FINANCE & ADMINISTRATION COMMITTEE MEETING 16 MARCH 2011	**10**

EXECUTIVE SUPPORT MONTHLY REPORT FOR FEBRUARY 2011

Lyn Russell : 1/3/37-27: #2719189v6

RECOMMENDATION:

That the report from Executive Support for the month of February 2011 be received and noted.

INTRODUCTION:

This is the report from Executive Support for Operational Plan Activities for the month of February 2011, including performance against budget. It addresses the following Activities:

- Chief Executive Officer & Support
- Asset Management Development Program
- Corporate Marketing and Communications Branch
- Economic Development

CONSIDERATIONS:

Corporate and Operational Plans:

This report highlights progress against Section 12 of the 2010/2011 Operational Plan.

Statutory:

This report fulfils requirements under the *Local Government Act* to report regularly (at least quarterly) on progress undertaken in implementing the Operational Plan. All other considerations were received and deemed not applicable.

ATTACHMENTS:

Monthly Activity reports for February 2011

LYN RUSSELL PSM
Chief Executive Officer

Executive - Variance Report

For the period ended 25 February 2011

	Note	YTD Actual $	YTD Budget $	Variance $	Variance %
Operating Revenue					
Fees and Charges		(77)	-	(77)	100 %
Other Revenue	1	46,322	-	46,322	100 %
Internal Revenue	2	11,258	3,953	7,305	185 %
Operating Contributions and Donations	3	-	10,000	(10,000)	(100)%
Total Operating Revenue		**57,503**	**13,953**	**43,550**	**312 %**
Operating Expenditure					
Employee Costs	4	1,986,151	1,904,129	(82,022)	(4)%
Overtime	5	20,915	4,315	(16,600)	(385)%
Agency/Temp Staff Costs	6	931	4,000	3,069	77 %
Materials	7	85,396	67,192	(18,204)	(27)%
External Services	8	115,809	23,200	(92,609)	(399)%
Consultancy Services	9	45,850	24,950	(20,900)	(84)%
Travel Expenses	10	26,735	28,261	1,526	5 %
Other Services	11	434,312	303,286	(131,026)	(43)%
Internal Charges	12	117,784	167,971	50,187	30 %
Other Expenses		863		(863)	(100)%
Contributions and Donations	13	1,063,185	1,474,414	411,229	28 %
Total Operating Expenditure		**3,897,931**	**4,001,718**	**103,787**	**3 %**
NET OPERATING RESULT		**(3,840,428)**	**(3,987,765)**	**147,337**	**4 %**

Explanations

1 Other revenue is higher than budget due to the receipt of unbudgeted sponsorship for the Tropical Innovation Awards ($46k). Budget has been adjusted as part of the third budget review process.

2 Internal revenue is greater than budget due to unanticipated revenue from internal pool vehicles.

3 Budgeted sponsorship for Carols by Candlelight will not be received. Budget has been adjusted as part of the third budget review process.

4 Variance in employee costs is due to greater than anticipated staff relocation costs, allocation of staff time to cover periods of annual leave and a backpay adjustment.

5 Overtime costs are greater than budget due to higher than anticipated workloads.

6 Agency staff costs are less than budget due to the decreased need for agency staff to cover vacant positions.

7 Materials are greater than budget due to higher than anticipated expenditure on promotional materials (-$10k) and office stationery & supplies (-$8k). Budget has been adjusted as part of the third budget review process.

8 Variance in external services is due to greater than anticipated expenditure on community consultation services (-$64k), upgrade to Council's website (-$32k) and expenditure on the Tropical Innovation Awards (-$9k) (as per the resolution at the December Council meeting to reallocate funds within the Economic Development Fund). This expenditure has been offset by savings on promotional services ($8k) and training services ($5k).

9 Expenditure on consultancy services is higher than expected due to greater utilisation to date. This will be monitored over the coming months.

10 Travel expenses are under budget due to lower than anticipated utilisation across the department.

11 Other services are higher than budget due to higher than expected expenditure on printing, photocopying and publishing (-$72k), advertising (-$33k) and the hire of miscellaneous equipment for the Tropical Innovation Awards (-$28k). Budget has been adjusted as part of the third budget review process.

12 Variance is due to less than anticipated internal job charging costs to date.

13 Variance is due to funds from the Economic Development Fund still to be utilised to date. Actuals are expected to align with the budget as the year progresses.

BRANCH	OFFICE OF THE CHIEF EXECUTIVE OFFICER

Mission: To provide timely and effective leadership, advice, liaison and decision making within an appropriate framework, in order to provide best value services, regulation and community relations

Officer Responsible: CEO

Staffing Level (FTE)

Operating Initiatives	Evidence of Achievement
1. CUSTOMER SERVICE EXCELLENCE	
Implement "Connecting" service excellence strategy across Council.	Evidence of improvements of customer satisfaction
2. ECONOMIC DEVELOPMENT	
Establish Council's economic development unit and finalise and implement our economic development strategy.	Unit in place and strategy implemented.
3. REGIONAL ECONOMIC DEVELOPMENT STRATEGY	
Undertake a leadership role in contributing to the formation of Advance Cairns' Regional Economic Development Strategy.	Strategy developed to Cairns Regional Council's satisfaction
4. COMMUNITY PLANNING	
Provide leadership in the implement of Cairns Regional Council's Community Plan.	Plan developed and endorsed by Council
5. CAIRNS CULTURAL PRECINCT	
Ensure development and implementation of project plans, community engagement strategies and procurement processes for the Precinct.	Plans and strategies endorsed by Council
6. COUNICLLOR DEVELOPMENT	
Implement and monitor a comprehensive Councillor development strategy.	Councillor satisfaction
7. WORKPLACE HARMONY	
Lead corporate workplace reform and cultural change programs across Council.	Employee morale and satisfaction increased.
8. CIVIC PRECINCTS PROJECT MANAGEMENT	
Facilitate delivery of significant civic precinct projects including : • Daintree Gateway • City Centre Masterplan • Mount Peter Edmonton and Smithfield Masterplans • Port Douglas Waterfront Masterplan • City image, streetscaping and signage enhancements.	Council and community satisfaction
9. BEST PRACTICE GOVERNANCE	
Implement best practices in Council governance, including agreed Council and committee structures, asset management, accountability and reporting.	Benchmarking with other progressive local authorities and reporting on comparisons
10. STRATEGIC MARKETING	
Ensure regular representation and promoting of the City and Council through marketing and media strategies, events management, conference presentations and award nominations.	Enhanced City and Council image and reputation

Operating Budget Assessment:

	YTD Actual ($)	YTD Budget Revised ($)	Var ($)	Var (%)	Variance Report & Prospective Actions (where variance is +/- 5%)
Revenue	57,503	13,953	43,550	312%	As identified in the explanation above.
Expenditure	3,897,930	4,001,718	103,787	(4)	As identified in the explanation above.

Performance Indicators (Ratings: ✓ = Satisfactory, ? = Marginal, X = Unsatisfactory)

1. Leadership & Human Resource Management **Result Measure:** (a) Compliant Health and safety plans & work practices. (b) Staff turnover. (c) Completion of performance plans. (d) Delivery of organisational training plan. **Result Target:** (a) 100% compliance with statutory requirements – nil breaches (b) Annual Turnover of 10% (c) 100% (d) 100% completion of planned training **Reporting Frequency:** Monthly **Performance Assessment:**	**Performance Rating:** ✓
	Variance Report
	Prospective Actions

2. Strategy & Budget Planning **Result Measure:** (a) All business plans are approved by Council and are in accordance to the *Local Government Act (2009).* (b) Budget plans are approved by Council. **Result Target:** (a) Adoption of all plans by statutory date (b) Adoption of all budgets and quarterly reviews by Council by planned dates **Reporting Frequency:** Annually **Performance Assessment:**	**Performance Rating:** ✓
	Variance Report
	Prospective Actions

Performance Indicators (Ratings: ✓ = Satisfactory, ? = Marginal, X = Unsatisfactory)

3. Budget & Program Management	**Performance Rating:** ✓
Result Measure: (a) Services and Project Plans are implemented and achieve desired strategic outcomes. (b) Financial management system complies with best practice and statutory requirements.	**Variance Report**
Result Target: (a) All projects are on budget, time and to specified standards (b) Nil non compliance or negative audit feedback. **Reporting Frequency:** Monthly **Performance Assessment:**	**Prospective Actions**

4. Risk Management	**Performance Rating:** ✓
Result Measure: (a) Complaints and reported breaches to guidelines (b) Internal and External audits and reviews are unqualified.	**Variance Report**
Result Target: (a) Nil incidents per financial year (b) 100% compliance with audit program **Reporting Frequency:** Quarterly **Performance Assessment:**	**Prospective Actions**

5. Community Engagement	**Performance Rating:** ✓
Result Measure: (a) Community satisfaction with Council services. (b) Proactive communications strategy.	**Variance Report**
Result Target: (a) Nil complaints about council services that comply with published service standards (b) 100% delivery of community and media engagement strategy **Reporting Frequency:** Monthly **Performance Assessment:**	**Prospective Actions**

Performance Indicators (Ratings: ✓ = Satisfactory, ? = Marginal, X = Unsatisfactory)

6. **Stakeholder Engagement**	**Performance Rating:** ✓
Result Measure: (a) Participation in council, community & industry events. (b) Staff satisfaction levels.	**Variance Report**
Result Target: (a) 100% completion of stakeholder engagement plan (b) Target of 80% staff satisfaction **Reporting Frequency:** Quarterly **Performance Assessment:**	**Prospective Actions**

7. **Innovation**	**Performance Rating:** ✓
Result Measure: Staff are recognised & rewarded for developing & creating innovative business solutions.	**Variance Report**
Result Target: 100% implementation of identified opportunities for improvement **Reporting Frequency:** Monthly **Performance Assessment:**	**Prospective Actions**

8. **Governance**	**Performance Rating:** ✓
Result Measure: Complies with best practice and statutory requirements **Result Target:** 100% compliance with statutory requirements	**Variance Report**
Reporting Frequency: Monthly **Performance Assessment:**	**Prospective Actions**

BRANCH	ASSET MANAGEMENT

Mission: Asset Management Development Program (AMDP) is an organisation wide change management program with targeted objectives for improving Council wide operational effectiveness and efficiency in service driven asset management.

Officer Responsible: Manager - AMDP

Staffing Level (FTE): 6

	YTD Actual ($)	YTD Budget Revised ($)	Var ($)	Var (%)	Variance Report & Prospective Actions (Where variance is +/- 2%)
Revenue	$3,953	$3,953	-	-	N/A
Expenditure	$463,605	$469,523	$5,918	1.26%	N/A

ACTIVITY:	Asset Management Development Program (AMDP)

Mission: Asset Management Development Program (AMDP) is an organisation wide change management program with targeted objectives for improving Council wide operational effectiveness and efficiency in service driven asset management.

Output Title:	Output Description:	AMDP Progress 10/11
1. Program Management	Best practice Program Management approach adopted.	**9%of 10%**
2. Organisational Development Work-stream	Have staff drive our asset management objectives, with key accountabilities documented.	**10%of 15%**
3. Service Delivery Framework	Effectively engage the community in asset investment decision -making	**15%of 15%**
4. Business Process Redesign Work-stream	Improve value for money in sustainable Service Delivery, including well documented asset management processes and procedures.	**15%of 20%**
5. Integrated System Work-stream	Have an integrated and holistic asset management system. Have adequate, timely and accessible asset management information suitable for making day–to day and long term decisions	**10%of 20%**
6. Asset Management Plan Work-stream	Have all maintenance and refurbishment activities planned and optimised for major asset class groups. Have all project selections based on effective planning and evaluation of risks and life-cycle costs	**14%of 20%**
Progress Implementation of the Scheduled elements of AMDP: The % progress of each of the AMDP Outputs (Work-streams) and the scheduled elements of AMDP are indicative of planning from 1st July 2010 to 30th June 2011 only; Department of Infrastructure & Planning (DIP) have legislated Asset Management requirements, refer Asset Management Advancement Program 2009 (A-MAP 09). These have been incorporated into this Operational Plan but have had impact in terms of the overall progress targets for this Financial Year.		**73% of 100%%**

Officer Responsible: Manager Asset Management Development Program (AMDP)

Staffing Level (FTE)   6

Performance Indicators (Ratings: ✓ = Satisfactory, = Marginal, X = Unsatisfactory)

1. **Program Management**	Progress % complete
	(July 2011)
	9% of 10%

Result Measure:

Best practice Program Management approach adopted.

Result Target

Business Objective	Deliverables
Deploy AMDP Quality Management System based on "Guidelines for Quality Management in Project AS ISO 10006: 2003"	Endorsed AMDP Quality Review documents

Performance Rating:

✓

Variance Report

As per AMDP Accreditation Database

Prospective Actions

Continue to engage all Stakeholders in executing the AMDP Quality Management System.

Performance Assessment ;

90% of AMDP Projects are compliant with the AMDP Quality Management System, through the quality review process. This is a snapshot percentage not a progress indication measure.

AMDP Accreditation database provides an indication of progress for the Projects corresponding to AMDP objectives.

Transition of AMDP being formulated.

Reporting Frequency:

Monthly

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Performance Indicators (Ratings: ✓ **= Satisfactory, = Marginal, X = Unsatisfactory).**

2. Organisational Development (OD) Work-stream		**Progress % complete (July 2011)**
Result Measure:		**10% of 15%**
Have staff drive our asset management objectives, with key accountabilities documented.		**Performance Rating:** ✓
Result Target:		

Business Objective	**Deliverables**	
Service Manager 7. Ensuring the Asset Class is managed effectively and efficiently in order to achieve Service delivery to standard i.e. the Organisational resource provided for the Asset Life Cycle process/ support system is optimised and trained to a sufficient level in order to enable the delivery of the service to the standard.	1. Optimum organisation structure (includes implementation of Asset Management Roles and Responsibilities Matrix). 2. Staff trained in best practice Asset Management	**Variance Report** As per AMDP Accreditation Database **Prospective Actions** 1. Facilitation through the Asset Management Operations Group (AMOG). 2. Future Asset Management Training Program to be implemented through consultation with HR. 3. Analysis of Asset Management Handover of Asset Management training
Asset Manager 1. Advising Service Manager (SM) of organisational options to provide Service from an Asset Management perspective. 2. Training staff in Asset Management	1. Asset Management Organisational Options. 2. Training Courses. 2A Staff trained in Asset Management	
Asset Service Supplier 1. Advising Asset Manager of organisational options to provide Service from an Asset Construction, Asset Maintenance, or Operational Management perspective. 2. Staff trained in Asset Management	1. Asset Management Organisational Options. 2. Trained Staff in Asset Management	

Performance Assessment :

68% of the OD work stream has been completed with progress made on the following actions :

- Refer to Section 4 Business Process Work stream for explanation of the Organisational Development Structure perspective

Reporting Frequency:

Monthly.

Performance Indicators (Ratings: ✓ = Satisfactory, = Marginal, X = Unsatisfactory)

3. Service Delivery Framework		
Result Measures:		
Effectively engage the community in asset investment decision - making		
Result Target:		

Business Objective	Deliverables
Service Manager Translating community needs into service standards	Service Standards
Asset Manager Formulating Service Standards, regulations and industry best practice into Asset Levels of Service	Asset Levels of Service
Asset Service Supplier Achieve Asset Levels of Service through effective and efficient work practices.	Implemented work procedures to deliver Asset Levels of Service at optimum cost

Performance Assessment

In January 2011 the Executive Team made the decision to provide Corporate Services with the responsibility of the derivation and implementation of the Service Delivery Framework through the Service Quality Manager.

Reporting Frequency:

Monthly.

Progress % complete (July 2011)

15% of 15%

Performance Rating

✓

Variance Report

As per AMDP Accreditation Database

Prospective Actions

1. Work with Corporate Services on the definition & implementation of objectives and deliverables.

Performance Indicators (Ratings: ✓ = Satisfactory? = Marginal, X = Unsatisfactory)

4. Business Process Redesign Work-stream	Progress % complete (July 2011) 15% 0f 20%

Result Measure:

Improve value for money in sustainable Service Delivery, including well documented asset management processes and procedures.

Result Target:

Business Objective	Deliverables
Service Manager Champion cross organisational business processes to drive best practice asset management	Deployed asset management business processes to deliver standard of service.
Asset Manager Coordinate asset management business processes	Derived and signed off asset management business processes by Asset Manager
Asset Service Supplier Facilitate asset management business processes signed off post implementation report by Service Manager	Deployed asset management business processes and signed off post implementation report by Service Manager / Asset Manager

Performance Assessment:

The Business Process Redesign Work-stream is divided into two components:

1. End to End Business Process review:

    a. Donated Assets progressing with the "Donated Assets Working Group" .

    b. Constructed Assets, Procurement , Works Management through continuing work in the Asset Management Operations Group (AMOG)

    c. Asset Management planning process revisited.

    d. Interim Corporate Planning Project commenced.

       (Review Corporate Plan, Integrated Planning Framework & Performance Framework)

    e. Depreciation & Renewal Annuity progressed.

2. Detailed lifecycle processes embedded in the Integrated Projects

    a. Buildings, Transportation, Drainage, Parks & Recreational Facilities, Water & Waste water, Waste. Of the complete body of work the following sub projects are being commenced.

        i. Pump Stations (Drainage).

        ii. Corporate Buildings (Buildings).

        iii. Northern District Trial (Parks).

        iv. Bridges/ footpaths / Roads / Fleet (Transportation)

        v. Asset Management Corporate Resource Requirements

Reporting Frequency:

Monthly.

Performance Rating:

✓

Variance Report

As per AMDP Accreditation Database

Prospective Actions

1. Assessment of TAMP process results for inclusion in renewals annuity;

2. Asset Management Operation Group meetings;

3. Coordination of Donated Asset Process Management CRC wide;

4. Progress AMDP Sub Project
Refer #3045683

Performance Indicators (Ratings: ✓ = Satisfactory, ? = Marginal, X = Unsatisfactory)

5. Integrated System Work-stream		**Progress % complete**
Result Measure:		**(July 2011)**
a) Have an integrated and holistic asset management system.		**10% of 20%**
b) Have adequate, timely and accessible asset management information suitable for making day-to day and long term decisions.		**Performance Rating:** ✓
Result Target:		**Variance Report**

Business Objective	Deliverables
Service Manager	
1. Integrated and holistic asset management system with data shared across council as a single source of accurate and timely data.	1. Endorsement of Asset Management systems integration specification and Asset Class Sub-project post-Implementation report.
2. Base AM decisions on Corporate AM System Data.	2. Evidence of using corporate systems.
3. Asset data is up to date, accurate and complete	3. Data Audit
Asset Manager	
1. (MatMan, Oracle Fixed Asset Register) and Asset Management modelling systems (SAM, SMEC, H2O) integration.	1. Coordinate the Asset Management system according to Asset Management policy and Asset Management system specifications – endorsement of Asset Class Sub-project post-implementation report.
	2. Data Audit
2. Responsible for keeping the asset inventory (MatMan and fixed Asset Register), Asset Management modelling systems (Strategic Asset Management Module, SMEC, H2O) up to date, accurate and complete.	
3. Accurate system generated asset management data to support asset management decisions	3. Service Manager specification of needs & requirements
Asset Service Supplier	
2. Records asset maintenance data in the format and level specified by the asset manager.	1. Data Audit
3. Providing timely and accurate data to integrated Asset Management systems with no duplicate shadow systems.	2. Meaningful and timely reports being generated, Sign-off of the Asset Class Sub-project post-implementation report by the Asset Manager.
4. Using system for decision making	3. Using library of standard reports

Variance Report

As per AMDP Accreditation Database

Prospective Actions

1. A project is underway to improve the management of Council Building assets. Initially aimed at Corporate Infrastructure, the Project includes implementation & linkage to Councils Corporate systems.

2. MatMan quality control process implemented in Cairns Fleet

Performance Assessment:

3550% of the Integrated System Work-stream completed with progress made on the following actions: Resource availability are impacted by the operational requirements through Cyclone Yasi

- Progressed MatMan Implementation with Business Support & Technical Support services for Buildings Asset Class;
- Continued setup of Buildings in the Strategic Asset Management Module (capital works intervention modelling software);
- Conducting workshops as part of the responsibility/ process review.
- Agreed componentisation of Fixed Asset Register for linkage to the maintenance management system.

Review Northern District Parks trial progress.

- o Identification & setup of Park Assets not in MatMan inprogress.
- o Systemised scheduling implemented in Cairns Fleet

Reporting Frequency:

Monthly.

Performance Indicators (Ratings: ✓ = Satisfactory? = Marginal, X = Unsatisfactory)

6. **Asset Management Plan Work-stream**		**Progress % Complete (July 2011)**
Result Measure: Have all maintenance and refurbishment activities planned and optimised for major asset class groups.		**14% of 20%**
		Performance Rating: ✓

Business Objective	Deliverables	
Service Manager 1. Ensuring the Asset Class planning is managed effectively and efficiently in order to achieve Service delivery to standard, i.e. the Asset Management Plan Data is implicit to the Asset Life Cycle process and is input to the support system, to enable the delivery of the service to the standard. 2. Derivation of a CWP / Asset Class to optimising the Asset Life Cycle and Long Term Financial Plan and deliver the service to the standard	1. AMPs (data) are derived, quality checked and up to date. 2. Fully funded Capital Works Program. Compliance, according to CRC funding Plan with Department of Infrastructure & Planning asset renewal / depreciation ratio	**Variance Report** As per AMDP Accreditation Database **Prospective Actions** 1. Continue leading Teams to creating the AMPs. 2. Prioritisation of Improvement Plan Actions from Core Asset Management Plans and facilitating the completion of these actions. 3. Finalise & present Corporate Asset Management Plan to eTeam for their approval. 4. Departmental Asset Management Planning Reports to be prepared for individual Departments
Asset Manager 1. Defining the asset component identifying interventions, frequency, costs and priority. 2. Predicting & interpreting the impact of changes in technology, legislation, economy, population growth and customer demand on the service that the asset is used to provide and use this analysis to drive disposal, new and upgrade decisions	1. Up to date Asset Management Plan or Strategic Asset Management module (data). 2. AMPs to NAMS.PLUS standard	
Service Provider 1. Contribute to the derivation of Asset Management Plans. 2. Conduct inspections and appropriately enter into the asset corporate system the condition assessments	1. Construction – raw AMP data, asset data at intervention level, costs, recommended maintenance plan. 2. Operation – reports to Service Manager / Asset Manager , specifying Asset Service Level performance. 3. Maintenance – reports to assist AM in understanding impact of current AMP upon Asset Life Cycle. 4. Up to date condition assessment (asset inspection data in the corporate system)	

Have all project selections based on effective planning and evaluation of risks and life-cycle costs **Result Target:** **Performance Assessment:** • "Core" Asset Management plans have been completed to NAMS.PLUS standard and forwarded to Department of Local Government & Planning: • A *Draft* Corporate Asset Management Plan (Long Term Asset Management Plan) covering all Core Asset Management Plans to meet the Local Government Act 2009 requirements completed. • By asset dollar value, this represents 100% of the Department Local Government & Planning priority Assets Class **Core** Asset Management Plans has been completed, representing a total replacement value of $3.7 B. • 50% of **Advanced** Asset Management for the Asset Management Plan work-stream has been completed **Reporting Frequency:** Monthly.	

ACTIVITY:	ECONOMIC DEVELOPMENT

Mission	To promote the economic development of the region in conjunction with Advance Cairns and its partner organisations and through direct support of economic development organisations and activities.
Officer Responsible:	Chief Executive Officer
Staff Level (FTE)	2

Operating Initiative Status	Relevant Linkage(s)	Due Date	Complete (enter %)	On Target	
				Yes (enter ✓)	**No * (enter X)**
1. Develop a Regional Economic Strategy in collaboration with Advance Cairns, Cassowary Coast Regional Council, Tablelands Regional Council and Cook Shire Council.		*Jan 2011	100%	✓	
2. Complete the Draft Cairns Regional Economic Development Plan.		*Dec 2010	40%	✓	
3. Develop guidelines to measure and assess the performance of the Draft Cairns Regional Economic Development Plan.		*Dec 2010	40%	✓	
4. Deliver an Economic Snapshot of the Region.		Oct 2010	100%	✓	
5. Develop guidelines to measure and assess the economic benefit of funding requests received by Council		Dec 2010	100%	✓	
* Variance Report for Initiatives not on target: * In December 2010 the TNQ Steering Group advised of a new date for completion of the Regional Economic Plan to be completed by July 2011. The Cairns Regional Economic Plan will be developed in alignment with the TNQ Economic Plan to be delivered in July 2011. *** Prospective Actions for Initiatives not on target:** Nil.					

Performance Indicators (Ratings: ✓ = Satisfactory, ? = Marginal, X = Unsatisfactory)

1. Compliance with Agreement Requirements (Advance Cairns) **Result Measure**: Annual Business Plans and half yearly and annual performance reports are to be submitted to Council in accord with set timeframes. **Result Target**: Business Plan to Council within two months of adoption by AC Board; Half Yearly report to Council by 28 Feb.; Annual Report to Council within two months of adoption by AC Board. **Reporting Frequency**: Progress noted monthly. **Performance Assessment**:	**Performance Rating:** ✓
	Variance Report ✓
	Prospective Actions Annual Report 2009/10 received, to be formally reported to Council in March 2010.

Requirement	Adopted by Board	Due with Council	Date Submitted to Council	
Business Plan 10-11	Jul 10	By end Sept 10	Dec 2010	✓
Annual Report 09-10	Oct 10	Dec 10		✓
Half Yearly Report 10-11	n/a	By 28 Feb 10		

Performance Indicators (Ratings: ✓ = Satisfactory, ? = Marginal, X = Unsatisfactory)

2. Compliance with Agreement Requirements (TTNQ)	**Performance Rating:**
	✓

Result Measure: Annual Business Plans and half yearly and annual performance reports are to be submitted to Council in accord with set timeframes.

Result Target: Business Plan to Council within two months of adoption by TTNQ Board; Half yearly Report to Council by 28 Feb; Annual Report to Council within two months of adoption by TTNQ Board.

Variance Report

✓

Reporting Frequency: Progress noted monthly.

Prospective Actions

Performance Assessment:

Requirement	Adopted by Board	Due with Council	Date Submitted to Council	
Business Plan 10-11	Jul 10	By end Sept 10	Dec 2010	✓
Annual Report 09-10	Oct 10	Dec 10	Dec 2010	✓
Half Yearly Report 09-10	n/a	By 28 Feb 11		

Performance Indicators (Ratings: ✓ = Satisfactory, ? = Marginal, X = Unsatisfactory)

3. Compliance with Agreement Requirements (TPDD)	**Performance Rating:**
	✓

Result Measure: Annual Marketing Plan and Budget and quarterly and annual reports to be submitted to Council in accord with set timeframes.

Result Target: Annual marketing plan and annual budget to Council by 31 July; Annual Report to Council within two months of adoption by PDDT Board; Quarterly Reports to Council.

Variance Report

✓

Reporting Frequency: Progress noted monthly.

Prospective Actions

2nd Quarter Report received, to be formally reported to Council in March 2010.

Performance Assessment:

Requirement	Adopted by Board	Due with Council	Date Submitted to Council	
Business Plan 09-12	-	31 Aug 09	7 Aug 09	✓
Annual Marketing Plan 10-11	-	31 Jul 10		
Annual Budget 10-11	-	31 Jul 10		
Annual Report 09-10	Oct 10	Dec 10	Dec 2010	✓
4th Quarter Report 09-10 *(With Annual Report)*	Oct 10	Post 31 Jul 10		✓
1st Quarter Report 10-11	-	Post 30 Sept 10		✓
2nd Quarter Report 10-11	-	Post 31 Dec 10		
3rd Quarter Report 10-11	-	Post 31 Mar 11		

Performance Indicators (Ratings: ✓ = Satisfactory, ? = Marginal, X = Unsatisfactory

4. **Delivery of Economic Snapshot** **Result Measure**: Provide an Economic Snapshot containing economic data and information to local business operations, potential investors and the community **Result Target**: Annual Report to Council. **Reporting Frequency**: Annually. **Performance Assessment**: Economic Snapshot developed.	**Performance Rating:** ✓
	Variance Report ✓
	Prospective Actions

Performance Indicators (Ratings: ✓ = Satisfactory, ? = Marginal, X = Unsatisfactory)

5. **Develop a schedule of economic Development initiatives in alignment with Cairns Regional Economic Development Plan** **Result Measure**: Develop a series of economic development projects and programs to be delivered in 2010/2011. **Result Target**: Annual Report to Council. **Reporting Frequency**: Annually. **Performance Assessment**: Draft being developed inline with Cairns Regional Council Community Plan and Regional Economic Strategy scheduled for draft to be completed December 2010. Key Initiatives delivered during the first quarter include: • Economic Diversification fund – reviewed and under implementation; • Economic Profile – established; • Regional Leadership and Collaboration – key partnership role on working group to develop strategy; and • Tourism Development Fund – reviewed and under implementation.	**Performance Rating:** ✓
	Variance Report ✓
	Prospective Actions *In December 2010 the TNQ Steering Group advised of a new date for completion of the Regional Economic Plan to be completed by July 2011. The Cairns Regional Economic Plan will be developed in alignment with the TNQ Economic Plan to be delivered in July 2011.

Operating Budget Assessment:

	YTD Actual ($)	YTD Budget ($)	Var ($)	Var (%)	Variance Report & Prospective Actions (where variance is +/- 2%)
Revenue	48,737	0	48,737	n/m	**FAVOURABLE**
Expenditure	1,139,358	1,455,433	316,075	22%	**FAVOURABLE**

BRANCH	MARKETING AND COMMUNICATIONS

Mission: To deliver quality communication, marketing and promotion services, community engagement activities, media management and civic events to and on behalf of the Council to enable it to achieve its strategic corporate communication objectives

Officer Responsible: Manager Marketing & Communications

Staffing Level (FTE) 7 + 1 casual staff

BRANCH	MANAGEMENT & ADMINISTRATION

Operating Initiative Status	Relevant linkage(s`)	Due Date	Complete (enter %)	On Target	
				Yes (enter ✓)	No * (enter X)
1. Develop and implement Branch Strategic Plan 2010-2015 Develop and implement a 5 year Marketing and Communications Branch Strategic Plan 1 July 2010 aligned to the Corporate Plan.	Corporate Goals 3, 6	April 11	50% 5-year strat plan to come in line with new branch focus	✓	
2. Restructure Branch to maximise service excellence delivery Develop a Branch structure to resource and drive the new Strategic Plan, maximise service delivery to internal and external stakeholders and support an online Marketing and Communications model.	Corporate Goals 3, 4, 6	Feb 11	90%	✓	
3 Develop new Events & Sponsorship branch Align Council's commitment to supporting emerging, community and civic events under a single unit led by a strong strategic focus for grants administration and sponsorship initiatives	FNQ Events Strategy/ Corporate Goals 3, 6	Feb 11	100%	✓	
4. Reconfigure Branch area Review spatial requirements of the Branch and action changes necessary to maximise the output of the team.	Corporate Goal 6	April 11	70%	✓	

Operating Initiative Status	Relevant linkage(s`)	Due Date	Complete (enter %)	On Target	
				Yes (enter ✓)	No * (enter X)
5. Update marketing and communications system Review and revise all Marketing and Communications policies and processes as required to maximise communication, community engagement and outputs across the organisation.	Corporate Goal 6	May 11	80%	✓	
7. Develop a community awareness strategy Develop a new best practice Corporate Marketing Strategy in line with stakeholders, to maximise a positive high profile for Council and its activities.	Corporate Goal 6	Feb 11	90% (ongoing)	✓	
8. Update Staff Development Plan Implement a staff training analysis and development plan to increase staff expertise across relevant corporate applications with particular attention to the budget process.	Corporate Goal 6	April 11	90%	✓	

ACTIVITY	Community Events and Civic Relations

Mission: To deliver quality community and civic events to and on behalf of the council
Officer Responsible: Events and Civic Relations Coordinator
Staffing Level (FTE) 2 + 1 casual

Operating Initiative Status	Relevant linkage(s`)	Due Date	Complete (enter %)	On Target	
				Yes (enter ✓)	No * (enter X)
1. Review regional event strategies and implement Policy Review the existing budget and activities for existing recurrent community and civic events. Clarify budget application and develop a policy for evaluating existing and generating new events aligned to corporate plan.	Corporate Goals 3, 6	April 11	60%	✓	

Operating Initiative Status	Relevant linkage(s`)	Due Date	Complete (enter %)	On Target	
				Yes (enter ✓)	No * (enter X)
2. Create an event's management strategy Create a new event's management strategy to clearly define Council's role in regional and local events.	Corporate Goals 3, 6	March 11	72%	✓	
3. Review Civic Reception room booking processes Review use of Civic reception room and recommend changes to maximise use both internally and externally including cost recovery strategies.	Corporate Goal 6	March 11	75%	✓	

Performance Indicators (Ratings: ✓ = Satisfactory, ? = Marginal, X = Unsatisfactory)

1. Civic and Protocol Events **Result Measure:** Number of scheduled events held. **Result Target:** Delivery of events as per agreed planned annual schedule **Reporting Frequency:** Annual **Performance Assessment:**	
Performance Rating: ✓	
Variance Report ✓	
Prospective Actions	

Event	Projected number of participants	Actual number of participants
Nil		

Performance Indicators (Ratings: ✓ = Satisfactory, ? = Marginal, X = Unsatisfactory)

2. Annual Events	Performance Rating: ✓
Result Measure: Number of scheduled events held. **Result Target**: Delivery of events as per agreed planned annual schedule. **Reporting Frequency**: Monthly. **Performance Assessment**:	**Variance Report** ✓

Event	Projected number of participants	Actual number of participants
Nil		

Prospective Actions

Continue to monitor and review event management strategy

Strategic path needs to be considered for annual event calendar and new strategic direction set.

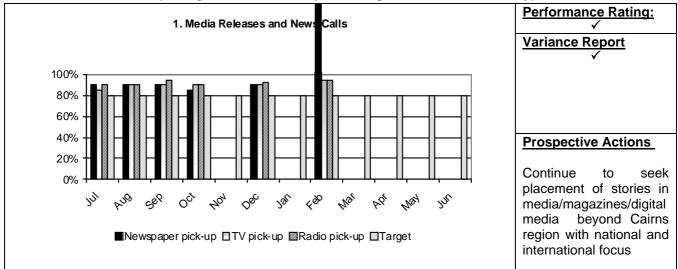**Performance Indicators (Ratings: ✓ = Satisfactory, ? = Marginal, X = Unsatisfactory)**

3. Extraordinary Events	Performance Rating: ✓
Result Measure: Number of unscheduled, one-off events and activities supported and budgeted for by Council. **Result Target:** Delivery of events in accordance with budget. **Reporting Frequency:** Monthly **Performance Assessment:**	**Variance Report** A total of 14 council supported activities have been organised by the Logistic Officer in the Civic Rooms for the month of February.

Event	Projected number of participants	Actual number of participants
Nil		

Prospective Actions

Performance Indicators (Ratings: ✓ = Satisfactory, ? = Marginal, X = Unsatisfactory)

4. Citizenship Ceremonies			Performance Rating: ✓
Result Measure: Number of ceremonies held.			
Result Target: Delivery of ceremonies as per DIMA-approved schedule.			**Variance Report** ✓
Reporting Frequency: Monthly			**Prospective Actions** Delivery of citizenship ceremony will be considered in line with other strategic and creative plans for the events area.
Performance Assessment:			
Event	**Projected number of participants**	**Actual number of participants**	
Citizenship Ceremony February	43	41	

Performance Indicators (Ratings: ✓ = Satisfactory, ? = Marginal, X = Unsatisfactory)

5. Sponsorships			Performance Rating: ✓
Result Measure: Sponsorship targets of support for each event met.			
Result Target: 100% achievement of sponsorship targets.			**Variance Report** ✓
Reporting Frequency: Monthly			
Performance Assessment:			**Prospective Actions**
Organisation	**Method of payment**	**Total contribution**	
Nil			

ACTIVITY	Media Management

Mission: To deliver a pro-active quality media management service and provide strategic media advice to successfully manage the Council's reputation and professional standing

Officer Responsible: Media Officer

Staffing Level (FTE) 1

Operating Initiative Status	Relevant linkage(s`)	Due Date	Complete (enter %)	On Target	
				Yes (enter ✓)	No * (enter X)
1. Implement online media model Develop an online media and communications model to integrate with Council website including an interactive media portal 24/7.	Corporate Goals 3, 6	March 11	80%	✓	
2. Update media and advertising general policies Review and revise the current Council media and advertising policies to include media protocol and charter	Corporate Goals 3, 6	March 11	70%	✓	
3. Develop media campaign strategies Review the process of creating media campaigns and develop a strategy to maximise council's positive reputation and image within the Community.	Corporate Goals 3, 6	April 11	70%	✓	
4. Update advertising strategies Review and revise Council's Advertising Strategy and make recommendations to maximise the achievement of Council's goals and budgets.	Corporate Goal 3, 6	Feb 11	80%	✓	
5. Implement media training program Source and implement a new media training program and communications framework for Councillors and staff to compliment Council's media policy.	Corporate Goal 6	May 11	50%	✓	

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Performance Indicators (Ratings: ✓ = Satisfactory, ? = Marginal, X = Unsatisfactory)
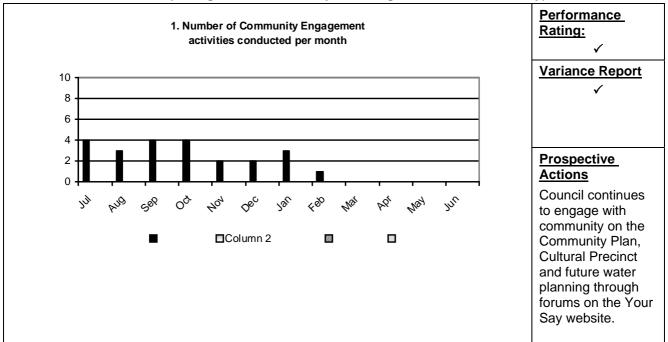

Performance Rating: ✓	
Variance Report ✓	
Prospective Actions Continue to seek placement of stories in media/magazines/digital media beyond Cairns region with national and international focus	

Performance Indicators (Ratings: ✓ = Satisfactory, ? = Marginal, X = Unsatisfactory)

2. Disaster management media coordination **Result Measure:** Uptake of media releases and news calls issued to local media agencies in relation to disaster management. **Result Target:** 90% uptake **Reporting Frequency:** Monthly **Performance Assessment:**	**Performance Rating:** ✓ **Variance Report** ✓ **Prospective Actions**

Performance Indicators (Ratings: ✓ = Satisfactory, ? = Marginal, X = Unsatisfactory)

3. Advertising **Result Measure:** Delivery of programmed schedule of advertising in accordance with budget. **Result Target:** 100% budget compliance **Reporting Frequency:** Monthly **Performance Assessment:**	**Performance Rating:** ✓ **Variance Report** ✓ **Prospective Actions** Continue to explore advertising strategies considering most cost effective solutions for Council's overall advertising spend

ACTIVITY	MARKETING RESEARCH & ENGAGEMENT

Mission: To design and deliver quality community engagement, marketing and promotion activities to inform, educate, consult and involve the community.

Officer Responsible: Research & Engagement Officer

Staffing Level (FTE) 2

Operating Initiative Status	Relevant linkage(s`)	Due Date	Complete (enter %)	On Target	
				Yes (enter ✓)	No * (enter X)
1. Manage branding and celebrations for "125 years of Local Government in Cairns" Develop and implement the program and promotion for "125 years of Cairns Local Government" 28 May 2010 – 27 May 2011	Corporate Goals 3, 6	(Ongoing until June 2011)	95%	✓	
2. Develop a Citizen's Reference Panel Review the way in which demographics are use to maximise Council's Community Engagement process using a representation of the community reflective of ABS data to develop a Citizen's Reference Panel.	Corporate Goals 3, 6	Nov 2010 (ongoing promotion)	100%	✓	
3. Manage implementation and content of council's new Web Content Management System (WCMS) Continue to actively contribute to the new WCMS implementation and give advise to staff regarding potential new and redesigned individual websites.	Corporate Goal 6	Nov 2010 (ongoing)	100%	✓	

Performance Indicators (Ratings: ✓ = Satisfactory, ? = Marginal, X = Unsatisfactory)

	Performance Rating: ✓
1. Number of Community Engagement activities conducted per month	**Variance Report** ✓

1. Number of Community Engagement activities conducted per month

| | **Prospective Actions**
Council continues to engage with community on the Community Plan, Cultural Precinct and future water planning through forums on the Your Say website. |

Performance Indicators (Ratings: ✓ = Satisfactory, ? = Marginal, X = Unsatisfactory)

2. Marketing and Communication campaigns	**Performance Rating:** ✓
Result Measure: Number of marketing and communication campaigns delivered.	**Variance Report** ✓
Result Target: Delivery of campaigns as per annual schedule.	
Reporting Frequency: Monthly	**Prospective Actions** Online community engagement forums developed as required – Your Say website.
Performance Assessment: All campaigns delivered on-time and to budget this month (including fortnightly Sun and Gazette Council Corners and Babinda Bytes).	

Performance Indicators (Ratings: ✓ = Satisfactory, ? = Marginal, X = Unsatisfactory)

3. Corporate image and brand management	Performance Rating:
Result Measure: Compliance with prescribed style guidelines for use of corporate logo.	✓
	Variance Report ✓
Result Target: 100% compliance	
Reporting Frequency: Quarterly	**Prospective Actions** An addition will be made to the Corporate Style Guide with prescribed style guidelines for Council derived websites.
Performance Assessment: Nil instances of non-compliance in communication material produced this month.	

Performance Indicators (Ratings: ✓ = Satisfactory, ? = Marginal, X = Unsatisfactory)

4. Corporate Website	Performance Rating:
Result Measure: a) Visits in February – not available due to a change in hosting during Cyclone Yasi	✓
b) Page views in February not available due to a change in hosting during Cyclone Yasi	**Variance Report** ✓
Variance from last month: a) N/A b) N/A	**Prospective Actions** Continue to monitor the new website and make improvements. Reconfiguring of functionality and content of the cyclone/disaster web pages to enhance useability.
Reporting Frequency: Monthly Most popular pages visited:	

Performance Indicators (Ratings: ✓ = Satisfactory, ? = Marginal, X = Unsatisfactory)

5. Corporate Publications	Performance Rating: ✓
Result Measure: Delivery of scheduled corporate publications on time and on budget.	
Result Target: 100% compliance	**Variance Report** ✓
Reporting Frequency: Monthly	**Prospective Actions**
Performance Assessment: The production of the Community Plan is on track to meet budget and time-frame deliverables	In future e-book versions of all corporate publications will be produced as well as hard copy versions.