

INFRASTRUCTURE SERVICES COMMITTEE 15 FEBRUARY 2012	6
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INFRASTRUCTURE SERVICES MONTHLY REPORT FOR MONTH OF
JANUARY 2012

Ross McKim: sjc: 1/3/21: #3473509

RECOMMENDATION:

That Council notes this report.

INTRODUCTION:

The Infrastructure Services Monthly Report for JANUARY 2012 includes Branch Reports from:

Infrastructure Services – Management & Support
Infrastructure Management
Project Services
Technical Support Services
Cairns Works (Annual Performance Plan)
Cairns Fleet
Business Support Services

CONSIDERATIONS:

Comment:

This document reports on performance against the 2011 / 2012 Operational Plan. It should be noted that it only incorporates those activities that are reported on a monthly basis.

Ross McKim
General Manager Infrastructure Services

Infrastructure Services (excluding Cairns Works) - Variance Report

For the period ended JAN 2012

	Note	YTD Actual \$	YTD Budget \$	Variance \$	Variance %
Operating Revenue					
Fees and Charges	1	1,468,503	1,557,400	(88,897)	(6)
Other Revenue		731,412	747,208	(15,795)	(2)
Internal Revenue	2	25,708,488	26,411,982	(703,493)	(3)
Competitive Neutrality Revenue	3	4,642,307	5,162,260	(519,953)	(10)
Operating Contributions and Donations	4	-	10,000	(10,000)	(100)
Operating Subsidies and Grants		133,163	134,000	(837)	(1)
Total Operating Revenue		32,683,874	34,022,849	(1,338,975)	(4)
Operating Expenditure					
Employee Costs	5	9,252,444	9,743,053	490,608	5
Overtime	6	223,306	255,150	31,844	12
Agency/Temp Staff Costs	7	164,553	36,000	(128,553)	(357)
Materials	8	2,652,137	2,559,575	(92,562)	(4)
External Services		8,715,445	8,810,819	95,374	1
Consultancy Services	9	121,420	407,500	286,080	70
Travel Expenses	10	3,120	8,400	5,280	63
Other Services		3,104,175	3,094,095	(10,080)	(0)
Internal Charges	11	26,139,470	27,634,485	1,495,015	5
Competitive Neutrality Charges	12	5,598,082	6,043,385	445,304	7
Depreciation and Amortisation Expenses		24,139,623	24,646,754	507,131	2
Other Expenses	13	56,571	51,000	(5,571)	(11)
Contributions and Donations	14	337,301	407,000	69,699	17
Total Operating Expenses		80,507,646	83,697,215	3,189,569	4
NET OPERATING RESULT		(47,823,773)	(49,674,366)	1,850,594	4

Explanations

1	Reduced Daintree Ferry usage in November / December has resulted in current shortfall - will recover by end of financial year
2	The extensive leave taking from the Christmas New Year Break well into January has resulted in substantial reductions in service provider activity which has caused reduced internal revenue to be below budget.
3	Branch management costs transfers only - corresponding decreases to expenditure as costs distributed to operating units - has a reverse effect on the corresponding expenditure accounts
4	Transfer of operating component of donation to Woree Disaster Centre still outstanding
5	The improved position reflects the extensive annual leave taking over December & January
6	Overtime in most areas is down due to tight controls in the department - overtime budgeted in the fleet area is to cover travel time to & from jobs & vehicle checking & servicing. Currently this is not charged to internal clients & is considered a fixed cost for fleet ; actual volume is minor
7	Vacancies in electrical services & Fleet resulted in unplanned budgeted expenditure for essential staff to cover temporarily these temporary costs are offset by salary saving
8	Electrical Services materials were higher than budgeted for due to lighting works on the esplanade - this will be recovered through job charging. Purchases of Fleet Parts/Small Plant & Loose tool Jul/Aug were lower than expected - this cost will vary & is dependent on many factors.
9	Dependent on progress of works - current underexpenditure will be used quickly once programs progress
10	Minor volume
11	Mainly reflects relatively low maintenance operations by Cairns Works, with the normal wet weather season increases in maintenance activity absorbing any temporary savings in this area.
12	See note 3 Branch management costs transfer are reduced and the corresponding reduction in expenditure is reflected here
13	Small volume variance
14	Contributions to Ergon for subdivisions still outstanding

Cairns Works - Variance Report

For the period ended JAN 2012

	Note	YTD Actual \$	YTD Budget \$	Variance \$	Variance %
Operating Revenue					
Other Revenue		2,035,577	1,991,157	44,420	2
Internal Revenue		50,328,320	51,161,120	(832,800)	(2)
Total Operating Revenue		52,363,896	53,152,277	(788,381)	(0)
Operating Expenditure					
Employee Costs	1	10,296,865	11,027,170	730,305	7
Overtime	2	766,241	824,700	58,459	7
Agency/Temp Staff Costs	3	777,389	1,267,125	489,736	39
Materials		5,190,706	5,280,936	90,230	2
External Services	4	15,525,895	11,411,817	(4,114,078)	(36)
Travel Expenses	5	2,264	1,050	(1,214)	(116)
Other Services	6	124,008	161,700	37,692	23
Internal Charges	7	16,575,813	17,627,810	1,051,997	6
Competitive Neutrality Charges	8	2,793,025	2,928,758	135,733	5
Other Expenses		2,428	-	(2,428)	n/m
Total Operating Expenses		52,054,634	50,531,066	(1,523,568)	(3)
Net Operating Result before Tax & Dividend		309,262	2,621,211	(2,311,949)	(88)
Tax & Dividend					
Income Tax Expense	9	92,779	786,364	693,585	88
Dividend Expense/ (Income)	10	216,484	1,834,848	1,618,364	88
NET OPERATING RESULT		-	(1)	1	100

Explanations

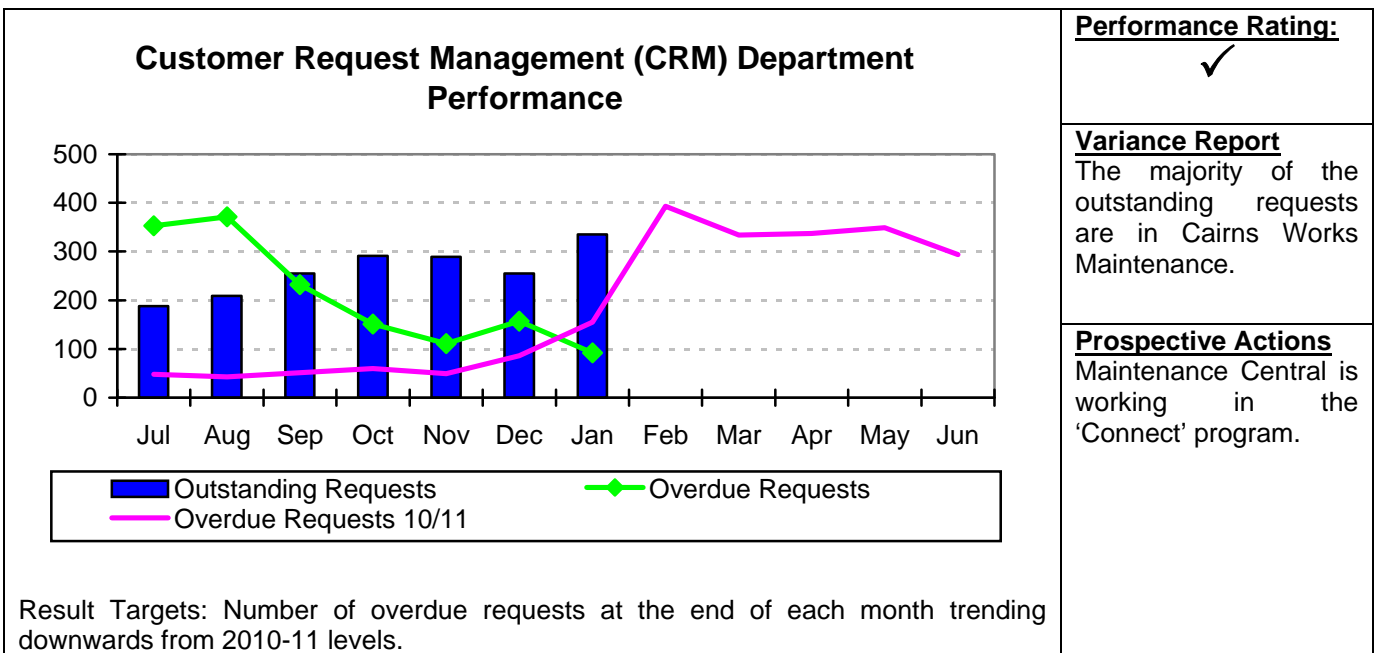
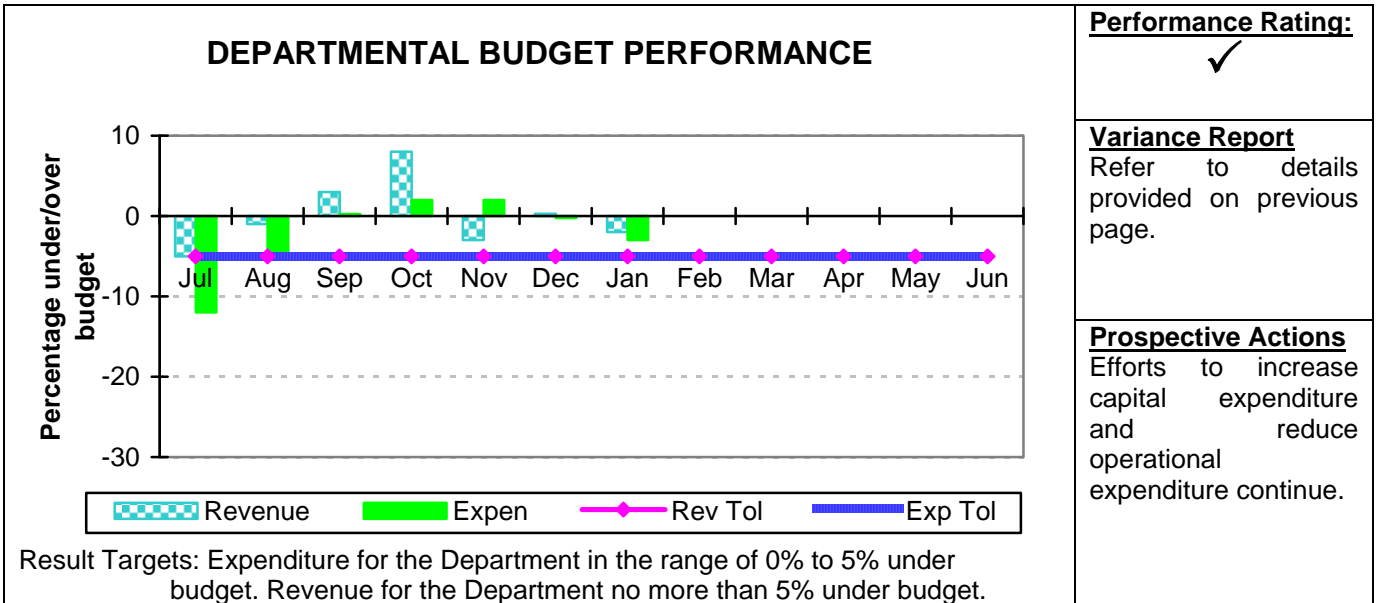
2	As forecast in the December report leave taking has resulted in this position returning to a positive situation due to the extensive leave taking in late December and January
2	Positive overtime result reflects stringent controls put in place to ensure more effective targeting of usage of overtime
3	Positive agency staff result reflects stringent controls put in place to ensure more effective targeting of usage of hired labour
4	The major part of this overexpenditure is for capital works construction - sub-contracts at a much higher level than anticipated due to increased program delivery (recovery is from capital budget) Currently this is not being reflected in the internal recoveries due to budget timing of NDRRA recoveries being in later months and also due to reduced recoveries of Branch Overheads because of reduced overtime and agency staff time A further \$1.5M has been budgetted in the third review to reflect these necessary expenditures incurred on works funded from capital
5	This relates to travel expenses incurred in works on NDRRA in the far north (minor volume)
6	Owner Vehicle Hire usage under budget in NDRRA \$10K and Construction due to tight controls
7	Internal charges reduced because of lower level of Branch Overheads - due to reduced overtime and agency workers (charges are calculated on a per manhour basis). In addition Christmas shutdown has resulted in major reduction in yellow plant and other charges paid by Cairns Works
8	Superannuation is adjusted to private enterprise levels and as staff costs were lower than budgeted an adjustment was posted to July
9	Budgeted tax expense and dividend calculation reflects full year result which distorts actuals after 6 months; additionally the end of month charge out delay for accrued wages and the short fall in plant recoveries is currently making the actuals lower than what is required
10	Budgeted tax expense and dividend calculation reflects full year result which distorts actuals after 6 months; additionally the end of month charge out delay for accrued wages and the short fall in plant recoveries is currently making the actuals lower than what is required

DEPARTMENT INFRASTRUCTURE SERVICES

Mission By being business focused, innovative and consultative, provide community infrastructure and services (transport, drainage, parks, foreshores) to a level of excellence that significantly contributes to Cairns becoming a thriving and inspirational region which balances economic development, environmental management and social well-being.

Officer Responsible General Manager Infrastructure Services – Ross McKim

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



Operating Budget Assessment:

WS08	YTD Actual (\$)	YTD Budget Revised (\$)	Var (\$)	Var (%)	Variance Report & Prospective Actions (where variance is +/- 2%)
Revenue	85,047,770	87,175,126	(2,127,356)	(2)	
Expenditure	132,871,543	136,849,493	3,977,950	3	<ul style="list-style-type: none"> • FAVOURABLE • Reasons: Payment timing. • Implications / Actions: Continue programs.

ACTIVITY: INFRASTRUCTURE SERVICES MANAGEMENT & SUPPORT

Mission To enable the Departmental Managers and staff to provide best value services to all their customers.

Operating Budget Assessment:

WSGM	YTD Actual (\$)	YTD Budget Revised (\$)	Var (\$)	Var (%)	Variance Report & Prospective Actions (where variance is +/- 2%)
Revenue	99,035	126,656	(27,621)	(22)	<ul style="list-style-type: none"> • UNFAVOURABLE • Reasons: Payment timing. • Implications / Actions: Continue programs.
Expenditure	524,074	604,702	80,627	13	<ul style="list-style-type: none"> • FAVOURABLE • Reasons: Payment timings. • Implications / Actions: Continue programs.

BRANCH	BUSINESS SUPPORT
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Mission: Working together to deliver a tailored Business Support solution aligned with our client's goals and expectations.

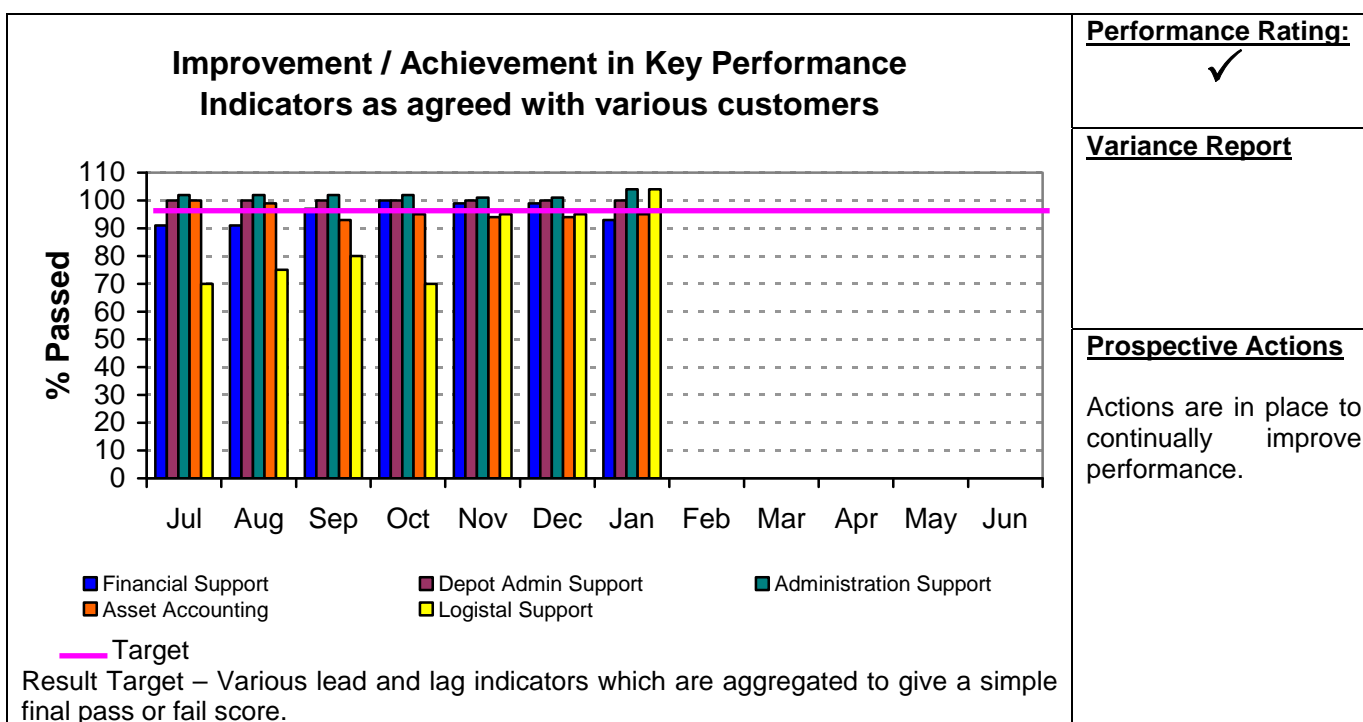
Officer Responsible: Manager Business Support – Stephen Agius

ACTIVITY:	BUSINESS SUPPORT
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Officer Responsible: Manager Business Support – Stephen Agius

Operating Initiative Status	Relevant Linkage(s)	Due Date	Complete (enter %)	On Target	
				Yes (enter ✓)	No * (enter X)
1. Monitoring of all wildly important goals (WIGS) and show improvement in all areas by June 2012.	4.3, 6.2	Jun 2012		✓	
* Variance Report for Initiatives not on target:					
* Prospective Actions for Initiatives not on target:					

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



Operating Budget Assessment:

WSBS	YTD Actual (\$)	YTD Budget Revised (\$)	Var (\$)	Var (%)	Variance Report & Prospective Actions (where variance is +/- 2%)
Revenue	2,099,816	1,947,151	152,665	8	<ul style="list-style-type: none"> • FAVOURABLE • Reasons: Small plant recoveries greater than budget. • Implications / Actions:
Expenditure	2,755,033	2,731,421	(23,613)	(1)	

BRANCH	PROJECT SERVICES
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Mission Together, we deliver quality projects on cost and on time.

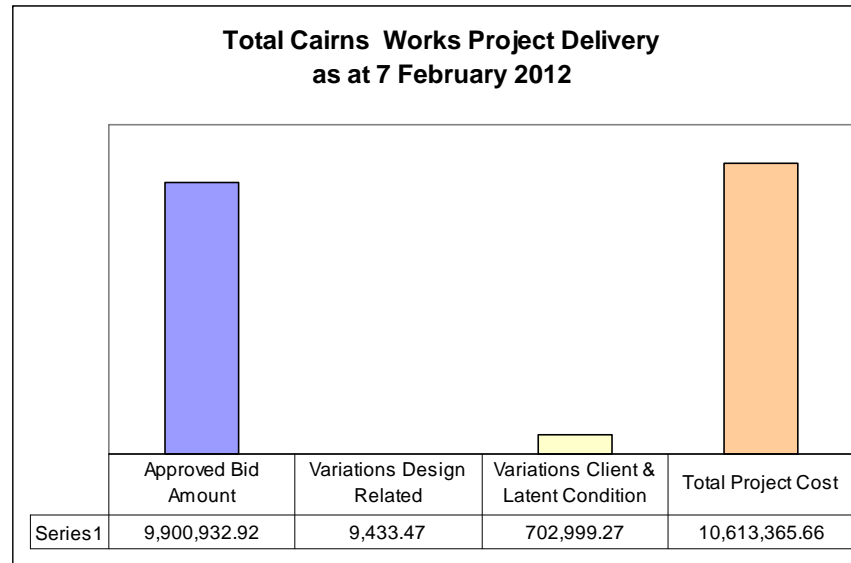
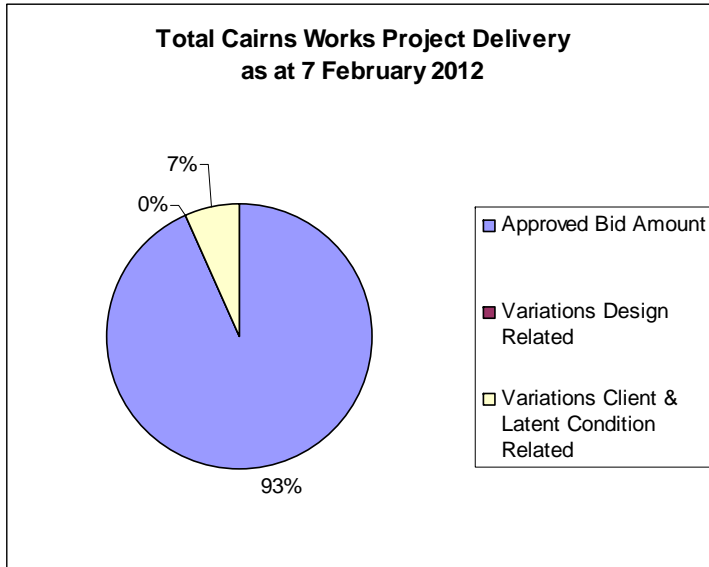
Officer Responsible Manager Project Services – Brad Finegan

Operating Initiative Status	Relevant Linkage(s)	Due Date	Complete (enter %)	On Target	
				Yes (enter ✓)	No * (enter X)
1. Consolidate the use of the new formal project management framework within Project Services.	Corporate Plan 6.1,6.2 IS Risk Register- IS007/020/IM Project Services Self Assessment 12.3, 12.2, 6.2	Jun 2012	58%	✓	
2. Assist internal Council asset owners to accelerate the preconstruction of capital works projects to allow completion of a substantial portion of project designs the year before they are constructed. <i>“Plans in the drawer the year before”</i>	Corporate Plan 6.4 IS Risk Register- IS004/009/IM Self Assessment 2.2	Jun 2012	58%	✓	
3. Conduct a team based business planning exercise for future branch improvements.	Corporate Plan 6.4, 6.7	Jun 2012	30%	✓	
* Variance Report for Initiatives not on target:					
* Prospective Actions for Initiatives not on target:					

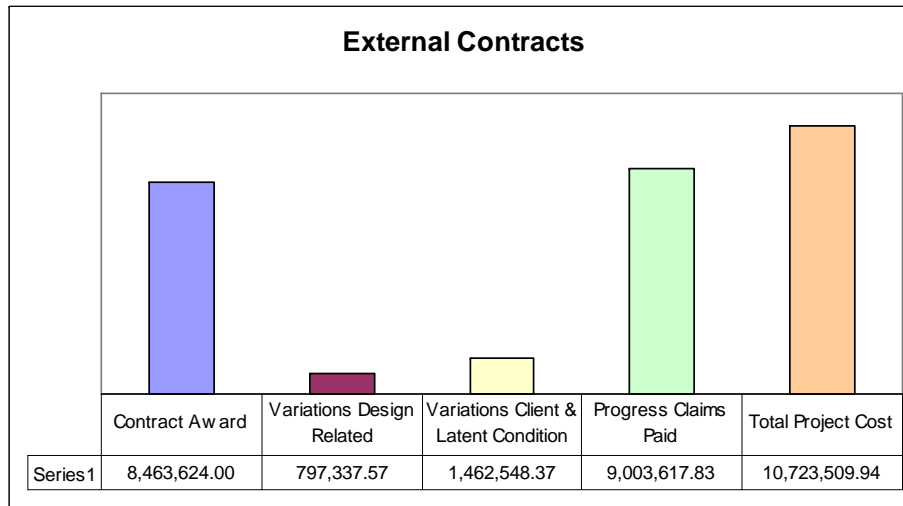
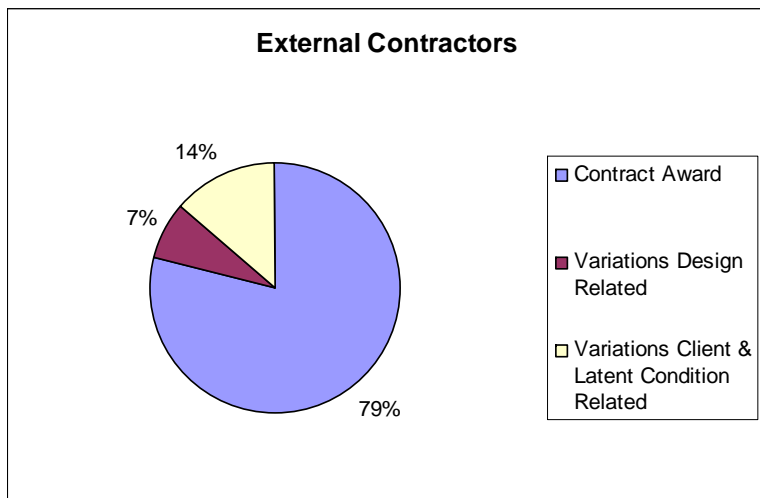
Operating Budget Assessment:

WSPS	YTD Actual (\$)	YTD Budget Revised (\$)	Var (\$)	Var (%)	Variance Report & Prospective Actions (where variance is +/- 2%)
Revenue	1,267,745	1,485,032	(217,287)	(15)	<ul style="list-style-type: none"> • UNFAVOURABLE • Reasons: Unbudgeted vacancies of skilled technical staff. • Implications / Actions: Issues with COIL transferring times to project expenditure.
Expenditure	1,567,761	1,590,289	22,528	1	

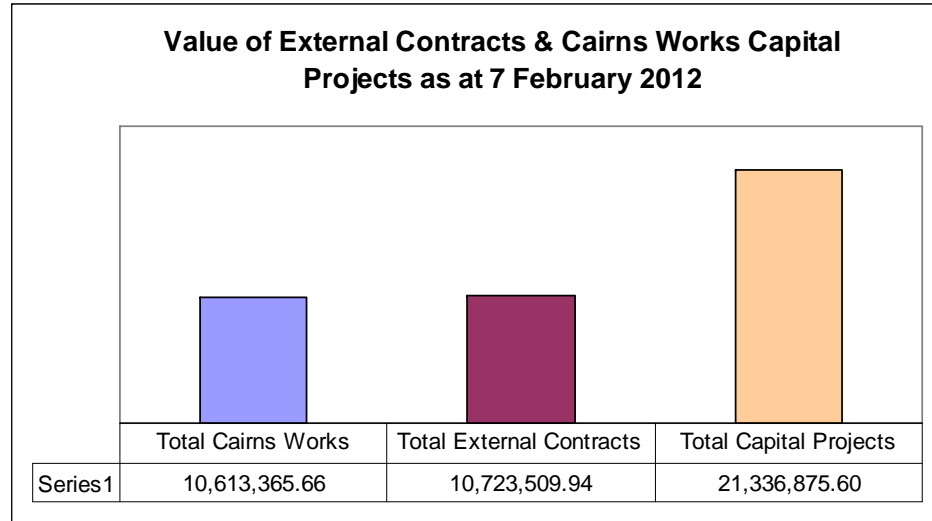
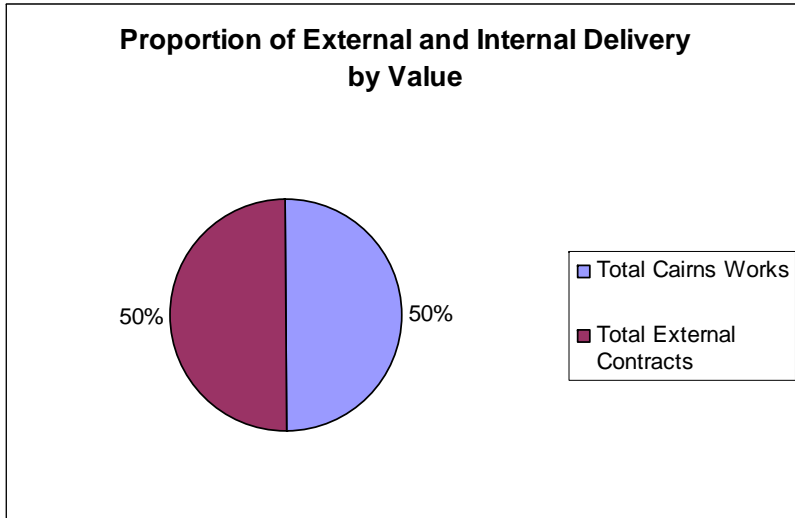
PROJECT DELIVERY CAIRNS WORKS



EXTERNAL CONTRACTORS CAPITAL WORKS EXPENDITURE REPORT



VALUE OF EXTERNAL CONTRACTS & CAIRNS WORKS CAPITAL PROJECTS



BRANCH	INFRASTRUCTURE MANAGEMENT
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Mission To provide efficient and effective Transport, Drainage, Coastal, Estuarine, Local Parks and Natural Resource service management to the community.

Officer Responsible Manager Infrastructure Management – Stephen Tyter

Operating Budget Assessment:

WSIM	YTD Actual (\$)	YTD Budget Revised (\$)	Var (\$)	Var (%)	Variance Report & Prospective Actions (where variance is +/- 2%)
Revenue	2,109,574	2,331,205	(221,631)	(10)	<ul style="list-style-type: none"> • UNFAVOURABLE • Reasons: NDRRA claim for Cyclone Yasi budgeted as operational income. Process changed at end of 2010/11 to capital. • Implications / Actions: Changes to budget will be effected at first available budget review.
Expenditure	48,584,015	50,981,108	2,397,093	5	<ul style="list-style-type: none"> • FAVOURABLE • Reasons: Process for internal changes from NDRRA now changed from operational to capital. • Implications / Actions: Budget to be adjusted at first opportunity.

ACTIVITY:	Infrastructure Management Administration
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Officer Responsible: Manager Infrastructure Management – Stephen Tyter

Operating Initiative Status	Relevant Linkage(s)	Due Date	Complete (enter %)	On Target	
				Yes (enter ✓)	No * (enter X)
1. Review of Trunk Infrastructure Plans	Corporate Plan 3.1 & 3.2	Jun 2012	5%	✓	
2. Refine Asset Management Plans to satisfy new legislative requirements.	Corporate Plan 4.4	Jun 2012	5%	✓	
* Variance Report for Initiatives not on target:					
* Prospective Actions for Initiatives not on target:					

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

<p>Completion of Annual Capital Works Program (Actual & Committals Expenditure) for Infrastructure Services</p> <p>Result Targets: 90% completion of Annual Capital Works Program committed by June.</p>	<p>Performance Rating: ✓</p> <p>Variance Report 45% actual with a total of 57% actual & committed.</p> <p>Prospective Actions Continue to monitor programs. Pending 3rd quarter review will result in amended figures.</p>
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ACTIVITY: Transport

Officer Responsible: Manager Infrastructure Management – Stephen Tyter

Operating Initiative Status	Relevant Linkage(s)	Due Date	Complete (enter %)	On Target	
				Yes (enter ✓)	No * (enter X)
1. Review Transport Strategy and Asset Management Plan	Corporate Plan 4.3	Jun 2012	5%	✓	
* Variance Report for Initiatives not on target:					
* Prospective Actions for Initiatives not on target:					

ACTIVITY: Drainage & Coastal

Officer Responsible: Manager Infrastructure Management – Stephen Tyter

Operating Initiative Status	Relevant Linkage(s)	Due Date	Complete (enter %)	On Target	
				Yes (enter ✓)	No * (enter X)
1. Develop a Drainage Management Plan for a critical catchment	Corporate Plan 1.6, 4.6	Jun 2012	5%	✓	
* Variance Report for Initiatives not on target:					
* Prospective Actions for Initiatives not on target:					

ACTIVITY: Local Parks**Officer Responsible:** Manager Infrastructure Management – Stephen Tyter

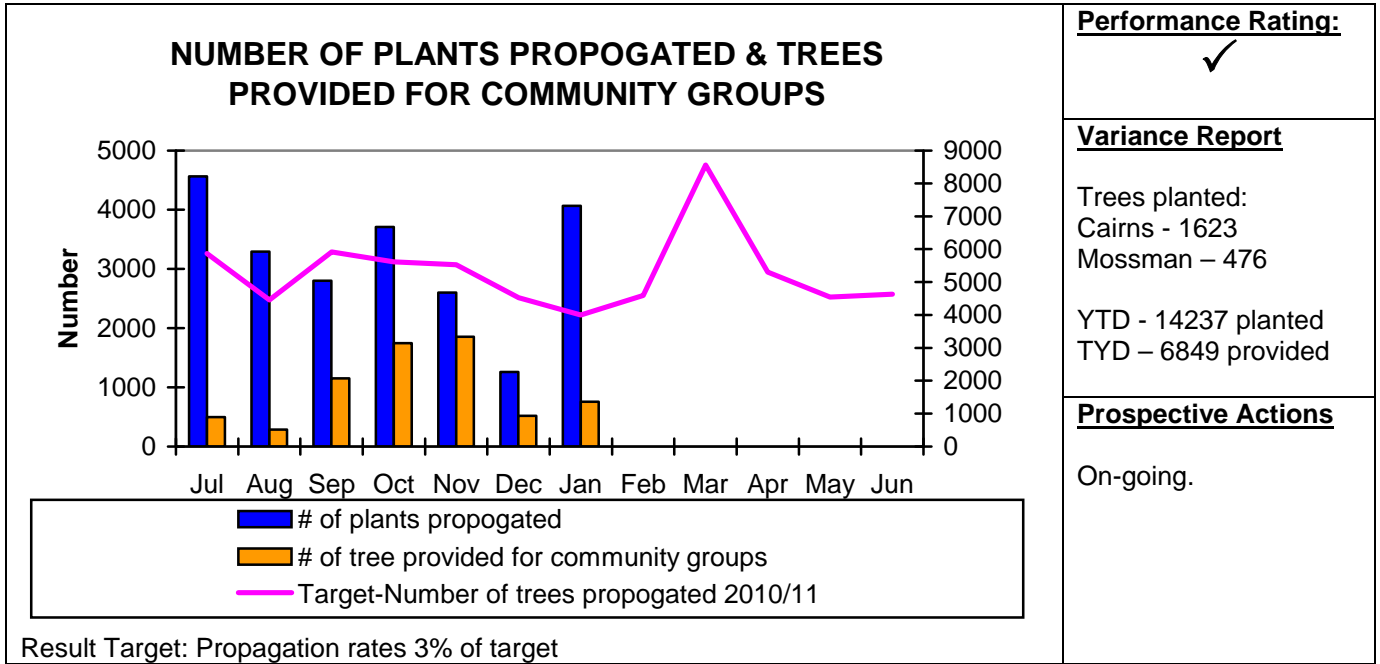
Operating Initiative Status	Relevant Linkage(s)	Due Date	Complete (enter %)	On Target	
				Yes (enter ✓)	No * (enter X)
1. Develop Local Parks Strategy	Corporate Plan 3.2, 3.6	Jun 2012	5%	✓	
2. Refine Asset Management Plan	Corporate Plan 3.2,3.6	Jun 2012	5%	✓	
* Variance Report for Initiatives not on target:					
* Prospective Actions for Initiatives not on target:					

ACTIVITY: Natural Resource Management**Officer Responsible:** Co-ordinator Natural Resources Management – Russell Wild

Operating Initiative Status	Relevant Linkage(s)	Due Date	Complete (enter %)	On Target	
				Yes (enter ✓)	No * (enter X)
1. Increase awareness and build capacity of landowners to effectively manage their land of pest plants and animals	Corporate Plan 1.9	Jun 2012	55%	✓	
* Variance Report for Initiatives not on target:					
* Prospective Actions for Initiatives not on target:					

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

RATIO OF RESIDENT RESPONSES COMPLETED TO OPEN RESPONSES FOR THE WILD / FERAL PEST ANIMALS PROGRAM AREA		Performance Rating: ✓																																							
<table border="1"> <caption>Data for Resident Responses Chart</caption> <thead> <tr> <th>Month</th> <th>Incomplete Resident Responses</th> <th>Completed Resident Responses</th> </tr> </thead> <tbody> <tr><td>Jul</td><td>15</td><td>15</td></tr> <tr><td>Aug</td><td>5</td><td>25</td></tr> <tr><td>Sep</td><td>5</td><td>30</td></tr> <tr><td>Oct</td><td>10</td><td>10</td></tr> <tr><td>Nov</td><td>10</td><td>10</td></tr> <tr><td>Dec</td><td>5</td><td>5</td></tr> <tr><td>Jan</td><td>5</td><td>10</td></tr> <tr><td>Feb</td><td>0</td><td>0</td></tr> <tr><td>Mar</td><td>0</td><td>0</td></tr> <tr><td>Apr</td><td>0</td><td>0</td></tr> <tr><td>May</td><td>0</td><td>0</td></tr> <tr><td>Jun</td><td>0</td><td>0</td></tr> </tbody> </table>		Month	Incomplete Resident Responses	Completed Resident Responses	Jul	15	15	Aug	5	25	Sep	5	30	Oct	10	10	Nov	10	10	Dec	5	5	Jan	5	10	Feb	0	0	Mar	0	0	Apr	0	0	May	0	0	Jun	0	0	Variance Report Pigs caught: Daintree – 15 Cairns/South - 9 Mossman – 6 YTD - 308
Month	Incomplete Resident Responses	Completed Resident Responses																																							
Jul	15	15																																							
Aug	5	25																																							
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Apr	0	0																																							
May	0	0																																							
Jun	0	0																																							
<p>Result Targets: No more than 10% of open resident requests to be overdue for each category.</p>		Prospective Actions Still active but slowing down as we go into the wet season.																																							



BRANCH	TECHNICAL SUPPORT SERVICES
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Mission: To provide enthusiastic, professional and good value services to our customers.

Officer Responsible: Manager Technical Support Services – Anton MacSuibhne

Operating Budget Assessment:

WSTS	YTD Actual (\$)	YTD Budget Revised (\$)	Var (\$)	Var (%)	Variance Report & Prospective Actions (where variance is +/- 2%)
Revenue	6,132,993	6,558,318	(425,325)	(6)	<ul style="list-style-type: none"> • UNFAVOURABLE • Reasons: \$276K under budget in Design Services and \$145K under budget in Facilities Management. • Implications / Actions: It is expected that \$157K will be recovered next month by Design Services and approximately \$80K by Facilities Management (FM) in outstanding charges. There are identified issues with job-charging which FM need to resolve with the assistance of Business Support and Payroll. Due to the vacant positions in Design Services, it is not currently feasible to make budget in revenue.
Expenditure	6,903,843	7,076,347	172,504	2	

ACTIVITY:	Technical Support – General Administration
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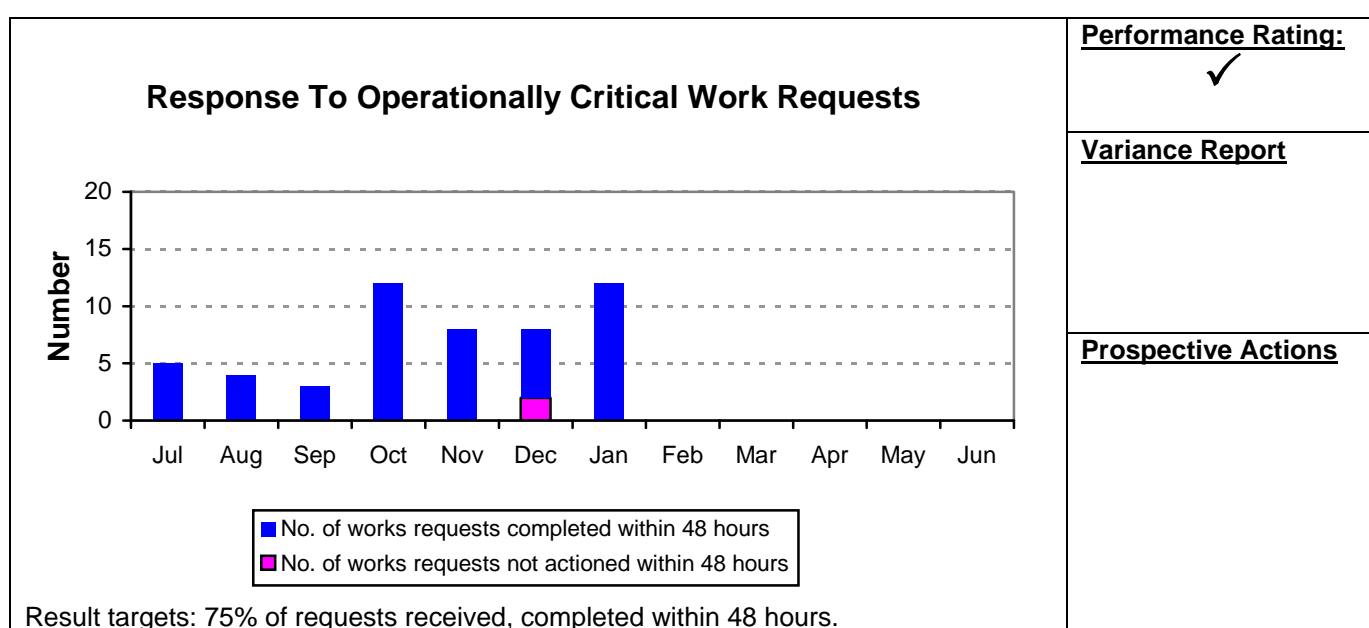
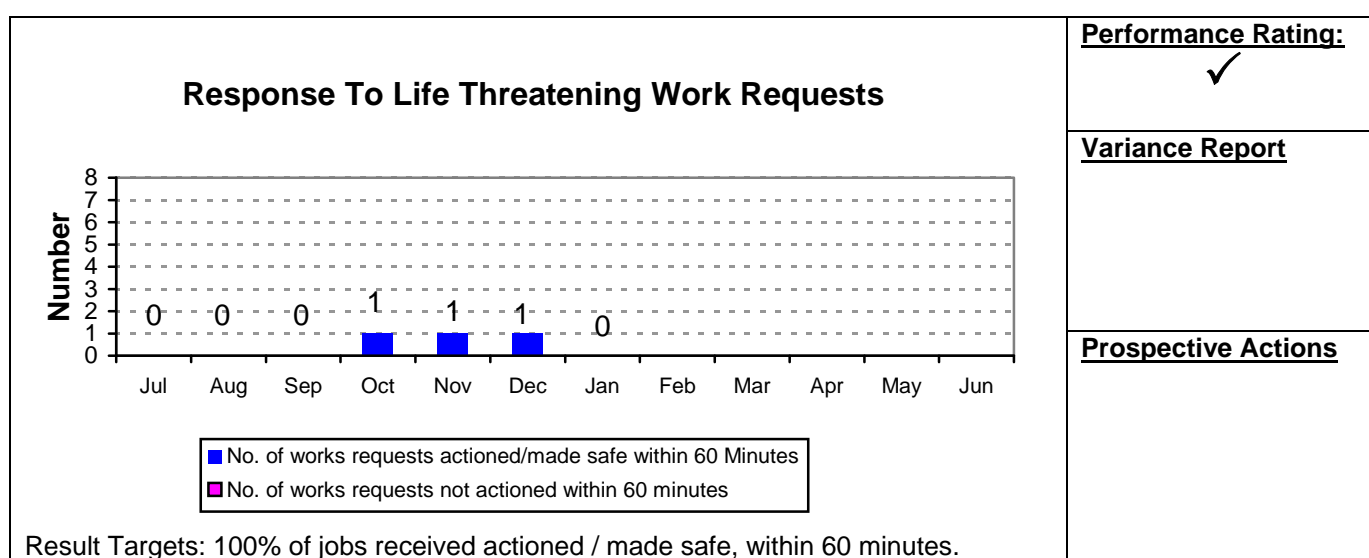
Officer Responsible: Manager Technical Support Services – Anton MacSuibhne

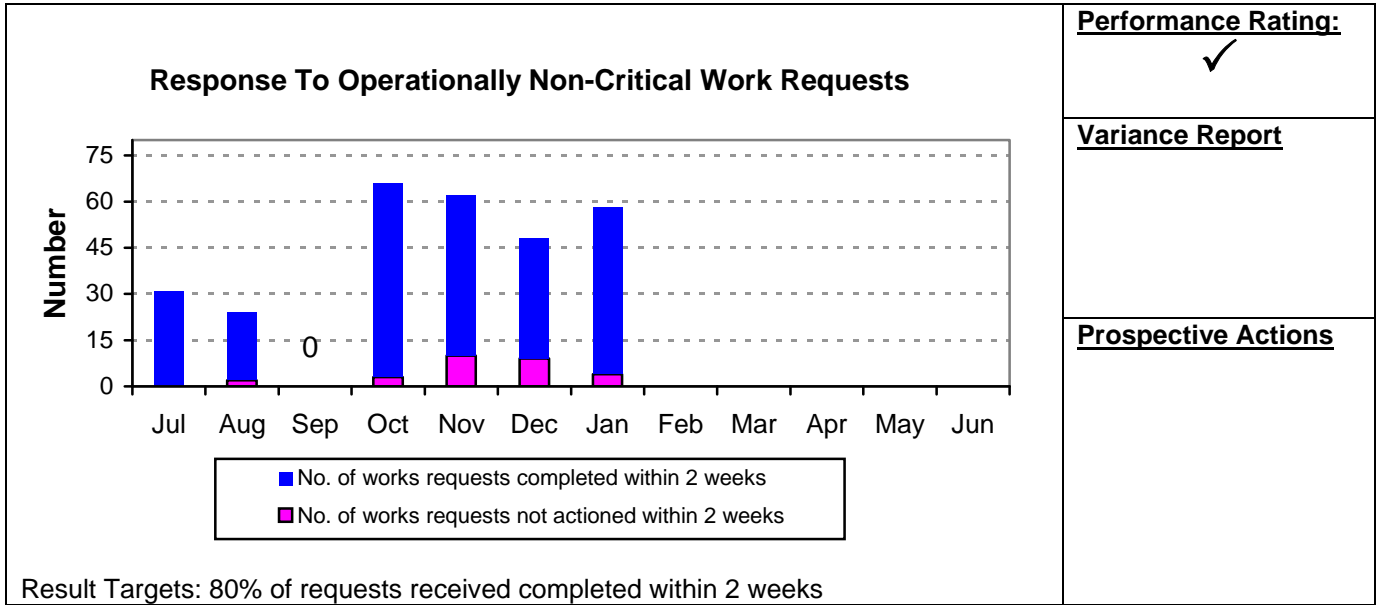
Operating Initiative Status	Relevant Linkage(s)	Due Date	Complete (enter %)	On Target	
				Yes (enter ✓)	No * (enter X)
1. Implement Corporate Service Quality requirements for TSS and its customers		Jun 2012		✓	
* <u>Variance Report for Initiatives not on target:</u>					
* <u>Prospective Actions for Initiatives not on target:</u>					

ACTIVITY: Facilities Maintenance**Officer Responsible:** Facilities Management Manager – Massimo Zaini

Operating Initiative Status	Relevant Linkage(s)	Due Date	Complete (enter %)	On Target	
				Yes (enter ✓)	No * (enter X)
1. Transition of management of Councils' Statutory Compliance Testing to Corporate WH&S (2 year transition period)	Corporate Plan 4.4	Jun 2012	10%	✓	
2. Develop a corporate systems based maintenance management hierarchal structure.	Corporate Plan 4.4	Jun 2012	10%	✓	
* Variance Report for Initiatives not on target:					
* Prospective Actions for Initiatives not on target:					

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

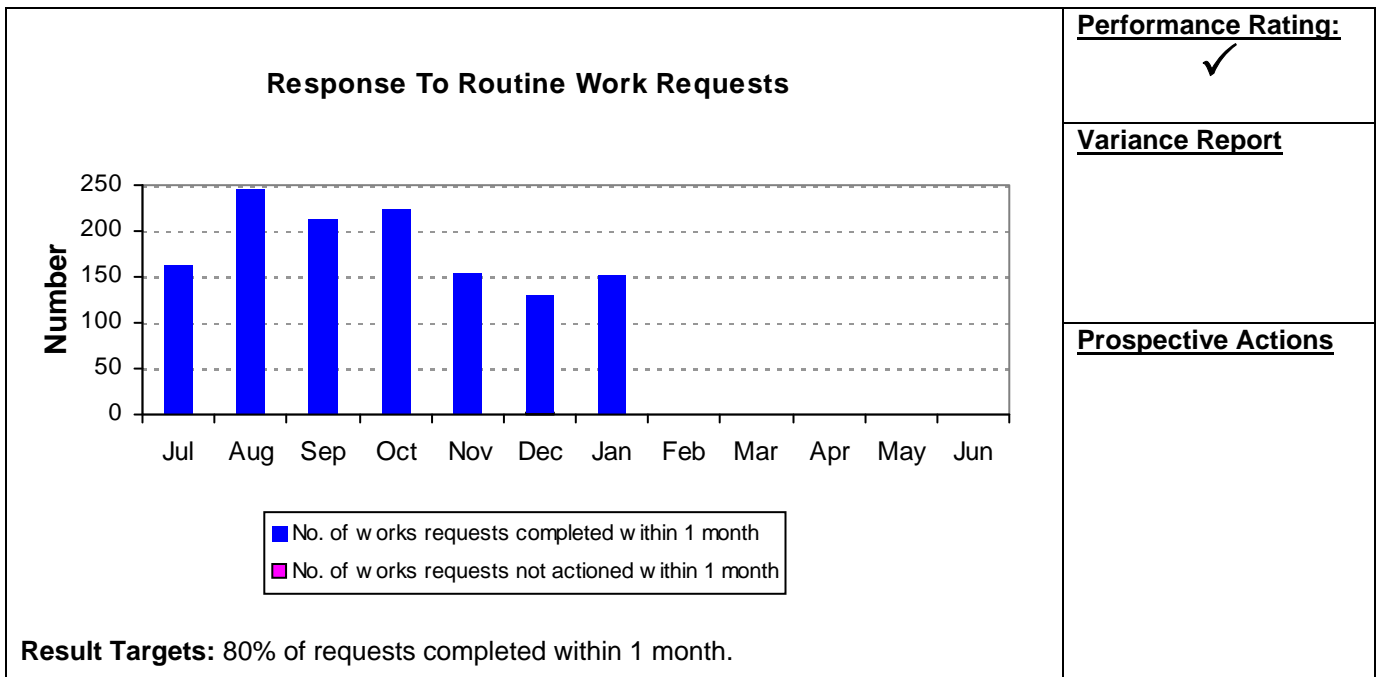




Performance Rating:
✓

Variance Report

Prospective Actions



Performance Rating:
✓

Variance Report

Prospective Actions

ACTIVITY: Design Services**Officer Responsible:** Design Services Manager

Operating Initiative Status	Relevant Linkage(s)	Due Date	Complete (enter %)	On Target	
				Yes (enter ✓)	No * (enter X)
1. Enhance design capabilities to assist in strategic planning requirements of Infrastructure Services / Planning and Environment (eg. TNP, PIP, Munsys, Cairns Plan, Master planning and strategies)	Corporate Plan 6.7	Jun 2012	70%		✓
2. Expand 3d capabilities of Design Services to support and enhance current standard delivery methodology.		Jun 2012	85%	✓	
<p>* Variance Report for Initiatives not on target: 1. Vacancies in the positions of Principal Designer and Design & Survey Services Manager will delay this progress.</p> <p>* Prospective Actions for Initiatives not on target:</p>					

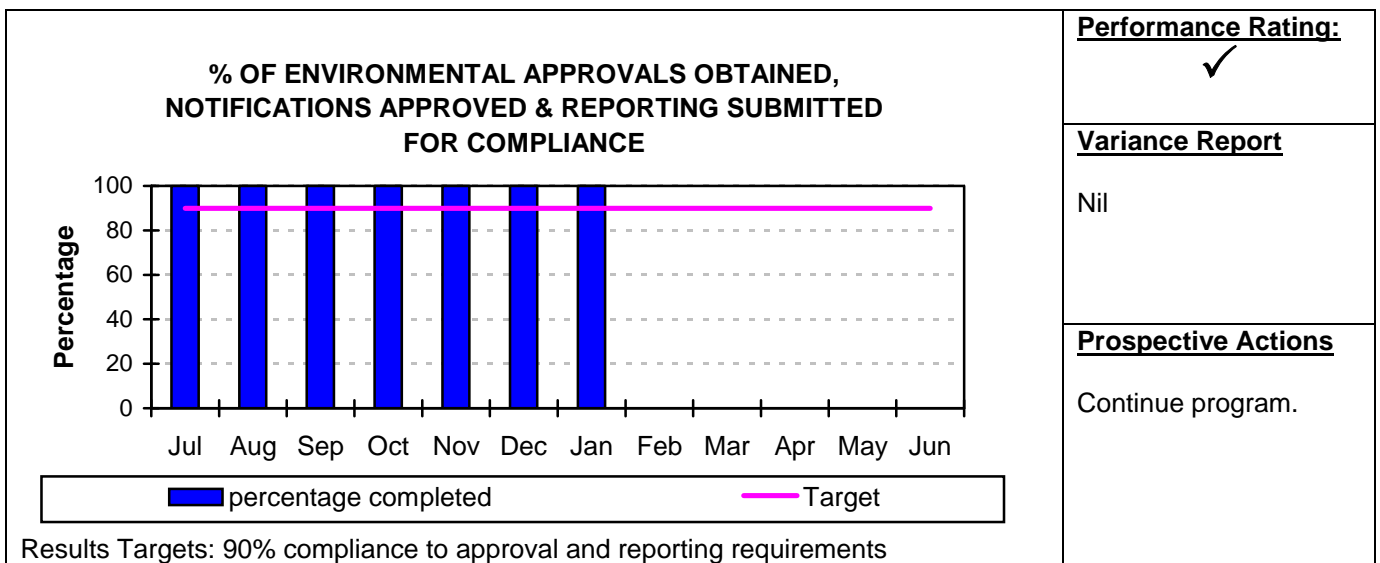
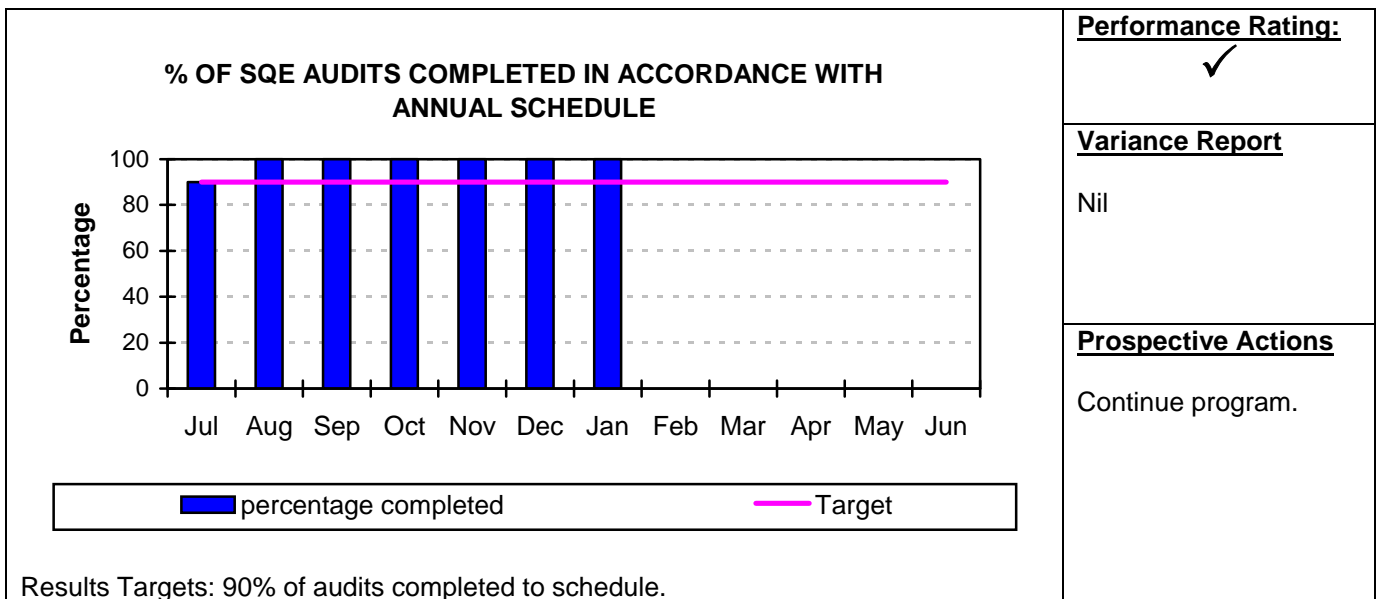
ACTIVITY: Survey Services**Officer Responsible:** Coordinating Surveyor - Bruce Keable

Operating Initiative Status	Relevant Linkage(s)	Due Date	Complete (enter %)	On Target	
				Yes (enter ✓)	No * (enter X)
1. Continue development of Exponare Enquiry 3.5 layer from completed surveys.	Corporate Plan 6.3	Jun 2012	40%	✓	
2. Improve / enhance survey data presentation within 12D & imaging total station.	Corporate Plan 6.3	Jun 2012	✓		
3. Continue development of GPS / GNSS applications to assist Survey Services delivery.	Corporate Plan 6.3	Jun 2012	60%	✓	
<p>* Variance Report for Initiatives not on target:</p> <p>* Prospective Actions for Initiatives not on target:</p>					

ACTIVITY: System Support Services**Officer Responsible:** Coordinator Systems Support Services – Nick Bloomfield

Operating Initiative Status	Relevant Linkage(s)	Due Date	Complete (enter %)	On Target	
				Yes (enter ✓)	No * (enter X)
1. Continue and improve implementation of 'MAPS' compliance system	Corporate Plan 6.4	Jun 2012	40%	✓	
2. Undertake a EMS Gap Analysis for Cairns Works		Jun 2012	25%	✓	
* Variance Report for Initiatives not on target:					
* Prospective Actions for Initiatives not on target:					

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



ACTIVITY: Disaster Management

Officer Responsible: Coordinator Disaster Management – Cheryl-Lee Fitzgerald

Operating Initiative Status	Relevant Linkage(s)	Due Date	Complete (enter %)	On Target	
				Yes (enter ✓)	No * (enter X)
1. Implementation of dedicated Disaster Management Community Education Strategy.	Corporate Plan 4.5, 3.5	Jun 2012	60%	✓	
2. Implementation of SES Capital Works Program.	Corporate Plan 4.5	Jun 2012	30%	✓	
3. Develop Evacuation Centre Management Training and Coordination Procedures.	Corporate Plan 4.5	Jun 2012	70%	✓	
4. Improve Disaster Management Exponare GIS Workspace.	Corporate Plan 4.5, 3.5	Jun 2012	20%		x
<p>* Variance Report for Initiatives not on target: 4. Post Yasi actions and Unit vacancies have negated this initiative being advanced.</p> <p>* Prospective Actions for Initiatives not on target: 4. Consider for inclusion in next years Part A's.</p>					

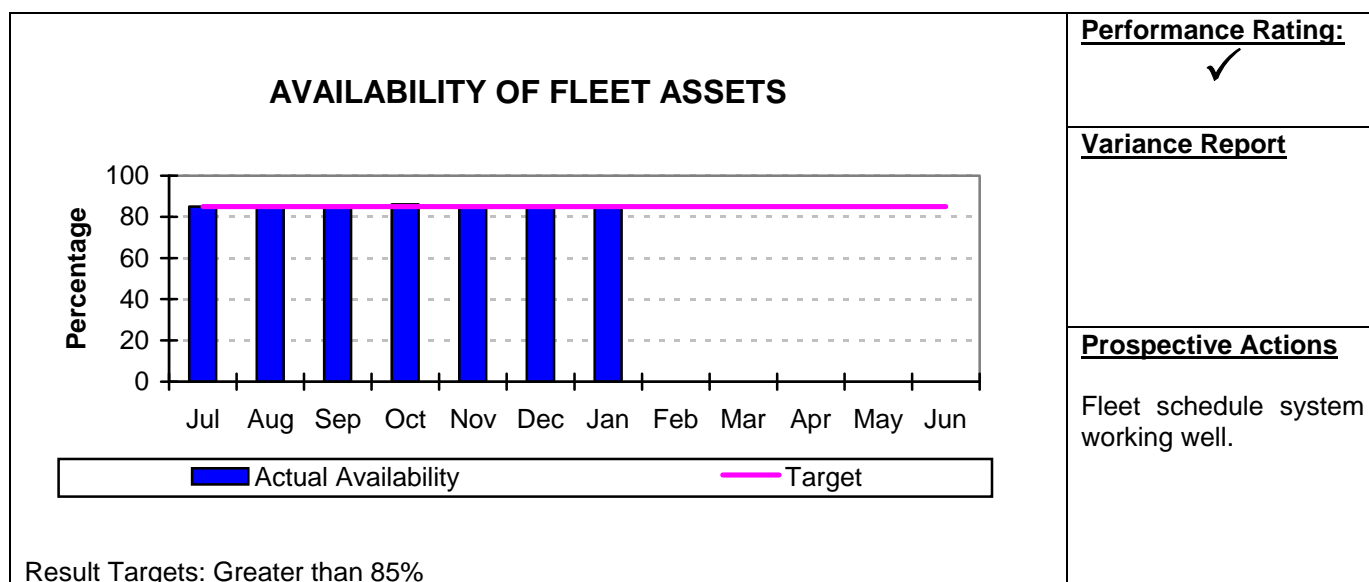
BRANCH	CAIRNS FLEET
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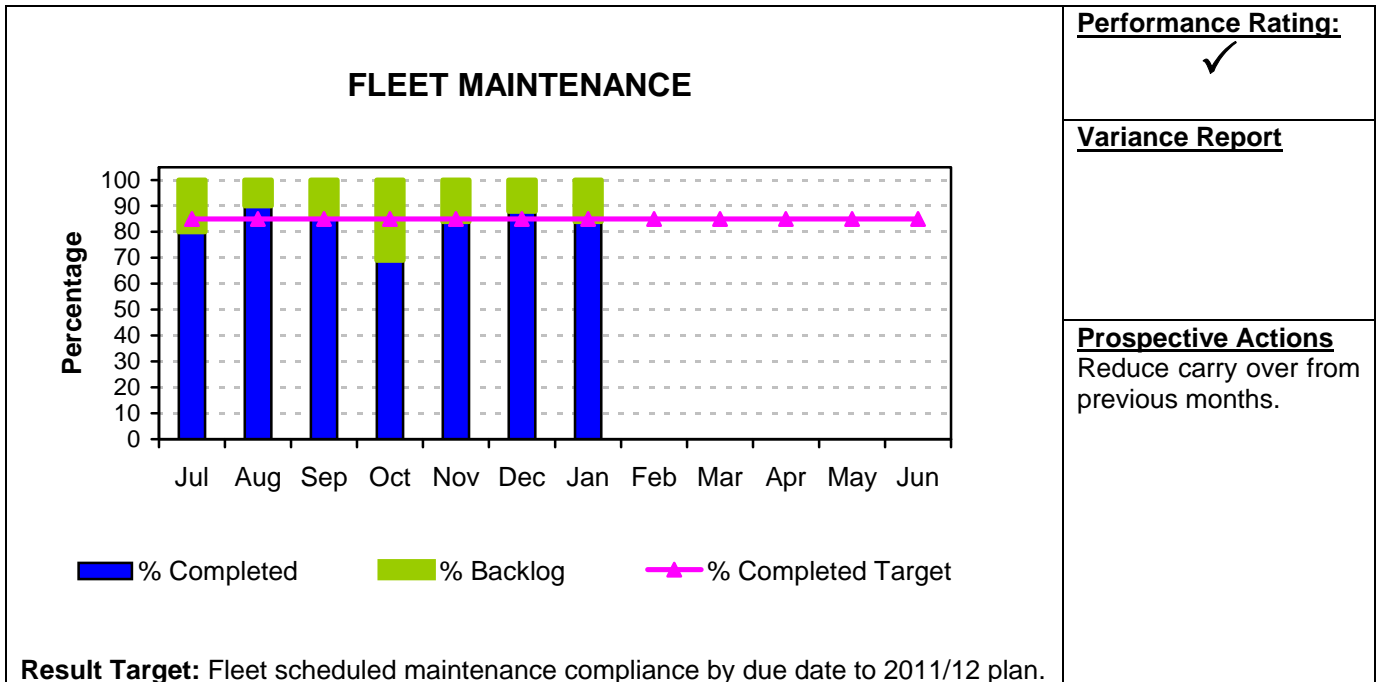
Mission: By providing a sustainable quality of fleet services to our customers we will contribute to the success of our Council and it's teams.

Officer Responsible: Manager Cairns Fleet – Ashley Cooper

Operating Initiative Status	Relevant Linkage(s)	Due Date	Complete (enter %)	On Target	
				Yes (enter ✓)	No * (enter X)
1. Reduction in the Green House Gas emissions for fleet assets by 5% & produce fleet sustainability measure.	Corporate Plan 1.7	Jun 2012	40	✓	
2. Review of fleet asset depreciation and disposal values, market plan disposal of fleet.	Corporate Plan 6.3	Dec 2012	✓		
3. Review Fleet replacement strategy to determine optimal replacement cycles for all fleet asset categories based on utilisation rates.	Corporate Plan 4.4, 6.2	May 2012	60%	✓	
4. Fleet long term, short term hire strategy determine optimum fleet mix/combination.	Corporate Plan 6.3	Jun 2012	40%	✓	
* Variance Report for Initiatives not on target:					
* Prospective Actions for Initiatives not on target:					

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





WSCF	YTD Actual (\$)	YTD Budget Revised (\$)	Var (\$)	Var (%)	Variance Report & Prospective Actions (where variance is +/- 2%)
Revenue	20,974,709	21,574,487	(599,777)	(3)	<ul style="list-style-type: none"> • UNFAVOURABLE • Reasons: Expenditure variance is a reflection with revenue due to external plant hire. • Implications / Actions:
Expenditure	20,172,919	20,713,348	540,429	3	<ul style="list-style-type: none"> • FAVOURABLE • Reasons: See above. • Implications / Actions:

BRANCH	CAIRNS WORKS (COMMERCIAL BUSINESS UNIT – ANNUAL PERFORMANCE PLAN)
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Mission: To be the supplier of choice through provision of best practice services to Council and external clients.

Best practice relates to an Environmentally compliant, Socially acceptable, Culturally aware and Economically sustainable service that is on time, to specified quality and within estimated cost.

Services delivered include construction of municipal civil engineering projects, programmed & reactive maintenance activities and operational tasks on Cairns Regional Council transport, drainage and parks assets in accordance with agreed levels of service. Externally won work will be undertaken when and where there is an overall benefit for CRC and the community.

Officer Responsible: Manager Cairns Works

Operating Budget Assessment:

CWMA	YTD Actual (\$)	YTD Budget Revised (\$)	Var (\$)	Var (%)	Variance Report & Prospective Actions (where variance is +/- 2%)
Revenue	6,467,199	8,117,259	(1,650,060)	(20)	<ul style="list-style-type: none"> • UNFAVOURABLE • Reasons: Branch overheads recoveries under budget due to low level of activity in overtime and hired agency labour which attracts hourly recoveries Additionally the peak leave taking period (December / January) has resulted in a large drop in plant re-hire revenue due to stood down vehicles • Implications / Actions: Branch overheads have been increased to reflect increased costs of expenses necessary for business Plant re-hire rates need to be re-assessed to compensate for leave stand downs so that full recoveries are made
Expenditure	8,364,502	9,851,428	1,486,926	15	<ul style="list-style-type: none"> • FAVOURABLE • Reasons: Dividend and tax expenses reduced reflecting lower revenue • Implications / Actions: Continue monitoring revenue and increase plant recovery rates so that profitability returns to required level

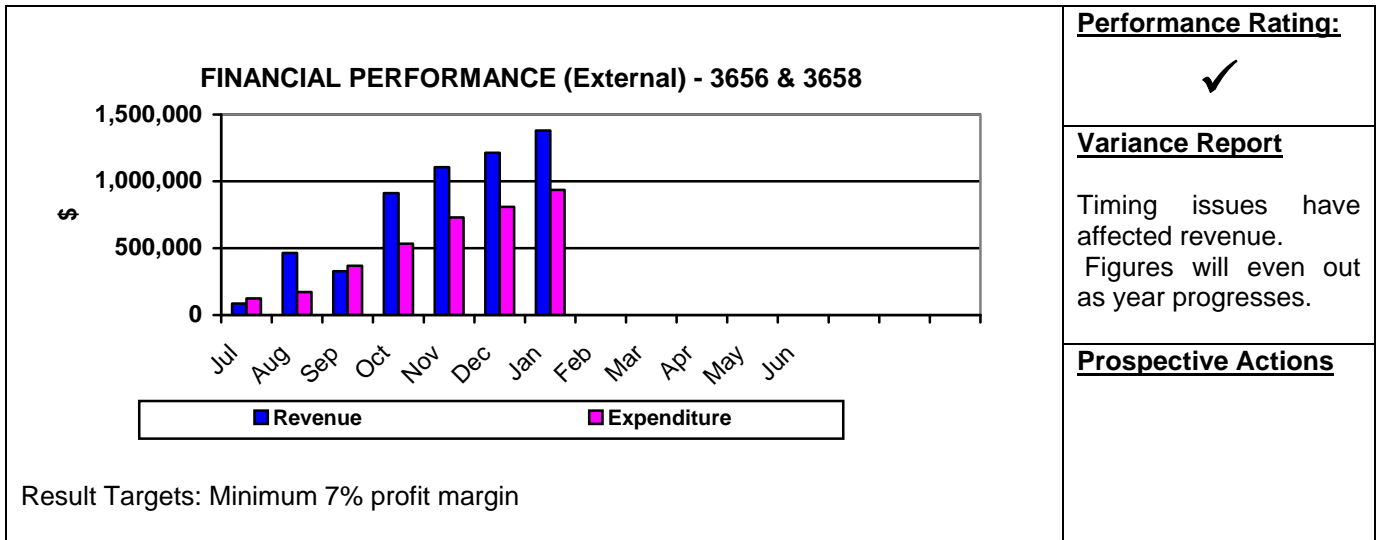
ACTIVITY: Cairns Works Management**Officer Responsible:** Manager Cairns Works

Operating Initiative Status	Relevant Linkage(s)	Due Date	Complete (enter %)	On Target	
				Yes (enter ✓)	No * (enter X)
1. Training & Personal Development – review and ensure that supervisory staffs have, where possible, a nominated successor and required training has been carried out or planned.	Corporate Plan 6.4	Jun 2012	55	✓	
* Variance Report for Initiatives not on target:					
* Prospective Actions for Initiatives not on target:					

ACTIVITY: Cairns Works Construction**Mission** To safely construct civil engineering projects for Cairns Regional Council and external clients that are on time, within budget and to specification.**Officer Responsible:** Construction and Commercial Works Manager – Martin Perkowicz

Operating Initiative Status	Relevant Linkage(s)	Due Date	Complete (enter %)	On Target	
				Yes (enter ✓)	No * (enter X)
1. Project Management – Improve the process issuing all variations to project scopes	Corporate Plan 6.2 & 6.3	Dec 2011	100	✓	
2. Continuous improvement in delivery of Construction Services by reviewing the usage of internal and external providers	Corporate Plan 6.2 & 6.3	Jun 2012	60	✓	
* Variance Report for Initiatives not on target:					
* Prospective Actions for Initiatives not on target:					

FINANCIAL PERFORMANCE (Internal) - 3659		Performance Rating:																																							
<table border="1"> <caption>Financial Performance Data (Estimated)</caption> <thead> <tr> <th>Month</th> <th>Revenue (\$)</th> <th>Expenditure (\$)</th> </tr> </thead> <tbody> <tr><td>Jul</td><td>1,500,000</td><td>1,500,000</td></tr> <tr><td>Aug</td><td>2,500,000</td><td>2,500,000</td></tr> <tr><td>Sep</td><td>4,500,000</td><td>4,500,000</td></tr> <tr><td>Oct</td><td>7,500,000</td><td>7,000,000</td></tr> <tr><td>Nov</td><td>9,500,000</td><td>9,000,000</td></tr> <tr><td>Dec</td><td>11,500,000</td><td>11,000,000</td></tr> <tr><td>Jan</td><td>13,500,000</td><td>12,500,000</td></tr> <tr><td>Feb</td><td></td><td></td></tr> <tr><td>Mar</td><td></td><td></td></tr> <tr><td>Apr</td><td></td><td></td></tr> <tr><td>May</td><td></td><td></td></tr> <tr><td>Jun</td><td></td><td></td></tr> </tbody> </table>		Month	Revenue (\$)	Expenditure (\$)	Jul	1,500,000	1,500,000	Aug	2,500,000	2,500,000	Sep	4,500,000	4,500,000	Oct	7,500,000	7,000,000	Nov	9,500,000	9,000,000	Dec	11,500,000	11,000,000	Jan	13,500,000	12,500,000	Feb			Mar			Apr			May			Jun			✓
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May																																									
Jun																																									
Result Targets: Minimum 2% profit margin		Variance Report																																							
		Prospective Actions																																							



Operating Budget Assessment:

CWWO	YTD Actual (\$)	YTD Budget Revised (\$)	Var (\$)	Var (%)	Variance Report & Prospective Actions (where variance is +/- 2%)
Revenue	27,712,250	26,391,243	1,321,007	5	<ul style="list-style-type: none"> FAVOURABLE Reasons: Increased construction works, advanced NDRRA program (recoverable) and higher than forecast profits on debtor works all contributed to revenue exceeding budget Implications / Actions: Corresponding increase in expenditure outlays – see below
Expenditure	26,195,663	25,138,056	(1,057,607)	(4)	<ul style="list-style-type: none"> UNFAVOURABLE Reasons: Refer notes above – increased revenue requires increased expenditure to earn it Implications / Actions: Overall result of account has revenue exceeding expenditure by a realistic amount

ACTIVITY: Road Maintenance Performance Contract (RMPC)

Officer Responsible: Construction and Commercial Works Manager

Operating Initiative Status	Relevant Linkage(s)	Due Date	Complete (enter %)	On Target	
				Yes (enter ✓)	No * (enter X)
1. Data collection – review and implement improvements to the use of RM work orders being used to collect the costs of works being carried out for DTMR	Corporate Plan 5.3 & 6.2	Jun 2012	60	✓	

*** Variance Report for Initiatives not on target:**

*** Prospective Actions for Initiatives not on target:**

Operating Budget Assessment:

3654	YTD Actual (\$)	YTD Budget Revised (\$)	Var (\$)	Var (%)	Variance Report & Prospective Actions (where variance is +/- 2%)
Revenue	658,163	872,326	(214,163)	(25)	<ul style="list-style-type: none"> • UNFAVOURABLE • Reasons: RMPC activity has been at a reduced level due to excessive dry weather reducing maintenance requirements • Implications / Actions: The expenditure reduction during the dry spell will result in the annual contract being about \$150K less than budgeted
Expenditure	620,402	821,499	201,097	24	<ul style="list-style-type: none"> • FAVOURABLE RMPC activity has been at a reduced level due to excessive dry weather reducing maintenance requirements • Implications / Actions: The expenditure reduction during the dry spell will result in the annual contract being about \$150K less than budgeted

ACTIVITY: Cairns Works Maintenance

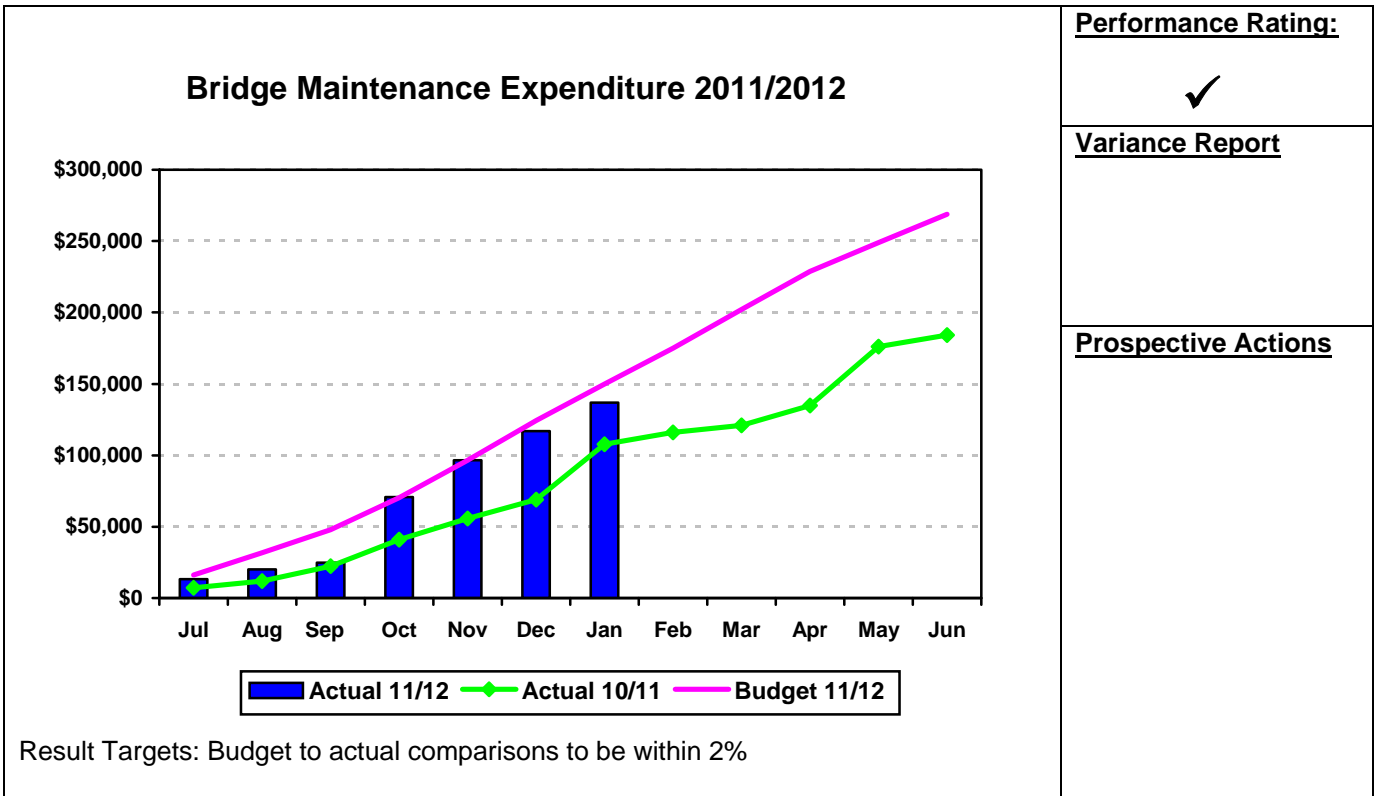
Officer Responsible: District Maintenance Coordinators (DMCs) – Far North, North, Central and Southern Districts

Operating Initiative Status	Relevant Linkage(s)	Due Date	Complete (enter %)	On Target	
				Yes (enter ✓)	No * (enter X)
1. Customer Service – Review and implement improvements in responding to customers in an efficient manner by fully utilising the CRM and other systems available to Cairns Works in accordance with Connectivity Program.	Corporate Plan 6.5	Jun 2012	55	✓	
2. Customer Service – Introduce the collection and actioning of defects as part of the maintenance management system.	Corporate Plan 6.5	Jun 2012	55	✓	

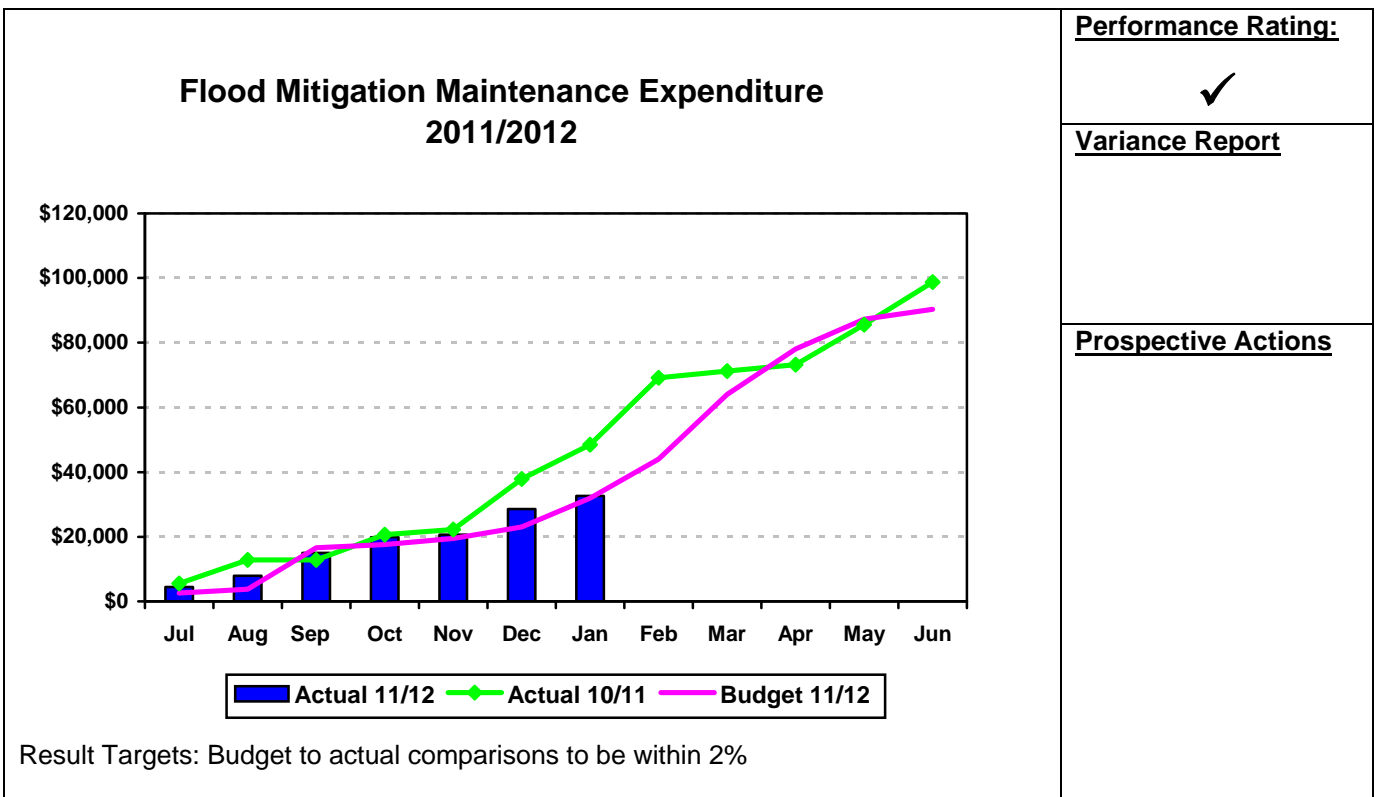
* **Variance Report for Initiatives not on target:**

* **Prospective Actions for Initiatives not on target:**

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

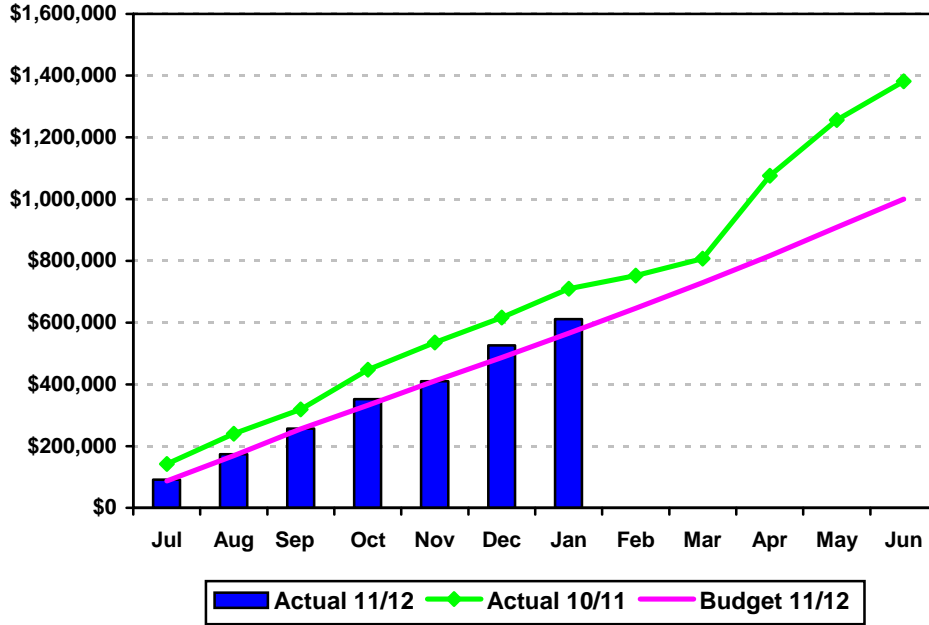


Performance Rating: ✓
Variance Report
Prospective Actions



Performance Rating: ✓
Variance Report
Prospective Actions

Footpath/Cycleways Infrastructure Maintenance Expenditure 2011/2012



Result Targets: Budget to actual comparisons to be within 2%

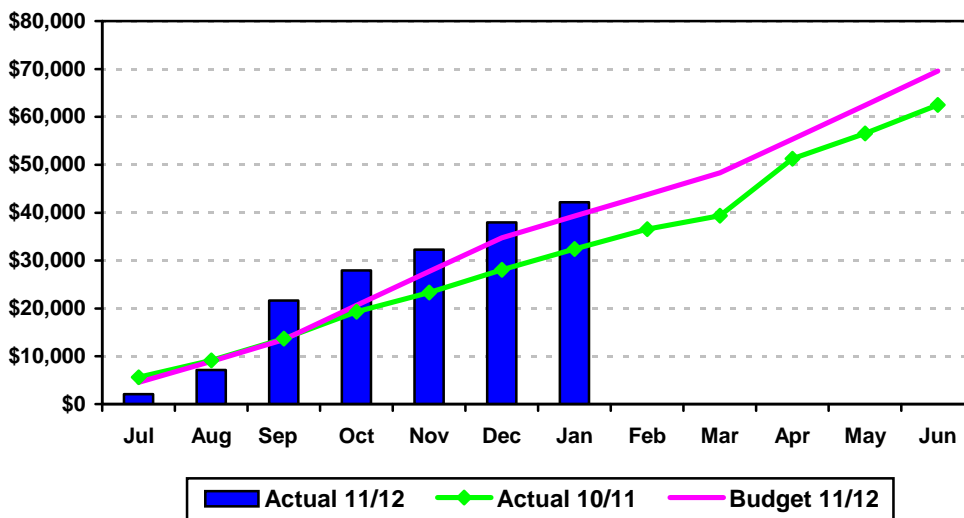
Performance Rating:



Variance Report

Prospective Actions

Foreshore Infrastructure Expenditure 2011/2012



Result Targets: Budget to actual comparisons to be within 2%

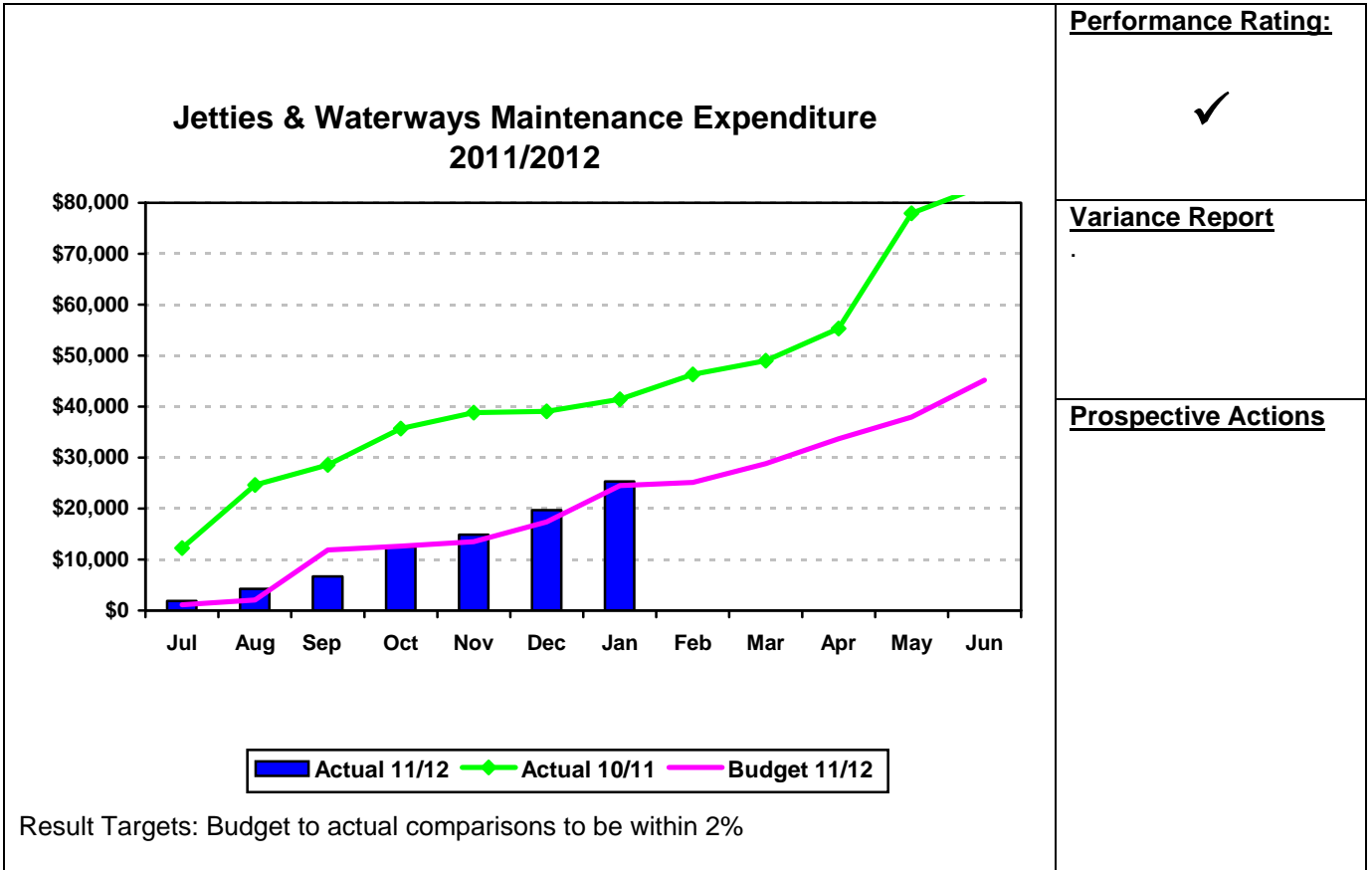
Performance Rating:



Variance Report

Some works undertaken ahead of schedule

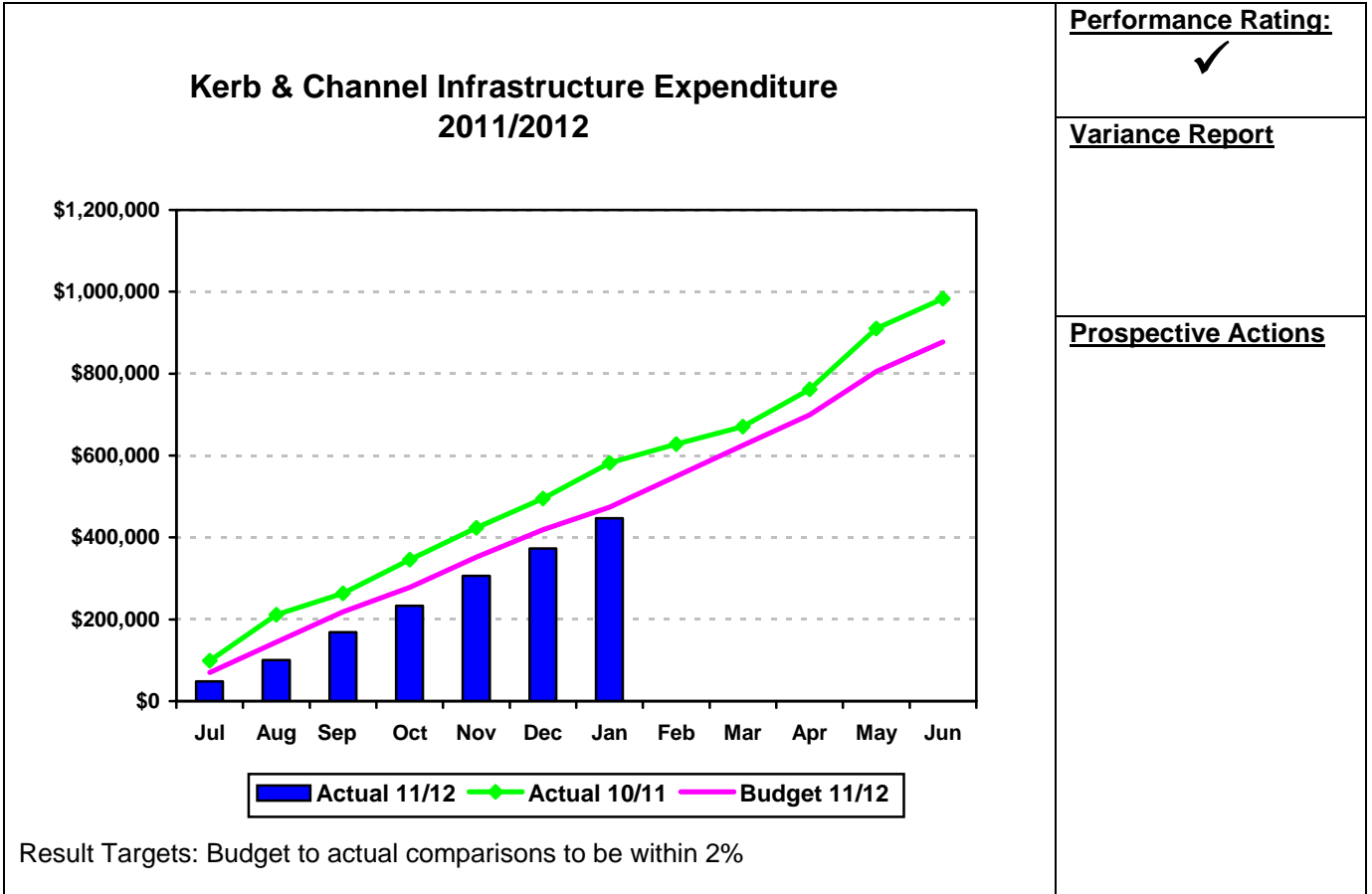
Prospective Actions



Performance Rating:
✓

Variance Report
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Prospective Actions

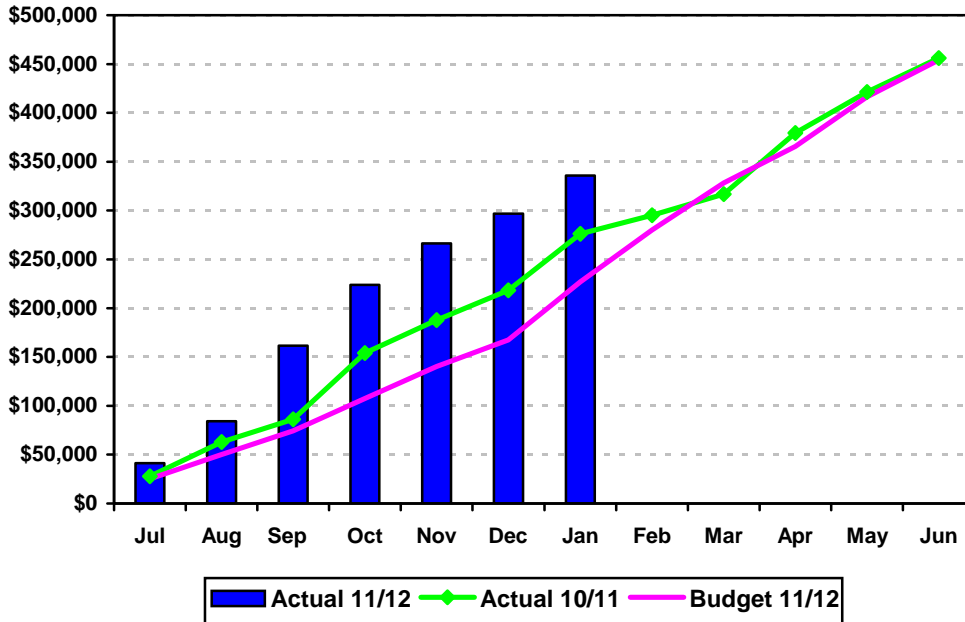


Performance Rating:
✓

Variance Report

Prospective Actions

Lined Drains Mtce Expenditure 2011/2012



Result Targets: Budget to actual comparisons to be within 2%

Performance Rating:

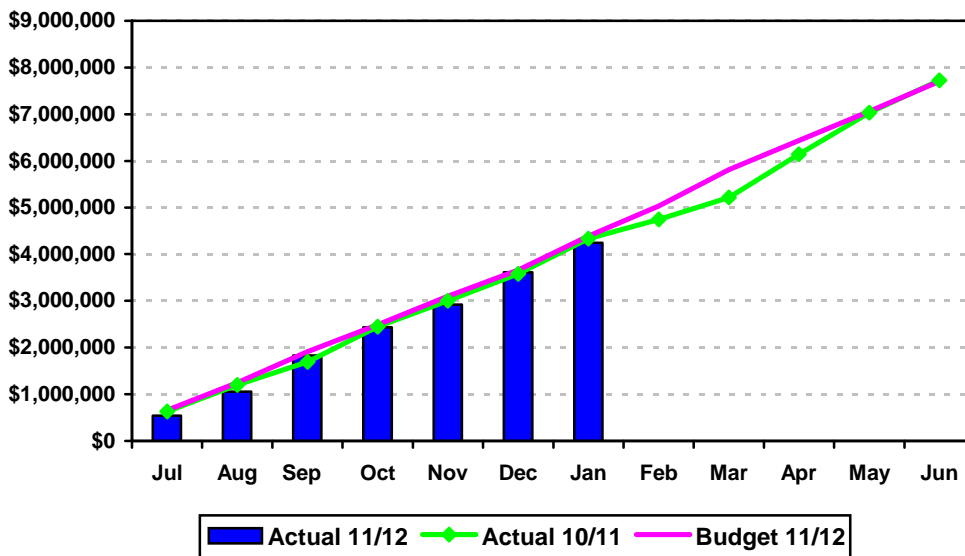
?

Variance Report

Early start of programmed maintenance in this area has resulted in actual expenditure above budget

Prospective Actions

Parks Infrastructure Mtce Expenditure 2011/2012



Result Targets: Budget to actual comparisons to be within 2%

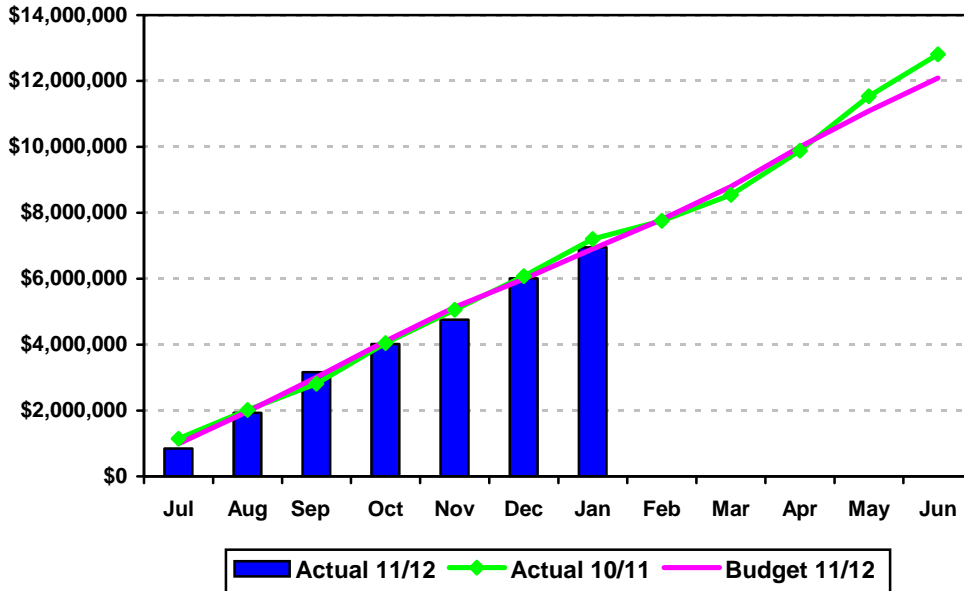
Performance Rating:

✓

Variance Report

Prospective Actions

Road Infrastructure Maintenance Expenditure 2011/2012



Result Targets: Budget to actual comparisons to be within 2%

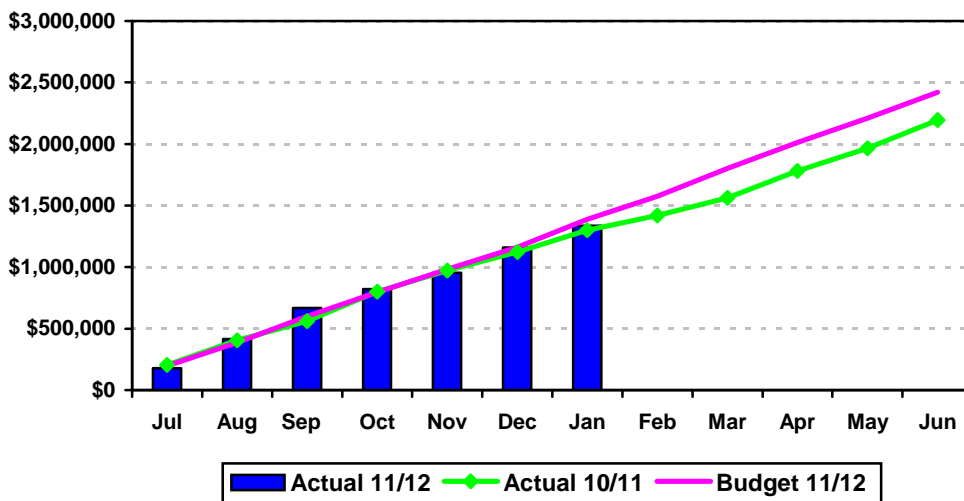
Performance Rating:



Variance Report

Prospective Actions

Road Ancillary Maintenance Expenditure 2011/2012



Result Targets: Budget to actual comparisons to be within 2%

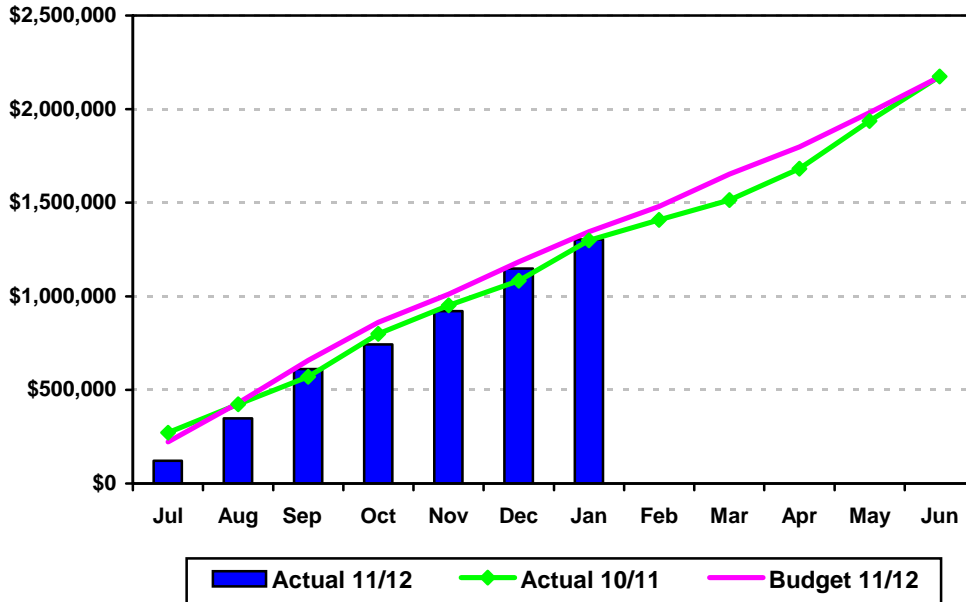
Performance Rating:



Variance Report

Prospective Actions

Traffic Facilities Maintenance Expenditure 2011/2012



Result Targets: Budget to actual comparisons to be within 2%

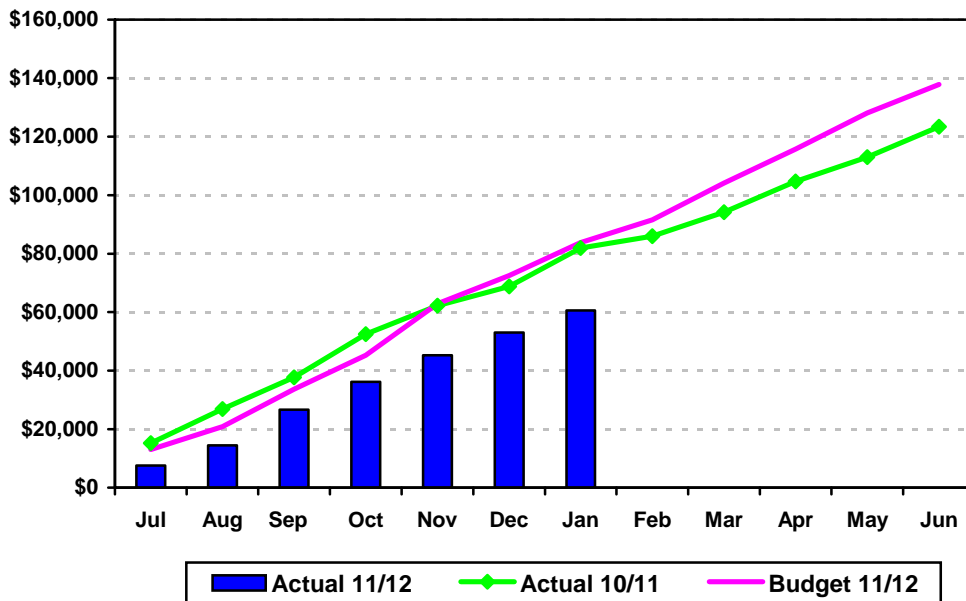
Performance Rating:



Variance Report

Prospective Actions

Transport Facilities Maintenance Expenditure 2011/2012



Result Targets: Budget to actual comparisons to be within 2%

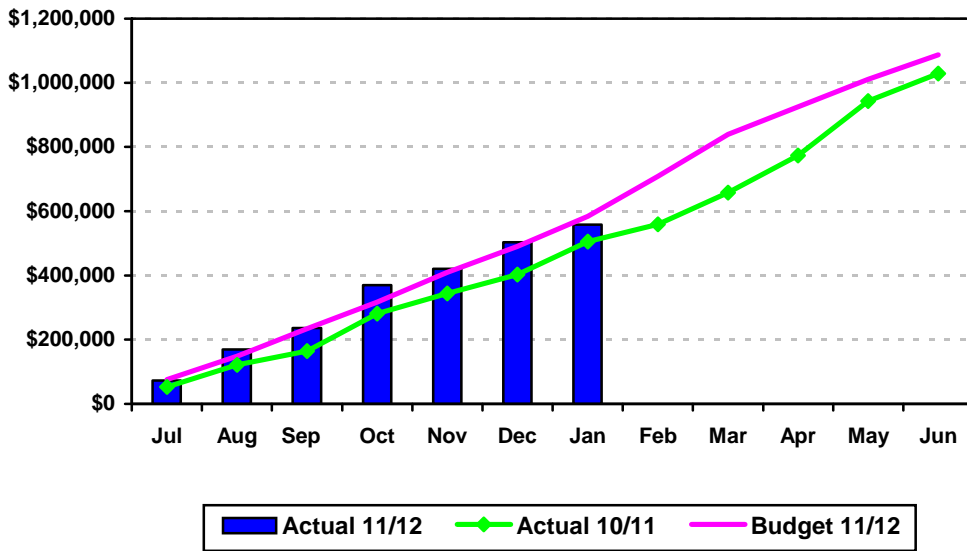
Performance Rating:



Variance Report

Prospective Actions

Underground Drainage Maintenance Expenditure 2011/2012



Result Targets: Budget to actual comparisons to be within 2%

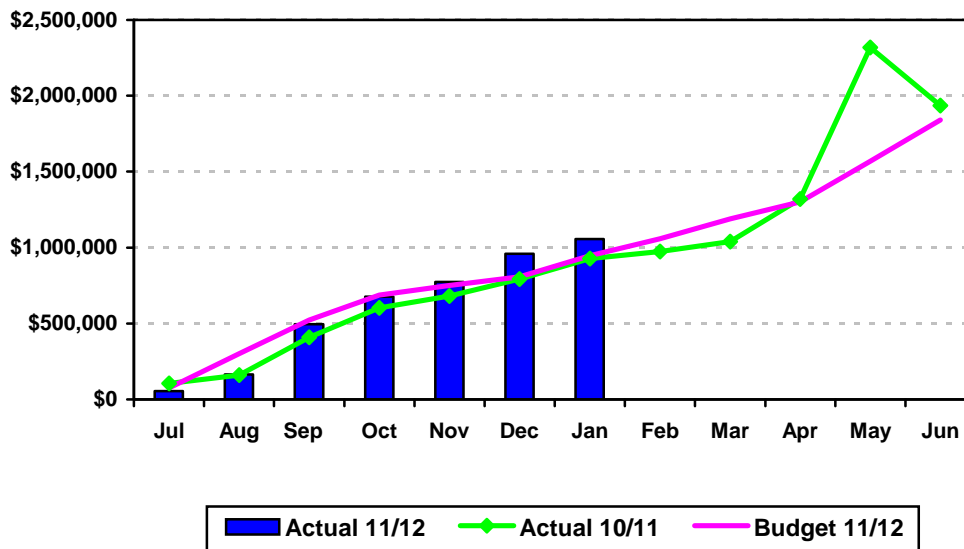
Performance Rating:



Variance Report

Prospective Actions

Unlined Drains Maintenance Expenditure 2011/2012



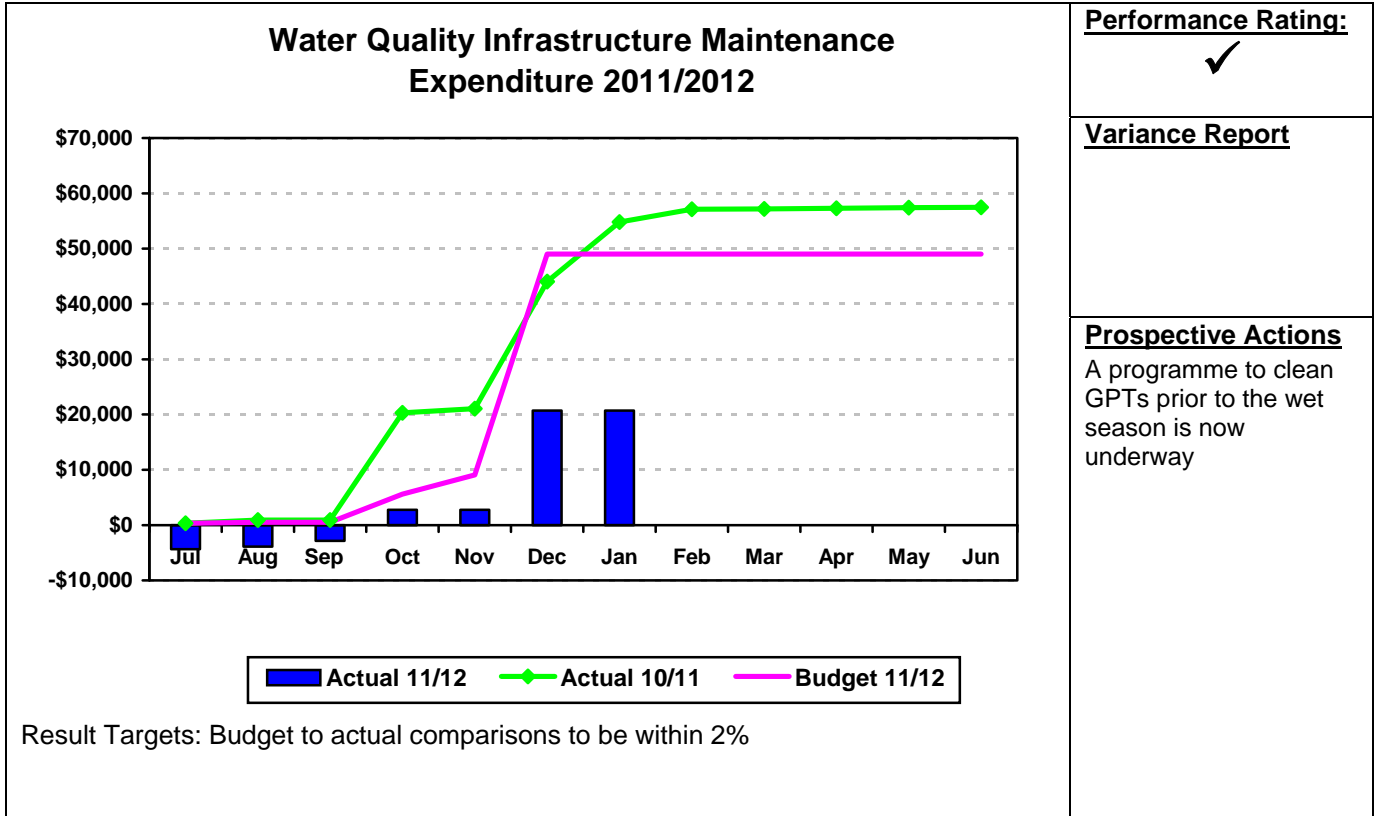
Result Targets: Budget to actual comparisons to be within 2%

Performance Rating:



Variance Report

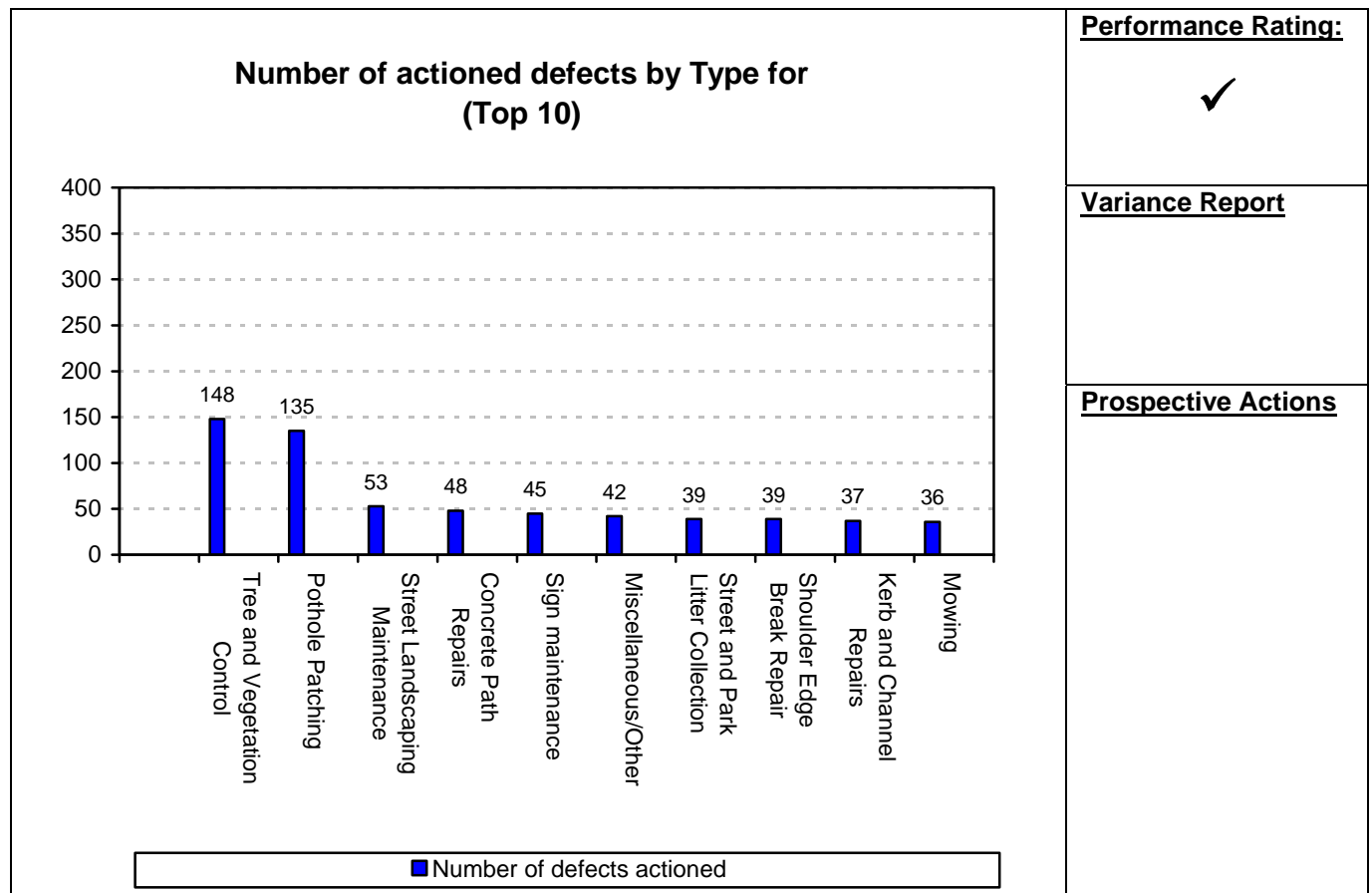
Prospective Actions



Performance Rating:
✓

Variance Report

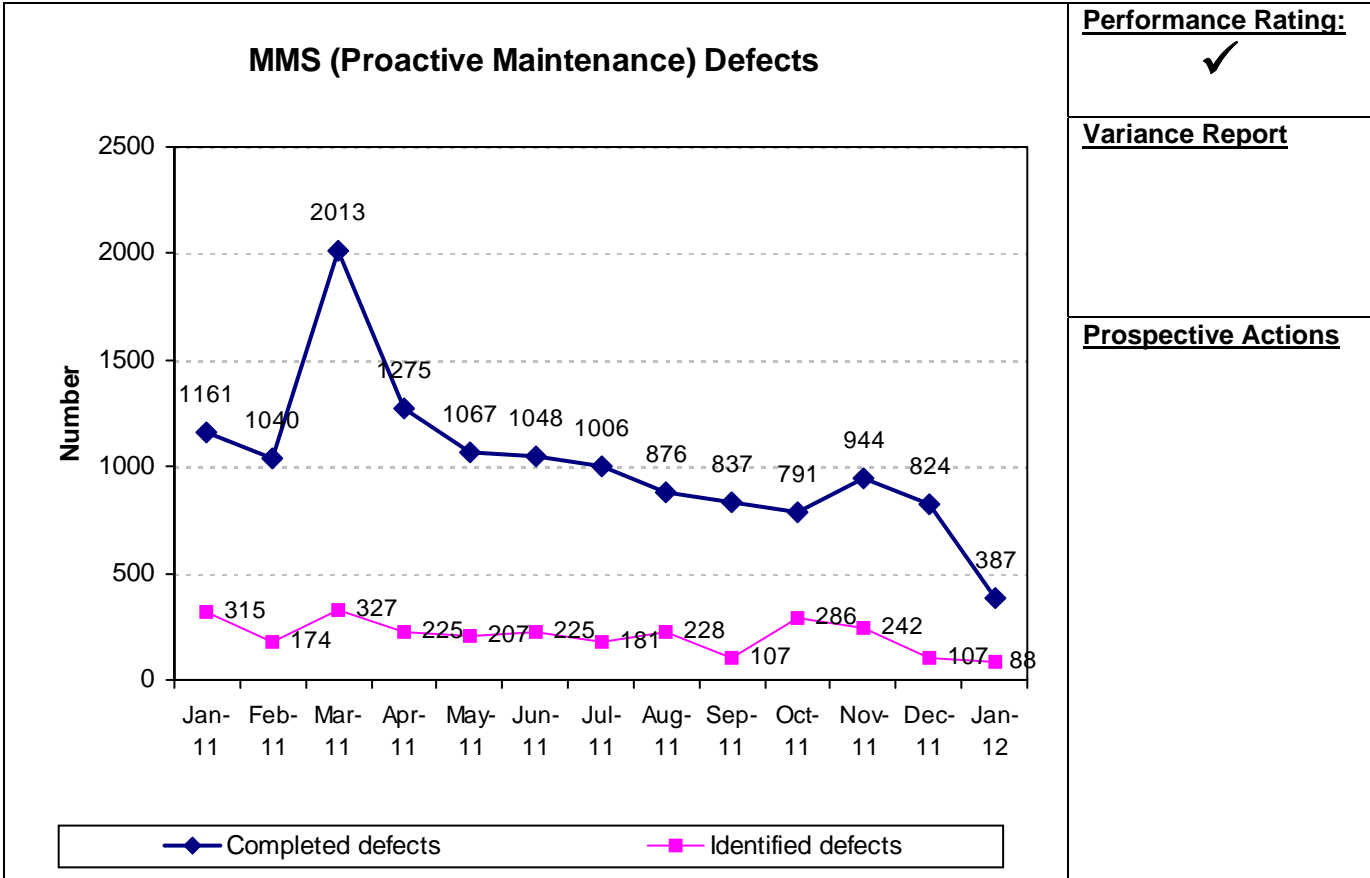
Prospective Actions
A programme to clean GPTs prior to the wet season is now underway



Performance Rating:
✓

Variance Report

Prospective Actions



<p>Result Measure (Title): Frequency of (Operational) Programmed Maintenance rounds.</p> <ul style="list-style-type: none"> Result Target: (Horticultural) Rounds to be not greater than 8 weeks Sweeper Rounds to be not greater than 15 weeks Reporting Frequency: Monthly Performance Assessment: 	<p>Performance Rating: ✓</p>																																																																																																												
<table border="1"> <thead> <tr> <th colspan="4">Programmed Maintenance - Road Sweeping and Parks Precinct</th> </tr> <tr> <th></th> <th>Average Cycle Time (weeks)</th> <th>Target Achieved</th> <th>Comments (mandatory if X)</th> </tr> <tr> <td></td> <td></td> <td>*</td> <td></td> </tr> </thead> <tbody> <tr> <td colspan="4">GROUND MAINTENANCE</td> </tr> <tr> <td>Far North</td> <td>10.5</td> <td>x</td> <td>Review underway</td> </tr> <tr> <td>North</td> <td>8.2</td> <td>✓</td> <td></td> </tr> <tr> <td>Central</td> <td>7.2</td> <td>✓</td> <td></td> </tr> <tr> <td>South</td> <td>7.5</td> <td>✓</td> <td></td> </tr> <tr> <td colspan="4">MOWING</td> </tr> <tr> <td>Far North</td> <td>2.5</td> <td>✓</td> <td></td> </tr> <tr> <td>North</td> <td>3.0</td> <td>✓</td> <td></td> </tr> <tr> <td>Central</td> <td>4.8</td> <td>✓</td> <td></td> </tr> <tr> <td>South</td> <td>2.8</td> <td>✓</td> <td></td> </tr> <tr> <td colspan="4">SUBURBAN SWEEPING RUNS</td> </tr> <tr> <td>Far North</td> <td>12</td> <td>✓</td> <td></td> </tr> <tr> <td>North</td> <td>12</td> <td>✓</td> <td></td> </tr> <tr> <td>Central</td> <td>15</td> <td>✓</td> <td></td> </tr> <tr> <td>South</td> <td>12</td> <td>✓</td> <td></td> </tr> <tr> <td colspan="4">SPECIAL SWEEPING RUNS (SEE BELOW)</td> </tr> <tr> <td>CBD(Central) – Nightly</td> <td></td> <td>✓</td> <td></td> </tr> <tr> <td>Central – Weekly</td> <td></td> <td>✓</td> <td></td> </tr> <tr> <td>Far North – Weekly</td> <td></td> <td>✓</td> <td></td> </tr> <tr> <td>South – Weekly</td> <td></td> <td>✓</td> <td></td> </tr> <tr> <td>North – Fortnightly</td> <td></td> <td>✓</td> <td></td> </tr> <tr> <td>South – Fortnightly</td> <td></td> <td>✓</td> <td></td> </tr> <tr> <td>North – Monthly</td> <td></td> <td>✓</td> <td></td> </tr> <tr> <td colspan="4">* ✓ = Rounds completed within result target X = Rounds not completed within result target</td> </tr> </tbody> </table>	Programmed Maintenance - Road Sweeping and Parks Precinct					Average Cycle Time (weeks)	Target Achieved	Comments (mandatory if X)			*		GROUND MAINTENANCE				Far North	10.5	x	Review underway	North	8.2	✓		Central	7.2	✓		South	7.5	✓		MOWING				Far North	2.5	✓		North	3.0	✓		Central	4.8	✓		South	2.8	✓		SUBURBAN SWEEPING RUNS				Far North	12	✓		North	12	✓		Central	15	✓		South	12	✓		SPECIAL SWEEPING RUNS (SEE BELOW)				CBD(Central) – Nightly		✓		Central – Weekly		✓		Far North – Weekly		✓		South – Weekly		✓		North – Fortnightly		✓		South – Fortnightly		✓		North – Monthly		✓		* ✓ = Rounds completed within result target X = Rounds not completed within result target				<p>Variance Report</p>
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Suburban Sweeping

Suburban Sweep	District	Division	Last Sweep (During Week Ending)	Next Sweep (During Week Ending)
Aeroglen	North	8	13/01/2012	06/04/2012
Bayview Heights	Central	3 & 4	20/01/2012	27/04/2012
Bentley Park	South	3	09/12/2011	17/02/2012
Brinsmead	Central	6	13/01/2012	30/03/2012
Buchans Point	North	10	11/11/2011	24/02/2012
Bungalow	Central	4 & 5	30/12/2011	30/03/2012
Caravonica	North	9	09/12/2011	09/03/2012
Cattana Wetlands Carpark	North	9	27/01/2012	27/04/2012
Clifton Beach	North	10	28/10/2011	10/02/2012
Clifton West	North	10	16/12/2011	24/02/2012
Cooya Beach	Far North	10	07/11/2011	02/02/2012
Daintree Township	Far North	10	15/12/2011	08/03/2012
Earlville	Central	4	13/01/2012	20/04/2012
Edge Hill	Central	7 & 8	21/10/2011	17/02/2012
Edmonton	South	2	27/01/2012	20/04/2012
Freshwater	Central	8	13/01/2012	30/03/2012
Gordonvale	South	1	27/01/2012	06/04/2012
Holloways Beach	North	8	27/01/2012	20/04/2012
Kamerunga	North	6, 8 & 9	09/12/2011	09/03/2012
Kanimbla	Central	4	14/10/2011	10/02/2012
Kewarra Beach	North	9	25/11/2011	24/02/2012
Kewarra West	North	9	02/12/2011	24/02/2012
Killaloe	Far North	10	03/11/2011	02/02/2012
Lake Placid	North	9	09/12/2011	09/03/2012
Machan's Beach	North	8	20/01/2012	20/04/2012
Manoora	Central	5 & 7	28/10/2011	24/02/2012
Manunda	Central	5 & 7	18/11/2011	09/03/2012
Mooroobool	Central	4 & 5	04/11/2011	02/03/2012
Mossman suburbs	Far North	10	23/11/2011	20/02/2012
Mt Sheridan	South	3	23/12/2011	02/03/2012
Newell Beach	Far North	10	01/12/2011	23/02/2012
North Cairns	Central	5 & 7	13/01/2012	13/04/2012
North Mossman	Far North	10	24/11/2011	20/02/2012
Palm Cove	North	10	04/11/2011	17/02/2012
Palm Cove West	North	10	11/11/2011	24/02/2012
Parramatta Park	Central	5 & 7	09/12/2011	16/03/2012
Port Douglas suburbs	Far North	10	31/01/2012	17/04/2012
Portsmith	Central	1 & 5	13/01/2012	06/04/2012
Redlynch	North	6	06/01/2012	23/03/2012
Smithfield	North	8 & 9	02/12/2011	02/03/2012
Smithfield East	North	9	11/11/2011	10/02/2012
Sommerset and port views	Far North	10	05/12/2011	29/02/2012

Suburban Sweep	District	Division	Last Sweep (During Week Ending)	Next Sweep (During Week Ending)
Stratford	North	8	20/01/2012	06/04/2012
Trinity Beach	North	9	25/11/2011	17/02/2012
Trinity Park	North	8 & 9	18/11/2011	10/02/2012
Trinity West	North	9	02/12/2011	02/03/2012
Westcourt	Central	5	25/11/2011	16/03/2012
White Rock	South	3	06/01/2012	23/03/2012
Whitfield	Central	6, 8 & 7	7/10/2011	03/02/2012
Wonga	Far North	10	13/12/2011	06/03/2012
Woree	Central	3	20/01/2012	27/04/2012
Yorkeys Knob	North	8	27/01/2012	27/04/2012

Nightly Sweeping (Higher Level of Service)

Dates shown are for week ending		6-Jan-12	13-Jan-12	20-Jan-12	27-Jan-12	03-Feb-12	10-Feb-12	17-Feb-12	24-Feb-12	2-Mar-12	9-Mar-12	16-Mar-12	23-Mar-12	30-Mar-12
Nightly	District													
Cairns CBD	Central	X	X	X	X									

The CBD nightly sweeps are continuing as programmed

Weekly Sweeping (Higher Level of Service)

Dates shown are for week ending		6-Jan-12	13-Jan-12	20-Jan-12	27-Jan-12	03-Feb-12	10-Feb-12	17-Feb-12	24-Feb-12	2-Mar-12	9-Mar-12	16-Mar-12	23-Mar-12	30-Mar-12
Weekly	District													
McCormack St (Industrial)	Central	X	X	X	X									
Reservoir Rd (Shops)	Central	X	X	X	X									
Koch St (Raintrees S C)	Central	X	X	X	X									
Botanical Gardens	Central	X	X	X	X									
Collins Ave & 5 ways (Commercial)	Central	X	X	X	X									
Gordonvale CBD	South	X	X	X	X									
Edmonton CBD	South	X	X	X	X									
Mulgrave Rd	South	X	X	X	X									
Sugar World	South	X	X	X	X									
Babinda (Munro St)	South	X	X	X	X									
Port Douglas (Macrossan St)	Far North	X	X	X	X									
Mossman CBD	Far North	X	X	X	X									

Weekly sweeping is running to program.

Fortnightly Sweeping (Higher Level of Service)

Dates shown are for week ending		6-Jan-12	13-Jan-12	20-Jan-12	27-Jan-12	03-Feb-12	10-Feb-12	17-Feb-12	24-Feb-12	2-Mar-12	9-Mar-12	16-Mar-12	23-Mar-12	30-Mar-12
Fortnightly	District													
Supply Rd Industrial Area	South		X		X									
Swallow Rd Industrial Area	South		X		X									
Kern St Industrial Area	South		X		X									
Palm Cove Esplanade	North			X	X									
Trinity Beach Esplanade	North			X	X									

Fortnightly sweeping program is running to program.

Monthly Sweeping (Higher Level of Service)

Dates shown are for week ending		16-Dec-11	23-Dec-11	30-Dec-11	6-Jan-12	13-Jan-12	20-Jan-12	27-Jan-12	03-Feb-12	10-Feb-12	17-Feb-12	24-Feb-12	2-Mar-12	9-Mar-12
Monthly	District													
Clifton Beach Esplanade	North	X					X							
Kewarra Beach Esplanade	North	X					X							
Yorkey's Knob Esplanade	North	X					X							
Holloways Beach Esplanade	North	X					X							
Machan's Beach Esplanade	North	X					X							

Monthly sweeping program is running to program.

Operating Budget Assessment:

CWMI	YTD Actual (\$)	YTD Budget Revised (\$)	Var (\$)	Var (%)	Variance Report & Prospective Actions (where variance is +/- 2%)
Revenue	17,526,284	17,771,449	(245,165)	(1)	<ul style="list-style-type: none"> • UNFAVOURABLE • Reasons: Delays to some maintenance works because of NDRRA priorities • Implications / Actions: Refer below for reduced expenditure
Expenditure	17,183,330	17,341,295	157,965	1	<ul style="list-style-type: none"> • UNFAVOURABLE : See comments above relating to maintenance priorities • Implications / Actions: