

NORTHERN MIDLANDS COUNCIL

Annual Plan
2016/2017



NORTHERN
MIDLANDS
COUNCIL

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INTRODUCTION

The Northern Midlands Council is pleased to present its Annual Plan covering the period 1 July 2016 to 30 June 2017, as adopted on 27th June 2016.

The Annual Plan is consistent with Council's Strategic Plan and includes:

- ◆ a statement of the manner in which the council is to meet the goals and objectives of the strategic plan
- ◆ a summary of the estimates adopted
- ◆ a summary of the major strategies to be used in relation to its public health goals and objectives
- ◆ the plan for development and use of financial and human resources and assets
- ◆ the targets to be achieved over the next twelve months
- ◆ a statement of financial and other resources required to achieve the targets.

NORTHERN MIDLANDS BACKGROUND

The Northern Midlands Council administers an area of 5,130 square kilometres. It supports a population of approximately 12,754 with major population centres including Longford, Evandale, Perth, Campbell Town, Cressy, Ross, Avoca and Rossarden.

It has a total of 7,132 properties with an Assessed Annual Value of \$136,956,529.

Council supplies urban stormwater drainage, roads, recreation and park facilities, waste management, building and environmental services as well as community services.

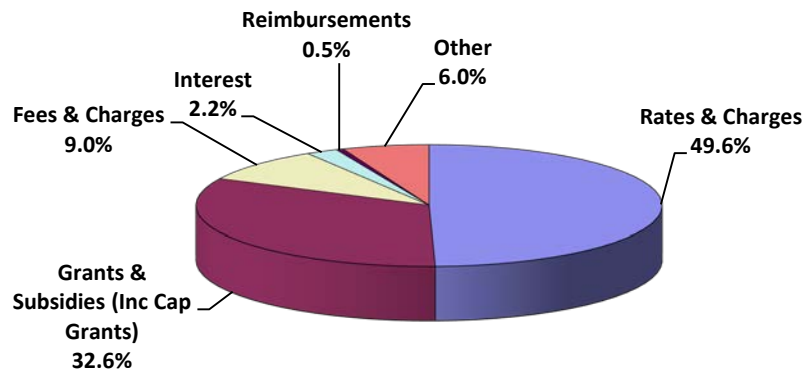
The municipal area is rich in agricultural resources, natural and built heritage and supports many businesses from small family-owned companies to multi-million dollar enterprises.

Council has a budgeted Operating Revenue in 2016/2017 of \$19.7 million (2015/2016 of \$18.7 million); budgeted Operating Expenditure of \$17.0 million including depreciation of \$5.3 million (2015/2016 \$5.0 million) which results in an operating surplus of \$2,704,874 or an underlying surplus of just \$7,198. Council also has a large capital works budget of \$13.9 million (2015/2016 \$11 million).

Revenue sources are depicted in the table and graph below:

Revenue	2015/2016 \$	2016/2017 \$	Percentage %
Rates & Charges	9,430,961	9,788,545	49.6
Grants & Subsidies	5,574,971	6,451,426	32.6
Fees & Charges	1,721,334	1,787,851	9.0
Interest	397,000	435,842	2.2
Reimbursements	102,076	96,867	0.5
Other	1,561,645	1,193,321	6.0
	18,787,987	19,753,852	100.0

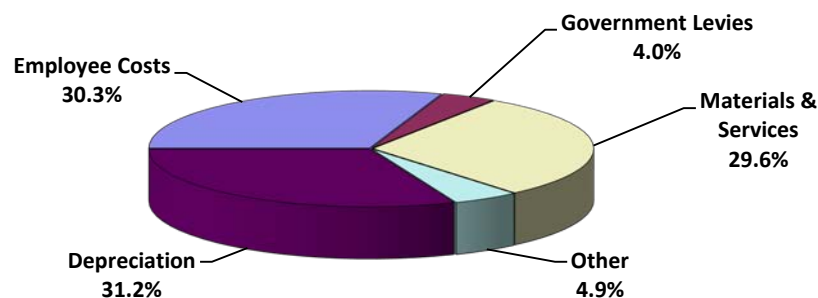
Budgeted Income 2016/2017



Operating Expenditure in 2016/2017 is within the following areas:

Expenditure	2015/2016 \$	2016/2017 \$	Percentage %
Employee Costs	5,116,977	5,156,118	30.3
Materials & Services	5,455,058	5,082,414	29.6
Government Levies	662,620	685,419	4.0
Depreciation	5,047,850	5,327,234	31.2
Other Expenditure	1,258,073	797,793	4.9
	75,540,578	17,048,978	100.00

Budgeted Expenditure Breakdown 2016/2017



Council employs 67 equivalent fulltime staff (including apprentices/trainees). Council's estimated Employee wage costs have been increased by 1.75 percent but this is subject to current negotiations with the Workplace Bargaining Agreement Committee. In dollar terms, wages have increased \$49,000 below the cost of indexation compared to last year due to deletion of the allocation for one additional approved Works employee.

Capital Expenditure represents approximately 54% of Council's total expenditure in 2016/2017.

RATING PARAMETERS

Municipal Rating Values

◆ Land Value	\$ 1,353,218,600
◆ Capital Value	\$ 2,953,336,200
◆ Assessed Annual Value	\$ 136,956,529

Payment of Rates

Rates can be paid in one sum within 30 days of the date of issue with a one per cent (1%) discount. Alternatively payment may be made by three (3) equal instalments.

Rates & Charges not paid before the due date will attract a daily interest charge of 0.0205% (7.5% per annum) in addition to a 5% penalty on all outstanding amounts as at 1 April 2017.

Pension Remission

Residents are entitled to remission of rates & charges up to \$430 (or \$292 for pensioners that are also customers of TasWater) for their principal place of residence provided they satisfy the requirements of the *Local Government (Rates and Charges Remissions) Amendment Act 1993*.

General Rate

Using a differential basis the following rates have been adopted for the 2016/2017 year:

- i) 9.74 cents in the \$AAV for land used for the purposes of industrial purposes,
- ii) 9.74 cents in the \$AAV for land not used (vacant) zoned industrial
- iii) 8.33 cents in the \$AAV for land used for public purposes,
- iv) 7.55 cents in the \$AAV for land used for commercial purposes,
- v) 7.55 cents in the \$AAV for land used for quarries and mining,
- vi) 7.06 cents in the \$AAV for land used for residential purposes,
- vii) 6.70 cents in the \$AAV for land zoned rural used for residential,
- viii) 6.70 cents in the \$AAV for land zoned as of low density residential,
- ix) 6.35 cents in the \$AAV for land used for sport and recreation,
- x) 4.80 cents in the \$AAV for land not used (vacant) other than industrial and commercial vacant land,
- xi) 4.48 cents in the \$AAV for land used for primary production.

In 2016/17 the minimum rates will increase by

- ◆ 2.4 percent or \$10 to \$442 for land used for residential, commercial and industrial/quarry/ mining purposes, and
- ◆ 10 percent or \$21 to \$232 for land used for rural, vacant, public purpose and sport and recreation purposes.

Garbage

A refuse and recycling collection charge is applied to properties that are provided with a fortnightly roadside collection service.

- i) \$ 107 - 140 litre waste and 240 litre recycle MGB Service,
- ii) \$ 157 - 240 litre waste and 240 litre recycle MGB Service.

Fire

All rateable properties within the Volunteer and General Land Districts are rated to fund the State Fire Commission. A rate in the dollar is levied according to the level of service in each district with a minimum levy of \$38 per property.

RATE LEVEL

Council adopted a fully differential rating model in 2007/08 to raise the same general rate revenue in each land use category as under the previous revaluation. The rate model has been refined since then by moving vacant industrial land to an industrial vacant land category, the introduction of a further land use category for Residential properties

located in a Rural planning zone, and minor adjustments moving land use category rate levels closer to the residential rate level.

In 2016/17 in order to meet wages growth, closely maintain service levels, and retain a robust capital works program, the general rate revenue will be increased by 2.4 percent raising a total general rate of \$8,509,700 during the year. The total General Rate revenue raised includes \$40,000 attributable to development and rating policy changes within the last 12 months, and \$242,000 for the annual cost and service level adjustment.

Under the differential rating system the following rates are raised in the individual land use categories, and the relationship is shown for each category in relation to the percentage increase/decrease.

Rate Revenue by Category							
Land Use Code	No. of Properties	Rates 2016-17	LUC %	Rates 2015-16	LUC %	Inc/Dec \$	Inc/Dec %
Commercial	250	922,374	10.8%	899,893	10.9%	2.5%	-0.1%
Industrial	161	1,122,653	13.2%	1,087,723	13.2%	3.2%	0.0%
Rural	846	2,007,756	23.6%	1,959,101	23.7%	2.5%	-0.1%
Low Density Residential	375	411,631	4.8%	402,829	4.9%	2.2%	0.0%
Public Purpose	108	145,303	1.7%	141,745	1.7%	2.5%	0.0%
Quarry	4	19,738	0.2%	19,277	0.2%	2.4%	0.0%
Residential	4,130	3,291,033	38.7%	3,180,126	38.5%	3.5%	0.2%
Rural Residential	418	417,078	4.9%	405,985	4.9%	2.7%	0.0%
Sport	40	26,973	0.3%	26,371	0.3%	2.3%	0.0%
Vacant	564	144,915	1.7%	134,768	1.6%	7.5%	0.1%
	6,896	8,509,453	100%	8,257,818	100%	3.0%	0.0%

Since the Council was formed in April 1993, emphasis has been placed on identifying current and future long term needs of residents and creating a structure able to meet these requirements. Major staff changes have been implemented, administration infrastructure upgraded, plant and equipment rationalised and surplus land and buildings sold.

Despite additional responsibilities placed on Council by the Local Government Act and the Council playing a more active role in Economic Development and other 'social' issues, the General Rate has increased generally in line with the local government inflation index over recent years.

COUNCIL'S STRATEGIC PLAN

Council's Strategic Plan 2007/2017 is currently being reviewed. The major goals and objectives identified in the Council's 2007/2017 Strategic Plan have been incorporated into this Annual Plan and are also reflected in the Council's Annual Report to keep residents informed about achievements made against the Plan and to give them the chance to measure Council's performance and effectiveness.

The new Draft Strategic Plan for 2017-2027 is well advanced. Our aim is to ensure it is supported by quality background information; includes a strong vision for the coming decade with a wide-ranging, flexible versatility; to ensure Council can quickly respond to strong economic opportunities as they emerge.

NORTHERN MIDLANDS COUNCIL'S STRUCTURE

Council Structure



Definitions

- ◆ EFT – Equivalent full time
- ◆ Responsible Departments
- ◆ Gov/E&CD – Governance/Economic & Community Development
- ◆ Corp - Corporate Services
- ◆ P&D – Planning & Development
- ◆ W&I – Works & Infrastructure
- ◆ W&I (N) – Works & Infrastructure - Northern Region
- ◆ W&I (S) - Works & Infrastructure - Southern Region

PART 1A : GOVERNANCE /ECONOMIC & COMMUNITY DEVELOPMENT

CORE FUNCTION:

1.1 Governance

DESCRIPTION OF SERVICES PROVIDED:

Nine Councillors represent the Northern Midlands municipal area. Council meets on the third Monday of each month with public agendas available prior to each meeting.

Council's administrative headquarters is based at 13 Smith Street, Longford and a range of services are also provided by Service Tasmania at the Town Hall, Campbell Town.

Council reviews and implements organisational values into day to day operations.

HUMAN RESOURCES:

Resource Title	Internal/External	Level
Councillors	Public Representatives	9
General Manager	Staff	1 EFT
Administration Officers	Staff	2.2 EFT

STRATEGIC PLAN 2007-2017:

Goals	Targets
1.1 GOVERNANCE	
<ul style="list-style-type: none"> ◆ Meet the needs and aspirations of our communities to the limit of our ability and resources ◆ Pursue on-going development of policies and programs directed at improving performance in strategic direction, leadership, engagement, efficiency, viability and sustainability 	<ul style="list-style-type: none"> ◆ Annual review of Strategic Plan ◆ Policies, programs and decisions always serve to advance the goals and approach of the Strategic Plan ◆ Accessible, open and transparent information and decision-making processes

OPERATIONS:

Target, Action or Project	Completion Date	Resources	Responsible Department
Provision of general governance services and executive support	30-Jun-17	\$495,786	Gov/E&CD
Provision for consultancy associated with studies and management plans	30-Jun-17	\$100,000	Gov/E&CD
Audit & Audit Committee	30-Jun-17	\$39,770	Corp
Elected Member management of meetings, agendas, allowances, training, support and elections	30-Jun-17	\$243,937	Corp

STATISTICAL/PERFORMANCE MEASURES:

Measures	2010/11	2011/12	2012/13	2013/14	2014/15
Number of items considered by Council	369	360	360	359	356
Attendance of Council Members at Council Meetings	92%	97%	91%	89.5%	89.8%

PART 1 : GOVERNANCE / ECONOMIC & COMMUNITY DEVELOPMENT

CORE FUNCTION:

1.2 Human Resources Management

DESCRIPTION OF SERVICES PROVIDED:

Council aims to provide a safe, healthy and supportive environment where employees are valued, respected and are able to realise their full potential.

Council is committed to the professional development of staff members through programs that focus on specific training and general development to assist with achieving excellent service delivery and has made a commitment to provide continued staff training at a minimum provision of 4% of wages.

A three year Enterprise Bargaining Agreement is currently being negotiated for period July 2016 to June 2019 to ensure continual improvement in the working conditions for all staff through professional development opportunities as well as being valued members of a strong overall team.

Council continues to encourage staff participation in workplace reform by holding regular staff and department meetings as well as supporting a Consultative Committee.

HUMAN RESOURCES:

Resource Title	Internal/External	Level
Admin Officer <i>(included in Governance/E&CD 1.1)</i>	Staff	
HR Officer	Staff	0.6
Council Officers – acting as Union Representatives	ASU	2

STRATEGIC PLAN 2007-2017:

Goals	Targets
1.2 HUMAN RESOURCES	
<ul style="list-style-type: none"> ◆ <i>Effective and dynamic organisation for the benefit of the community and all employees</i> ◆ <i>Recognised as an employer of choice</i> ◆ <i>Continue to develop the high standard and skills of our workforce in service delivery</i> ◆ <i>Be a responsible and supportive employer that provides an environment that is safe and free from harassment and discrimination</i> ◆ <i>Continue to develop HR management practices which enable</i> <ul style="list-style-type: none"> ● <i>reduction of risk</i> ● <i>adoption of change</i> ● <i>greater efficiency and productivity</i> 	<ul style="list-style-type: none"> ◆ <i>A trained, informed, flexible and motivated workforce with a high customer service work ethic.</i> ◆ <i>Greater efficiency & productivity</i>

OPERATIONS:

Target, Action or Project	Completion Date	Resources	Responsible Department
Provide HR & General Manager's special expenditure for staff	30-Jun-17	\$81,478	Gov/E&CD
Implement a Continuous Improvement Program	30-Jun-17	\$5,000	Gov/E&CD
Create pride and achievement and recognise contributions by Councillors and employees – issue 10, 20 and 30 year service certificates, and a gift for milestone service achievements 25 and 40 years	Ongoing	Staff	Corp
Participate in "Work Experience" programs with local schools and Launceston College	Ongoing	Staff	Corp
Contribute to Staff uniforms for all staff members	30-Jun-17	\$12,448	Corp
Subscribe to an independent counselling service for staff to access	30-Jun-17	\$2,040	Gov/E&CD
Implement Annual Training Plan	30-Jun-17	Staff	Gov/E&CD
Performance Appraisal System for all employees	30-Jun-17	Staff	Gov/E&CD
Update Employee & Supervisor's Handbooks	Ongoing	Staff	Gov/E&CD
Review and develop HR policies	Ongoing	Staff	Gov/E&CD
Undertake an annual staff survey	30-Jun-17	Staff	Gov/E&CD
Complete new EBA negotiations	30-Sep-16	Staff	Gov/E&CD

STATISTICAL/PERFORMANCE MEASURES:

Measures	2010/11	2011/12	2012/13	2013/14	2014/15
KPI Report Statistics					
Average cost per employee(s)	\$ 72,853	\$ 71,271	\$ 72,361	\$ 80,789	\$81,153
Average cost of training per employee	\$ 1,736	\$ 1,017	\$ 1,456	\$ 2,061	\$1,889
No. of employees per 1,000 population	5.1	5.0	4.6	4.5	4.6
Staff turnover rate	7.0%	3.9%	10.6%	17.8%	15.4%
Average annual sick leave per employee (days)	9.6	8.4	9.0	6.0	8.2
Lost time due to injury (days)	2.0	93	92	255	285
Number of workers compensation claims	5	8	5	0	10

PART 1 : GOVERNANCE / ECONOMIC & COMMUNITY DEVELOPMENT

CORE FUNCTION:

1.3 Community Dialogue

DESCRIPTION OF SERVICES PROVIDED:

Council is currently reviewing in conjunction with community consultation and participation its Strategic Plan for the period 2017-2027.

A 20-minute public question and statements time is provided at all Council Meetings to encourage public awareness of activities.

Council continually lobbies/ liaises with Ministers of Governments on issues of importance to the community.

Council encourages and supports active local committees.

Council aims to provide an environment that is safe and provides the opportunity for residents to pursue a quality lifestyle. It encourages a spirit of pride and appreciation of the community and its assets.

Council provides articles of community interest to the Examiner regional newspaper supplement "Your Region – Northern Midlands", and the locally owned newspaper 'The Country Courier'.

HUMAN RESOURCES:

Resource Title	Internal/External	Level
Admin Officer (<i>included in Governance/E&CD 1.1</i>)	Staff	

STRATEGIC PLAN 2007-2017:

Goals	Targets
1.3 COMMUNITY DIALOGUE	
<ul style="list-style-type: none"> ◆ Regular, accessible, and consistent communication between council and our communities on issues of direct interest to them ◆ Strive to advance Council's guiding principle of "Encouragement of community confidence through communication, consultation and participation" with more equitable, transparent, accessible and consistent governance by genuine engagement with the community. 	<ul style="list-style-type: none"> ◆ Community satisfaction with level of information, reporting and consultation

OPERATIONS:

Target, Action or Project	Completion Date	Resources	Responsible Department
Administer Donations under Section 77 of the LGA	30-Jun-17	\$14,000	Corp
Publish weekly news articles	30-Jun-17	\$24,970	Gov/E&CD
Update website / social media on regular basis	30-Jun-17	\$25,000 Staff	Corp Gov/E&CD

PART 1 : GOVERNANCE / ECONOMIC & COMMUNITY DEVELOPMENT

CORE FUNCTION:

1.4 Community Agenda

DESCRIPTION OF SERVICES PROVIDED:

Council has a vital and demanding role to play in working with the people of Northern Midlands to shape a common future, and Volume 2 'Community Vision' of the Strategic Plan 2007-2017 records the outcome of the final community strategic workshops held at Campbell Town, Cressy, Evandale, Longford, Perth and Ross.

HUMAN RESOURCES:

Resource Title	Internal/External	Level
Admin Officer (<i>included in Governance 1.1</i>)	Staff	

STRATEGIC PLAN 2007-2017:

Goals	Targets
1.4 COMMUNITY AGENDAS	
<ul style="list-style-type: none"> ◆ <i>Improve council awareness and response to the needs and aspirations of individual communities in Northern Midlands</i> 	<ul style="list-style-type: none"> ◆ <i>Prioritise Community agendas reflected in adopted Strategic Plan and scheme review</i> ◆ <i>Forums sustain dialogue with each community, regular/relevant information shared, each 'agenda' updated annually</i>

OPERATIONS:

Target, Action or Project	Completion Date	Resources	Responsible Department
Provide secretarial support to Local District Committees	30-Jun-17	Staff \$24,510	Gov/E&CD
Review of Corporate documents e.g. Strategic and Annual Plans, policies, procedures and bylaws	30-Jun-17	Staff	Gov/E&CD

STATISTICAL/PERFORMANCE MEASURES:

Measures	2010/11	2011/12	2012/13	2013/14	2014/15
Number of Local District Committees	7	7	7	7	7

PART 1 : GOVERNANCE / ECONOMIC & COMMUNITY DEVELOPMENT

CORE FUNCTION:

1.5 Regional / State Relations

DESCRIPTION OF SERVICES PROVIDED:

Council supports the need for coherent regional leadership, planning and economic policy frameworks to promote the regional potential.

It is an active member of the Local Government Association of Tasmania (LGAT), and Northern Tasmania Development (NTD).

Council investigates options for private and public resource sharing prior to implementing new programs. Resource Sharing is pursued with other Councils where appropriate.

HUMAN RESOURCES:

Resource Title	Internal/External	Level
General Manager (<i>included in Governance/E&CD 1.1</i>)	Staff	

STRATEGIC PLAN 2007-2017:

Goals	Targets
1.7 REGIONAL / STATE RELATIONS	
◆ <i>Successful representation of the needs and interests of our communities to other governments, agencies and corporate interest</i>	◆ <i>A clear agenda and issues and priorities defined to focus effort</i>

OPERATIONS:

Target, Action or Project	Completion Date	Resources	Responsible Department
Active membership of LGAT	30-Jun-17	\$44,420	Gov/E&CD
Active member of NTD including implementation of the Greater Launceston Plan	30-Jun-17	\$46,002	Gov/E&CD
Active member of Australian Mayoral Aviation Council	30-Jun-17	\$2,040	Gov/E&CD
Active member of the Local Government Womens Association	30-Jun-17	\$1,000	Gov/E&CD
Dialogue with neighbouring Council's with resource sharing opportunities	30-Jun-17	Staff	Gov/E&CD
Participate Midlands Highway Partnership Program with State Government	30-Jun-17	Staff	Gov/E&CD
Promote roll out of broadband/ optic fibre network	30-Jun-17	Staff	Gov/E&CD
Lobby state government and other stakeholders for Western Junction Transport Hub	30-Jun-17	Staff	Gov/E&CD
Lobby state government for Tyre Recycling solution for Tasmania	30-Jun-17	Staff	Gov/E&CD
Lobby Australian government for payment of rate equivalents on Crown Land	30-Jun-17	Staff	Gov/E&CD

PART 1 : GOVERNANCE / ECONOMIC & COMMUNITY DEVELOPMENT

CORE FUNCTION:

1.6 Emergency Management

DESCRIPTION OF SERVICES PROVIDED:

Council has continued involvement in emergency management planning.

The Emergency Unit at Campbell Town has 12 members and its role is to provide roadside rescue assistance and other needs as per the *Emergency Services Act 1976*.

Council administers funds received from MAIB and uses these funds for the purchase and maintenance of road accident rescue related equipment and services.

Fire hazards are identified within the municipal area and abatement notices are issued.

The General Manager is appointed as the Municipal SES co-ordinator, with Corporate Services Manager appointed as Deputy Municipal SES co-ordinator.

HUMAN RESOURCES:

Resource Title	Internal/External	Level
SES Unit	Volunteers	
Unit Manager (<i>included in Governance/E&CD 1.1</i>)	Staff	

STRATEGIC PLAN 2007-2017:

Goals	Targets
5.6 EMERGENCY MANAGEMENT	
<ul style="list-style-type: none"> ◆ Plan for major emergency events and developing precautionary strategies ◆ Endeavour to protect the community and the environment from foreseeable risks 	<ul style="list-style-type: none"> ◆ Council possesses a functional emergency management plan, tested and reviewed on a regular basis ◆ Effects of a disaster or catastrophic event on Northern Midlands communities are minimised

OPERATIONS:

Target, Action or Project	Completion Date	Resources	Responsible Department
Provide support to SES Service – Campbell Town	30-Jun-17	\$10,520	Corp/W&I
Ensure training of staff for Emergency Management Plan	30-Jun-17	Staff	Gov/E&CD
Review NMC Emergency Management Plans & Risk Assessments	30-Jun-17	Staff	Gov/W&I
Issue fire abatement notices as necessary	Ongoing	Staff	P&D
Emergency cleanup operations as necessary	30-Jun-17	\$100,000	Works

STATISTICAL/PERFORMANCE MEASURES:

Measures	2010/11	2011/12	2012/13	2014/15	2014/15
Callout hours to attend emergency scenes	223 hrs				
Number of fire hazard abatement notices issued	45	81	78	72	66
Number of fire abatement notices complied with	89%	78%	81%	88%	87%
Response time with regard to attending and dealing with emergency situations					

PART 1B : GOVERNANCE / ECONOMIC & COMMUNITY DEVELOPMENT

CORE FUNCTION:

1.7 The Local Economy

DESCRIPTION OF SERVICES PROVIDED:

Economic development was recognised as a major issue in Council's Strategic Plan in which a number of key sections address economic development issues.

Council is working in partnership with an array of stakeholders including the State and Federal Governments, the Northern Tasmania Development (NTD), Regional Development Australia (RDA), Tourism Northern Tasmania (TNT), the Northern Midlands Business Association (NMBA) and the Heritage Highway Tourism Region Association (HHTRA) to develop and implement strategic initiatives to boost economic growth and employment within the Northern Midlands.

HUMAN RESOURCES:

Resource Title	Internal/External	Level
Northern Midlands Business Association	External	
Heritage Highway Tourism Region Association Inc	External	
Officers	Staff	2.3 EFT

1.7.1 Long Term Economic Development

STRATEGIC PLAN 2007-2017:

Goals	Targets
2.1 LONG TERM ECONOMIC DEVELOPMENT	
<ul style="list-style-type: none"> ◆ Achieve sustainable economic advantage by building on the Northern Midlands natural assets and further developing the economy of the Northern Midlands 	<ul style="list-style-type: none"> ◆ Economic and infrastructure strategic projects developed ◆ Business support sustained ◆ Economic and infrastructure strategic projects implemented

OPERATIONS:

Target, Action or Project	Completion Date	Resources	Responsible Department
Support the NMBA to:			
<ul style="list-style-type: none"> ◆ Provide administrative support to implement initiatives/activities of the NMBA annual business plan 	30-Jun-17	\$26,720	Gov/E&CD
<ul style="list-style-type: none"> ◆ Identify/ foster economic development opportunities 	30-Jun-17	Staff	Gov/E&CD
<ul style="list-style-type: none"> ◆ Promotion and development of the TRANSlinc precinct, including pursuing funding for the Translink Stormwater and Missing Road Link Strategic Project 	30-Jun-17	\$5,000	Gov/E&CD
<ul style="list-style-type: none"> ◆ Manage the Northern Midlands Business Promotion Centre at Longford 	30-Jun-17	\$4,006	Gov/E&CD
Process applications for funding under the National Stronger Regions Fund, Bridges to Renewal Program and other emerging funding programs; and the subsequent acquittal processes	30-Jun-17	Staff	Gov/E&CD
Collaborate with RDA, NTD and other northern councils to develop and implement the Northern Region Futures Plan	30-Jun-17	Staff	Gov/E&CD
Work with key stakeholders to facilitate economic development and progress business opportunities specific to the Northern Midlands	30-Jun-17	Staff	Gov/E&CD

1.7.2 Business Support

STRATEGIC PLAN 2007-2017:

Goals	Targets
2.2 BUSINESS SUPPORT	
<ul style="list-style-type: none"> ◆ Consolidation and growth of the existing businesses in Northern Midlands ◆ Development of new businesses and employment creation ◆ Maintain a high level of strategic alliances and networks beneficial to sustainable economic growth 	<ul style="list-style-type: none"> ◆ Increased investment and expenditure in local businesses and services ◆ Increased employment opportunities ◆ Growth in the TRANSLink Precinct

OPERATIONS:

Target, Action or Project	Completion Date	Resources	Responsible Department
Contribute to NMBA to support projects within its 2016/2017 Business Plan	30-Jun-17	\$6,800	Gov/E&CD
Continue to participate in the Tasmanian Chamber Alliance and explore benefits for Northern Midlands	30-Jun-17	Staff	Gov/E&CD
Collaborate with NTD, RDA and other northern councils to plan, and funding permitting, implement initiatives	30-Jun-17	Staff	Gov/E&CD
Collaborate with Beacon Foundation and the local District High Schools to develop and implement a Business Partnership Group programs	1-Dec-16	Staff	Gov/E&CD
Collaborate with NM Community Broadcasters Inc to resurrect HeartFM radio station	31-Dec-16	\$7,500	Gov/E&CD
Support Northern Midlands Economic Development Committee	30-Jun-17	\$14,338	Gov/E&CD
Support the Longford Placemaking Project Committee	30-Jun-17	\$17,521	Gov/E&CD

1.7.3 Tourism Industry Support

STRATEGIC PLAN 2007-2017:

Goals	Targets
2.3 TOURISM INDUSTRY SUPPORT	
<ul style="list-style-type: none"> ◆ Wide recognition of Northern Midlands as a 'must see' tourist and interstate visitor destination ◆ Make effective use of Northern Midlands' heritage assets as the foundation for a vibrant tourism industry ◆ Support projects aimed at more coherent presentation of local history and generation of new tourism products. 	<ul style="list-style-type: none"> ◆ Increased tourist expenditure and numbers evidenced by the Tas Visitor Survey Data ◆ Increased investment and development in tourist businesses and tourism infrastructure

OPERATIONS:

Target, Action or Project	Completion Date	Resources	Responsible Department
Contribute to the HHTRA to support the Association with the implementation of its 2016/2017 Business Plan	30-Jun-17	\$18,000	Gov/E&CD
Tourism Development Officers to assist to:	30-Jun-17	\$104,971	Gov/E&CD
◆ Develop new tourism products, experiences and services	30-Jun-17	\$13,380	Gov/E&CD
◆ Market the Heritage Highway Tourism Region as a 'must see' destination	30-Jun-17	Staff	Gov/E&CD
◆ Support local tourism groups on specific projects, including currency of information on websites and social media	30-Jun-17	Staff	Gov/E&CD
◆ Support the Cressy Heritage project	30-Jun-17	\$3,309	Gov/E&CD
Collaborate with TNT to market Northern Tasmania as a key tourism destination, and to implement the Northern Tasmania Destination Management Plan	30-Jun-17	\$23,000	Gov/E&CD

Target, Action or Project	Completion Date	Resources	Responsible Department
Continue to support visitor centres at Evandale, Campbell Town, Ross and Avoca	30-Jun-17	\$14,844	Gov/E&CD
Assist with the implementation of consultants reports regarding the Longford Visitor appeal recommendations	30-Jun-17	Staff	Gov/E&CD
Collaborate with HHTRA to plan, implement and evaluate the Visit with Conviction advertising and promotion campaign	30-Jun-17	Staff	Gov/E&CD
Assist as required with the progressing of the Longford Equestrian Centre developments	30-Jun-17	Staff	Gov/E&CD
Continue to support major festival, events and promotions within the municipal area through Council's Grants Program, and facilitate the development of new major festivals as required	30-Jun-17	\$52,055	Gov/E&CD
Collaborate with State Growth to upgrade roadside signage across the Northern Midlands	30-Jun-17	\$35,000	Gov/E&CD
Assist in pursuing RV friendly status for Northern Midlands towns	30-Jun-17	Staff	Gov/E&CD
Prepare a tourism directions document for Council approval taking into account natural environment, heritage and infrastructure requirements	30-Jun-17	Staff	Gov/E&CD
Continue to support public WIFI facilities in major townships	30-Jun-17	\$1,800	Gov/E&CD
Continue to floodlight Tourist attractions	30-Jun-17	\$5,650	Gov/E&CD

STATISTICAL/PERFORMANCE MEASURES:

Number of planned projects achieved
Feedback and positive involvement

PART 1B : GOVERNANCE / ECONOMIC & COMMUNITY DEVELOPMENT

CORE FUNCTION:

1.8 The Local Community

DESCRIPTION OF SERVICES PROVIDED:

Facilitating healthy communities with a strong sense of well-being is a key in the Council's Strategic Plan- in which a number of sections address community safety, access, health and education issues.

Council is working in partnership with State Government, local community organisations and members, and Northern Tasmania Development to improve and enhance the health and well-being of northern midlands communities.

HUMAN RESOURCES:

Resource Title	Internal/External	Level
Administration Officers	Staff	0.1 EFT
Childcare Officers		7.4 EFT
Youth Officer contractors		

1.8.1 Equity of Access

STRATEGIC PLAN 2007-2017:

Goals	Targets
3.1 EQUITY OF ACCESS	
<ul style="list-style-type: none"> ◆ Improve access to Council services specifically, and within the community generally ◆ Facilitate a public transport system that meets local community needs 	<ul style="list-style-type: none"> ◆ Improved access to public buildings and public spaces ◆ Increased community awareness of disability and access issues ◆ Increased participation in community life by people with disabilities ◆ Improved access and utilisation of public transport

OPERATIONS:

Target, Action or Project	Completion Date	Resources	Responsible Department
Review, update and implement Council's Access Policy and associated Action Plan	30-Jun-17	Staff	Gov/E&CD

1.8.2 Individual & Community Safety

STRATEGIC PLAN 2007-2017:

Goals	Targets
3.2 INDIVIDUAL & COMMUNITY SAFETY	
<ul style="list-style-type: none"> ◆ Facilitate high levels of community awareness with regard to personal safety and effective crime prevention ◆ Provide safe and welcoming public spaces throughout the Northern Midlands 	<ul style="list-style-type: none"> ◆ Increased perceptions of public safety within the community ◆ Increased participation in community crime prevention initiatives ◆ Well designed and safe public places

OPERATIONS:

Target, Action or Project	Completion Date	Resources	Responsible Department
Collaborate with State Growth & Tas Police to improve community and road safety in the Northern Midlands	30-Jun-17	Staff	Gov/E&CD
Collaborate with Tas Police, Southern Midlands Council and Brighton Council to administer the work schedule and transport system for the Northern Midlands road safety message board	30-Jun-17	Staff	Gov/E&CD

1.8.3 Health

STRATEGIC PLAN 2007-2017:

Goals	Targets
3.3 HEALTH	
<ul style="list-style-type: none"> ◆ Advocate for affordable and locally accessible health and social services that meet community needs now and into the future 	<ul style="list-style-type: none"> ◆ Locally based, and ideally locally managed, health services that meet community needs ◆ Improved community health and well-being ◆ Effective representation of the health and social service needs of the Northern Midlands community to government

OPERATIONS:

Target, Action or Project	Completion Date	Resources	Responsible Department
Support the effective operation of health services in the Northern Midlands as required	30-Jun-17	Staff	Gov/E&CD
Collaborate with EPA Division, DPIPWE on campaigns to reduce air pollution by wood heaters in northern midlands communities	30-Jun-17	Staff	Gov/E&CD
Seek funding to enable the implementation of the Northern Midlands Community Sports Centre Masterplan, and the Recreation Ground Masterplans across northern midlands communities	30-Jun-17	Staff	Gov/E&CD
Collaborate with DHHS to continue the provision of student and staff accommodation at the Northern Midlands Rural Health Teaching Site at Campbell Town	30-Jun-17	Staff	Gov/E&CD

1.8.4 Youth

STRATEGIC PLAN 2007-2017:

Goals	Targets
3.4 YOUTH	
<ul style="list-style-type: none"> ◆ Facilitate services and activities that meet the needs and aspirations of young people in the Northern Midlands and which are developed in collaboration with other service providers, education, community and services groups, and governments ◆ Increase levels of awareness and understanding in Northern Midlands communities of the needs and aspirations of young people 	<ul style="list-style-type: none"> ◆ A range of activities available locally for Northern Midlands youth ◆ Community networks that assist and support young people ◆ High quality advocacy on behalf of young people ◆ Opportunities for young people to influence decision making within the community and Council

OPERATIONS:

Target, Action or Project	Completion Date	Resources	Responsible Department
Collaborate with Launceston PCYCs to provide youth activity programs at Perth, Evandale and Longford	30-Jun-17	\$36,000	Gov/E&CD
Collaborate with Northern Joblink to provide a weekly mentoring program at Campbell Town and Cressy District High Schools	30-Jun-17	Staff	Gov/E&CD
Manage the Northern Midlands Further Education Bursary Program	30-Jun-17	Staff	Gov/E&CD
Support the school chaplaincy program & inspiring futures program	30-Jun-17	\$25,000	Gov/E&CD

1.8.5 Older Persons

STRATEGIC PLAN 2007-2017:

Goals	Targets
3.5 OLDER PERSONS	
<ul style="list-style-type: none"> ◆ Facilitate a more positive community attitude to older persons, increase the participation of older people in the community and workforce, and support and promote the maintenance of a healthy lifestyle and independence 	<ul style="list-style-type: none"> ◆ More positive community attitudes towards older people ◆ Increased participation of older people in recreation, paid work and voluntary activities

Goals	Targets
<ul style="list-style-type: none"> Facilitate affordable and accessible community and housing services to meet current and future needs 	<ul style="list-style-type: none"> More older people maintaining a healthy lifestyle and their independence in the community Levels of community and housing services meet the needs of older people

OPERATIONS:

Target, Action or Project	Completion Date	Resources	Responsible Department
Review, update and implement Council's Positive Ageing Plan	30-Jun-17	Staff	Gov/E&CD
Manage the Aged Care Units at Campbell Town and Evandale	30-Jun-17	Staff	Corp
Continue to support Longford Care-a-car service for transport to medical services	30-Jun-17	Staff	Corp

STATISTICAL/PERFORMANCE MEASURES:

Measures	2010/11	2011/12	2012/13	2013/14	2014/15
Aged Care Units (4) at Campbell Town					
% Rental Received while occupied	100%	100%	100%	100%	89%
Occupation during year					
<ul style="list-style-type: none"> Campbell Town Evandale 	96%	100%	100%	90%	78%
	100%	95%	100%	100%	100%

1.8.6 Children's Service

STRATEGIC PLAN 2007-2017:

Goals	Targets
3.6 CHILDREN'S SERVICE	
<ul style="list-style-type: none"> Facilitate care, learning and support services which benefit the child, the family and the community Facilitate a range of quality childcare choices to meet the changing needs of families 	<ul style="list-style-type: none"> A range of child care options available and meeting the needs of Northern Midlands families A range of high quality children's services available that meet the needs of Northern Midlands families

OPERATIONS:

Target, Action or Project	Completion Date	Resources	Responsible Department
Manage the Northern Midlands Child Care Service	30-Jun-17	Staff	Corp

STATISTICAL/PERFORMANCE MEASURES:

Measures	2010/11	2011/12	2012/13	2013/14	2014/15
Childcare Statistics	%	%	%	%	%
Daily utilisation rates					
<ul style="list-style-type: none"> Rural & Remote Perth Midlands Kids Club ASC Midlands Kids Club BSC Midlands Kids Club VAC 	76.30	70.20	62.7	51.82	58.5
	82.43	77.47	78.7	67.8	57.0
	36.27	49.11	58.75	79.45	89.4
			8.14	11.65	15.4
	66.77	73.58	51.95	61.27	37.1

1.8.7 Community Recovery

STRATEGIC PLAN 2007-2017:

Goals	Targets
3.8 COMMUNITY RECOVERY	
<ul style="list-style-type: none"> Facilitate effective and coordinated management of the recovery process for affected Northern Midlands 	<ul style="list-style-type: none"> Northern Midlands Community Recovery Plan regularly tested and reviewed as required

OPERATIONS:

Target, Action or Project	Completion Date	Resources	Responsible Department
Review and update Council's Community Recovery Plan	30-Jun-17	Staff	E&CD/Gov
Regularly test through desktop exercises, Council's Community Recovery Plan	30-Jun-17	Staff	E&CD/Gov
Contribute to the development of Council's Business Continuity	30-Jun-17	Staff	E&CD/Gov

1.8.8 Broader Community & Cultural Development

STRATEGIC PLAN 2007-2017:

Goals	Targets
3.10 BROADER COMMUNITY & CULTURAL DEVELOPMENT	
<ul style="list-style-type: none"> ◆ Facilitate enhanced self-determination, community capacity and resilience ◆ Support local cultural activities that express community aspirations, sense of place, the history of the region, and provide opportunities for social interaction and enjoyment ◆ Encourage enhanced tolerance, understanding and respect within the community 	<ul style="list-style-type: none"> ◆ Increased community capacity for self-determined actions and outcomes ◆ High levels of community participation in community and cultural activities ◆ Increased appreciation of the history of the Northern Midlands in the community and Council

OPERATIONS:

Action or Project	Completion Date	Resources	Responsible Department
Support local community organisations through Council's donations and grants programs for events, Round 1 allocations as follows:	30-Jun-17	\$52,055	Corp
Longford Mens Shed - Men's Shed Challenge - Whats in a Pallett - March 2017		\$1,000	
Evandale History Society Inc - Blessing of the Bonnets - 18th Sept 2016		\$3,000	
Rock & Rodz Inc - Rock & Rodz 2nd October 2016		\$500	
Woolmers Estate - Woolmers Concert under the stars - 12 November 2016		\$2,180	
Woolmers Estate - Festival of Roses - 13 November 2016		\$1,000	
Tas Trout Expo - Tasmanian Trout Expo 17-19 September 2016		\$1,500	
Ross Marathon - Sunday 4th September 2016		\$500	
Norfolk Plains Jazz Festival - 16-18 September 2016		\$600	
Longford Show Society - Longford Show - October 2016		\$1,000	
Midlands Agricultural Association - Campbell Town Show - May 2017		\$1,000	
Northern Districts Cycling Club - PE Green Memorial Cycle Race - October 2016		\$375	
Anzac Day -		\$14,000	
Blessing of the Harvest		\$1,000	
Penny Farthing Championships		\$1,500	
Australia Day & Volunteer Recognition		\$2,000	
Fusion Australia Day		\$500	
Longford Cup- Sponsorship		\$1,000	
John Glover Arts Festival - Sponsorship		\$1,000	
Remembrance Day		\$300	
National RSL Servicemans		\$500	
Longford Fun Run		\$300	
Relbia Mud Run		\$800	
Municipal Bowls Day		\$500	
Rhythm X Supercross		\$10,000	
Round Two		\$6,000	

1.8.9 Policing

STRATEGIC PLAN 2007-2017:

Goals	Targets
3.11 <i>POLICING</i>	
<ul style="list-style-type: none"> ◆ Adequate level and type of policing across Northern Midlands communities to ensure safety and security 	<ul style="list-style-type: none"> ◆ Improved incident reporting and effective response ◆ Long Term – Longford station relocated, Perth manned full time

OPERATIONS:

Target, Action or Project	Completion Date	Resources	Responsible Department
Work with Tas Police to improve incident reporting	30-Jun-17	Staff	E&CD
Report vandalism to police	30-Jun-17	Staff	All dept's
Advocate for the relocation of the Longford Police Station to the main street, and to obtain a full time presence at the Perth Police Station	30-Jun-17	Staff	E&CD

1.8.10 Volunteer Support

STRATEGIC PLAN 2007-2017:

Goals	Targets
3.12 <i>VOLUNTEER SUPPORT</i>	
<ul style="list-style-type: none"> ◆ Provide adequate support and training to volunteering and community group activities 	<ul style="list-style-type: none"> ◆ Northern Midlands volunteers and associated organisations adequately trained and supported

OPERATIONS:

Target, Action or Project	Completion Date	Resources	Responsible Department
Provide appropriate training and support to volunteers of Council	30-Jun-17	Staff	Gov/E&CD

PART 1B : GOVERNANCE / ECONOMIC & COMMUNITY DEVELOPMENT

CORE FUNCTION:

1.9 Recreation

DESCRIPTION OF SERVICES PROVIDED:

Fostering environments and communities that encouraged healthy lifestyles is a key in the Council-State Government Partnership Agreements in which a number of key schedules address health and recreation issues.

Council is working in partnership with State and Federal Governments, local community service providers, local community organisations and members to develop and implement strategies to encourage healthy lifestyles for Northern Midlands residents.

Council provides financial and advisory assistance to management committees. Council provides an annual allocation of funds for capital works requested by community groups that are assessed on a priority basis.

HUMAN RESOURCES:

Resource Title	Internal/External	Level
Caravan Park Caretakers	External	
Management Committees	Committee	16.0
Pool Attendants	Staff	0.8 EFT

STRATEGIC PLAN 2007-2017:

Goals	Targets
3.9 RECREATION & LEISURE	
<ul style="list-style-type: none"> Facilitate increased participation in physical activity by Northern Midlands residents in accordance with the Tasmanian Physical Activity Plan by providing opportunities for participation in quality sport and recreation activities for people of all ages and cultural backgrounds including people who are disadvantaged or special needs groups 	<ul style="list-style-type: none"> A diverse range of quality recreational and leisure opportunities for all ages and special needs groups in the Northern Midlands community

OPERATIONS:

Target, Action or Project	Completion Date	Resources	Responsible Department
Assist with the review of the partnership arrangement for the Northern Midlands Sports Centre	30-Jun-17	\$21,360	Gov/E&CD
Manage the Council's swimming pools in collaboration with local swimming pool committees	30-Jun-17	\$109,779	Gov/E&CD
Manage the lease agreements for the Longford and Ross Caravan Parks	30-Jun-17	Staff	Gov/E&CD
Provide financial assistance to public hall and recreation ground facility management committees	30-Jun-17	\$57,305	Corp
Review management agreements for Special Committees of Council	30-Jun-17	Staff	Gov/E&CD
Manage the community and sporting organisations grants assistance program, as follows:	30-Jun-17		Corp
Fusion Australia, Poatina - Glass Studio & Equipment		\$906	
Anglican Parish of the Northern Midlands (CT) - Repairs to entrance & guttering Sunday School		\$1,000	
Anglican Parish of the Northern Midlands (Avoca) - Two bench seats for beautification of church grounds		\$1,500	
Cressy Swimming Pool Committee Provide 2 x perspex display boards from Men's Shed		\$750	
Longford Cricket Club - Cricket pitch wicket & training nets improvements		\$3,500	
Longford Football Club-grounds committee - Replacement of cricket pitch cover & development of coaching scorers area		\$6,540	
St Andrews Uniting Church (Evandale) - Disabled access		\$1,000	

Target, Action or Project	Completion Date	Resources	Responsible Department
The Northern Hunt Club Inc - Hunter style jumps for Campbell Town Show		\$1,000	
Devon Hills Residents Committee - Security cameras & lights		\$3,185	
Lake Leake Community Social Club Inc - Coughlan's Cottage		\$1,500	
Longford Tennis Club - Clubhouse renovations		\$1,000	
Evandale Community Centre Committee - Concertina Door		\$2,500	
Evandale Community & Tourist Information Centre - Solar Panel for Evandale Memorial Hall		\$5,000	
Morven Park Management Cttee - Refurb of outdoor cricket practice nets		\$3,500	
Perth Cricket Club - New netting for practice nets		\$3,500	
C/fwd - Ctown Men's Shed - Disabled access		\$2,823	

STATISTICAL/PERFORMANCE MEASURES:

Measures	2009/10	2010/11	2011/12	2012/13	2014/15
Number of facilities managed by Local Committees					
◆ Halls	8	8	8	8	8
◆ Recreation Grounds	6	6	6	6	6
◆ Pools	3	3	3	3	3
Usage of Northern Midlands Council Sports Centre					
◆ Gym membership fees	\$31,806	\$25,869	Under Contract	Under Contract	Under Contract
Shack site rental received					

PART 2 : CORPORATE SERVICES

CORE FUNCTION:

2.1 Financial Management

DESCRIPTION OF SERVICES PROVIDED:

This area provides all financial services including rates administration, receipts and payments, wages and salaries, budgeting and annual report preparation, investments, insurance, loans, asset registers and depreciation.

Tasmanian Audit Office will undertake the Financial Audit services for Council during 2016-17.

Council collects a volunteer fire service levy in respect of land in Cressy, Campbell Town, Longford, Evandale and Perth; and a general fire service levy for all other land.

The revaluation of the municipal area was undertaken during 2013 by the LG Valuation Services and the values are effective from 1 July 2013, bi-annual adjustment factors were effective 1 July 2015.

HUMAN RESOURCES:

Resource Title	Internal/External	Level
Unit Manager	Staff	1.0 EFT
Administration Officers	Staff	6.25 EFT
Tasmanian Audit Office	Auditors - External	

STRATEGIC PLAN 2007-2017:

Goals	Targets
1.8 FINANCIAL MANAGEMENT	
<ul style="list-style-type: none"> ◆ Provide practical, viable, sustainable financial management policies and procedures ◆ Develop, implement and review Asset Management plans for all asset classes to meet desired levels of service and financial sustainability constraints 	<ul style="list-style-type: none"> ◆ Community satisfaction with level of information, reporting and ◆ Development/review of financial plans and policies ◆ Improved budget achievement ◆ Improved return on investments ◆ High level of external funding ◆ Unqualified audit report ◆ Increase in rating compared to Local Government price index ◆ Appropriate level of outstanding debt ◆ Improved level of depreciation funding

OPERATIONS:

Target, Action or Project	Completion Date	Resources	Responsible Department
Provision of general corporate management services and financial services	30-Jun-17	\$711,557	Corp
Prepare 2015/2016 Annual Report	15-Aug-16	Staff	Corp
Prepare 2016/2017 Budget	30-Jun-17	Staff	Corp
Issue Rates by end July 2016	31-Jul-16	Staff	Corp
Monitor management of investments	Ongoing	Staff	Corp
Review methods of issue and collection of rates	Ongoing	Staff	Corp
Update 10 year forward financial forecast	30-Jun-17	Staff	Corp
Administer Pension Rate Remission applications	30-Jun-17	\$407,480	Corp
Administer collection of State Fire Levy	30-Jun-17	\$522,648	Corp
Meet GST, FBT and Payroll Tax requirements	Ongoing	Staff	Corp
Administer Building Training & Permit Guarantee Levy	30-Jun-17	\$73,264	Corp
Engage Service Tasmania for cashier services at Campbell Town	30-Jun-17	\$6,000	Corp
Issue Land Information Certificates	30-Jun-17	Staff	Corp

STATISTICAL/PERFORMANCE MEASURES:

Measures	2010/11	2011/12	2012/13	2013/14	2014/15
Outstanding Rates at year end	3.44%	5.14%	5.05%	10.53%	11.1%
Sources of Operating Revenue					
◆ Rates	45.9%	46.18%	52.36%	62.92%	50.57%
◆ Grants	37.9%	37.87%	31.29%	15.69%	31.90%
◆ User Charges	14.7%	8.45%	8.66%	10.92%	8.53%
Revenue per capita					
◆ Total Operating Revenue	1,229	1,290	1,259	1104	1,423
◆ Total Rates	563	596	659	695	719
◆ General Rate	486	514	560	605	629

PART 2 : CORPORATE SERVICES

CORE FUNCTION:

2.2 Customer Service

DESCRIPTION OF SERVICES PROVIDED:

Our decision making processes will be fair and accountable and will always take account of the economic, environmental and social sustainability of any proposed action.

Council is committed to provide innovative, efficient, equitable and quality service for all the community and respect for each and every customer.

Staff will deal with customers in an open, honest and courteous manner and respect their privacy at all times.

HUMAN RESOURCES:

Resource Title	Internal/External	Level
Admin Officer (<i>included in Financial Management 2.1</i>)	Staff	

STRATEGIC PLAN 2007-2017:

Goals	Targets
1.9 CUSTOMER SERVICE	
<ul style="list-style-type: none"> ◆ Meet customer service expectations ◆ Maintain and enhance efficiencies in order to provide quality customer service 	<ul style="list-style-type: none"> ◆ Positive customer experience/ feedback ◆ Higher average monthly visits on Council website

OPERATIONS:

Target, Action or Project	Completion Date	Resources	Responsible Department
Review and maintain corporate records for organisation	30-Jun-17	\$101,052	Corp
Review reports to measure Customer Request performance	30-Jun-17	Staff	Corp
Review website, and other social media outlets for effective communication	30-Jun-17	Staff	Corp

STATISTICAL/PERFORMANCE MEASURES:

Measures	2010/11	2011/12	2012/13	2013/14	2014/15
Number of requests	323	354	373	436	391
Completion of planned projects					
Feedback and positive involvement					

PART 2 : CORPORATE SERVICES

CORE FUNCTION:

2.3 Information Technology/Management

DESCRIPTION OF SERVICES PROVIDED:

Council operates a computer network connecting all users within the administrative headquarters. Remote users at the Longford Works Depot are connected to the network via a fibre optic cable.

Council utilises the Open Office Pty Ltd Local Government suite of programs for financials, Intramaps mapping application, and the Technology One information management system.

Council utilises an Infonet and Office 365 mailing system throughout the office as well as being connected to the Internet. Council's email address is – council@nmc.tas.gov.au

Council's website is – www.northernmidlands.tas.gov.au

HUMAN RESOURCES:

Resource Title	Internal/External	Level
Administration Officers	Staff	1 EFT

STRATEGIC PLAN 2007-2017:

Goals	Targets
1.10 INFORMATION MANAGEMENT	
<ul style="list-style-type: none"> ◆ Deliver information management services to meet organization, statutory and community needs ◆ Minimise manual processes and procedures by converting to electronic systems 	<ul style="list-style-type: none"> ◆ Disaster Recovery Plans ◆ Information Policies compliance ◆ Improved computer system downtime ◆ Improved IT cost per terminal ◆ High level of electronic transactions

OPERATIONS:

Target, Action or Project	Completion Date	Resources	Responsible Department
Provision of general management and control of electronic information and technology	30-Jun-17	\$141,626	Corp
Software Licence Fees & contractor maintenance	30-Jun-17	\$102,250	Corp
Upgrade Dataworks/Community software packages, & provide staff training update	30-Jun-17	\$34,000	Corp
Upgrade PC's & laptops, main printer and sundry computer equipment	30-Jun-17	\$44,250	Corp
Upgrade organisation website	30-Jun-17	\$25,000	Corp
Upgrade office furniture and office equipment	30-Jun-17	\$85,000	Corp
Provision and upgrade of CCTV & Public WiFi	30-Jun-17	\$15,000	Corp
Review & document IT disaster recovery plan & penetration testing	30-Jun-17	\$15,000	Corp
Telecommunication upgrades incl NBN	20-Jun-17	\$10,500	Corp

STATISTICAL/PERFORMANCE MEASURES:

Measures	2010/11	2011/12	2012/13	2013/14	2014/15
IT expenses % of total operating expenses	1.9%	1.6%	1.5%	1.7%	1.4%

PART 2 : CORPORATE SERVICES

CORE FUNCTION:

2.4 Insurance Risk Management

DESCRIPTION OF SERVICES PROVIDED:

Council identifies potential significant risks and obtains insurance cover accordingly.

HUMAN RESOURCES:

Resource Title	Internal/External	Level
Administration Officers (<i>included in Financial Management 2.1</i>)	Staff	

STRATEGIC PLAN 2007-2017:

Goals	Targets
1.11 INSURANCE/RISK MANAGEMENT	
◆ <i>Protect the community from economic loss arising from exposure of the corporation to financial risks</i>	◆ <i>Minimise cost of losses that are not covered by insurance</i>

OPERATIONS:

Target, Action or Project	Completion Date	Resources	Responsible Department
Administer and review insurance cover	30-Jun-17	\$13,300	Corp
Review and process all claims	30-Jun-17	Staff	Corp

STATISTICAL/PERFORMANCE MEASURES:

Measures	2010/11	2011/12	2012/13	2013/14	2014/15
Number of ISR insurance claims	19	13	3	1	1
Number of Motor Vehicle claims	9	5	9	6	8
Cost of Motor Vehicle claims	6,346	5,330	5,606	4,228	13,161
Completion of planned projects					
Feedback and positive involvement					

PART 2 : CORPORATE SERVICES

CORE FUNCTION:

2.5 Risk Management

DESCRIPTION OF SERVICES PROVIDED:

Council is committed to embedding enterprise risk management to create and maintain an environment that enables Council to deliver high quality services and meet performance objectives. Council recognises that risk management is an essential tool for sound strategic and financial planning and the ongoing physical operations of the organisation

To meet this commitment, all employees are required to be competent and accountable for adequately managing risk within their area of responsibility. Councils risk management policy is the umbrella policy for all supportive activities and documentation, which have the objective of improving processes by reducing the uncertainty of outcomes, thereby minimising loss within the activities and services provided by Council.

HUMAN RESOURCES:

Resource Title	Internal/External	Level
Risk Officer	Staff	1

STRATEGIC PLAN 2007-2017:

Goals	Targets
1.5 RISK MANAGEMENT	
◆ Create a culture of embedded risk management across the whole organisation	◆ Legal compliance with statutory requirements, risk is minimised & councils interests are protected.

OPERATIONS:

Target, Action or Project	Completion Date	Resources	Responsible Department
Integrate the risk legislation requirements with the day to day operations	30-Jun-17	\$92,595	Corp
Implementation of Alcohol & Other Drug employee sampling	30-Jun-17	\$8,660	Corp
Establish risk management training/ education program for all staff, councillors and volunteers	30-Jun-17	Staff	Corp
Complete a review compliance with WHS legislation	30-Jun-17	Staff	Corp
Monitor the Risk Management database, encompassing a complete risk register for Council	30-Jun-17	Staff	Corp
Monitor hazards, incidents and workers compensation	30-Jun-17	Staff	Corp

STATISTICAL/PERFORMANCE MEASURES:

Measures	2008/09	2010/11	2012/13	2014/15
LMI Audit Result	91%	96% 2 year intervals	94% 2 year intervals	Risk Management Training

PART 3 : PLANNING & DEVELOPMENT

CORE FUNCTION:

3.1 Structure Planning & Sustainability

DESCRIPTION OF SERVICES PROVIDED:

Council

- ◆ provides advice on appropriate use, development and subdivision of land within the municipal area
- ◆ ensures compatibility with the ecological and heritage nature of the Northern Midlands
- ◆ encourages compliance with the provisions of the Planning Scheme
- ◆ prepares strategic policy directions.

HUMAN RESOURCES:

Resource Title	Internal/External	Level
Unit Manager	Staff	0.72 EFT
Planning Officers	Staff	1.54 EFT
Administration Officer	Staff	0.85 EFT
Compliance Officer	Staff	0.75 EFT
Cadet Planner	Staff	1.0 EFT
Planning Consultant	External	
Heritage Consultant	External	
Landscape Consultant	External	

STRATEGIC PLAN 2007-2017:

Goals	Targets
4.1 DEVELOPMENT CONTROL	
<ul style="list-style-type: none"> ◆ Administrative compliance with legislation ◆ Practice and advice consistent with State Policies and the planning scheme 	<ul style="list-style-type: none"> ◆ Reduced processing times ◆ Consistent and timely assessment ◆ Produce additional guidelines to resolve areas of confusion on conflict
4.2 PLANNING PRACTICE	
<ul style="list-style-type: none"> ◆ Reinforce community confidence in the planning process ◆ Demonstrate the integrity of Council as the Planning Authority 	<ul style="list-style-type: none"> ◆ Improved community confidence through increased understanding of planning principles and issues ◆ Draft of revised planning scheme available in the short term
4.5 URBAN DESIGN	
<ul style="list-style-type: none"> ◆ Preservation and heritage buildings ◆ Retain and enhance the character of heritage precincts 	<ul style="list-style-type: none"> ◆ Adoption of revised heritage precincts ◆ Incorporate revised heritage list into planning scheme ◆ Revised planning controls – particularly for minor development
4.6 STRATEGIC PLANNING	
<ul style="list-style-type: none"> ◆ Community and Council agree on preferred future for Northern Midlands ◆ Agreed vision to guide planning scheme provisions ◆ Planning decisions to attract investment into Northern Midlands 	<ul style="list-style-type: none"> ◆ Strategic plan of Council to promote the realistic desires of the community ◆ Planning Scheme to transparently implement and promote the strategic plan outcomes ◆ Identified land and services suitable to attract commercial, industrial and residential investment
4.7 LAND USE PLANNING	
<ul style="list-style-type: none"> ◆ Planning, staged and orderly development consistent with strategic outcomes ◆ Attract and capture economic development opportunities for the Northern Midlands area 	<ul style="list-style-type: none"> ◆ Relevant land use strategies ◆ Structure plans to support planning scheme ◆ New planning scheme to implement revised strategies and structure plans
4.8 GROWTH CENTRE – TRANSPORT & INDUSTRY	
<ul style="list-style-type: none"> ◆ Reinforce Northern Midlands as the major transport logistics and industry growth centre in the north 	<ul style="list-style-type: none"> ◆ Northern Midlands consolidated as an established transport hub ◆ Acceptance and development of additional facility to compliment TRANSLink precinct

Goals	Targets
	<ul style="list-style-type: none"> Established industrial estate
4.9 RURAL PROCESSING CENTRE	
<ul style="list-style-type: none"> Expand Northern Midlands value-adding industrial base Develop a centralised statewide storage and processing complex for agricultural and other bulk products 	<ul style="list-style-type: none"> Identification of appropriate site through amendment to planning scheme Acceptance and take up by agricultural industry
4.10 SUB REGIONAL CENTRE	
<ul style="list-style-type: none"> Establishment of the Perth/ Western Junction area as a sub-regional centre consistent with broader regional hierarchies 	<ul style="list-style-type: none"> Expanded retail business and community services Expanded employment and investment opportunities
4.11 DISTRICT CENTRE	
<ul style="list-style-type: none"> Development of Campbell Town to fulfill its role as the recognised district service centre of the Northern Midlands 	<ul style="list-style-type: none"> Stable increase in Campbell Town population base Improved public transport service for and from the district Infrastructure standards and capacity to meet the needs of a growing Campbell Town Structure plan reflected in scheme provisions
4.12 LOCAL COMMERCE	
<ul style="list-style-type: none"> Make provision for the commercial and service needs of each community 	<ul style="list-style-type: none"> Structure plans and scheme provisions to address the identified needs of the communities for further local business and commercial expansion Community support for planned growth areas
4.14 REGIONAL PLANNING	
<ul style="list-style-type: none"> Pursue a coherent land use, development and infrastructure framework to guide planning decisions in the region Pursue Northern Midlands' development potential and full economic role in the region 	<ul style="list-style-type: none"> Council has defined clear regional planning agenda, issues and priorities Progress achieved against the agenda Successful representation of Northern Midlands needs and interests to other agencies Effective cooperation with and mutual support from other councils in the region

OPERATIONS:

Target, Action or Project	Completion Date	Resources	Responsible Department
Undertake Planning & Development services	30-Jun-17	\$583,716	P&D
Hold a planning practice seminar for Council and interested public	30-Jun-17	Staff	P&D
Meet with Tasmanian Planning Commission to assist awareness of policy, purpose and objectives of planning scheme	Ongoing	Staff	P&D
Develop planning guidelines to assist the community in the preparation of applications	30-Jun-17	Staff	P&D
Undertake compliance audits	Ongoing	Staff	P&D
Provide assistance to other Council's as requested under Resource Sharing Agreements	30-Jun-17	Staff	P&D
Undertake Strategic Planning projects incl Perth Structure Plan, West Perth Flooding Study, etc	30-Jun-17	\$230,000	P&D

STATISTICAL/PERFORMANCE MEASURES:

Measures	2010/11	2011/12	2012/13	2013/14	2014/15
Days to obtain Approvals					
<ul style="list-style-type: none"> Permitted use planning 	16	10	9	11	17
<ul style="list-style-type: none"> Discretionary planning 	38	35	30	31	36
Number of planning applications approved	366	310	278	280	267
Number of permits refused	10	4	3	2	5
Number of appeals	9	5	3	1	3
Number of matters under s64 LUPAA	1	0	2	1	0

PART 3 : PLANNING & DEVELOPMENT

CORE FUNCTION:

3.2 Building Services

DESCRIPTION OF SERVICES PROVIDED:

Provide advice to customers (particularly owner/builders) on building matters.

Issue building permits and inspect construction works.

HUMAN RESOURCES:

Resource Title	Internal/External	Level
Unit Manager	Staff	0.12 EFT
Building Permit Authority	Staff	0.60 EFT
Building Assessment	Staff	1.16 EFT
Plumbing Assessment	Resource Sharing MVC	0.50 EFT
Administration Officer	Staff	1.80 EFT

STRATEGIC PLAN 2007-2017:

Goals	Targets
4.3 BUILDING SERVICES	
<ul style="list-style-type: none"> ◆ Continued compliance with the Building Code of Australia ◆ Provision of advice and assessment consistent with best practice 	<ul style="list-style-type: none"> ◆ Reduced average processing times ◆ Consistent and rapid assessment ◆ Provide additional guidelines to resolve areas of confusion or conflict ◆ Undertake regular compliance audits

OPERATIONS:

Target, Action or Project	Completion Date	Resources	Responsible Department
Undertake Building Permit Authority functions	30-Jun-17	\$70,460	P&D
Undertake Building Assessment functions	30-Jun-17	\$178,494	P&D
Undertake Plumbing Inspection functions	30-Jun-17	\$65,298	P&D
Prepare standard procedures for essential service inspection of public buildings	31-Dec-16	Staff	P&D
Advise the community of changes to building legislation and standards	On-going	Staff	P&D
Streamline application lodgement and assessment process with implementation of new corporate software	30-Jun-17	Staff	P&D
Undertake compliance audits	On-going	Staff	P&D
Manage public buildings and monuments	On-going	Staff	W&I
Provide assistance to other Council's as requested under Resource Sharing Agreements	30-Jun-17	Staff	P&D

STATISTICAL/PERFORMANCE MEASURES:

Measures	2010/11	2011/12	2012/13	2013/14	2014/15
Number of building applications approved	284	236	273	308	271
Days to obtain Approvals					
◆ Certificate likely compliance	5	6	11	11	5
◆ Building permit	3	5	6	6	5
◆ Plumbing permit	14	17	14	14	7
Value of building approvals	\$83.1m	\$25.0m	\$24.94m	\$25.84m	\$30.69m
Property Certificates (Sec 132 & 337)	1,050	723	859	987	1,065

PART 3 : PLANNING & DEVELOPMENT

CORE FUNCTION:

3.3 Public & Environmental Health

DESCRIPTION OF SERVICES PROVIDED:

To research and resolve environmental nuisances.

To pro-actively implement programs/measures to protect community health by:

- ◆ providing immunisation sessions for residents
- ◆ investigating and actioning Notifiable Disease cases
- ◆ monitoring potable water supplies and other waters.

To inspect and action with respect to registered premises, level 1 activities (as defined by EMPCA) and on-site sewerage disposal systems.

HUMAN RESOURCES:

Resource Title	Internal/External	Level
Unit Manager	Staff	0.1 EFT
Administration Officer	Staff	0.6 EFT
Environmental Health Officer	External contractor	0.3 EFT

STRATEGIC PLAN 2007-2017:

Goals	Targets
4.4 PUBLIC HEALTH	
<ul style="list-style-type: none"> ◆ Protect the community from communicable diseases ◆ Consistent quality of potable water supply ◆ High standard of food hygiene practices at all food premises 	<ul style="list-style-type: none"> ◆ Food premises comply with standards for the sale and manufacture of food ◆ Electronic database of vaccinations administered ◆ Drinking & recreation water meets appropriate standards ◆ Reduced incidence of nuisance issues through increased public awareness

OPERATIONS:

Target, Action or Project	Completion Date	Resources	Responsible Department
Co-ordinate infant/junior schools immunisation program/clinics	30-Jun-17	\$4,000	P&D
Administer the electronic database of vaccinations	30-Jun-17	Staff	P&D
Inspect licence food premises	Ongoing	Staff/ Contract	P&D
Monitor potable water supplies	Ongoing	Staff	P&D
Participate in the Pandemic Preparedness program	30-Jun-17	Staff	P&D
Investigate incidents of notifiable diseases	30-Jun-17	Staff/ Contract	P&D
Promote disease prevention awareness programs in schools	30-Jun-17	Staff	P&D
Investigate complaints of a public health or environmental nature	30-Jun-17	\$107,303 Contract	P&D

STATISTICAL/PERFORMANCE MEASURES:

Measures	2010/11	2011/12	2012/13	2013/14	2014/15
Total Number of Persons Immunised	196	196	378	142	216
Total Number of Immunisations					
◆ Hep.B, ADT, Meningococcal C (varicella)	253	253	500	249	299
Number of Notifiable Diseases	5	2	6	6	2
No. of Food Premises inspected	142	126	122	123	118
Investigate all notifiable diseases and complaints of a public health or environmental nature.					

PART 3 : PLANNING & DEVELOPMENT

CORE FUNCTION:

3.4 Environment & Natural Resources

DESCRIPTION OF SERVICES PROVIDED:

Valuing, protecting and managing the state's natural resources is a goal reflected in the Council's Strategic Plan with a number of key strategies to address natural resource management issues.

Council is working in partnership with State Government, NRM North, local community organisations and members to improve and enhance natural resource management in the northern midlands.

HUMAN RESOURCES:

Resource Title	Internal/External	Level
Unit Manager	Staff	0.02 EFT
Officers	Staff	0.80 EFT
Special Committee		

STRATEGIC PLAN 2007-2017:

Goals	Targets
4.13 NATURAL RESOURCE MANAGEMENT	
<ul style="list-style-type: none"> ◆ The protection and enhancement of the natural resources of the Northern Midlands ◆ Sustainable use and management of natural resources of the Northern Midlands environment 	<ul style="list-style-type: none"> ◆ Wide awareness State of the Environment Report findings ◆ Implementation the Environmental Management Plan findings ◆ Planning Scheme provisions assist implementation of the Environmental Management Plan

OPERATIONS:

Target, Action or Project	Completion Date	Resources	Responsible Department
Support Northern Midlands NRM committee	30-Jun-17	\$1,000	P&D
Contribute to the development of the NRM Strategy providing in-kind support for the Local NRM Facilitator position	30-Jun-17	\$60,019	P&D
Oversee the implementation of NRM priority projects funded through NRM North	30-Jun-17	Staff	P&D
Administer envirofund grants for local non-incorporated land care groups	30-Jun-17	Staff	P&D
Support Mill Dam riverbank erosion committee and improvements	30-Jun-17	Staff	P&D

STATISTICAL/PERFORMANCE MEASURES:

Completion of projects

PART 3 : PLANNING & DEVELOPMENT

CORE FUNCTION:

3.5 Animal Control

DESCRIPTION OF SERVICES PROVIDED:

Council provides regulatory dog control within the municipal area in accordance with the provisions of the *Dog Control Act, 2000*.

Roles and responsibilities include:

- ◆ Promoting responsible dog ownership
- ◆ Maintaining a register of all dogs aged over 6 months
- ◆ Licensing kennels
- ◆ Managing municipal dog pound
- ◆ Providing declared areas where dogs can be exercised off lead if under effecting control
- ◆ Investigating complaints relating to dog nuisances
- ◆ Levying annual dog registration fees.

HUMAN RESOURCES:

Resource Title	Internal/External	Level
Unit Manager	Staff	0.04 EFT
Dog Control Officer	Staff	0.75 EFT
Dog Control Officer (Casual)	Staff	0.25 EFT
Dog Control Officer (Contract)	External Contractor	

STRATEGIC PLAN 2007-2017:

Goals	Targets
3.14 ANIMAL CONTROL	
<ul style="list-style-type: none"> ◆ Operate animal management services in accordance with an animal management strategy 	<ul style="list-style-type: none"> ◆ Reduced dog infringement fines issued ◆ Reduced number of impounded animals ◆ Safe, efficient and humane animal management

OPERATIONS:

Target, Action or Project	Completion Date	Resources	Responsible Department
Promote micro-chipping of dogs	30-Jun-17	Staff	P&D
Introduce responsible cat management initiatives	30-Jun-17	\$15,000	P&D
Review and follow up dog registrations	On-going	Staff	P&D
Promote responsible dog and cat ownership through the implementation of Council's Dog Management and Responsible Cat Ownership policies	On-going	\$105,650	P&D/EC&D

STATISTICAL/PERFORMANCE MEASURES:

Measures	2010/11	2011/12	2012/13	2013/14	2014/15
Number of impounded animals p.a.	96	83	107	95	88
Number of kennel licences issued p.a.	63	69	71	73	70
Number of dog registrations	3,180	3,651	3,666	3,578	3,801

PART 4 : WORKS & INFRASTRUCTURE

CORE FUNCTION:

4.1 Physical Asset Operations - Supervision & Indirect Overheads

DESCRIPTION OF SERVICES PROVIDED:

Council purchased a northern depot site at 13 Goderich Street, Longford in December 1994 to accommodate staff and equipment in the northern region of the municipal area, and the former Campbell Town depot is utilised for accommodation of the southern region.

Former depot at Ross is no longer actively used.

Field supervision is provided from supervisors based at each depot and total cost of operations associated with this function is allocated to maintenance and capital work activities.

To pro-actively undertake strategic asset management for the long-term reconstruction of roads, bridges and water infrastructure.

Actively seek sources of funding for high priority infrastructure projects.

To apply a balanced engineering/technical view to issues that demands such an approach.

HUMAN RESOURCES:

Resource Title	Internal/External	Level
Unit Manager	Staff	1.0 EFT
Regional Supervisor	Staff	1.1 EFT
Engineer	Staff	0.1 EFT
Engineer/Supervisor Assistant	Staff	2.0 EFT
Administration Officers	Staff	1.0 EFT

STRATEGIC PLAN 2007-2017:

Goals	Targets
5.1 TRANSPORT INFRASTRUCTURE OPERATIONS	
<ul style="list-style-type: none"> ◆ Ensure that council's roads, bridges, footpaths and related assets are planned, designed, developed, constructed and maintained to meet service, safety, and efficiency standards acceptable to the community ◆ Monitor road and transport infrastructure and regularly review the Road Asset Management Plan (including the Footpath Improvement Program) and Five Year Capital Works Program to meet current and forecast transport system needs ◆ Minimise heavy vehicle through-traffic from all town centres in Northern Midlands 	<ul style="list-style-type: none"> ◆ The extended life of infrastructure assets ◆ Improved community perceptions with regard to safety, amenity and traffic flow ◆ Implement the Five Year Capital Works Programs ◆ Implement the Road Asset Management Plan ◆ Interim heavy vehicle reduction measures implemented ◆ Long term improvement measures identified and implemented ◆ Increased state and commonwealth funding allocations for transport infrastructure ◆ Upgrade to Evandale and Illawarra Roads ◆ Perth Bypass proposal placed on future works agendas
5.4 INFRASTRUCTURE SYSTEMS GROWTH MANAGEMENT	
<ul style="list-style-type: none"> ◆ Provide infrastructure (roads, water, sewerage, drainage, solid waste) capacity in a timely fashion to meet the needs of industry, commerce and domestic demand in the growth centres of Northern Midlands ◆ Promote detailed information on the current status of service capacities, and assure spare capacity is brought on line in good time to ensure economic readiness for planned growth 	<ul style="list-style-type: none"> ◆ Plan for and maintain an infrastructure that can be managed financially and physically into the future ◆ Spare capacity database and cost neutral headworks funding system devised ◆ Implement a revenue cost neutral headworks charging system for industrial infrastructure

OPERATIONS:

Target, Action or Project	Completion Date	Resources	Responsible Department
Improvements at Depots	30-Jun-17	\$23,000	W&I
Office Premises – Alterations	30-Jun-17	\$75,000	W&I
Office Premises – Roof Replacement	30-Jun-17	\$80,000	
Purchase small plant	31-Mar-17	\$20,000	
<i>Roads & Bridges:</i>			
Provide contract management services	Ongoing	Staff	
Refine priority road works and footpaths for long term capital works program	Ongoing	Staff	
Refine asset management policies, strategies and plans	30-Jun-17	Staff	W&I/Corp
Review Heavy Vehicle Routes within municipal area	30-Jun-17	Staff	W&I/Corp

STATISTICAL/PERFORMANCE MEASURES:

Measures	2010/11	2011/12	2012/13	2013/14	2014/15
Number of traffic accidents within the municipal area which involve:					
◆ damage to property only	83	62	78	99	69
◆ injury to road users	48	38	53	52	61
◆ fatalities	2	2	3	4	3
◆ other		1	8	0	1
Total Crashes	133	103	142	155	134
Compliance with Budget projections					

4.1.1 Roads

DESCRIPTION OF SERVICES PROVIDED:

Northern Midlands has a road network consisting of:

- ◆ 106 kilometres urban sealed roads
- ◆ 467 kilometres rural sealed roads
- ◆ 13 kilometres urban gravel roads
- ◆ 386 kilometres rural gravel roads

Council has northern and southern based road works departments and responsibilities include asset management, road construction, resealing, re-sheeting, grading, edging and potholing, footpaths, roadside slashing, roadside spraying, safety railing, signage, kerb and channel, roadside drainage and emergency maintenance.

HUMAN RESOURCES:

Resource Title	Internal/External	Level
Officers	Staff	14.7 EFT
Private Works	Staff	0.6 EFT
Contractors	External	

OPERATIONS:

Target, Action or Project	Completion Date	Resources	Responsible Department
Undertake road maintenance program - projects including:	30-Jun-17	\$2,116,071	W&I
Provide urban street lighting	30-Jun-17	\$246,002	
Undertake resealing program	30-Jun-17	\$700,000	
Undertake resheeting of gravel roads	30-Jun-17	\$530,000	
Commence LED Street Lighting Replacement Program	30-Jun-17	\$700,000	

Target, Action or Project	Completion Date	Resources	Responsible Department
Undertake footpath reconstruction program - projects including:	30-Jun-17	\$393,376	W&I
<i>Campbell Town</i>			
Queen Street - Bridge 191 to Glenelg 363		\$40,000	
Glenelg Street – Peddar 0 to Church 285		\$60,000	
Bridge Street – Church 782 to Midlands Highway 920		\$29,016	
<i>Cressy</i>			
Main Street – No. 134 to 120		\$38,000	
Main Street – Property No. 120 - 370 to Bus Park 485		\$22,000	
Main Street – Newsagency 880 to Church 947		\$15,000	
<i>Evandale</i>			
Logan Road – Stockmans Road to No. 34		\$3,000	
<i>Longford</i>			
Wellington Street – Hobhouse 2022 to Bulwer 2278		\$63,360	
Smith Street – Howick 873 to Hay 955		\$12,000	
Malcombe Street – Laycock 130 to Marlborough 434		\$70,000	
Goderich Street – William 0 to Archer 78		\$17,000	
<i>Perth</i>			
George Street – Fairtlough 0 to End of Kerb 130		\$24,000	
Undertake road reconstruction program - projects including:		\$3,851,000	
<i>Campbell Town</i>			
Macquarie Road – Reconstruction – Chn 32.940 to 33.865		\$230,000	
Macquarie Road – Reconstruction – Chn 33.865 to 34.215		\$87,000	
Bridge Street – Reconstruction, k&g – Midland Highway to Church Street		\$220,000	
Torlessee Street – Reconstruct verge – Leake to end RHS		\$50,000	
Leake Street – Reconstruct verge – Mason to New (LHS only)		\$70,000	
Leake Street – Reconstruct verge – New to Torlessee (both sides)		\$70,000	
<i>Evandale</i>			
Nile Road – Reconstruction k&g – Chn 7.300 to 8.085		\$264,000	
Nile Road – Reconstruct verge k&g – North side 1st house chn 10.490 to 10.800		\$120,000	
<i>Longford</i>			
Woolmers Lane – Reconstruction – Chn 3.269 to 4.490		\$250,000	
Woolmers Lane – Reconstruction – Chn 4.490 to 5.800		\$260,000	
<i>Perth</i>			
Seccombe Street West – Construct k&g reshape verge provide 8m road – Mulgrave Street to Minerva Drive		\$80,000	
Seccombe Street East – Reconstruct and seal – Existing seal to past no. 8		\$70,000	
Cromwell Street – Construction K&G reshape verge – Philip to Nelson		\$40,000	
<i>Ross</i>			
High Street & Esplanade – Reconstruct and widen – Church Street to entrance of units		\$60,000	
Streetscape Program		\$50,000	

STATISTICAL/PERFORMANCE MEASURES:

Measures	2010/11	2011/12	2012/13	2013/14	2014/15
KPI Report Measures					
Ratio of Capital Expenditure to Depreciation	155%	164%	128%	117%	92%
WDV compared to Replacement Value	69.7%	69.7%	69.2%	69.0%	67%
Expenditure per km of sealed road	\$7,155	\$6,279	\$6,946	\$7,542	\$7,349
Expenditure per km of unsealed road	\$2,285	\$2,011	\$1,790	\$2,105	\$1,610
Number of street lights	1,154	1,176	1,184	1,187	1,197

4.1.2 Bridges

DESCRIPTION OF SERVICES PROVIDED:

Northern Midlands is responsible for construction and maintenance of the following bridge and major culvert structures:

Type	m ²	Number
Box culvert	913	37
Pipe culvert	1,260	87
Concrete	8,509	108
Composite	48	1
Concrete footbridge	142	2
Timber	816	5
Timber (with concrete abutment)	359	11
Total	12,047	251

HUMAN RESOURCES:

Resource Title	Internal/External	Level
Officers	Staff	0.4 EFT
Contractors	External	

OPERATIONS:

Target, Action or Project	Completion Date	Resources	Responsible Department
Undertake a bridge maintenance program	30-Jun-17	\$35,300	W&I
Undertake a bridge safety fencing		Staff	
Replace the following bridge no's.:		\$4,590,000	
Bridge # 2380 Royal George Road, Lewis Hill Creek – <i>Concrete Abutments</i>		\$120,000	
Bridge # 3725 McShanes Road, Hop Pole Creek – <i>Timber to Concrete Abutments</i>		\$300,000	
Bridge # 7350 Macquarie Road, Lake River – <i>Timber to Concrete Abutments</i>		\$1,430,000	
Bridge # 1130 Woolmers Lane, Macquarie River – <i>Timber to Concrete Abutments</i>		\$2,600,000	
Boat Ramp Jetty – <i>South Esk River</i>		\$140,000	

STATISTICAL MEASURES:

Measures	2010/11	2011/12	2012/13	2013/14	2014/15
Number of bridges replaced/reconstructed	3	6	6	4	1

4.1.3 Plant

DESCRIPTION OF SERVICES PROVIDED:

Council provide fleet cars for managerial activities and community services.

Heavy plant including graders, backhoes, tractors, trucks are held for maintenance and construction of Council infrastructure assets.

A 10-year plant replacement program is maintained and hire rates are costed to each project/activity to cover running and replacement expenses.

HUMAN RESOURCES:

Resource Title	Internal/External	Level
Officers	Staff	0.2 EFT
Mechanical Services	External	

OPERATIONS:

Target, Action or Project	Completion Date	Resources	Responsible Department
Small Plant – Replacement of small plant items	30-Apr-17	\$20,000	W&I
Plant Replacement Program – Replacement of Motor Vehicles/ Plant	30-Apr-17	\$517,000	W&I

STATISTICAL/PERFORMANCE MEASURES:

Measures	2010/11	2011/12	2012/13	2013/14	2014/15
Vehicles					
◆ Sold	7	11	15	10	6
◆ Purchased	7	17	15	10	8
◆ Number of Claims	9	5	9	6	8
◆ Cost of Claims	\$ 4,648	\$5,330	\$5,606	\$4,228	\$13,161

PART 4 : WORKS & INFRASTRUCTURE

CORE FUNCTION:

4.2 Stormwater/Drainage

DESCRIPTION OF SERVICES PROVIDED:

The Urban Stormwater Drainage service includes construction, maintenance and management of formed open drains, reticulation drains, collection pits and manholes in Avoca, Campbell Town, Conara, Cressy, Epping, Evandale, Longford, Perth, Ross, Rossarden and Western Junction.

Longford/Perth townships have unique flooding problems and relevant provisions are made in the municipal planning scheme and the emergency management plan.

HUMAN RESOURCES:

Resource Title	Internal/External	Level
Officers	Staff	1 EFT

STRATEGIC PLAN 2007-2017:

Goals	Targets
5.2 HYDRAULIC INFRASTRUCTURE	
<ul style="list-style-type: none"> ◆ Ensure Council's water, waste water (sewerage) and stormwater services are developed, designed and constructed, operated and maintained to be fit-for-purpose, efficient and cost-effective ◆ Utilise Asset Management Plans for hydraulic systems, to ensure that Council infrastructure continues to provide appropriate levels of service now and into the future at standards acceptable to the community ◆ Provide Safe, secure water supplies which meet National Health and Medical Research Council Guidelines to all urban centres ◆ Provide fully treated water to the majority of urban centres in a cost effective and efficient manner ◆ Where fully treated water supply is not available, provide a satisfactory untreated/ partially treated water supply in line with community expectations/ability to pay ◆ Ensure that existing and future water assets can be paid for without unnecessarily burdening future generations ◆ Provide reticulation and treatment of wastewater from urban centres in an efficient, cost effective and environmentally sustainable manner ◆ Dispose of treated wastewater on a "least environmental impact" basis ◆ Pursue wastewater reticulation and treatment solutions in key areas not currently serviced ◆ Provide protection of people and property from stormwater and flood where practical ◆ Develop long term stormwater management plans for each urban centre, incorporating water sensitive urban design ◆ Develop solutions for areas known to experience serious effects from storm water/runoff 	<ul style="list-style-type: none"> ◆ Adopt "Plan of Management" documents for all hydraulic services in urban centres ◆ Develop and implement Asset Management Plans for each hydraulic system, to ensure that assets continue to provide appropriate levels of service into the future ◆ Maintain continuous supply of potable water within water supply schemes ◆ Implement the - <ul style="list-style-type: none"> ● Water System Asset Management Plan ● Sewer Asset Management Plan ● Stormwater Asset Management Plan ◆ Provide treated water for the regional centres of Cressy, Campbell Town and Ross ◆ Provide reticulated sewerage to Avoca ◆ Provide wastewater services to all urban centres which meet (or exceed) environmental and public health standards ◆ Plan and complete stormwater drainage works based on the principles of water sensitive urban design ◆ Have in place emergency responses for flood protection infrastructure
5.3 WATER RESOURCES MANAGEMENT	
<ul style="list-style-type: none"> ◆ Develop an integrated water resource management strategy for Northern Midlands ◆ Ensure the community has secure future domestic supply, and strive to ensure its industries have an assured base allocation ◆ Council will lead the case for sustainable management strategies for all catchments significant to the area and equitable allocation of the resource across all stakeholders 	<ul style="list-style-type: none"> ◆ Integrated management strategy drafted, existing water supplies to standards maintained and secured, best options for other communities identified, interim measures in place ◆ Have in place a Drinking Water Quality Management Plan (DWQMP) in place, based on Hazard Analysis and Critical Control Points ◆ Integrated management strategy implemented, best

Goals	Targets
	<p><i>options implemented, all communities have safe and secure supplies, industry/agriculture base level identified and secured</i></p> <p>◆ <i>Achieve secure water supplies which meet National Health and Medical Research Council Guidelines to all towns</i></p>

OPERATIONS:

Target, Action or Project	Completion Date	Resources	Responsible Department
Emergency response for flood protection infrastructure	30-Jun-17	Staff	W&I
Undertake Stormwater maintenance program	30-Jun-17	\$44,630	
Undertake Flood Levee maintenance program	30-Jun-17	\$57,403	
Undertake specific stormwater/drainage projects as detailed in the works program including:	31-May-17		
TRANSlink area improvements		\$675,000	
Urban Stormwater Management Plans		\$40,000	
Flood Protection Outlet Study		\$15,000	

STATISTICAL/PERFORMANCE MEASURES:

Completion of planned projects.
Number of localised flooding complaints per annum due to faulty infrastructure.

PART 4 : WORKS & INFRASTRUCTURE

CORE FUNCTION:

4.3 Community Amenities

STRATEGIC PLAN 2007-2017:

Goals	Targets
5.5 COMMUNITY FACILITIES	
<ul style="list-style-type: none"> ◆ Provide reserves, public open spaces, recreational facilities, cemeteries, public buildings and other council amenities which are designed, developed and maintained to meet the needs of the Northern Midlands community 	<ul style="list-style-type: none"> ◆ Provide community facilities that meet the needs of the area in line with generally accepted standards of amenity and public safety ◆ Environment based on good urban design that encourages longer stays ◆ Community participation in sporting and recreational activities ◆ Increased usage of public facilities

4.3.1 Reserves & Public Open Space

DESCRIPTION OF SERVICES PROVIDED:

Council supplies and maintains sport and recreation facilities throughout the Northern Midlands area.

Council actively supports local management committees for recreation grounds and encourages/promotes use of existing recreation facilities.

HUMAN RESOURCES:

Resource Title	Internal/External	Level
Officers	Staff	3.0 EFT
Management Committees		5.0

OPERATIONS:

Target, Action or Project	Completion Date	Resources	Responsible Department
Undertake a Parks & Reserves maintenance program	30-Jun-17	\$503,327	W&I
Install street furniture & play equipment	30-Jun-17	\$383,000	
Install/upgrade shelter/s	30-Jun-17	\$30,000	
Upgrade private power poles	30-Jun-17	\$10,000	
Undertake street tree program	30-Jun-17	\$80,000	
Upgrade signage	30-Jun-17	\$35,000	
Upgrade parks and reserves as follows:	30-Jun-17		
<i>Cressy</i>			
Recreation Ground – Dump point & main extension		\$30,000	
<i>Evandale</i>			
Falls Park – Entrance & Gates		\$40,000	
Recreation Ground – Top Dressing Ground		15,000	
Recreation Ground – Dump Point Landscaping		4,000	
Russell Street – Heritage lighting		\$25,000	
<i>Longford</i>			
Public Open Space – Stokes Park Redevelopment		\$50,000	
Recreation Ground - Improvements		\$20,000	
Sports Centre – Landscaping		\$20,000	
Union Street – Dog Exercise Area		\$5,000	
Victoria Square – Christmas Tree Lighting		\$30,000	
Victoria Square – Cenotaph Lighting		\$20,000	
CBD Strategy – Parklets & Fairy Lights (Stage 1)		\$102,000	GOV/ECD
Cemetery - Irrigation, Seats & Road Improvements		\$15,000	W&I

Target, Action or Project	Completion Date	Resources	Responsible Department
<i>Perth</i>			
Memorial Gardens – Gun Restoration		\$5,000	W&I
<i>Towns</i>			
Entrances – Statements/Beautification		\$30,000	W&I

STATISTICAL/PERFORMANCE MEASURES:

Measures	2010/11	2011/12	2012/13	2013/14	2014/15
Number of grounds managed by Local Committees	5	5	5	5	5
Completion of planned projects					

4.3.2 Cemeteries

DESCRIPTION OF SERVICES PROVIDED:

Council own and operate:

- ◆ the Lawn Cemetery, Rose Garden and Niche Wall at Cressy Road, Longford
- ◆ a Rose Garden in Pioneer Park, Evandale
- ◆ Perth Cemetery (taken over from 24 June 2000).

A service is provided, in conjunction with Arrow Engraving Pty Ltd, to supply memorial plaques.

HUMAN RESOURCES:

Resource Title	Internal/External	Level
Officers	Staff	0.3 EFT
Funeral Directors	External	
Plaque Suppliers	External	

OPERATIONS:

Target, Action or Project	Completion Date	Resources	Responsible Department
Continue to improve processes and procedures for burials	30-Jun-16	Staff & Volunteers	Corp
<i>Longford</i>			
Cemetery - Irrigation, Seats & Road Improvements		15,000	W&I

STATISTICAL/PERFORMANCE MEASURES:

Measures	2010/11	2011/12	2012/13	2013/14	2014/15
Number of burials/placements					
1. Lawn Section	22	19	22	32	18
	2	2	2	11	4
2. Rose Garden	6	12	6	4	8
	2	4	2	2	4
3. Niche Wall	2	4	2	1	1
	1	1	1	2	1
Compliance with Budget projections					

4.3.3 Community Amenities

DESCRIPTION OF SERVICES PROVIDED:

Council maintains public buildings in each town throughout the municipal area.

Project manages the construction of new/alterations to Council building projects.

Council also maintains bus shelters and other street furniture.

HUMAN RESOURCES:

Resource Title	Internal/External	Level
Building Maintenance	Staff	2.0 EFT
Amenities Cleaning	Staff	1.5 EFT

OPERATIONS:

Target, Action or Project	Completion Date	Resources	Responsible Department
Undertake Public Amenities maintenance services	30-Jun-17	\$227,462	W&I
Manage public buildings or support management committees	30-Jun-17	\$79,367	
Manage camping grounds at Lake Leake and Tooms Lake	30-Jun-17	Contractor/ Staff	
Prepare and implement cyclic maintenance programs for the Council's buildings.	30-Jun-17	Staff	
Building Improvement Program - As per improvement program priority list	30-Jun-17	\$100,000	
Upgrade buildings as follows:	30-Jun-17		
Asbestos Removal Program		\$20,000	
Public Toilet Painting Program		\$30,500	
Building Demolition		\$17,500	
<i>Avoca</i>			
Public Buildings Program – Doors, Fascias, Painting		\$34,000	
<i>Bishopsbourne</i>			
Community Centre – Replace Laser Lite		\$8,000	
<i>Cressy</i>			
Recreation Ground – Improvements to Clubrooms & Amenities		\$30,000	
Hall – Fascia & Gutter		\$8,000	
Childcare – Repairs/Replacement/Improvements to Ceiling, Floors, Fence & Stormwater		\$7,000	
Trout Park – Shelter/Protection of History Board		\$5,000	
Cressy Pool – Improvement/Repair of Pool Cover Rollers & Tripping areas		\$14,000	
<i>Campbell Town</i>			
Hall – Improvements		\$50,000	
Pool – Improvements, including Disable Access, Changerooms & Kiosk		\$24,500	
Units – Renovation/Upgrade		\$20,000	
Guide Hall - Improvements		\$5,000	
Log Shelter – Replace Shingles		\$7,000	
Library – Improvements		\$10,000	
Recreation Ground – Score Box Stairs Replacement		\$2,000	
Recreation Ground – Complex		\$1,500,000	
<i>Epping Forest</i>			
Hall – Improvements		\$20,000	
<i>Evandale</i>			
Hall – Improvements		\$17,000	
Units – Renovation/Upgrade		\$20,000	
Community Centre – Flag Pole		\$10,000	
Honeysuckle Banks – BBQ Shelter Improvements		\$1,000	
<i>Longford</i>			
Town Hall – Painting & Improvements		\$25,000	
Town Hall – Acoustics Improvements		\$50,000	
Memorial Hall – Floor Improvements & Sound Proofing		\$61,000	
Sports Centre – LED Lighting and Plaster Repairs		\$20,000	

Target, Action or Project	Completion Date	Resources	Responsible Department
Recreation Ground – Improvements, including replacement of stairs, painting & gutters		\$17,000	W&I
Library – Maintenance, including replacement of doors		\$10,000	
<i>Lake Leake</i>			
House & Amenities – Improvements		\$8,000	
<i>Perth</i>			
Train Park – Paint Train		\$10,000	
Childcare – Install Air Conditioners		\$6,000	
Community Centre – Electrical Repairs & LED Lighting		\$8,000	
<i>Ross</i>			
New Village Green		\$10,000	
Public Toilets – Replacement		\$200,000	
Town Hall – Acoustics Improvements		\$4,733	
Town Hall – Replacement of Entrance Door		\$2,000	
Cannon – Restoration		\$10,000	
Caravan Park– Improvements to Units & Amenities		\$10,000	
<i>Rossarden</i>			
Public Toilets – Improvements		\$2,000	

STATISTICAL/PERFORMANCE MEASURES:

Measures	2009/10	2010/11	2011/12	2012/13	2013/14
Number of public conveniences provided	16	16	16	16	16
Number of complaints					

PART 4 : WORKS & INFRASTRUCTURE

CORE FUNCTION:

4.4 Waste Management

DESCRIPTION OF SERVICES PROVIDED:

Council provides a fortnightly door-to-door domestic waste & recycle collection service to the townships of Avoca, Cressy, Evandale, Longford, Nile, Campbell Town, Ross, Conara, Epping Forest Perth and Royal George as well as some 320 rural properties within the northern area.

Provide waste transfer stations at Kalangadoo, Lake Leake, and Rossarden. The Avoca, Evandale, Campbell Town and Longford waste transfer stations are supervised and green waste is accepted.

Provide a street sweeping/cleaning service and litter collection service of town streets and some recreational areas.

Provide an annual "special" garbage collection in township areas during December.

HUMAN RESOURCES:

Resource Title	Internal/ External	Level
Domestic Garbage Collection Contractors	External	Contract
Garbage Transportation Contractor (Transfer Stations)	External	Contract
Recyclable Materials Collection Contractor	External	Contract
Site Attendants: Longford/Campbell Town / Evandale / Avoca	External	Contract
Officers	Internal	3.1 EFT
Administration Officer	Internal	0.2 EFT

STRATEGIC PLAN 2007-2017:

Goals	Targets
5.7 WASTE MANAGEMENT	
<ul style="list-style-type: none"> ◆ Ensure effective, safe and environmentally responsible disposal of solid wastes ◆ Ensure high levels of community participation in recycling and reuse of waste materials 	<ul style="list-style-type: none"> ◆ Waste materials going into landfill are minimized and diversion/recycling is maximized ◆ Northern Midlands solid waste operations are integrated with the regional approach to waste management/minimization

OPERATIONS:

Target, Action or Project	Completion Date	Resources	Responsible Department
Provide waste transfer stations throughout the municipal area	30-Jun-17	\$406,147	W&I
Provide roadside waste collection services to urban and some rural areas	30-Jun-17	\$660,720	
Undertake litter collection services and street cleaning	30-Jun-17	\$343,493	
Further develop and implement the Regional Waste Management Strategy	Ongoing	Staff	
Support kerbside recycling, litter awareness and waste reduction through public education and subsidies	Ongoing	Staff	
Support recycling and domestic mobile garbage bin collection service to Conara, Epping, Campbell Town, Longford, Perth, Cressy, Evandale, Nile and Ross townships and serviced rural areas	Ongoing	Staff	
Undertake improvements to the Waste Transfer Stations	30-Jun-17	\$40,000	
Provide an additional kerbside waste and recycling collection between Christmas & New Year for areas that are not normally provided a service during that week	01-Jan-17	\$10,000	
Involvement in NTD Waste Management Group	Ongoing	Staff	
Replacement of mobile garbage bins and recycle bins	30-Jun-17	\$25,000	
Review of waste transfer station contracts	30-Jun-17	Staff	

STATISTICAL/PERFORMANCE MEASURES:

Measures	2010/11	2011/12	2012/13	2013/14	2014/15
Volume of					
◆ Refuse disposed of at Waste Disposal sites tonnes		1,960	1,921	1,976	2,124
◆ Refuse collected - number of households bi-weekly door-to-door service	4,736	4,736	5,092	5,174	5,275
◆ Recycling collected - number of households bi-weekly door-to-door service	4,911	4,911	5,092	5,174	5,275
◆ Volume of green waste mulched (m ³ mulched)*	2,534	2,534	1,595	1,720	1,720
Weight of kerbside recyclable materials collected - tonnes	n/a	880	947	1,021	1,009
Weight of kerbside rubbish collected - tonnes	1,716	1,945	1,675	2,028	1,972