

FINANCE AND ADMINISTRATION COMMITTEE 15 FEBRUARY 2012	1
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EXECUTIVE SUPPORT MONTHLY REPORT FOR JANUARY 2012

Lyn Russell: jel : 1/3/37-30: # 3324518

RECOMMENDATION:

That the report from Executive Support for the month of January 2012 be received and noted.

INTRODUCTION:

This is the report from the Executive Support Area for Operational Plan Activities for January 2012. It addresses the performance of the following Branches and Activities:

- Chief Executive Officer
- Cairns Entertainment Precinct
- Economic Development & Innovation
- Marketing and Communications Branch
- Regional Management Douglas

CONSIDERATIONS:

Corporate and Operational Plans:

This report highlights progress against the Executive Support Section of the Operational Plan for the period 1 July 2011 to 30 June 2012.

Statutory:

This report fulfils requirements pursuant to Section 122 of the *Local Government (Finance, Plans and Reporting) Regulation 2010* to report regularly (at least annually) on progress undertaken in implementing the Operational Plan.

Financial:

This report addresses the status of the Executive Support's 2011-12 Operating Budget for the financial year to 30 June 2012.

ATTACHMENTS:

Current Operating Budget Position and Monthly Activity reports for January 2012.

LYN RUSSELL PSM
Chief Executive Officer

Executive - Variance Report For the period ended 27 January 2012

	Note	YTD Actual \$	YTD Budget \$	Variance \$	Variance %
Operating Revenue					
Fees and Charges		471	-	471	100 %
Other Revenue	1	57,787	27,024	30,763	114 %
Total Operating Revenue		58,258	27,024	31,234	116 %
Operating Expenditure					
Employee Costs	2	1,454,770	1,543,206	88,436	6 %
Overtime	3	11,499	10,200	(1,299)	(13)%
Agency/Temp Staff Costs	4	699	2,000	1,301	65 %
Materials	5	58,227	64,246	6,019	9 %
External Services	6	23,689	46,316	22,627	49 %
Consultancy Services	7	47,683	34,308	(13,375)	(39)%
Travel Expenses	8	29,448	25,900	(3,548)	(14)%
Other Services	9	330,334	270,904	(59,429)	(22)%
Internal Charges	10	104,711	112,570	7,860	7 %
Other Expenses		597	-	(597)	(100)%
Contributions and Donations	11	1,265,654	1,289,338	23,684	2 %
Total Operating Expenditure		3,327,309	3,398,987	71,678	2 %
NET OPERATING RESULT		(3,269,051)	(3,371,964)	102,912	3 %

Explanations

- 1 Other revenue variance is due to differences in the timing of budgeted and actual receipt of cash for the Tropical Innovation Awards.
- 2 Employee costs are less than budget due to staff taking annual leave during December and January. Actuals are expected to align with budget as the year progresses.
- 3 Variance in overtime costs is due to greater than anticipated work loads.
- 4 Agency costs are less than budget due to less than anticipated agency staff requirements.
- 5 Materials variance is due to less than anticipated expenditure on other equipment and supplies (\$4k) and office stationery and supplies (\$2k).
- 6 Variance is due to less than anticipated expenditure in other services. Actuals are expected to align with budget as the year progresses.
- 7 Consultancy costs are greater than budget due to higher than anticipated expenditure to date.
- 8 Travel costs variance is due to air fares (-\$7k), accommodation (-\$2k), other travel costs (\$4k) and meals (\$1k).
- 9 Other services variance is mainly due to greater than anticipated expenditure on advertising (-\$56k), photocopying, publishing and printing (-\$21k) and conferences and seminars (-\$9k), which has been offset by less than anticipated expenditure on general services (\$28k).
- 10 Internal charges variance is due to less than anticipated use of internal job charges (\$3k) and long term dedicated fleet (\$18k). This has been offset by greater than anticipated use of pool vehicles (-\$13k).
- 11 Variance is predominantly due to the budgeted timing and actual payment of contributions and donations. Actuals are expected to align with the budget in the coming months.

DEPARTMENT	EXECUTIVE
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Mission: To provide effective advice to Council and the community and to ensure that the policy directions and operational plans are implemented s

Officer Responsible: CEO

GOAL	KEY PERFORMANCE INDICATORS
1. WORKPLACE HARMONY	
Develop a strategic enterprise bargaining agenda in close consultation with employees, E-Team and Councillors.	Best practice enterprise agreement endorsed by all parties prior to July 2012.
2. 2012 ELECTIONS AND COUNCILLOR DEVELOPMENT	
Prepare a comprehensive Councillor orientation program for implementation post the 2012 Council elections.	Program endorsed by current Council and Department of Local Government & Planning.
3. CUSTOMER SATISFACTION	
Accelerate the implementation of Council's Connecting service quality program across all Council departments.	Improved PhoneFox results and customer satisfaction measures across Council.
4 COMMUNITY PLAN	
Finalise preparation of Cairns Regional Council's Community Plan and submit Plan to the Department of Local Government & Planning.	Council endorsement of final draft.
5. CIVIC PRECINCT MASTERPLANNING	
Ensure completion of masterplans for:- - City Centre - Port Douglas Waterfront - Daintree Gateway; and development of priorities and funding strategies.	Council approval of all masterplans.
6. SECURE PREFERRED DESIGN OPTION AND FINDING FOR CAIRNS ENTERTAINMENT PRECINCT (CEP)	
Consult the community to determine preferred design option for CEP, and secure Federal funding via completion of FSR and PAF.	Council endorses preferred design option and PAF & FSR are completed and submitted to Cabinet Budget Review Committee.
7. DEVELOP CAIRNS REGIONAL COUNCIL'S ECONOMIC DEVELOPMENT STRATEGY TO BE CONGRUENT WITH THE REGIONAL ECONOMIC DEVELOPMENT PLAN	
Contribute to finalising the Regional Economic Plan and ensuring Cairns Regional Council's Economic Development Plan is aligned.	Council approval of Cairns Regional Council's Economic Development Plan.

GOAL	KEY PERFORMANCE INDICATORS
8. RESTRUCTURE STRATEGIC AREAS OF COUNCIL TO ENHANCE SERVICE DELIVERY	
Review existing Council structures relating to :- - Greenspace and parks and gardens - environmental sustainability - property acquisition and disposal - marketing and communications and implement improved service delivery arrangements.	Council approval of structural changes.
9. IMPLEMENT IMPROVED COUNCIL ADVISORY COMMITTEE MODELS	
Consult with existing advisory committees and implement approved new committee arrangements during 2011/2012.	New committee arrangements operational by June 2012.
10. STRATEGIC COMMUNICATIONS AND EVENT MANAGEMENT	
Finalise and commence implementation of Cairns Regional Council's events strategy, including production of an annual event calendar, and continuation of work on communications plans.	Council approval of strategy and plans.

Operating Budget Assessment

	YTD Actual (\$)	YTD Budget (\$)	Var (\$)	Var (%)	Variance Report & Prospective Actions (where variance is +/- 2%)
Revenue	58,258	27,024	31,234	(116)	As identified in the explanation above.
Expenditure	3,327,309	3,398,987	71.678	(2)	As identified in the explanation above.

BRANCH	CAIRNS ENTERTAINMENT PROJECT
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Mission: To manage and deliver the Entertainment Precinct Project
Officer Responsible: Manager Cairns Entertainment Precinct Project
Staffing Level (FTE) 3

Operating Initiative Status	Relevant linkage(s`)	Due Date	Complete (Enter %)	On Target	
				Yes (enter `✓)	No * (enter `X)
1. Detailed reporting to Council and the community through the Cairns Entertainment Precinct Committee reports	Corporate Plan Goal 6			✓	

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

<p>1. CEP Project Management</p> <p><u>Result Measure:</u> On time against approved budget.</p> <p><u>Result Target:</u> 100%</p> <p><u>Reporting Frequency:</u> As required.</p> <p><u>Performance Assessment:</u></p>	<p><u>Performance Rating:</u> ✓</p> <p><u>Variance Report</u> N/A</p> <p><u>Prospective Actions</u></p>
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Performance Indicators (Ratings: ✓ = Satisfactory, ? = Marginal, X = Unsatisfactory)

2. Budget controls Result Measure: Project remains within budget and any variations are reported and approved by the EPC. Result Target: 100% Reporting Frequency: As required. Performance Assessment:	Performance Rating: ✓
	Variance Report N/A
	Prospective Actions

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

3. Community engagement plan Result Measure: Key target objectives are met within agreed timelines Result Target: 100% Reporting Frequency: As required. Performance Assessment:	Performance Rating: ✓
	Variance Report N/A
	Prospective Actions

(Capital) Budget Assessment:

	YTD Actual (\$)	YTD Budget (\$)	Var (\$)	Var (%)	Variance Report & Prospective Actions (Where variance is +/- 2%)
Revenue		156 072	(156 072)	(100)	FAVOURABLE
Expenditure	102 266	163 390	61 124	37	FAVOURABLE

BRANCH ECONOMIC DEVELOPMENT & INNOVATION

Mission: To promote the economic development and prosperity of the Cairns region.
Officer Responsible: Manager Economic Development and Innovation
Staffing Level (FTE) 3.27

Operating Initiative Status	Relevant Linkage(s)	Due Date	Complete (enter %)	On Target	
				Yes (enter ✓)	No * (enter X)
1. Deliver year 1 priorities of the Tropical North Queensland Economic Development Plan in collaboration with Advance Cairns, Cassowary Coast Regional Council, Tablelands Regional Council and Cook Shire Council.	Advance Cairns performance agreement	30/6/2012	50%	✓	
2. Finalise and commence delivery program of the 2012-2015 Cairns Economic Development & Innovation Strategy	tnqrep	30/9/2012	50%	✓	
3. Develop and deliver the Cairns Digital Economy Strategy in conjunction with the FNQROC BroadbandToday partnership.	TNQREP	30/6/2012	50%	✓	
4. Develop and deliver the Cairns Innovation Agenda as a strategy building on the Tropical Innovation Awards		30/6/2012	50%	✓	
5. Development of Cairns Film Economy Strategy and delivery of year 1 priorities		30/9/2012	80%	✓	

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

<p>1. Compliance with Agreement Requirements (Advance Cairns)</p> <p>Result Measure: Annual Business Plans and half yearly and annual performance reports are to be submitted to Council in accord with set timeframes.</p> <p>Result Target: Strategic Plan to Council by end of September; Operational Plan Half Yearly report to Council by 28 Feb.; Annual Report to Council within two months of adoption by AC Board.</p> <p>Reporting Frequency: Progress noted six-monthly</p> <p>Performance Assessment:</p> <table border="1"> <thead> <tr> <th>Requirement</th> <th>Adopted by Board</th> <th>Due with Council</th> <th>Date Submitted to Council</th> <th></th> </tr> </thead> <tbody> <tr> <td>Strategic Plan 11-13</td> <td></td> <td>End of Oct 11</td> <td></td> <td>✓</td> </tr> <tr> <td>Operational Plan 11-12</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Annual Report 11-12</td> <td></td> <td>Dec 11</td> <td></td> <td></td> </tr> <tr> <td>Half Yearly Report 11-12</td> <td></td> <td>End of Feb 12</td> <td></td> <td></td> </tr> </tbody> </table>	Requirement	Adopted by Board	Due with Council	Date Submitted to Council		Strategic Plan 11-13		End of Oct 11		✓	Operational Plan 11-12					Annual Report 11-12		Dec 11			Half Yearly Report 11-12		End of Feb 12			<p>Performance Rating: ✓</p>
	Requirement	Adopted by Board	Due with Council	Date Submitted to Council																						
	Strategic Plan 11-13		End of Oct 11		✓																					
	Operational Plan 11-12																									
Annual Report 11-12		Dec 11																								
Half Yearly Report 11-12		End of Feb 12																								
	<p>Variance Report N/A</p>																									
	<p>Prospective Actions Annual Report 11-12 in progress.</p>																									

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

<p>2. Compliance with Agreement Requirements (TTNQ)</p> <p>Result Measure: Annual Business Plans and half yearly and annual performance reports are to be submitted to Council in accord with set timeframes.</p> <p>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.</p> <p>Reporting Frequency: Progress noted six-monthly.</p> <p>Performance Assessment:</p> <table border="1"> <thead> <tr> <th>Requirement</th> <th>Adopted by Board</th> <th>Due with Council</th> <th>Date Submitted to Council</th> <th></th> </tr> </thead> <tbody> <tr> <td>Business Plan 11-12</td> <td>12/05/11</td> <td>End of Sep 11</td> <td>26/10/11</td> <td>✓</td> </tr> <tr> <td>Annual Report 10-11</td> <td>-</td> <td>Dec 11</td> <td>14/12/11</td> <td>✓</td> </tr> <tr> <td>Half Yearly Report 11-12</td> <td></td> <td>End of Feb 12</td> <td></td> <td></td> </tr> </tbody> </table>					Requirement	Adopted by Board	Due with Council	Date Submitted to Council		Business Plan 11-12	12/05/11	End of Sep 11	26/10/11	✓	Annual Report 10-11	-	Dec 11	14/12/11	✓	Half Yearly Report 11-12		End of Feb 12			<p>Performance Rating:</p> <p>✓</p>
					Requirement	Adopted by Board	Due with Council	Date Submitted to Council																	
					Business Plan 11-12	12/05/11	End of Sep 11	26/10/11	✓																
					Annual Report 10-11	-	Dec 11	14/12/11	✓																
Half Yearly Report 11-12		End of Feb 12																							
<p>Variance Report</p> <p>N/A</p>																									
<p>Prospective Actions</p>																									

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

<p>3. Compliance with Agreement Requirements (Tourism Port Douglas Daintree TPDD)</p> <p>Result Measure: Annual Marketing Plan and Budget and quarterly and annual reports to be submitted to Council in accord with set timeframes.</p> <p>Result Target: Annual marketing plan and budget to Council by 31 July; Annual Report to Council within two months of adoption by PDDT Board; Quarterly Reports to Council.</p> <p>Reporting Frequency: Progress noted six-monthly.</p> <p>Performance Assessment:</p>					<p>Performance Rating: ✓</p>
					<p>Variance Report N/A</p>
					<p>Prospective Actions</p>
Requirement	Adopted by Board	Due with Council	Date Submitted to Council		
Business Plan		Current plan runs 2009-2012		✓	
Annual Marketing Plan 11-12	14/06/11	11 Aug 11	26/10/11	✓	
Annual Budget 11-12	09/08/11	11 Aug 11	26/10/11	✓	
Annual Report 10-11	15/11/11	31 Oct 11	14/12/11	✓	
1st Quarter Report 11-12	15/11/11	Post 30 Nov 11	14/12/11	✓	
2nd Quarter Report 11-12	-	Post 28 Feb 12			
3rd Quarter Report 11-12	-	Post 31 May 12			
4th Quarter Report 11-12		Contained in Annual Report			

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

4. Delivery of Innovation Agenda Result Measure: Deliver Innovations Awards; Develop and deliver Innovation Support Strategy; and Present Cairns Innovation at National Event Result Target: Annual Report to Council. Reporting Frequency: Monthly Performance Assessment: 2011 Innovation Awards to be held 30/11/12. Progress and response on track. Growth on 2011 Awards apparent.	Performance Rating: ✓
	Variance Report N/A
	Prospective Actions

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

5. Develop a schedule of economic development initiatives in alignment with Cairns Regional Economic Development & Innovation Strategy Result Measure: Develop a series of economic development projects and programs to be delivered in 2011/2012. Result Target: Annual Report to Council. Reporting Frequency: Monthly <ul style="list-style-type: none"> Performance Assessment: Economic delivery progress ongoing while 2012-2015 Business Plan is finalised. Focus areas in current quarter include Digital Economy Strategy, Innovation Agenda, and Inward Investment policy and strategy. 	Performance Rating: ✓
	Variance Report N/A
	Prospective Actions Monthly Council Report

Operating Budget Assessment:

	YTD Actual (\$)	YTD Budget (\$)	Var (\$)	Var (%)	Variance Report & Prospective Actions (where variance is +/- 2%)
Revenue	58,212	26,984	31,229	116	FAVOURABLE
Expenditure	1,577,677	1,540,558	37,119	2	FAVOURABLE

BRANCH**MARKETING AND COMMUNICATIONS**

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

Officer Responsible: Manager Marketing and Communications

Staffing Level (FTE) 10 Full Time, 1 part time

ACTIVITY**MANAGEMENT AND ADMINISTRATION**

Mission: To lead, inspire and support the Marketing and Communications team in achieving the Council's Vision and Mission aligned to the Corporate Plan

Officer Responsible: Manager Marketing and Communications

Staffing Level (FTE) 2

Operating Initiative Status	Relevant linkage(s`)	Due Date	Complete (enter %)	On Target	
				Yes (enter ✓)	No * (enter `X)
1. Finalise and implement Council's Marketing and Communications Strategic Plan 2010 - 2015	Corporate Goals 3, 6	31/4/11	70%	✓	
2. Restructure staff into an effective account management system	Corporate Goals 3, 4 and 6	30/6/12	90%	✓	
3. Implement new social media and digital systems of message delivery and information	Corporate Goals 3, 6	30/6/12	85%	✓	
4. Update Marketing and Communication policies, systems and functions	Corporate Goals 6	30/6/12	75%	✓	
5. Update staff development Plan	Corporate Goals 6	30/6/12	25%	✓	

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

1. Branch Budget performance <u>Result Measure:</u> Provision of services within resource constraints <u>Result Target:</u> Revenue and Expenditure for the Branch in the range of 0-5% under budget <u>Reporting Frequency:</u> Monthly <u>Performance Assessment:</u>	<u>Performance Rating:</u> ✓
	<u>Variance Report</u>
	<u>Prospective Actions</u> Branch continues to monitor spending and initiate new methods of marketing and communications effectively and efficiently.

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

2 Timeliness of Branch operating initiative completions <u>Result Measure:</u> All operating initiatives in the Operational Plan are planned for completion within the financial year. <u>Result Target:</u> 90% of initiatives completed by year end. <u>Reporting Frequency:</u> Annually <u>Performance Assessment:</u>	<u>Performance Rating:</u> ✓
	<u>Variance Report</u>
	<u>Prospective Actions</u> Reporting, publications and events on track, meeting both budget and timelines.

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

3 Branch Safety Performance <u>Result Measure:</u> Safety performance of the Branch as measured by the Lost Time Injury Frequency Rate and the Lost Time Injury Duration rate. <u>Result Target:</u> - Branch Lost Time Injury Frequency Rate at or below Council's target. - Branch Lost Time Injury Duration Rate at or below Council's target <u>Reporting Frequency:</u> Monthly <u>Performance Assessment:</u>	<u>Performance Rating:</u> ✓
	<u>Variance Report</u>
	<u>Prospective Actions</u>

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

4 Council and Customer feedback regarding service Result Measure: Monthly assessment of the customer feedback regarding service. Result Target: Monitor performance Reporting Frequency: Monthly Performance Assessment:	Performance Rating: ✓
	Variance Report
	Prospective Actions Continue to monitor feedback and performance through all new methods of communications, including social media.

ACTIVITY**CIVIC EVENTS /EVENTS & SPONSORSHIP STRATEGY**

Mission:	To align Council's involvement in events with organisational strategic direction; and to deliver high-quality, well-managed civic events.
Officer Responsible:	Events & Sponsorship Strategist
Staffing Level (FTE)	4 + 1 casual staff

Operating Initiative Status	Relevant linkage(s`)	Due Date	Complete (enter %)	On Target	
				Yes (enter ✓)	No * (enter `X)
1. Analysis of / and continued reflection back to the TNQ Event Strategy 2010 – 2015.	Corporate Goals 3, 5, 6	30/12/2011	100%	✓	
2. Review CS&CS Events & Sponsorship Grants process.	Corporate Goals 3, 5, 6	30/12/2011	100%	✓	
3. Review Civic Reception room booking processes	Corporate Goals 6	30/12/11	100%	✓	
4. Create organisation-wide approach to assessment of sponsorship opportunities	Corporate Goals 3, 5, 6	30/12/11	95% (Implementation stage)	✓	
5. Improve the professionalism of Council as an organisation in out-bound sponsorship requests.	Corporate Goals 3, 6	Ongoing	85% (Ongoing)	✓	
6. Improve the professionalism, strategic approach and reach of all Dept Civic events	Corporate Goals 3, 6	Ongoing	95% (Ongoing)	✓	

<p>1. Civic and Protocol Events</p> <p>Result Measure: a) Number of scheduled events held.</p> <p>Result Target: Delivery of events as per agreed planned annual schedule</p> <p>Reporting Frequency: Monthly</p> <p>Performance Assessment:</p> <table border="1"> <thead> <tr> <th>Event</th> <th>Projected number of participants</th> <th>Actual number of participants</th> </tr> </thead> <tbody> <tr> <td>Rotary Student Exchange Reception</td> <td>50</td> <td>50</td> </tr> <tr> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Event	Projected number of participants	Actual number of participants	Rotary Student Exchange Reception	50	50							<p>Performance Rating: ✓</p>
	Event	Projected number of participants	Actual number of participants										
	Rotary Student Exchange Reception	50	50										
<p>Variance Report ✓</p>													
<p>Prospective Actions</p>													

<p>2. Annual Events_</p> <p>Result Measure: Number of scheduled events held.</p> <p>Result Target: Delivery of events as per agreed planned annual schedule.</p> <p>Reporting Frequency: Monthly.</p> <p>Performance Assessment:</p> <table border="1"> <thead> <tr> <th>Event</th> <th>Projected number of participants</th> <th>Actual number of participants</th> </tr> </thead> <tbody> <tr> <td>Australia Day Awards</td> <td>100</td> <td>180</td> </tr> <tr> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Event	Projected number of participants	Actual number of participants	Australia Day Awards	100	180				<p>Performance Rating: ✓</p>
	Event	Projected number of participants	Actual number of participants							
	Australia Day Awards	100	180							
<p>Variance Report</p>										
<p>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.</p>										

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

3. Extraordinary Events			Performance Rating: <p style="text-align: center;">✓</p>													
Result Measure: a) Number of unscheduled, one-off events and activities supported and budgeted for by Council.			Variance Report													
Result Target: Delivery of events in accordance with budget.			Prospective Actions													
Reporting Frequency: Monthly																
Performance Assessment:																
<table border="1"> <thead> <tr> <th>Event</th> <th>Projected number of participants</th> <th>Actual number of participants</th> </tr> </thead> <tbody> <tr> <td>Nil</td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Event	Projected number of participants		Actual number of participants	Nil											
Event	Projected number of participants	Actual number of participants														
Nil																

4. Citizenship Ceremonies			Performance Rating: <p style="text-align: center;">✓</p>							
Result Measure: a) Number of ceremonies held.			Variance Report							
Result Target: Delivery of ceremonies as per DIMA-approved schedule.			Prospective Actions Delivery of citizenship ceremony will be considered in line with other strategic and creative plans for the events area.							
Reporting Frequency: Monthly										
Performance Assessment:										
<table border="1"> <thead> <tr> <th>Event</th> <th>Projected number of participants</th> <th>Actual number of participants</th> </tr> </thead> <tbody> <tr> <td>Citizenship Ceremony - January</td> <td style="text-align: center;">78</td> <td style="text-align: center;">78</td> </tr> <tr> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Event	Projected number of participants		Actual number of participants	Citizenship Ceremony - January	78	78			
Event	Projected number of participants	Actual number of participants								
Citizenship Ceremony - January	78	78								

ACTIVITY	MEDIA MANAGEMENT
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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

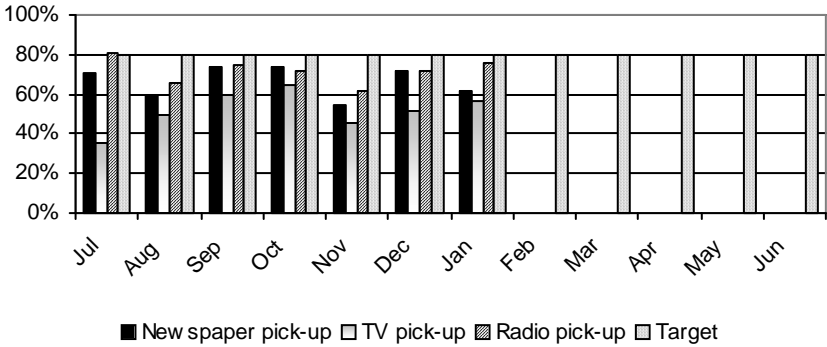
Staffing Level (FTE) 1

Operating Initiative Status	Relevant linkage(s`)	Due Date	Complete (enter %)	On Target	
				Yes (enter `✓)	No * (enter `X)
1. Develop media campaign strategies	Corporate Goals 3, 5, 6	30/12/2012	50%	✓	
2. Update advertising strategies	Corporate Goals 3, 5, 6	30/12/2012	40%	✓	
3. Provide media training resources	Corporate Goals 6	30/5/12	10%	✓	

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

<p>1. Media Releases and News Calls</p> <p>Result Measure: Uptake of media releases and news calls issued to local media agencies</p> <p>Result Target: 80% uptake</p> <p>Reporting Frequency: Monthly</p>	<p>Performance Rating: ✓</p> <p>Variance Report</p> <p>Prospective Actions Council to continue to explore new means of advertising to ensure maximise exposure within budgets.</p>
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1. Media Releases and News Calls



■ New paper pick-up □ TV pick-up ▨ Radio pick-up □ Target

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

<p>2 Disaster management media coordination</p> <p>Result Measure: Uptake of media releases and news calls issued to local media agencies in relation to disaster events, social media views.</p> <p>Result Target: 80% uptake on releases and news calls, positive growth in social media views/response.</p> <p>Reporting Frequency: Monthly</p> <p>Performance Assessment:</p>	<p>Performance Rating: ✓</p>
	<p>Variance Report</p>
	<p>Prospective Actions Officers to continue to work with DCC in roll out of messaging and collateral. M&C increased presence within LDMG during times of activation.</p>

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

<p style="text-align: center;">Advertising</p> <p>NB: *Advertising data reflects the number of ads booked within the month *Council Corner is recorded as one advertisement regardless of content</p> <p>Result Measure: Delivery of programmed schedule of advertising in accordance with budget.</p> <p>Result Target: 100% uptake</p> <p>Reporting Frequency: Monthly</p> <p>NB: Data includes all classified and display ads booked and placed for other Branches through Corporate Communication, excluding HR and other Branch advertising booked directly with publications.</p>	<p>Performance Rating: ✓</p>
	<p>Variance Report</p>
	<p>Prospective Actions The decline in advertising spend reflects revised advertising methods and utilisation of social media and marketing. Also reductions reflect ratification of Marketing and Communication's charge outs for advertising on behalf of other branches of Council.</p>

ACTIVITY	ACCOUNT MANAGEMENT
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Mission: To design and deliver quality community engagement, marketing and promotion activities on behalf of Council to inform, educate, consult and involve the community.

Officer Responsible: Account Managers

Staffing Level (FTE) 4

Operating Initiative Status	Relevant linkage(s`)	Due Date	Complete (enter %)	On Target	
				Yes (enter ✓)	No * (enter X)
1. Implement a Social Media Policy and Strategy	Corporate Goals 6, 2	31/12/2011	90%	✓	
2. Expand the residents' online consultation panel	Corporate Goals 3, 6	30/6/2012	30%	✓	
3. Manage redevelopment of Council's Intranet	Corporate Goals 6	30/6/2012	10%	✓	
4. Manage a review of the corporate CRC website information architecture. Implement recommendations from the review.	Corporate Goals 6, 2, 3	30/6/2012	70%	✓	
5. Deliver e-newsletter functionality on the corporate CRC website	Corporate Goals 6, 2	30/6/2012	50%	✓	
6. Develop a suite of generic corporate CRC materials	Corporate Goals 6, 2	31/3/2012	Ongoing	✓	

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

<p>1 Social media</p> <p><u>Result Measure:</u></p> <ul style="list-style-type: none"> - Number of new Facebook friends per month - People Talking about this (monthly) <p><u>Result Target:</u></p> <ul style="list-style-type: none"> - Fan Target: 40 new Facebook friends per month - People Talking about this Target: Daily = >10. Weekly = > 50. Monthly = > 300. <p><u>Reporting Frequency:</u></p> <p>Monthly</p> <p><u>Performance Assessment:</u></p> <p>New followers exceeded targets. 71 New Likes (i.e. new fans/followers of the CRC Facebook page) - this total is 73% more than last month.</p> <ul style="list-style-type: none"> • 29% of our new 'likers' are aged 25-34 • 47% of our new 'likers' are aged 35+ • 67% of our new 'likers' are female • 27% are male - we are still not attracting as many males as females <p>Our number of 'active monthly users' is now called 'people talking about this' and is calculated using Facebook's new edge rank formula. It determines how many people are actively 'talking about' any of our content each day, week & month. The introduction of this new metric means we need to adjust our targets.</p> <p>Our January averages were:</p> <ul style="list-style-type: none"> • 11 people talking about us daily • 63 people talking about us weekly • 214 people talking about us monthly – below target. SM & PR Officer on leave. 	<p><u>Performance Rating:</u></p> <p style="text-align: center;">✓</p> <hr/> <p><u>Variance Report</u></p> <p> </p> <hr/> <p><u>Prospective Actions</u></p> <p>Increase discussion and attraction through questions and interactive strategies.</p> <p> </p> <hr/> <p>Move forward with staff training elements of Social Media Policy as per presentation to e-team 13 Jan 2012.</p>
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Performance Indicators (Ratings: ✓ = Satisfactory, ? = Marginal, X = Unsatisfactory)

2 Marketing and communication campaigns Result Measure: Delivery of campaigns as per annual schedule. Council Corner (Cairns Sun/Mossman Port Douglas Gazette/ Babinda Bytes) produced as per annual schedule Result Target: 100% Reporting Frequency: Monthly Performance Assessment: Fortnightly Council Corner/Babinda Bytes campaigns produced as per schedule.	Performance Rating: 100%
	Variance Report
	Prospective Actions

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

3 Internal Comms Result Measure: Team Brief Delivered monthly Result Target: 100% Reporting Frequency: Monthly Performance Assessment: No Team Brief scheduled for January.	Performance Rating: 100%
	Variance Report
	Prospective Actions

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

<p>4 Corporate website</p> <p style="text-align: center;">Web Site Usage</p> <p> ■ Visits ■ Page Views —■— Visits Target —▲— Page View Target </p> <p>Result Measure:</p> <ul style="list-style-type: none"> - 104,387 Visits for January 2012 - 421,400 Page views for January 2012 <p>Result Target:</p> <ul style="list-style-type: none"> - Target: 50,000 - Target: 180,000 <p>Reporting Frequency:</p> <p>Monthly</p> <p>Performance Assessment:</p> <p>Web visitation and usage remains strong, with continual promotion of website address on all publications, advertisements and via social media.</p>	<p>Performance Rating:</p> <p style="text-align: center;">100%</p>
	<p>Variance Report</p>
	<p>Prospective Actions</p>

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

5 Corporate Publications <u>Result Measure:</u> Delivery of scheduled corporate publications on time and on budget <u>Result Target:</u> 100% compliance <u>Reporting Frequency:</u> Monthly <u>Performance Assessment:</u>	<u>Performance Rating:</u> 100%
	<u>Variance Report</u>
	<u>Prospective Actions</u>

Operating Budget Assessment:

	YTD Actual (\$)	YTD Budget (\$)	Var (\$)	Var (%)	Variance Report & Prospective Actions (where variance is +/- 2%)
Revenue	45.45	80.00	-34.55	-43.19%	
Expenditure	1,037,141.60	1,236,139.79	199,043.64	16.10%	2 positions vacant

BRANCH**REGIONAL MANAGEMENT DOUGLAS**

Purpose: To lead and manage Council's strategic direction in Douglas and assist the communities of Douglas in identifying and achieving their aspirations.

Officer Responsible: Regional Manager Douglas

Staffing Level (FTE) 1 (FTE)
Direct Reports (nil) Non Direct reports (132)

Operating Initiative Status	Relevant linkage(s)	Due Date	Complete (enter %)	On Target	
				Yes (enter ✓)	No * (enter X)
1. Lead & Manage Council's strategic directions in Douglas Works collaboratively across all departments of Council to ensure a coordinated and integrated approach to the planning and development of Council infrastructure and services in Douglas.	Corporate Goals .4, 2.6, 3.1, 4, 6.1, 6.3, 6.4, 6.5, 6.6, 6.7				

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

1. Strategy & Budget Planning <u>Result Measure:</u> Completion of plans and projects in specified timeframes, plans and projects accepted by various stakeholders in the business. <u>Result Target:</u> 80% of plans completed in a timely manner <u>Reporting Frequency:</u> Quarterly <u>Performance Assessment:</u> <ul style="list-style-type: none"> Port Douglas Master Plan implementation 	<u>Performance Rating:</u> ✓
	<u>Quarterly Reporting</u>
	<u>Variance Report</u>
	<u>Prospective Actions</u>

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

<p>2. Community Needs</p> <p><u>Result Measure:</u> Community satisfaction / perception as measured through community surveys.</p> <p><u>Result Target:</u> >75% of respondents satisfied with the services in the Douglas Region</p> <p><u>Reporting Frequency:</u> Annually</p> <p><u>Performance Assessment:</u></p>	<p><u>Performance Rating:</u> N/A Annual Reporting</p> <p><u>Variance Report</u></p> <p><u>Prospective Actions</u></p>
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Performance Indicators (Ratings: ✓ = Satisfactory, ? = Marginal, X = Unsatisfactory)

<p>3. Community Engagement & Corporate Communications</p> <p><u>Result Measure:</u> Identification and completion of Community Engagement activities Timely access to Council for local media outlets.</p> <p><u>Result Target:</u> 90% of respondents satisfied (local media outlets)</p> <p><u>Reporting Frequency:</u> Identification and completion of Community Engagement activities - quarterly Timely access to Council for local media outlets - bi annually</p> <p><u>Performance Assessment:</u> Community Engagement</p> <ul style="list-style-type: none"> • TPDD, Chamber of Commerce, Emergency Services re: Eclipse Festival • Daintree Business Operators re: Smart Card Trial • Existing Lease Holders Port Douglas Water Front (re: master Plan) • Port Douglas Chamber of Commerce (Christmas Celebrations) • Douglas Local Disaster Management Coordination Committee 	<p><u>Performance Rating:</u> ✓ Quarterly Reporting</p> <p><u>Variance Report</u></p> <p><u>Prospective Actions</u></p>
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Performance Indicators (Ratings: ✓ = Satisfactory, ? = Marginal, X = Unsatisfactory)

<p>4. Human Resource Management</p> <p><u>Result Measure:</u> Measure staff engagement through employee opinion survey results..</p> <p><u>Result Target:</u> >75% of respondents satisfied with regional management)</p> <p><u>Reporting Frequency:</u> Annually</p> <p><u>Performance Assessment:</u></p>	<p><u>Performance Rating:</u> N/A Annual Reporting</p>
	<p><u>Variance Report</u></p>
	<p><u>Prospective Actions</u></p>

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

<p>5. Risk Management</p> <p><u>Result Measure:</u> Issues proactively identified and managed.</p> <p><u>Result Target:</u> Up to date risk register.</p> <p><u>Reporting Frequency:</u> Monthly</p> <p><u>Performance Assessment:</u></p>	<p><u>Performance Rating:</u> ✓</p>
	<p><u>Variance Report</u></p>
	<p><u>Prospective Actions</u></p>

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

<p>6. Stakeholder Engagement</p> <p><u>Result Measure:</u> Participation in key engagements and events at Council, community and industry level.</p> <p><u>Result Target:</u> Regular attendance at Douglas community and industry events.</p> <p><u>Reporting Frequency:</u> Monthly</p> <p><u>Performance Assessment:</u></p> <ul style="list-style-type: none"> ➤ President Port Douglas Chamber of Commerce ➤ Douglas Local Disaster Management Coordination Committee ➤ Tourism Operators and Businesses in Daintree re: Smart Card Economic Stimulus ➤ Port Douglas Neighbourhood Centre re: Eclipse Ambassador program ➤ Australia Day Celebrations Community Coordinator 	<p><u>Performance Rating:</u></p> <p style="text-align: center;">√</p>
	<p><u>Variance Report</u></p>
	<p><u>Prospective Actions</u></p>

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

<p>7. Leadership</p> <p><u>Result Measure:</u> Models key qualities of the Council's vision and actively encourages the same in staff measured through staff feedback or a leadership survey.</p> <p><u>Result Target:</u> >75% of respondents satisfied with regional management.</p> <p><u>Reporting Frequency:</u> Annually</p> <p><u>Performance Assessment:</u></p>	<p><u>Performance Rating:</u></p> <p style="text-align: center;">N/A Annual Reporting</p>
	<p><u>Variance Report</u></p>
	<p><u>Prospective Actions</u></p>

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

<p>8. Innovation and Business Development</p> <p><u>Result Measure:</u> Partnerships formed where appropriate to deliver outcome.</p> <p><u>Result Target:</u> Listing of major partnerships which have provided benefits to Council and the community.</p> <p><u>Reporting Frequency:</u> Monthly</p> <p><u>Performance Assessment:</u></p> <ul style="list-style-type: none"> ➤ Port Douglas Chamber of Commerce Revitalising Port Douglas MBS Project ➤ Port Douglas Chamber of Commerce Solar Eclipse Festival ➤ Port Douglas Neighbourhood Centre Eclipse Ambassador Program ➤ Daintree Ferry Smart Card Economic Stimulus operators in Daintree and Tourism Port Douglas Daintree 	<p><u>Performance Rating:</u> ✓</p> <p><u>Variance Report</u></p> <p><u>Prospective Actions</u></p>
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