio in Paris | \$6,360 |
| Canberra Choral Society Inc | Assist with costs of presenting a choral program of two major concerts | \$31,835 |
| Canberra International Film Festival | Assist with costs of marketing and staging the Canberra International Film Festival | \$15,000 |
| Canberra Speculative Fiction Guild | Assist with costs of publishing an anthology of speculative fiction stories 'Encounters' | \$11,644 |
| Canberra Union Voices | Assist with costs of artist fees, producing CDs and songbooks | \$11,901 |
| Carclaw Youth Arts Centre Inc —Lowdown Magazine | Assist with costs of publication of six issues of 'Lowdown Magazine' a national youth performing arts magazine | \$3,000 |
| Cliff, Paul | Assist with costs of researching and developing a first draft poetic playscript based on the life of Osip Mandelstam | \$4,000 |
| Curtis, Leah | Assist with costs of composing a new chamber work | \$2,933 |
| Del Castillo, Mariana | Assist with costs of mounting an exhibition of large exterior sculptures | \$3,424 |
| Duhigg, Katherine | Assist with costs of attending the ImPulsTanz Festival in Vienna and visiting three choreographic centres in France | \$4,811 |
| Dyson, Clare | Assist with costs of creating and producing a new dance work based on the structure of 'The Hours' by Michael Cunningham | \$43,600 |
| Expatriates | Assist with costs of development of a cross-discipline theatre work 'One' | \$33,934 |

| Recipient | Project | Grant |
|--|--|----------|
| Arts and Cultural Services Grants | | |
| Arts Funding Project Round | | |
| Experimenta | Assist with costs of commissioning ACT artists for 'House of Tomorrow' exhibition to be hosted at the National Museum of Australia | \$25,240 |
| First Wave | Assist with costs of developing and presenting a new dance work and holding a week-long creative development dance workshop | \$10,920 |
| Foster, Robert | Assist with costs of purchasing a large hydraulic press to complete a body of work | \$10,000 |
| Hall Village Brass Band Inc | Assist with costs of purchasing musical instruments and musical director fees | \$24,245 |
| Hogg, Bev | Assist with costs of purchasing a new kiln to produce large 3D ceramic artworks to be exhibited in the Royal Botanic Gardens, Sydney, | \$8,950 |
| Indigenous Textile Artist Group | Assist with costs of setting up a small workshop and producing new works for an exhibition | \$6,270 |
| Jensz, David | Assist with costs of mounting an exhibition at O.K Harris Gallery in New York | \$11,000 |
| Juddery, Mark | Assist with costs of developing a new film script and a script editor | \$3,100 |
| Kelen, Steve | Assist with costs of writing a new book of poems | \$10,000 |
| Langley, Somaya | Assist with costs of developing and presenting the digital arts installation project 'Urban Atmospheric' | \$15,209 |
| Laudenbach, Cathy | Assist with costs of producing 40 large prints for exhibition | \$5,060 |
| M16 Inc | Assist with costs of providing subsidised studio and exhibition space | \$53,000 |
| Majura Women's Community Group Inc | Assist with costs of a community art project to produce a permanent mosaic display at QEII Family Centre | \$12,864 |
| Markov, Zeljko | Assist with costs of purchasing equipment and mounting an exhibition 'Shelf & Self 5' | \$12,872 |
| May Gibbs Children's Literature Trust | Assist with costs of conducting two writing residential fellowships in Canberra | \$12,500 |
| McArthur, Maxine | Assist with costs of writing a children's fantasy novel for a shared-world series 'The Lost Shimmeron' | \$10,000 |
| McDonald, Graham | Assist with costs of publishing and promoting a book on the construction of Irish Bouzoukis at two conventions in the US | \$3,700 |
| Muse Inc | Assist with costs of developing and producing an arts magazine which advocates and nurtures critical debate and engagement with the arts | \$90,000 |
| National Folk Festival Ltd | Assist with costs of an emerging artist mentoring program within the National Folk Festival performance program | \$7,902 |
| Nevile, Telia | Assist with costs of touring two theatre productions 'Pared Off' and 'Somewhere along the way' to Canberra | \$6,907 |
| Object Magazine—Australian Centre for Craft and Design | Assist with costs of publishing dedicated pages of critical writing on ACT craft and design in 'Object' magazine | \$4,800 |
| O'Clery, Karen | Assist with costs of promoting four ACT visual artists at COLLECT a contemporary craft fair in London | \$23,287 |

| Recipient | Project | Grant |
|--|---|----------|
| Arts and Cultural Services Grants | | |
| Arts Funding Project Round | | |
| Passages | Assist with costs of mounting an exhibition by four emerging artists at the Bega Regional Gallery | \$2,994 |
| Paterson, Elizabeth | Assist with costs of creating a new body of work for an exhibition 'Curious Cabinets' at Craft ACT | \$8,950 |
| Poetry at Red Belly Black | Assist with costs of presenting monthly poetry readings at Red Belly Black | \$2,240 |
| Pro Musica Inc | Assist with costs of staging the Canberra International Chamber Music Festival | \$45,000 |
| Rea, Kirstie | Assist with costs of publishing and launching a catalogue for solo exhibition of contemporary glass at the Bullseye Connection Gallery in Oregon, USA | \$10,000 |
| Salut! Baroque Inc | Assist with costs of presenting a series of Baroque Music concerts in Canberra | \$15,000 |
| Schulz, Amanda | Assist with costs of purchasing a kiln | \$8,000 |
| Shaw, Chrissie | Assist with costs of writing a one actor theatre work 'Beside the Beacon' | \$4,540 |
| Shortis and Simpson Pty Ltd | Assist with costs of developing a one-hour treatment for a documentary series 'Tin Pan Aussie' | \$7,300 |
| Smith, Oliver | Assist with costs of design, development and manufacture of production silverware cutlery | \$15,000 |
| Spencer, Merryn | Assist with costs of building a sculpture and performing with the finished work at Floriade | \$2,000 |
| Stopera Inc | Assist with costs of staging a chamber opera production of 'Jane Eyre' | \$50,000 |
| Sunflower Entertainment | Assist with costs of staging contemporary music showcase events and a music industry forum | \$17,759 |
| The Asialink Centre | Assist with costs of two residencies in Asia | \$14,000 |
| The Dumas Trio | Assist with costs of attending a long term residency program at the Banff Centre, Canada | \$14,812 |
| The Horse's Leotard | Assist with costs of producing a full-length CD for promotional purposes | \$4,070 |
| Tiernan, Helen | Assist with costs of researching, developing and mounting an exhibition ' <i>Songlines</i> ' at Gippsland Art Gallery, Victoria and M16 Gallery | \$12,200 |
| Tiutiunnik, Katia | Assist with costs of creating an 18-minute symphonic poem for violoncello and symphony orchestra | \$9,360 |
| Tugpindulayaw Theatre Company | Assist with costs of mentorship, dramaturgy and development of a new theatre work ' <i>Manila Takeaway</i> ' | \$7,600 |
| Voronoff, Anna | Assist with costs of developing and producing the second stage of a theatre/cabaret show ' <i>My Little Shiny Secrets</i> ' | \$46,853 |
| Watson, Ruth | Assist with costs of creating new work, installing work on-site and attending an international group exhibition at the Asia Society in New York, | \$7,400 |
| Women on a Shoestring | Assist with costs of writing a play 'The Weaker Sex' | \$7,000 |
| Woodward, Thomas | Assist with costs of staging a regular youth performance event | \$4,680 |

| Recipient | Project | Grant |
|--|---|----------|
| Arts and Cultural Services Grants | | |
| Arts Funding Project Quick Response | | |
| Canberra Contemporary Art Space | Assist with costs of presenting ' <i>Social Capital</i> ': a collaborative exhibition project and catalogue | \$32,469 |
| Photo Access | Assist with costs of collaborative development of multi media images and written and spoken word culminating in an exhibition/event in the Huw Davies Gallery | \$23,600 |
| Megalo Access Arts Inc | Assist with costs of hosting ' <i>Render</i> ': a residency for an award-winning animation artist and series of workshops for local innovative artists | \$14,303 |
| Canberra Arts Marketing | Assist with costs of producing a publication to represent ACT professional performing artists, at the <i>6th Australian Performing Arts Market</i> in Adelaide in 2004 | \$3,000 |
| Canberra Dance Theatre | Assist with costs of a two week professional development dance project with Stephanie Burrridge in December 2003 | \$1,500 |
| Canberra Rape Crisis Centre | Assist with costs of artist fees and materials as part of a project ' <i>Saying No</i> ' for exhibition at ' <i>Reclaim the Night</i> ' march in 2003 | \$1,000 |
| Craft ACT | Assist with costs of attending the Birmingham Spring Fair 2004, as part of the AusTrade Craft Mission | \$1,500 |
| Craig Dawson and Simone Olding | Assist with costs of completing a professionally produced recording partly funded by recording/promotion company ' <i>Angel Train</i> ' in 2003 | \$1,500 |
| Debra Boyd-Goggin | Assist with costs of materials and equipment for a solo exhibition at Raglan Gallery in 2004 | \$550 |
| Denise Ferris | Assist with costs of materials and installation for an exhibition in Capetown, South Africa in 2003 | \$1,696 |
| Eleanor Gates-Stuart | Assist with costs of shipping work to San Diego, USA for <i>SIGGRAPH</i> conference and exhibition in 2003 | \$570 |
| Enlightning Productions | Assist with costs of film stock and microphone lapel fees as part of the production of a documentary film on the Aboriginal Tent Embassy in 2003 | \$1,355 |
| Fred Smith and the Musicians | Assist with costs of recording and producing four songs to be used in the soundtrack to the film ' <i>Bougainville Sky</i> ' in 2004 | \$1,000 |
| Gillian Alcock | Assist with costs of presenting a seminar and exhibiting instruments at the Sound Builders Exposition in July 2003 | \$1,000 |
| Glenda Guest | Assist with costs of travel to USA to present a paper on ' <i>Magic Realist Literature in Australia</i> ' at the IAFA Conference in March 2004 | \$1,500 |
| Heidi Lefebvre | Assist with costs of venue fee, materials and travel costs to show ' <i>Giant Concerns</i> ', an exhibition of drawings and collections at Gallery Wren, Sydney in 2004 | \$1,200 |
| Jacob Cordover | Assist with costs of travel to attend a long-term music residency at the Banff Centre for the Arts in 2004 | \$1,500 |
| Jacqueline Bogusz | Assist with costs of attending the Garma Festival, Northern Territory in 2003 | \$1,500 |
| Jennifer Gall | Assist with costs of attending the Australasian Fleadh (Festival), Fremantle, WA in 2003 | \$1,013 |

| Recipient | Project | Grant |
|--|---|---------|
| Arts and Cultural Services Grants | | |
| Arts Funding Project Quick Response | | |
| John Pratt | Assist with costs of a site-specific projection in conjunction with 'Arts and Human Rights' conference in 2003 | \$1,170 |
| Joy Wooi-Ling Lee | Assist with costs of performing Australian Piano Music and conducting master classes and talks at the Royal Conservatoire in The Hague in 2003 | \$1,500 |
| Jude Rae | Assist with costs of travel to Berlin for the opening of a solo exhibition in January 2004 | \$1,363 |
| Judi Elliot | Assist with costs of freighting exhibition work to 'Something Different' at the Glass Pyramid gallery in Budapest in 2004 | \$1,500 |
| Judith Crispin | Assist with costs of delivering a series of presentations on two Operas by Canberra composers in Cairo in November 2003 | \$1,500 |
| Julian Callaghan | Assist with costs of attending the 'Bang on a Can Summer Institute of Music' held in Massachusetts, USA, in July 2003 | \$1,847 |
| Julie Ryder | Assist with costs of airfare, fees, accommodation and living expenses and attend/present a paper at 'thespacebetween' textile conference in Perth in 2004 | \$1,475 |
| Keiko Amenomori-Schmeisser | Assist with costs of attending the RMIT Intermesh Symposium Exchange in Fashion and Textiles in Melbourne, Victoria in 2004 | \$1,050 |
| Kim Westwood | Assist with costs of attending Clarion South speculative fiction workshops in Brisbane in 2004 | \$1,500 |
| Matthew Anderson | Assist with costs of attending Screenwriting Expo 2 in Los Angeles, United States of America in October 2003 | \$1,000 |
| Pete Mether | Assist with costs of airfare, accommodation and per diem to be a Director's Attachment on <i>Blue Heelers</i> in Melbourne, 2003 | \$1,364 |
| Richard Johnson | Assist with costs of venue hire and a PA system for a performance of improvised music by nine musicians as part of a national 'Make It Now' tour in 2003 | \$1,077 |
| Rose Osbourne | Assist with costs of a public art performance and photographic exhibition at an international conference for 'Women in Black' in Florence, Italy, in 2003 | \$2,442 |
| Ruth Hazelton | Assist with costs of attending the Araluen Folk Festival, WA in 2003 | \$1,459 |
| Ruth Osbourne | Assist with costs of attending and speaking at the Options Tertiary Dance Festival in Adelaide in 2004. | \$576 |
| Scott Morrison | Assist with costs of registering Isadora real time manipulation software, in 2003 | \$350 |
| Scott Murden | Assist with costs of living expenses whilst writing second draft of script 'Land of Sunshine' for presentation to Mushroom Pictures in 2003 | \$1,000 |
| Shortis and Simpson | Assist with costs of adapting music and text of 'The Glugs of Gosh' in 2003 | \$1,500 |
| Silver Soles Cloggers | Assist with costs of attending an American Folk Dance seminar program conducted by C.L.O.G. in the USA in 2003 | \$1,500 |
| Silvia Velez | Assist with costs of accommodation, per diem expenses, transport and child minding fees in order to attend the Artist Week at the Adelaide Festival in 2004 | \$1,000 |

| Recipient | Project | Grant |
|--|--|-----------|
| Arts and Cultural Services Grants | | |
| Arts Funding Project Quick Response | | |
| Tracey Benson | Assist with costs of attending 'Tactical Media' (N5M4 New Media) conference, Amsterdam in 2003 | \$1,500 |
| Zsuzsanna Soboslay | Assist with costs of documentation of the 'Re-genesis' dance workshop process in 2003 and 2004 | \$940 |
| Multi Year Funding | | |
| Ausdance ACT Inc | Assist with annual program operating costs in 2004 | \$77,500 |
| ACT Writers Centre Inc | Assist with annual program operating costs in 2004 | \$96,000 |
| Canberra Arts Marketing Inc | Assist with annual program operating costs in 2004 | \$103,750 |
| Canberra Contemporary Art Space Inc | Assist with annual program operating costs in 2004 | \$137,000 |
| Canberra Symphony Orchestra Inc | Assist with annual program operating costs in 2004 | \$217,500 |
| Canberra Youth Music Inc | Assist with annual program operating costs in 2004 | \$121,250 |
| Canberra Youth Theatre Company Inc | Assist with annual program operating costs in 2004 | \$128,750 |
| Craft ACT Inc | Assist with annual program operating costs in 2004 | \$149,750 |
| Jigsaw Theatre Company Inc | Assist with annual program operating costs in 2004 | \$126,500 |
| Music For Everyone Inc | Assist with annual program operating costs in 2004 | \$68,500 |
| Megalo Access Arts Inc | Assist with annual program operating costs in 2004 | \$160,000 |
| PhotoAccess Inc | Assist with annual program operating costs in 2004 | \$107,500 |
| The Stagemaster Inc (The Street Theatre) | Assist with annual program operating costs in 2004 | \$500,575 |
| The Australian Choreographic Centre Inc | Assist with annual program operating costs in 2004 | \$248,000 |
| Tuggeranong Community Arts Association Inc | Assist with annual program operating costs in 2004 | \$295,500 |
| Annual Funding | | |
| Arts and Recreation Training ACT Inc | Assist with costs of employing three arts officers in 2004 | \$200,000 |
| Belconnen Community Services Inc | Assist with costs of delivering the Belconnen Community Arts Program in 2004 | \$57,750 |
| Awards and Fellowships | | |
| John Clanchy | For the 2003 Book of the Year Award | \$10,000 |
| Christopher Robertson | For the 2004 Creative Arts Fellowship | \$35,000 |
| Kirstie Rea | For the 2004 Creative Arts Fellowship | \$35,000 |
| John Shortis | For the 2004 Creative Arts Fellowship | \$35,000 |

| Recipient | Project | Grant |
|--|---|----------|
| Arts and Cultural Services Grants | | |
| Initiative Funding | | |
| Canberra Museum and Gallery | Assist with the costs of developing and presenting the exhibition 'Calthorpes Contemporary' | \$12,000 |
| Craft ACT | Assist with the costs of developing and presenting the exhibition 'In Stored' | \$15,000 |
| Warren Langley | Assist with the costs of developing and presenting the public art project 'Still...Life' | \$12,000 |
| ANU Photomedia Workshop | Assist with the costs of developing and presenting the exhibition 'State Circle —International Video in Canberra' | \$5,000 |
| Canberra Contemporary Art Space | Assist with the costs of developing and presenting the public art event 'Burnout' | \$15,000 |
| | Nine artists fees and material fees for the public art exhibition 'The Sleeper' | \$7,200 |
| Artists Society of Canberra | Assist with costs of establishing the new premises in Canberra Technology Park at Watson in 2004 | \$2,000 |
| Canberra City Band | Assist with costs of the Band's activities in 2004 | \$5,000 |
| Italo-Australia Club | Assist with costs of the Canberra Art Prize | \$5,000 |
| 2003 Poetry Awards | | |
| Jennifer Webb | Award Winner | \$2,000 |
| Kathy Kituai | Highly Commended | \$200 |
| Paul Hetherington | Highly Commended | \$200 |
| Eulea Kiraly | Highly Commended | \$200 |
| Bradley Barnett | Shortlisted | \$100 |
| 2003 Poetry Awards | | |
| Barry McDonald | Shortlisted | \$100 |
| Kathleen Bleakley | Shortlisted | \$100 |
| Geoff Page | Shortlisted | \$100 |
| Adrian Caesar | Shortlisted | \$200 |
| Paul Hetherington | Shortlisted | \$100 |
| Jennifer Martiniello | Shortlisted | \$200 |
| Matthew Abbott | Shortlisted | \$100 |
| Maggie Shapely | Shortlisted | \$100 |
| Stephen Kelen | Shortlisted | \$100 |
| Lesley Fowler | Shortlisted | \$100 |
| Jennifer Webb | Shortlisted | \$100 |
| Kathy Kituai | Shortlisted | \$100 |
| Lesley Fowler | Shortlisted | \$100 |
| Julie Bradley | Shortlisted | \$100 |
| Kathleen Bleakley | Shortlisted | \$100 |

| Recipient | Project | Grant |
|--|---|----------|
| Arts and Cultural Services Grants | | |
| Melinda Smith | Shortlisted | \$100 |
| John Stokes | Shortlisted | \$100 |
| Hal Judge | Shortlisted | \$100 |
| 2004 Festival Fund | | |
| Tuggeranong Community Festival Inc. | Assist with costs associated with presenting the Tuggeranong Community Festival in 2004. | \$16,995 |
| Pro Musica Inc. | Assist with costs associated with presenting the Canberra International Chamber Music Festival in 2004. | \$15,000 |
| Tuggeranong Community Arts Association | Assist with costs associated with presenting a World Music Moon Festival in 2004. | \$18,900 |
| Canberra Contemporary Arts Space | Assist with costs associated with presenting the Metis Festival in 2004. | \$19,847 |
| Northside Community Service | Assist with costs associated with presenting the Majura Festival in 2004. | \$10,420 |
| Canberra International Film Festival Inc. | Assist with costs associated with presenting the Canberra International Film Festival in 2004. | \$19,050 |
| Short::Seasons—Canberra Short Film Festival | Assist with costs associated with presenting Short::Seasons and Canberra Short Film Festival in 2004. | \$18,000 |
| Canberra & District Historical Society | Assist with costs associated with presenting the Canberra Day Oration in 2004. | \$3,000 |
| Canberra Fringe Society | Assist with costs associated with presenting the Canberra Fringe Festival in 2004 | \$15,000 |
| National Folk Festival | Assist with costs associated with presenting the National Folk Festival in 2004. | \$10,000 |
| Warehouse Circus | Assist with costs associated with presenting an event as part of World Juggling Day in 2004. | \$12,816 |
| Academy of Interactive Entertainment Ltd. | Assist with costs associated with presenting the ACT Computer Games Festival in 2004. | \$18,800 |
| Canberra Balloon Fiesta Inc. | Assist with costs associated with presenting the Canberra Balloon Fiesta in 2004. | \$21,600 |
| India Australia Association of Canberra Inc. | Assist with costs associated with presenting Diwali Mela, the India 'Christmas' in 2004. | \$10,500 |
| Environment ACT Grants | | |
| Australian National University | Mitigation of the Impact of Common Mynas | \$12,000 |
| Australian Institute of Landscape Architects—ACT Chapter | Sustainable Gardens Brochure | \$1,790 |
| Canberra Ornithologists Group Inc. | ACT Region Woodland Avifaunal Monitoring | \$27,000 |
| Conservation Council of SE Region & Canberra | World Environment Day Festival | \$10,500 |
| Environmental Defender's Office (ACT) | Environmental Law Submissions | \$5,758 |

| Recipient | Project | Grant |
|--|---|----------|
| Arts and Cultural Services Grants | | |
| Environment ACT Grants | | |
| Environmental Defender's Office (ACT) | Community Environmental Legal Education | \$5,622 |
| Ginninderra Catchment Group | ACT 2003 National Water Week Community Frogwatch Program | \$9,820 |
| Greening Australia ACT & SE Region | Rural Conservation Fund—Field Officer | \$43,380 |
| Greening Australia ACT & SE Region | Birdscape—birds as a way of Building Community Capacity in Conservation | \$10,800 |
| Watson Community Association | North Watson Woodlands Regeneration—Stage Two | \$4,356 |
| Heritage Grants | | |
| Cuppacumbalong | Permanent Photographic Exhibition and Signage for Outdoor Sites of Significance | \$6,000 |
| Mullanggari Community Association Inc | Restoration of Wells Station Shearers' Quarters and Stables | \$10,000 |
| Journey of Healing (ACT) Inc | Ngunnawal Elders' Heritage Project | \$18,245 |
| Arts & Recreation Training ACT | Italian Internees at the Blue Range Huts during World War 2 | \$8,382 |
| Canberra and District Historical Society Inc | Diversity on Record—Multicultural Heritage Online | \$7,400 |
| Renaissance Forestry | Conservation of Bendora Arboretum & Hut, Namadgi National Park | \$4,727 |
| Navin Officer Heritage Consultants Pty Ltd | Archaeological Investigation of the Hume Palaeontological Site | \$32,516 |
| Carousel Organ Restoration Group Inc. | Carousel Organ Restoration Project (Phase 3) | \$1,500 |
| Canberra Services Club Inc | Canberra Services Club, Conservation and Stabilisation Works Report | \$10,909 |
| Council of ACT Motor Clubs Inc | The Canberra Pie Cart Restoration Project | \$3,000 |
| National Trust of Australia (ACT) | Canberra's Military History—A self guided tour | \$5,205 |
| National Trust of Australia (ACT) | A Tour of Blandfordia 5, Griffith Urban Conservation Area | \$5,205 |
| National Trust of Australia (ACT) | Roads & Ruins | \$7,933 |
| National Trust of Australia (ACT) | Ginninderra Blacksmith Shop Urgent Conservation Work Stage 2 | \$8,842 |
| National Trust of Australia (ACT) | Survey of Ash Grove Homestead | \$5,000 |
| Dr Linda Young | Vernacular Houses of the Molongo Valley: analytical pictures | \$1,500 |
| Canberra Alpine Club Inc | Conservation of Mt. Franklin Artefacts remaining after the Fire | \$5,000 |
| Manning Clark House Inc | Urgent Repair of Manning Clark House Study Roof | \$1,636 |
| Conservation Volunteers Australia | Community Projects with Conservation Volunteers Australia | \$15,000 |

| Recipient | Project | Grant |
|--|---|----------|
| Arts and Cultural Services Grants | | |
| Heritage Grants | | |
| Acton Memorial Steering Committee | Memorial Plaque for the Acton Community | \$4,000 |
| Heritage Festival 2004 | 2004 ACT Heritage Festival | \$46,000 |
| Heritage Education in Schools | Heritage Education in Schools Project | \$15,000 |
| Heritage Advisory Service | Heritage Advisory Service Project | \$15,000 |
| Heritage Emergency Fund | Heritage Emergency Fund Project | \$5,000 |
| Canberra Urban Parks and Places—Community Partnership Grants | | |
| <p>As part of its commitment to improving customer service and addressing disadvantage in the Canberra community, Urban Services makes funding available for the department's businesses to develop projects that complement and extend their core business while working in partnership with target groups. Known as the Community Partnerships Program, this partnership process is proactive and is intended to encourage community participation in the design, planning and delivery of services provided by the department, while at the same time ensuring it responds to the diversity of the Canberra community.</p> <p>During 2003–04, the following projects were funded through the program:</p> | | |
| ACT Writers Centre | ACT Youth Short Story Competition —to enable the ACT Public Library, in partnership with the ACT Writers Centre, to run a short story competition for young people (8–16 years) on the theme of community. | \$5,601 |
| Aboriginal Corporation for Sport and Recreational Activities (ACSRA) | Developing Horticultural Skills and Cross Cultural Understanding project —to enable Yarralumla Nursery, in partnership with ACSRA, to train groups of Aborigines in a range of practical horticultural skills, including the propagation of plants through seed-sowing and cuttings. | \$40,000 |
| Arts and Recreation Training ACT | Canberra's Islamic Heritage project —to enable Arts & Recreation Training ACT, in partnership with Environment ACT's Heritage Unit, to produce a 12-minute documentary that reflects the cultural diversity of the Islamic communities in the ACT. | \$39,300 |
| Canberra Youth Theatre Company | King Jack Project —to enable the Canberra Youth Theatre Company, in partnership with Environment ACT, to stage King Jack, a theatre performance, at Tidbinbilla Nature Reserve's Ribbon Gum Theatre. | \$15,000 |
| Galilee | Young Women's Film project —to enable Galilee, in partnership with ACTION, to produce a docu-drama chronicling at-risk young women's integration back into the wider Canberra community. | \$38,445 |
| Heart Foundation | Canberra Community Walks Project - Phase 4 —to enable Roads ACT, in partnership with the Heart Foundation, to improve neighbourhood infrastructure to encourage people to walk for physical activity. | \$40,000 |
| Migrant Resources Centre | Building Unity in Society project —to enable Roads ACT, in partnership with the Migrant Resources Centre, to undertake a community art project at the Woden Bus Interchange. | \$35,984 |
| National Trust of Australia | Places in the Heart Competition —to enable Environment ACT's Heritage Unit, in partnership with the National Trust of Australia, to build links with young people while raising awareness of the ACT's history and heritage within this group. | \$24,124 |

| Recipient | Project | Grant |
|---|---|----------|
| Canberra Urban Parks and Places—Community Partnership Grants | | |
| Southern ACT Catchment Group | Returning Life to Tuggeranong Creek project —to enable Environment ACT Heritage Unit, in Partnership with the Southern ACT Catchment Group, to implement the Returning Life to Tuggeranong Creek project. | \$40,000 |
| Southside Community Services Inc | Manuka Mosaics project —to enable Southside Community Services Inc., in collaboration with CUPP, to beautify Manuka Pool by installing a work of mosaic art on the wall along the children's wading pool. | \$40,000 |
| YMCA | Canberra Seniors Sports Carnival project —to enable CUPP to work with the YMCA, Sport and Recreation ACT, and ACT Health to hold a sports day for residents of aged care facilities. | \$14,330 |
| Youth Coalition of the ACT | Youth Week Environment Expo project —to enable Policy Co-ordination Group, DUS, in Partnership with the Youth Coalition of the ACT, to hold an Environment Expo during National Youth Week 2004. | \$40,000 |
| Youth Coalition of the ACT | Urban Beat project —to enable Arts and Cultural Services, DUS, in Partnership with the Youth Coalition of the ACT, to create a one-day youth event to involve young people in the Celebrate Canberra festival. | \$40,000 |
| YWCA | Youth Space project —to enable the ACT Public Library, in partnership with the YWCA, to establish an electronically equipped space within Griffith Library for free use by young people who do not have access to current information and publishing technologies. | \$20,000 |

Further information may be obtained from:

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Subsumed Reports

Report of the Director of Territory
Records

REPORT OF THE DIRECTOR OF TERRITORY RECORDS

Introduction

Good recordkeeping supports efficiency and accountability through the creation, management and retention of accurate, reliable and accessible evidence of government activities and decisions. Retention of the corporate memory of government, in the form of records, helps public servants perform their duties efficiently and ensures that audit trails necessary for democratic accountability and transparency are maintained.

During the first full year of effective operation of the *Territory Records Act 2002* (the Act), government agencies have made significant progress towards implementing the provisions of the Act to ensure that their current level of records management complies with their obligations under the Act.

Five Standards for Records Management under section 18 of the Act, which allows the Director to approve Standards or Codes for agency records management, have been approved. A whole-of-government thesaurus for titling the records of the common administrative functions of government (TVKAAA) and a Records Disposal Schedule (TARDiS) to accompany this thesaurus have also been approved.

In addition, ten Records Disposal Schedules for the disposal of Territory Records have been approved following the advice of the Territory Records Advisory Council. These Records Disposal Schedules are Notifiable Instruments under the legislation and are listed on the ACT Government's Legislation website.

These are significant achievements for the first year of operation of new legislation. In the year ahead, the focus will be on assisting agencies with the further development of their Records Management Programs. In parallel with that task, preparations must be made for the access provisions of Part 3 of the Act to come into force on 1 July 2007.

Background

The printed records of the ACT were managed as part of the Commonwealth's records management regime prior to ACT self-government in 1989. In 1994 the majority of ACT records were transferred from the then Australian Archives into the custody of the ACT Government.

The ACT Government has not created a central repository for records. Since self-government, responsibility for the records of the Territory has remained with the department or agency responsible for particular functions. Agencies are responsible for the creation and preservation of past and present material, and for making the material accessible.

The processes that have applied in the ACT in regard to managing records have generally reflected Commonwealth processes. This is understandable, not only because of the relatively long period under the control of the Federal Government, but also because the ACT Government utilises similar administrative structures in the management of its legal and administrative responsibilities. The close archival links between the Federal and ACT Governments will be maintained in relation to both processes and historical records of mutual interest.

The need for improved recordkeeping has been recognised for a number of years. The activity that led to the legislation now in force began in February 1998, when the ACT Government made an election commitment to undertake an inquiry and feasibility study into the establishment of an ACT Archives for the protection of historical documents and objects.

The resulting ACT Archives Project was based in the Department of Urban Services. With the passage of Territory records legislation in June 2002, the Territory Records Office (TRO) was established in Urban Services.

The 1998 ACT Government Response to the *Bringing Them Home—Report* also committed to implementing a number of access initiatives that had direct impact on ACT recordkeeping.

Recognition of the importance of good recordkeeping was reinforced by the realisation that in the ACT a number of significant incidents had occurred in the past for which

records were not available. Notably, the Auditor-General's Performance Audit of the Redevelopment of Bruce Stadium drew attention to many issues that called into question the adequacy of recordkeeping.

In addition, there was internal recognition of inefficiencies associated with agencies' different recordkeeping procedures. The Management Council of the Chief Executives gave a clear direction that records that were similar across agencies were to be treated in the same manner. As a result the Territory Records Office commenced development of a whole-of-government thesaurus for common administrative functions.

Records Legislation

Prior to 1 July 2003

Prior to self-government in 1989, the Commonwealth *Archives Act 1983* applied in the ACT and underpinned the Territory's recordkeeping procedures. The ACT did not have specific archives legislation in relation to the management and preservation of records.

The Commonwealth *Privacy Act 1998*, the ACT *Health Records (Privacy and Access) Act 1997* and the *Freedom of Information Act 1989* also applied to records in the ACT. The *Executive Documents Release Act 2001* altered the access provisions applying to certain documents produced by the Executive.

Prior to July 2003 several widespread trends affected the way in which records were being managed in other jurisdictions and would need to be considered in relation to records management in the ACT. These included:

- creation of an Australian Standard for Records Management, AS 4390;
- existence of archives and records management legislation in the Commonwealth and States;
- issues surrounding the management of electronic records;
- the need for transparency in disposing of records;
- the value of using a common thesaurus for record titling;
- a growing desire within the community for preservation of, and access to records, and

- the need to maintain the evidential value of records.

In 2001 a Territory Records Bill introduced into the ACT Legislative Assembly could not be debated owing to the dissolution of the Assembly ahead of the upcoming election. The *Territory Records Act 2002* was notified to the Territory Legislation Register on 13 June 2002. Sections 1 and 2 of this Act, that deal with its name and commencement, came into effect on that date.

1 July 2003 to 30 June 2004

With the exception of Part 3, the remainder of the *Territory Records Act 2002* commenced on 2 July 2003. Part 3 commences on 1 July 2007. The Act, which complemented existing legislation rather than replacing another Act, now had a legislative base for its recordkeeping, sending a very strong message that the ACT was intent on open and accountable government.

The Act requires that Territory records of enduring evidential, informational or historical value be preserved for future reference. It places an obligation on agencies to manage their records by means of a Records Management Program. The Chief Executive must approve the Program in accordance with Standards and Guidelines approved by the Director of Territory Records.

The Act also established the Territory Records Advisory Council to advise the Director of Territory Records on any aspect of Territory recordkeeping. The Council has representatives from professional and community organisations, government agencies and the indigenous community.

Finally, the Act entitles the public access to Territory records that have reached the age of 20 years and are open for public scrutiny.

Future Obligations

Part 3, the remaining portion of the *Territory Records Act 2002*, deals with access to records and commences on 1 July 2007. Records of ACT Government agencies continue to be available under the provisions of the *Freedom of Information Act 1989* (FOI Act). Under Part 3, access to records becomes an entitlement unless those records would be exempt under certain provisions of the FOI Act, namely documents affecting interstate relations,

law enforcement, personal privacy, legal professional privilege, or in contempt of a court.

Before July 2007, ACT agencies have many records to be reviewed to identify those that would be exempt under the provisions identified above. For these records, the Director issues a declaration under Section 28 of the *Territory Records Act 2002* after receiving an application from the agency. This work will come into sharper focus in the coming years.

Roles and Responsibilities

The Director of Territory Records

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

The Director works closely with each agency's nominated Records Manager on the development of an agency's Records Management Program but does not approve the Program as this responsibility rests with the Chief Executive of the agency. The Chief Executive is also required to report on agency compliance with their Records Management Program in the agency Annual Report.

The Director liaises with counterparts in all other Australian jurisdictions, and is a full member of the Council of Australasian Archives and Records Authorities (CAARA) that meets biannually.

The Territory Records Office

The Territory Records Office (TRO) carries out the work program of the Director of Territory Records. The TRO creates government-wide policies and standards regarding all aspects of establishing Territory records. The TRO comprises the Director and an officer from Urban Services' Customer Services and Information Group.

The work program of the Director during 2003–04 focused on the following priorities:

- establishment of an ACT government-wide records regime;

- provision of advice to the Minister;
- provision of advice and encouragement to agencies;
- access to records;
- external liaison;
- development of strategic policy; and
- operational directions.

The TRO manages the whole-of-government contracts for Records Management Consultants and Records Management Trainers. This panel can be used by agencies that require assistance with implementing the requirements of the *Territory Records Act 2002*.

The Territory Records Advisory Council

The Council's role is to advise the Director of Territory Records on the development and review of standards and codes for records management, and on the disposal of government records. The Council also provides advice on the preservation of records about Aboriginal and Torres Strait Islander heritage within the ACT.

The members of the Council, listed in the table below, represent a broad spectrum of interests within the ACT community. The Council met on two occasions during 2002–03 and on a further four occasions during 2003–04. Attendances were as follows:

| Member | 2002–03 | 2003–04 |
|---|---------|---------|
| Mr George Nichols (Chairman) | 2 | 4 |
| Mr David Wardle (Director of Territory Records) | 2 | 4 |
| Dr Sigrid McCausland (Australian Society of Archivists) | 2 | 4 |
| Ms Veronica Pumpa (Records Management Association of Australasia) | 1 | 4 |
| Ms Jill Downer (Canberra and District Historical Society) | 2 | 2 |
| Ms Judith Baskin (National Trust of Australia (ACT)) | 2 | 4 |
| Ms Meredith Whitten (Government agencies) | 2 | 3 |
| Mr Lawrence Gilbert (Aboriginal and Torres Strait Islanders) | 1 | 2 |

Minutes of meetings are available on the Territory Records Office website at www.territoryrecords.act.gov.au

The five Standards and associated five Guidelines were scrutinised by the Council during 2003–04. Following the Council's endorsement, the Director approved the Standards and Guidelines under Section 33(1)(a) of the Act.

The Council provided advice to the Director regarding a wide range of Records Disposal Schedules, including the Territory Records Administrative Records Disposal Schedule (TARDiS). The vast records management experience and commitment of members of the Council was invaluable in ensuring practical and useful schedules encompassing a wide variety of subject matter.

Whole-of-Government issues

Records Disposal

Considerable work remains for a number of agencies to finalise the Records Disposal Schedules for functions that are specific to their agency. Agencies are aware of this requirement and are actively addressing it.

All agencies have agreed to common titling conventions and common Records Disposal Schedules for functions that affect multiple agencies. Common functional Records Disposal Schedules will result in a better and more useful product, although it increases the initial effort required.

Electronic Records

Today's records are primarily paper based. However, electronic records will become the primary means of business and interaction with government in future. The *Territory Records Act 2002* is deliberately media-independent, meaning a record is a record regardless of whether it is paper or electronic. Managing the transition to having a greater proportion of their records as electronic records will be a challenge for agencies in coming years.

Access to Records

After 1 July 2007, Territory records will be open to the public when they reach 20 years of age. All records will open unless a Section 28 Declaration has been made under the Act. The effect of the Act is to turn off the *Freedom of Information Act 1989* in relation to those records, and the Section 28 Declaration has the effect of reactivating the FOI Act for a limited number of exempt categories, the most important being personal privacy.

Consequently the Act preserves the appeal provisions of the FOI Act and ensures that those people who would have had access under the FOI Act continue to have access. Before July 2007, ACT agencies will be reviewing their records to identify those that would be exempt under the Act to ensure that those records do not inadvertently become open.

In preparation for July 2007, when records created prior to 1987 will become open for public access, a pilot sentencing project was conducted on some of these records to find out what was there, what records could be disposed of, and which ones will remain as Territory archives. This pilot provided useful information for planning for the next few years to bring these records under full control of the Act, sentence those for which Records Disposal Schedules exist, and prepare finding aids for those records which are Territory archives.

Future Initiatives

Over the coming years consideration may be given to the provision of a central common reading room to allow better access to the records of all ACT agencies, and to a common storage facility for Territory records of archival value.

Further information may be obtained from:

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www.urbanservices.act.gov.au

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GLOSSARY OF ABBREVIATIONS AND ACRONYMS

| | | | |
|----------|---|-------|--|
| AAPAC | ACT Access and Planning Advisory Committee | CRC | Cooperative Research Centre |
| AAT | Administrative Appeals Tribunal | CS&I | Customer Services and Information |
| ACROD | Australian Council for Rehabilitation of Disabled | CSIRO | Commonwealth Scientific and Industrial Research Organisation |
| ACT | Australian Capital Territory | CUPP | Canberra Urban Parks and Places |
| ACTCOSS | ACT Council of Social Service | DUS | Department of Urban Services |
| ACTION | ACT Internal Omnibus Network | DA | Development Application |
| ACTLIS | ACT Library and Information Services | DAS | Domestic Animal Services |
| ACTPLA | ACT Planning and Land Authority | DEH | Department of Environment and Heritage |
| ACTPS | ACT Public Service | DV | Draft Variation |
| AFP | Australian Federal Police | EA | Environmental Authorisation |
| AILA | Australian Institute of Landscape Architects | EAP | Employee Assistance Program |
| ANU | Australian National University | EBA | Enterprise Bargaining Agreement |
| ASO | Administrative Services Officer | EEO | Equal Employment Opportunity |
| ATSIC | Aboriginal and Torres Strait Islander Commission | EPA | Environment Protection Authority |
| AVA | Australian Veterinary Association | EPPs | Environment Protection Policies |
| AVCCN | Agricultural and Veterinary Chemicals Coordination Network | EGIM | Executive Geographic Information Management |
| AWA | Australian Workplace Agreements | EPHC | Environment Protection and Heritage Council |
| AWAC | Animal Welfare Advisory Committee | ESA | Emergency Services Authority |
| BOM | Board of Management | ESB | Emergency Services Bureau |
| CAARA | Council of Australasian Archives and Records Authorities | ESD | Ecologically Sustainable Development |
| CAMPFIRE | Community Assessment Monitoring Program for Fire Impacted River Ecology | FMU | Fire Management Authority |
| CASL | Council of Australian State Libraries | FOI | Freedom of Information |
| CCA | Chromated Copper Arsenate | FTE | Full Time Equivalent |
| CIC | Canberra Islamic Centre | GBE | Government Business Enterprise |
| CIT | Canberra Institute of Technology | GDE | Gungahlin Drive Extension |
| COAG | Council of Australian Governments | GIM | Geographic Information Management |
| CPA | Career Path Appreciation | GIS | Geographic Information System |
| | | GSO | General Services Officer |
| | | HEAT | Home Energy Advisory Team |
| | | HR | Human Resources |

| | | | |
|-------|---|---------|---|
| IAMS | Integrated Asset Management System | NSW | New South Wales |
| IDMS | Integrated Document Management System | OGF | Oracle Government Financial (System) |
| IMC | Information Management Committee | OH&S | Occupational Health and Safety |
| INCP | Integrated Nature Conservation Plan | PIMC | Primary Industries Ministerial Council |
| IP | Intellectual Property | PR | Public Relations |
| IT | Information Technology | RTA | Road Transport Authority |
| JACS | Department of Justice and Community Services | SHINE | Sustainability Happening in Education |
| LAPAC | Local Area Planning Advisory Committee | SOG | Senior Officer Grade |
| L&D | Learning and Development | STEP | Simplified Telephone Entry Process |
| LDA | Land Development Agency | TCD | Traffic Control Device |
| LMA | Land Management Agreement | TARDiS | Territory Administrative Records Disposal Schedule |
| LOTF | Leaders of the Future (Program) | TNR | Tidbinbilla Nature Reserve |
| LOTE | Language other than English | TRA | Territory Records Act 2002 |
| MARS | Market Attitude Research | TRAG | Transport Reform Advisory Group |
| MNW | Minor New Works | TRIPS | Transport Registration Information Processing System |
| MOU | Memorandum of Understanding | TRO | Territory Records Office |
| MRF | Materials Recovery Facility | TTL | Take the Lead (Program) |
| NAA | National Archives of Australia | TVKAAA: | Territory Version of Keyword AAA (a thesaurus of common administrative terms licensed from State Records NSW) |
| NAP | National Action Plan | | |
| NCA | National Capital Authority | | |
| NCC | National Competition Council | TWU | Transport Workers Union |
| NESB | Non English Speaking Background | WESP | Work Experience and Support Program |
| NHT | Natural Heritage Trust | WIP | Works in Progress |
| NRM | Natural Resource Management | WiRC | Women's Information and Referral Centre |
| NRMMC | Natural Resource Management Ministerial Council | WISE | Working In Safe Environments |
| | | WR Act | Water Resources Act |

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OTHER SOURCES OF INFORMATION ABOUT URBAN SERVICES

Websites: **www.urbanservices.act.gov.au**
www.canberraconnect.act.gov.au

Publications: **A range of hard copy publications are available from:**
Macarthur House
12 Wattle Street
LYNEHAM ACT 2602

Phone: **131228 to be connected to any of the business units within Urban Services**

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