

# Budget and Operational Plan by Department

## Department: Legal Services

Category	Budget \$
Operational Revenue	(5,000)
Operational Expenditure	3,905,151

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

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

The Department is being measured on these key performance indicators	Annual Target
Compliance with statutory and policy timeframes for Right to Information applications and Information Privacy applications with an ongoing obligation to manage expectations about the timing of responses and communicate any reasons for non-compliance.	90%
Legal advice provided to Council (including officers and Councillors) within agreed timeframes with an ongoing obligation to manage expectations about the timing of responses	90%
Litigation (or potential litigation) resolved in a timely, cost-efficient manner pursuant to the instructions from and delegation or resolution of Council	90%

## Department: Strategy and Engagement

Category	Budget \$
Operational Revenue	(600)
Operational Expenditure	7,480,172

### 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
- ✓ Provide residents opportunity to participate and engage with their community
- ✓ Develop communications which promote and support council services

The Department is being measured on these key performance indicators	Annual Target
Council media releases utilised by media organisations	80%
Customer satisfaction with Council sponsored and run events	80%

## Department: Economic Development Strategy

Category	Budget \$
Operational Expenditure	6,090,269

### 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

The Department is being measured on these key performance indicators	Annual Target
Deliver key actions in line with the Regional Economic Development Strategy - Customer Satisfaction	75%
Deliver key actions in line with the Regional Economic Development Strategy - Customers Serviced	2,500
Deliver key actions in line with the Regional Economic Development Strategy - Economic Impact	\$50,000,000

## Department: Office Of The CEO Directorate

Category	Budget \$
Operational Expenditure	7,486,006

### 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: Internal Audit

Category	Budget \$
Operational Expenditure	526,182

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

- ✓ Protect council assets, people and environment
- ✓ Maintain an efficient and effective organisation

The Department is being measured on these key performance indicators	Annual Target
Audit recommendations implemented	90%
Internal audit plan progressed as scheduled	100%

## Department: Infrastructure Planning Directorate

Category	Budget \$
Operational Expenditure	610,399

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

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

The Department is being measured on these key performance indicators	Annual Target
Infrastructure Planning Directorate - Customer requests addressed within the set response time	95%

## Department: Integrated Transport Planning

Category	Budget \$
Capital Revenue	(21,181,561)
Capital Expenditure	133,649,950
Operational Revenue	(34,000)
Operational Expenditure	4,650,043
Operational Projects Revenue	(21,200)
Operational Projects Expenditure	1,780,000

### 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
- ✓ Protect council assets, people and environment
- ✓ Maintain a safe, efficient, reliable and integrated transport network

The Department is being measured on these key performance indicators	Annual Target
Customer requests addressed within the set response time	95%
Design program for FY22/23 budget approved construction projects is completed by December 2021	95%
Planning program is completed in the financial year prior to design	95%

## Department: Strategic Infrastructure Planning

Category	Budget \$
Operational Expenditure	2,055,018

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

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

The Department is being measured on these key performance indicators	Annual Target
Local Government Infrastructure Plan - Council endorsement for final plan	100%

## Department: Asset Management

Category	Budget \$
Capital Expenditure	156,000
Operational Expenditure	3,691,097

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

- ✓ Develop, support and incentivise a digital region
- ✓ Facilitate growth while retaining the region's unique environment and lifestyle choices

The Department is being measured on these key performance indicators	Annual Target
Asset Management- Asset Management Plans developed and approved in accordance with annual program - new or revised	95%

## Department: Drainage, Waterways and Coastal Planning

Category	Budget \$
Capital Expenditure	9,325,000
Operational Revenue	(1,781,688)
Operational Expenditure	10,116,194
Operational Reserves Transfers	(5,421,736)
Operational Projects Expenditure	3,600,000

### 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

The Department is being measured on these key performance indicators	Annual Target
Drainage, Waterways and Coastal Planning - Customer requests addressed within the set response time	95%
Drainage, Waterways and Coastal Planning - Design program for FY22/23 budget approved construction projects is completed by December 2021	95%
Drainage, Waterways and Coastal Planning - Planning projects are completed in the financial year prior to design	95%

## Department: Parks and Recreation Planning

Category	Budget \$
Operational Expenditure	1,323,285

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

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

The Department is being measured on these key performance indicators	Annual Target
Parks and Recreational Planning - Customer requests addressed within the set response time	95%
Parks and Recreational Planning - Design program for FY22/23 budget approved construction projects is completed by December 2021	95%
Parks and Recreational Planning - Planning projects are completed in the financial year prior to design	95%

## Department: Buildings and Facilities Planning

Category	Budget \$
Capital Expenditure	100,000
Operational Expenditure	1,719,941

### 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 spaces and facilities that are used by the community
- ✓ Maintain transparent, robust and compliant decision making

The Department is being measured on these key performance indicators	Annual Target
Buildings and Facilities Planning - Customer requests addressed within the set response time	95%
Buildings and Facilities Planning - Design program for FY22/23 budget approved construction projects is completed by December 2021	95%
Buildings and Facilities Planning - Planning projects are completed in the financial year prior to design	95%

## Department: Engineering, Construction and Maintenance Directorate

Category	Budget \$
Capital Revenue	(20,376,123)
Capital Expenditure	80,860,000
Operational Expenditure	698,265
Operational Projects Expenditure	4,357,000

### 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
- ✓ Maintain transparent, robust and compliant decision making

## Department: Waste Services

Category	Budget \$
Capital Expenditure	4,275,000
Operational Revenue	(11,186,645)
Operational Expenditure	41,372,702
Operational Projects Expenditure	200,000

### 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

The Department is being measured on these key performance indicators	Annual Target
Kerbside waste and recyclable waste bins collected as scheduled	97%
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: Major Projects

Category	Budget \$
Operational Expenditure	1,083,620

### 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
- ✓ Maintain an efficient and effective organisation

## Department: Project Management

Category	Budget \$
Operational Expenditure	1,135,638

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

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

The Department is being measured on these key performance indicators	Annual Target
Percentage of capital works program completed based upon the adopted capital budget for 2021/22	95%

## Department: Asset Maintenance

Category	Budget \$
Capital Revenue	(1,400,000)
Capital Expenditure	19,800,000
Operational Revenue	(1,218,871)
Operational Expenditure	113,529,295
Operational Projects Expenditure	1,015,000

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

- ✓ Facilitate growth while retaining the region's unique environment and lifestyle choices
- ✓ Maintain safe public spaces
- ✓ Maintain and enhance spaces and facilities that are used by the community
- ✓ Maintain an efficient and effective organisation
- ✓ 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

The Department is being measured on these 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 (Full Park Inspection, All Assets) 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: Emergency Management and Public Safety

Category	Budget \$
Capital Expenditure	2,600,000
Operational Revenue	(151,222)
Operational Expenditure	5,666,315

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

- ✓ Develop arrangements to mitigate the impact of disaster events
- ✓ Maintain safe public spaces

The Department is being measured on these key performance indicators	Annual Target
CCTV cameras and equipment to be fully operational	95%
CCTV footage requests processed within 5 business days	95%
Compliance of Local Disaster Management Plan with Emergency Management Assurance Framework	100%
Number of disaster management exercises conducted	4
Number of hazard reduction activities (planned burns, mechanical fuel reduction or weed management) undertaken to reduce fire risk	50
Number of hours of security or CCTV related training undertaken	350
Number of Security & Public Safety risk assessments undertaken	50
Percentage of CCTV maintenance services completed	95%
Percentage of Local Disaster Coordination Centre personnel who comply with Queensland's Disaster Management Training Framework	90%
Percentage of Local Disaster Management Group members who comply with Queensland's Disaster Management Training Framework	90%

## Department: Community and Environmental Services Directorate

Category	Budget \$
Operational Expenditure	1,021,752

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

- ✓ Maintain transparent, robust and compliant decision making
- ✓ Provide residents opportunity to participate and engage with their community

## Department: Cultural Services

Category	Budget \$
Capital Expenditure	782,000
Operational Revenue	(2,349,135)
Operational Expenditure	18,381,652

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

- ✓ Develop and deliver a contemporary public library service
- ✓ Develop and showcase the region's diverse arts, cultural heritage and social history

The Department is being measured on these key performance indicators	Annual Target
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: Community Services, Sport and Recreation

Category	Budget \$
Capital Expenditure	260,000
Operational Revenue	(1,898,451)
Operational Expenditure	9,779,215

### 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

The Department is being measured on these key performance indicators	Annual Target
Number of individuals supported through Council's community grants program	250
Number of projects supported through Council's community grants program	120
Participation in sport and recreation programs	20,000
Percentage of available child care places filled at Birralee Child Care Centre	95%

## Department: Property Services

Category	Budget \$
Capital Expenditure	7,000,000
Operational Revenue	(9,698,490)
Operational Expenditure	14,362,503

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

- ✓ Develop and support well planned, maintained and managed sport facilities
- ✓ Maintain and enhance spaces and facilities that are used by the community

The Department is being measured on these key performance indicators	Annual Target
Number of scheduled caravan park compliance audits (7 per quarter)	100%
Number of scheduled Hub Learning and Business Centre compliance audits ( 1 per quarter)	100%
Number of scheduled MSEC compliance audits (1 per quarter)	100%
Number of scheduled QSEC compliance audits (1 per quarter)	100%
Number of scheduled Redcliffe Entertainment Centre compliance audits (1 per quarter)	100%
Number of scheduled swimming pool compliance audits ( 12 per quarter)	100%
Occupancy of caravan parks is within forecast rates	80%
Tenancy rate of commercial/retail properties available for lease	95%
Tenancy rate of residential properties available for lease	100%
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 Entertainment Centre is within forecast rates	90%

## Department: Customer Response

Category	Budget \$
Capital Expenditure	50,000
Operational Revenue	(8,534,181)
Operational Expenditure	17,276,424

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

- ✓ Maintain a lifestyle enhanced and protected by local law
- ✓ Maintain healthy communities through appropriate programs and regulation
- ✓ Maintain efficient and responsive customer services

The Department is being measured on these key performance indicators	Annual Target
Appeals and internal review applications are responded to within required time frames	100%
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%
Food safety inspections are completed as scheduled	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: Environmental Services

Category	Budget \$
Operational Revenue	12,650
Operational Expenditure	5,849,318
Operational Projects Expenditure	625,000

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

- ✓ Maintain healthy communities through appropriate programs and regulation
- ✓ Maintain transparent, robust and compliant decision making
- ✓ Maintain and enhance the health of the natural environment

The Department is being measured on these key performance indicators	Annual Target
Participation rate in environmental programs and activities	95%
Percentage of scheduled environmental assessments and monitoring completed	100%

## Department: Planning Directorate

Category	Budget \$
Operational Expenditure	499,515

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

- ✓ Maintain transparent, robust and compliant decision making

## Department: Development Services

Category	Budget \$
Operational Revenue	(18,671,000)
Operational Expenditure	11,640,517

### 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 healthy communities through appropriate programs and regulation

The Department is being measured on these key performance indicators	Annual Target
Application for a Food Business decided within statutory timeframes	90%
Application for Higher Risk Personal Appearance Services decided within statutory timeframes	90%
Change Application (Change Other Than a Minor Change) decided within statutory timeframes	90%
Change Application (Minor Change) decided within statutory timeframes	90%
Compliance Certificates (Compliance with a condition of approval) decided within 20 business days	90%
Concurrence Agency Referrals responded to within statutory timeframes	90%
Development Application (Carrying out Operational Works) decided within statutory timeframes	90%
Development Application (Carrying out Operational Works) inspections completed within 2 business days (or as requested by the applicant, if later)	90%
Development Application (Making a Material Change of Use) decided within statutory timeframes	90%
Development Application (Reconfiguring a Lot) decided within statutory timeframes	90%
Lodgements of privately certified Building approvals acknowledged within statutory timeframes	90%
Planning & Development Certificates requested decided within statutory timeframes	90%
Plumbing (Fast Track) Applications decided within statutory timeframes	90%
Plumbing (Standard) Applications decided within statutory timeframes	90%
Plumbing Inspections completed within statutory timeframes (or as requested by the applicant, if later)	90%
Request for approval of plan of subdivision decided within statutory timeframes	90%
Request for Investigation of a Potential Development Offence resolved within 40 business days	90%

## Department: Strategic Planning and Place Making

Category	Budget \$
Capital Expenditure	2,350,000
Operational Expenditure	5,985,274
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
- ✓ Facilitate growth while retaining the region's unique environment and lifestyle choices
- ✓ Develop vibrant, accessible and appealing places
- ✓ Facilitate quality development outcomes, in partnership with industry, that are consistent with the region's vision for growth

The Department is being measured on these key performance indicators	Annual Target
Planned internal activities and projects completed	90%

## Department: Environment and Sustainability Policy and Planning

Category	Budget \$
Operational Expenditure	2,095,932

### 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 and enhance the health of the natural environment

The Department is being measured on these key performance indicators	Annual Target
Planned activities and projects completed	95%

## Department: Finance and Corporate Services Directorate

Category	Budget \$
Operational Expenditure	422,298

The department is delivering on the following Corporate Plan strategies:

- ✓ Maintain an efficient and effective organisation

## Department: People, Culture and Safety

Category	Budget \$
Operational Revenue	(80,000)
Operational Expenditure	5,083,751

The department is delivering on the following Corporate Plan strategies:

- ✓ Maintain an efficient and effective organisation

The Department is being measured on these key performance indicators	Annual Target
Grievances finalised within 21 days	80%
Reduction in Total Recordable Injury Frequency Rate (TRIFR)	20%
Voluntary turnover less than annual target	8%

## Department: Information and Communication Technology

Category	Budget \$
Capital Expenditure	1,690,000
Operational Revenue	(1,000)
Operational Expenditure	16,691,477
Operational Projects Expenditure	240,000

The department is delivering on the following Corporate Plan strategies:

- ✓ Develop, support and incentivise a digital region
- ✓ Maintain an efficient and effective organisation

The Department is being measured on these key performance indicators	Annual Target
Availability of corporate information systems during business hours	99%
Availability of council's website	99%
Internal customer satisfaction with corporate information systems	90%

## Department: Governance and Executive Services

Category	Budget \$
Operational Expenditure	4,980,575

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

- ✓ Maintain transparent, robust and compliant decision making
- ✓ Protect council assets, people and environment
- ✓ Maintain an efficient and effective organisation

The Department is being measured on these key performance indicators	Annual Target
Complaints are responded to within stated timeframes and in accordance with the complaints framework	90%
Compliance with statutory and corporate requirements for Council meetings and decision making	100%
Council policies are current and reviewed within stated timeframes	90%
Council's Fraud and Corruption Control Group meets quarterly	4
Council's corporate risk register is current and extreme and high risks are reported in accordance with the ERM framework	100%

## Department: Accounting Services

Category	Budget \$
Capital Revenue	(99,100,000)
Capital Expenditure	(17,500,000)
Contributed Assets	60,000,000
Loan Redemption	42,068,582
Borrowings	(50,000,000)
Operational Revenue	(500,127,925)
Operational Expenditure	155,926,476

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

- ✓ Maintain an efficient and effective organisation
- ✓ Maintain sustainable waste management for the Moreton Bay Region

The Department is being measured on these key performance indicators	Annual Target
Fiscal Flexibility - Target interest cover to be greater than 6 months	6
Liquidity - Target cash expenses cover to be greater than 6 months	6
Liquidity - Target working capital ratio to be greater than 3.00	3
Obtain an unmodified external audit opinion for 2020/21	100%



## Department: Financial Operations

Category	Budget \$
Operational Revenue	(1,973,850)
Operational Expenditure	4,925,078

The department is delivering on the following Corporate Plan strategies:

- ✓ Maintain an efficient and effective organisation

The Department is being measured on these key performance indicators	Annual Target
Amount of outstanding rates (excluding prepayments) at the end of each quarter	3%

## Department: Community Engagement

Category	Budget \$
Operational Expenditure	1,348,401

The department is delivering on the following Corporate Plan strategies:

- ✓ Provide residents opportunity to participate and engage with their community

The Department is being measured on these key performance indicators	Annual Target
Community Engagement Framework - Council endorsement of final framework	100%
Consultation summary reports on all community engagement projects completed	100%

## Department: Procurement

Category	Budget \$
Operational Expenditure	1,119,772

The department is delivering on the following Corporate Plan strategies:

- ✓ Maintain an efficient and effective organisation

The Department is being measured on these key performance indicators	Annual Target
Procurement Policy incorporating Local Preference updates - Council endorsement of the Policy	100%
Purchase Order compliance	80%
Strategic Contracting - Council endorsement of approach	100%