

# Budget and Operational Plan by Department

## Department: Financial and Project Services

Category	Budget \$
Capital Revenue	(71,927,000)
Capital Expenditure	71,195,000
Contributed Assets	40,227,000
Loan Redemption	30,770,741
Borrowings	(24,517,864)
Operational Revenue	(466,071,871)
Operational Expenditure	167,050,465
Operational Projects Expenditure	1,985,000

### The department is delivering on the following Corporate Plan strategies:

- Develop projects which deliver strategic opportunities for the Moreton Bay Region
- Develop, support and incentivise a digital region
- Maintain an efficient and effective organisation
- Provide residents opportunity to participate and engage with their community
- Maintain sustainable waste management for the Moreton Bay Region

Key Performance Indicators	Annual Target
Amount of outstanding rates (excluding prepayments) at the end of each quarter	3%
Availability of corporate information systems during business hours	99%
Availability of council's website	99%
Fiscal Flexibility - Target interest cover to be greater than 6 months	6
Internal customer satisfaction with corporate information systems	90%
Liquidity - Target cash expenses cover to be greater than 6 months	6
Liquidity - Target working capital ratio to be greater than 3	3
Maximise interest revenue on surplus cash invested with QTC and other financial institutions	3%
Obtain an unmodified external audit opinion for 2017/18	100%

## Department: Human Resources

Category	Budget \$
Operational Revenue	(78,750)
Operational Expenditure	2,357,801
Operational Projects Expenditure	35,000

### The department is delivering on the following Corporate Plan strategies:

Maintain an efficient and effective organisation  
Provide residents opportunity to participate and engage with their community

Key Performance Indicators	Annual Target
Disputes that go to the Commission resolved in council's favour	90%
Timeframe to fill a position no longer than 9 weeks	80%

## Department: Legal Services

Category	Budget \$
Operational Revenue	(5,000)
Operational Expenditure	6,383,711
Operational Projects Expenditure	70,000

### The department is delivering on the following Corporate Plan strategies:

Maintain transparent, robust and compliant decision making  
Protect council assets, people and environment

Key Performance Indicators	Annual Target
Compliance with statutory and policy timeframes for Right To Information and Information Privacy applications and Complaints	95%
Legal advice provided within agreed timeframes	100%
Litigation satisfactorily resolved	90%

## Department: Mayor and Councillors

Category	Budget \$
Operational Expenditure	2,901,407

### The department is delivering on the following Corporate Plan strategies:

Maintain transparent, robust and compliant decision making

## Department: Strategy and Engagement

Category	Budget \$
Operational Revenue	(200)
Operational Expenditure	4,837,021
Operational Projects Expenditure	1,075,000

### The department is delivering on the following Corporate Plan strategies:

Develop a sustainable, innovative and thriving economy that creates valuable employment for residents, protects the region's high quality of life and provides a prosperous future for residents

Develop a strong and inclusive community

Provide residents opportunity to participate and engage with their community

Develop communications which promote and support council services

Key Performance Indicators	Annual Target
Council media releases utilised by media organisations	80%
Customer satisfaction with Council sponsored and run events	80%

## Department: Office Of The CEO Directorate

Category	Budget \$
Operational Expenditure	1,589,180

### The department is delivering on the following Corporate Plan strategies:

Develop projects which deliver strategic opportunities for the Moreton Bay Region

Maintain transparent, robust and compliant decision making

Protect council assets, people and environment

Maintain an efficient and effective organisation

Key Performance Indicators	Annual Target
Audit recommendations implemented	90%
Internal audit plan progressed as scheduled	100%

## Department: Engineering, Construction and Maintenance Directorate

Category	Budget \$
Capital Revenue	(2,193,653)
Capital Expenditure	39,710,000
Operational Revenue	(67,359)
Operational Expenditure	10,848,508
Operational Projects Expenditure	1,730,000

### The department is delivering on the following Corporate Plan strategies:

- Develop projects which deliver strategic opportunities for the Moreton Bay Region
- Develop arrangements to mitigate the impact of disaster events
- Maintain safe public spaces
- Maintain healthy communities through appropriate programs and regulation
- Develop and support well planned, maintained and managed sport facilities
- Support sporting clubs to achieve ongoing self-sustainability
- Maintain and enhance spaces and facilities that are used by the community
- Maintain transparent, robust and compliant decision making
- Maintain sustainable waste management for the Moreton Bay Region
- Protect public assets and maintain environmental standards through management of the stormwater network, coastal areas and waterways
- Maintain a safe, efficient, reliable and integrated transport network
- Develop quality and accessible recreation opportunities that enhance the lifestyle of residents
- Develop and deliver a contemporary public library service
- Develop and showcase the region's diverse arts, cultural heritage and social history

Key Performance Indicators	Annual Target
CCTV cameras and equipment to be fully operational	94%
CCTV footage requests processed within 5 business days	95%
Compliance of Local Disaster Management Plan with Emergency Management Assurance Framework	100%
Hours of disaster management training undertaken	1,000
Number of Asset Protection Zone planned burns completed	11
Number of disaster management exercises conducted	4
Number of Land Management Zone planned burns completed	8
Number of Strategic Fire Advantage Zone planned burns completed	16
Numbers of Local Disaster Coordination Centre personnel meeting core training levels	90

## Department: Waste Services

Category	Budget \$
Capital Expenditure	11,310,000
Operational Revenue	(7,062,000)
Operational Expenditure	34,241,650

### The department is delivering on the following Corporate Plan strategies:

Provide residents opportunity to participate and engage with their community  
 Maintain sustainable waste management for the Moreton Bay Region  
 Maintain and enhance the health of the natural environment  
 Develop quality and accessible recreation opportunities that enhance the lifestyle of residents

Key Performance Indicators	Annual Target
Kerbside waste and recyclable waste bins collected as scheduled	100%
Total tonnage of general and recyclable waste collected from kerbside bins that is recycled	22%
Total tonnage of waste collected at waste facilities from residential and commercial premises (excluding kerbside bins collection) that is recycled	45%

## Department: Project Management and Construction

Category	Budget \$
Operational Expenditure	1,303,564

### The department is delivering on the following Corporate Plan strategies:

Facilitate growth while retaining the region's unique environment and lifestyle choices

Key Performance Indicators	Annual Target
Percentage of capital works program completed	100%

## Department: Infrastructure Planning

Category	Budget \$
Capital Expenditure	8,825,000
Operational Revenue	(1,471,088)
Operational Expenditure	6,567,673
Operational Reserves Transfers	1,293,889
Operational Projects Revenue	(250,000)
Operational Projects Expenditure	4,522,000

### The department is delivering on the following Corporate Plan strategies:

Facilitate growth while retaining the region's unique environment and lifestyle choices  
 Protect public assets and maintain environmental standards through management of the stormwater network, coastal areas and waterways

Key Performance Indicators	Annual Target
Customer requests addressed within the set response time	95%
Planning projects are completed in the financial year prior to design	95%

## Department: Integrated Transport Planning and Design

Category	Budget \$
Capital Revenue	(1,730,000)
Capital Expenditure	78,203,000
Operational Revenue	(34,000)
Operational Expenditure	2,997,763
Operational Projects Revenue	(25,000)
Operational Projects Expenditure	975,000

### The department is delivering on the following Corporate Plan strategies:

Facilitate growth while retaining the region's unique environment and lifestyle choices  
 Develop vibrant, accessible and appealing places  
 Maintain a safe, efficient, reliable and integrated transport network

Key Performance Indicators	Annual Target
Design program is completed in the financial year prior to construction	95%

## Department: Asset Maintenance

Category	Budget \$
Capital Revenue	(1,800,000)
Capital Expenditure	12,515,000
Operational Revenue	(1,034,922)
Operational Expenditure	81,245,195
Operational Projects Expenditure	1,260,000

### The department is delivering on the following Corporate Plan strategies:

- Maintain safe public spaces
- Maintain and enhance spaces and facilities that are used by the community
- Maintain an efficient and effective organisation
- Provide residents opportunity to participate and engage with their community
- Maintain and enhance the health of the natural environment
- Protect public assets and maintain environmental standards through management of the stormwater network, coastal areas and waterways
- Maintain a safe, efficient, reliable and integrated transport network
- Develop quality and accessible recreation opportunities that enhance the lifestyle of residents

Key Performance Indicators	Annual Target
Building and Facilities - Customer requests addressed within the set response time	95%
Building and Facilities - Graffiti removal requests completed in accordance with timeframes	95%
Building and Facilities - Programmed buildings and facilities maintenance activities completed in accordance with schedule	100%
Fleet - Compliance with all Queensland Transport Statutory Regulations	100%
Fleet - Heavy fleet, plant and equipment is maintained in accordance with programmed maintenance service schedules	95%
Fleet - Light fleet is maintained in accordance with programmed maintenance service schedules	95%
Fleet - Small equipment is maintained in accordance with programmed maintenance service schedules	95%
Operations - Customer requests for marine related services completed within level of service timeframes	95%
Operations - Parks customer requests completed within level of service timeframes	95%
Operations - Programmed maritime facilities maintenance activities completed in accordance with schedule	100%
Operations - Programmed parks inspection activities (playgrounds) completed in accordance with schedule	100%
Operations - Programmed parks maintenance activities (mowing and landscaping) completed in accordance with schedule	100%
Operations - Programmed roads maintenance activities completed in accordance with schedule	100%
Operations - Programmed stormwater maintenance activities completed in accordance with schedule	100%
Operations - Road network customer requests completed within level of service timeframes	95%
Operations - Stormwater network customer requests completed within level of service timeframes	95%

## Department: Community and Environmental Services Directorate

Category	Budget \$
Operational Expenditure	342,786

### The department is delivering on the following Corporate Plan strategies:

Maintain transparent, robust and compliant decision making

## Department: Customer and Cultural Services

Category	Budget \$
Capital Expenditure	963,000
Operational Revenue	(2,350,034)
Operational Expenditure	20,906,654
Operational Projects Expenditure	741,891

### The department is delivering on the following Corporate Plan strategies:

Maintain efficient and responsive customer services  
 Develop communications which promote and support council services  
 Develop and deliver a contemporary public library service  
 Develop and showcase the region's diverse arts, cultural heritage and social history

Key Performance Indicators	Annual Target
Customer calls resolved at the first point of contact	90%
Customer enquiries resolved at the first point of contact	90%
Customer satisfaction with call centre service	95%
Customer satisfaction with Customer Service Centre service	95%
Customer satisfaction with gallery exhibitions and programs	90%
Customer satisfaction with library services and programs	90%
Customer satisfaction with museum exhibitions and programs	90%
Number of exhibitions delivered by Council's galleries	60
Number of exhibitions delivered by Council's museums	12



## Department: Property and Commercial Services

Category	Budget \$
Capital Expenditure	7,105,000
Operational Revenue	(10,481,196)
Operational Expenditure	13,668,176
Operational Projects Expenditure	100,000

### The department is delivering on the following Corporate Plan strategies:

- Develop a sustainable, innovative and thriving economy that creates valuable employment for residents, protects the region's high quality of life and provides a prosperous future for residents
- Develop projects which deliver strategic opportunities for the Moreton Bay Region
- Develop and support well planned, maintained and managed sport facilities
- Maintain and enhance spaces and facilities that are used by the community
- Develop and showcase the region's diverse arts, cultural heritage and social history

Key Performance Indicators	Annual Target
Number of scheduled caravan park compliance audits (4 x 6 audits and 2 x 2 audits)	28
Number of scheduled Hub Learning and Business Centre compliance audits	4
Number of scheduled MSEC compliance audits	4
Number of scheduled QSEC compliance audits	4
Number of scheduled Redcliffe Cultural Centre compliance audits	4
Number of scheduled swimming pool compliance audits	48
Patronage of caravan parks is within forecast rates	80%
Patronage of swimming pools is within forecast rates	90%
Tenancy rate of leased commercial/retail buildings	95%
Tenancy rate of leased residential buildings	95%
Usage of Hub Learning and Business Centre is within forecast rates	90%
Usage of MSEC is within forecast rates	90%
Usage of QSEC is within forecast rates	90%
Usage of Redcliffe Cultural Centre is within forecast rates	90%

## Department: Regulatory Services

Category	Budget \$
Capital Expenditure	210,000
Operational Revenue	(16,949,000)
Operational Expenditure	13,788,236
Operational Projects Expenditure	150,000

### The department is delivering on the following Corporate Plan strategies:

Facilitate quality development outcomes, in partnership with industry, that are consistent with the region's vision for growth

Maintain a lifestyle enhanced and protected by local law

Maintain healthy communities through appropriate programs and regulation

Key Performance Indicators	Annual Target
Appeals and internal review applications are responded to within required time frames	100%
Building Compliance & Development customer requests responded to within required timeframes	90%
Food safety inspections are completed as scheduled	100%
Plumbing assessments responded to within statutory timeframes	100%
Private certifier referrals are responded to within statutory timeframes	100%
Public Health and Local Laws customer requests responded to within required timeframes	90%
Public immunisation programs are completed as scheduled	100%
Regulated parking programs are completed as scheduled	100%

## Department: Community Services and Sport and Recreation

Category	Budget \$
Capital Expenditure	250,000
Operational Revenue	(1,749,725)
Operational Expenditure	7,256,237
Operational Projects Expenditure	230,000

### The department is delivering on the following Corporate Plan strategies:

Develop and support well planned, maintained and managed sport facilities

Develop a strong and inclusive community

Maintain and enhance spaces and facilities that are used by the community

Develop quality and accessible recreation opportunities that enhance the lifestyle of residents

Develop and showcase the region's diverse arts, cultural heritage and social history

Key Performance Indicators	Annual Target
Number of individuals supported through Council's community grants program	400
Number of projects supported through Council's community grants program	140
Participation rate in council sport and recreation programs	95%
Percentage of available child care places filled at Birralelee Child Care Centre	95%

## Department: Environmental Services

Category	Budget \$
Operational Revenue	17,303
Operational Expenditure	2,504,209
Operational Projects Expenditure	242,000

### The department is delivering on the following Corporate Plan strategies:

Facilitate growth while retaining the region's unique environment and lifestyle choices  
Maintain and enhance the health of the natural environment

Key Performance Indicators	Annual Target
Participation rate in environmental programs and activities	95%
Percentage of scheduled environmental assessments and monitoring completed	100%

## Department: Development Services

Category	Budget \$
Operational Revenue	(9,860,000)
Operational Expenditure	7,122,878
Operational Projects Revenue	(100,000)
Operational Projects Expenditure	150,000

### The department is delivering on the following Corporate Plan strategies:

Develop projects which deliver strategic opportunities for the Moreton Bay Region  
Facilitate quality development outcomes, in partnership with industry, that are consistent with the region's vision for growth

Key Performance Indicators	Annual Target
Code Assessable MCU / RAL applications decided within 30 business days	80%
Code Assessable Operational Works applications decided within 20 business days	80%
Customer Satisfaction Survey Results for Development Services rates service as good or excellent	80%
Survey Plan endorsements within 15 business days	80%
Third Party Operational Works applications decided within 5 business days (mb+)	80%
Third Party Survey Plan endorsement within 5 business days (mb+)	80%

## Department: Strategic Planning

Category	Budget \$
Operational Expenditure	3,899,190
Operational Projects Expenditure	1,426,000

### The department is delivering on the following Corporate Plan strategies:

Develop a sustainable, innovative and thriving economy that creates valuable employment for residents, protects the region's high quality of life and provides a prosperous future for residents

Develop, support and incentivise a digital region

Facilitate growth while retaining the region's unique environment and lifestyle choices

Develop vibrant, accessible and appealing places

Develop a strong and inclusive community

Key Performance Indicators	Annual Target
Customer Satisfaction Survey Results for Strategic Planning & Economic Development rates service as good or excellent	80%
Deliver key Economic Actions in line with the adopted Economic Development Action Plan.	100%
Planned internal activities and projects completed	90%

## Department: Planning and Economic Development Directorate

Category	Budget \$
Operational Expenditure	322,339
Operational Projects Expenditure	1,200,000

### The department is delivering on the following Corporate Plan strategies:

Develop projects which deliver strategic opportunities for the Moreton Bay Region

Maintain transparent, robust and compliant decision making

## Department: Executive Services

Category	Budget \$
Operational Revenue	(3,000)
Operational Expenditure	1,472,971

### The department is delivering on the following Corporate Plan strategies:

Protect council assets, people and environment

Maintain an efficient and effective organisation

Provide residents opportunity to participate and engage with their community

Key Performance Indicators	Annual Target
Compliance with statutory and corporate requirements for council meetings and decision making	100%

## Department: Executive and Property Services

Category	Budget \$
Operational Expenditure	236,738

### The department is delivering on the following Corporate Plan strategies:

Develop a sustainable, innovative and thriving economy that creates valuable employment for residents, protects the region's high quality of life and provides a prosperous future for residents