

<p>ORDINARY MEETING</p> <p>24 JANUARY 2024</p>	<p>3</p>
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Q2 OPERATIONAL PLAN 2023-24 PROGRESS REPORT

83/3/1-01| #7175696

RECOMMENDATION:

That Council notes the Q2 Operational Plan 2023-24 Progress Report.

EXECUTIVE SUMMARY:

In accordance with section 174 (1) of the *Local Government Regulation 2012*, Council adopted its annual operational plan for 2023/24 at its Ordinary meeting held on 26 July 2023. This operational plan incorporates annual performance plans for Council's two commercialised business units, Cairns Water and Cairns Resource Recovery.

Section 174 (3) of the *Local Government Regulation 2012* requires Council's Chief Executive Officer to present Council with a written assessment of Council's progress towards implementing the annual operational plan at regular intervals. Attachment 1 sets out this written assessment for Quarter 2 (Q2) 2023/24.

COMMENT:

The Operational Plan 2023-24 has 28 key initiatives / actions to align and deliver the five strategic goals outlined in Council's Corporate Plan 2021-2026.

The annual performance plans for Council's two Commercialised Business Units for 2023 - 24 include:

- nine key performance service standards indicators for Cairns Water and six key performance standards/indicators for Cairns Resource Recovery.
- four quarterly financial targets for Cairns Water and Cairns Resource Recovery.

The attached report provides an update of the progress of these standards and targets.

OPTIONS:

Option 1 (recommended):

That Council notes the Q2 Operational Plan 2023-24 Progress Report.

Option 2

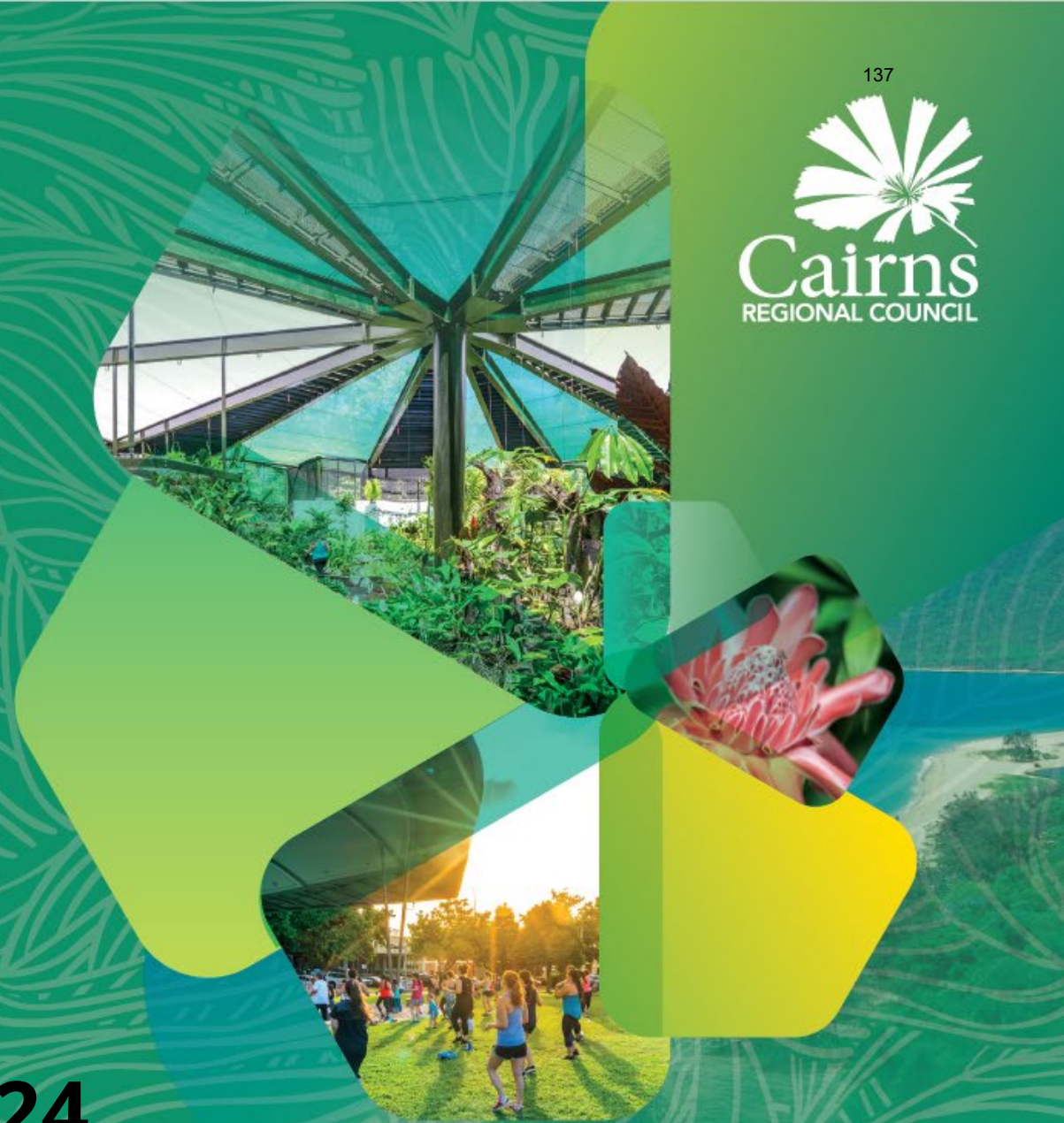
That Council requests further information from Council Officers.

ATTACHMENTS:

Separate Attachment 1: Q2 Operational Plan 2023-24 Progress Report. [DM#7175703](#)



Christine Posgate
Director People & Organisational Performance



Quarter 2 23/24

Operational Plan Progress Report

OPERATIONAL PLAN PROGRESS REPORT

QUARTER 2 2023/2024 UPDATE

The Operational Plan Progress Report confirms that Council made significant progress towards the achievement of the initiatives included in the 2023/24 Operational Plan. It also includes quarterly operational performance reports for Council's two commercialised business units being Cairns Water and Cairns Resource Recovery.

ROBUST ECONOMY

Supporting a diversified and resilient economy that backs business innovation, growth, and jobs.

ACTION	LEAD	STATUS	HIGHLIGHTS/COMMENTS
1 Work collaboratively with the Queensland Government on the planning of Olympic Legacy upgrades at Barlow Park.	Lifestyle and Community		Project Control Group continuing to meet regularly. Key milestones for the period include the completion of initial stakeholder engagement sessions with current Barlow Park users and defining key operational aspects to inform the 80% design stage of works.
2 Implement the newly adopted Cairns and Great Barrier Reef Event Strategy 2025 in collaboration with Tourism Tropical North Queensland and Tourism and Events. Queensland.	Economic Development and Advocacy		Alignment with the Cairns and Great Barrier Reef Event Strategy 2025 has been embedded in Council's event performance assessment processes when considering Major Event investment. Collaboration with Tropical Tourism North Queensland and Tourism and Events Queensland is ongoing, as demonstrated by securing Crankworx Cairns for another two years in 2024 and 2025.
3 Work collaboratively with key external stakeholders to develop a coordinated proposal/approach to investment attraction	Economic Development and Advocacy		Council CEO has formally raised the proposal with key stakeholders through the Advance Cairns board. The next steps are for Council officers to discuss detail around process and governance with key stakeholders with the intent that this model begins delivery in FY24/25. <i>NB: Delivery of this project from FY24/25 will be determined by the provision of dedicated Council funding.</i>

 On hold
  Delayed
  On Track
  Completed

NATURAL ASSETS






Promoting, protecting, and enhancing our iconic natural environment now and for generations to come.

ACTION	LEAD	STATUS	HIGHLIGHTS/COMMENTS
4 Cairns Water Security Strategy Stage 1 - commence design and construction procurement.	Cairns Infrastructure & Assets	●	Design and construction procurement commenced with an Early Contractor Involvement (ECI) process in March 2023. Design and Construct (D&C) offers received and evaluated. Council report endorsed in December 2023 recommending award of the D&C contract.
5 Progress Council's Resource Recovery 2040 Strategy.	Cairns Infrastructure & Assets	●	Stage 1 and 2A of the business cases completed and now working on Stage 2B, with comparative costs for the different options currently being developed.
6 Develop Corporate Net Zero Emissions (NZE) Implementation Plan.	Planning, Growth and Sustainability	●	Project planning complete. Approach endorsed by Project Leadership Team 30 November 2023. RFQ developed. Successful consultancy to be awarded in January 2024.
7 Development of a Recreational Trails Strategy that supports safe, accessible and fit for purpose use	Lifestyle and Community	✓	Strategy adopted in August with Officers undertaking an audit of the Earl Hill trailhead as a pilot for trail audits for the remainder of the trail network. Audits will be carried out across the network in Q2 and Q3 2024.

● On hold
 ● Delayed
 ● On Track
 ✓ Completed

DESIGN FOR LIVEABILITY

Creating a safe, sustainable, and connected place that supports a quality life.

ACTION	LEAD	STATUS	HIGHLIGHTS/COMMENTS
<p>8 Continue to progress Towards 2050 Growth Strategy: Develop Growth Strategy Framework and Engagement Report Phase 2.</p>	<p>Planning, Growth and Sustainability</p>	<p></p>	<p>Towards T2050 Growth Strategy Delivered and Socialised August 2023. Engagement Report Phase 2 due for delivery Jan 2023.</p> <p>Technical studies underpinning the program of works have now been completed in draft format.</p>
<p>9 Review the Local Government Infrastructure Plan to align to Queensland Government Statistician Office population figures.</p>	<p>Planning, Growth and Sustainability</p>	<p></p>	<p>A consultant has been appointed to undertake the review and alignment. Detailed works underway to align population model and infrastructure planning against actual development take-up.</p> <p>Due to recent weather events and reconstruction efforts drawing on technical staff, this project timing is currently being reviewed.</p>
<p>10 Implement the Babinda Boulders Safety Audit key recommendations.</p>	<p>Lifestyle and Community</p>	<p></p>	<p>Updated signage has been installed at the site to improve visitor safety. Quarterly meetings with key stakeholders occurring to ensure continual implementation of the recommendations of the audit.</p>
<p>11 Develop an Aquatics Strategy to guide Council's investment and planning.</p>	<p>Lifestyle and Community</p>	<p></p>	<p>A Request for Quote for consultancy services to deliver an Aquatic Strategy for Cairns has been advertised and closes February 2024. The Strategy will develop a clear vision and strategy for how Council can best provide aquatic opportunities and facilities in Cairns. It is anticipated the project will be completed September 2024.</p>
<p>12 Develop the Ellis Beach Improvement Plan that maximises enhancement opportunities.</p>	<p>Lifestyle and Community</p>	<p></p>	<p>The improvement plan for Ellis Beach aims to address the aging public facilities and significant State and private development at Ellis Beach. The final draft</p>

ACTION	LEAD	STATUS	HIGHLIGHTS/COMMENTS
			Improvement Plan will be workshopped with Council in Q2 and is anticipated to be completed by June 2024.
13 Develop the Social and Community Resilience Strategy to strengthen tolerance and responses to shocks and stresses.	Lifestyle and Community	●	A consultant has been appointed to undertake the Social and Community Resilience Strategy however due to recent weather events the opportunity to include recovery aspects into this scope of work is currently being considered.
14 Develop a Community Development Plan to support a healthy, active, safe and connected community.	Lifestyle and Community	●	Scoping for the Community Development plan is being considered against the Social and Community Resilience Strategy to maximise consultant investment.
15 Develop a Suburban Community Safety Strategy - Scoping Study that responds to antisocial behaviour beyond the CBD.	Lifestyle and Community	●	Council resolved to move ahead with a Public Space Safety team prioritising suburban patrols to identify and act upon matters of anti-social, illegal or undesirable behaviours. This unit will activate early 2024.
16 Update the Disaster Resilience Strategy to support the ongoing work of the Local Disaster Management Group.	Lifestyle and Community	●	The scope of the Next Best Place of Refuge plan and the Social and Community Resilience Strategy (both recently awarded) will be reconsidered against recovery activities in response to recent weather events. Findings from future event debriefs and stakeholder surveys will further inform this work.
17 Develop pet rehoming program, broadened events participation, volunteers and engagement/education programs.	Lifestyle and Community	●	The Animal Care and Education facility launched its volunteer's program in late 2023 and is building steadily. Enhanced participation for events continues with further programs being worked upon.

 On hold
  Delayed
  On Track
  Completed

COMMUNITY AND CULTURE

Fostering a vibrant and healthy community where everyone feels they belong.

ACTION	LEAD	STATUS	HIGHLIGHTS/COMMENTS
<p>18 Develop the Botanic Gardens Master Plan</p>	<p>Lifestyle and Community</p>	<p>●</p>	<p>The review of the former Botanic Gardens Master Plan has involved extensive consultation and the draft identifies a detailed list of projects for Council to prioritise to implement the (proposed) Master plan. The new draft Master Plan will be workshopped with Council in Q2 and is due to be completed by June 2024.</p>
<p>19 Develop a Youth Activity Space Strategy</p>	<p>Lifestyle and Community</p>	<p>●</p>	<p>Officers have reviewed the former Skate and BMX Strategy and have determined a new direction to develop an overarching Placemaking Strategy for open space, which will include youth activity spaces. A request for consultancy services to engage a suitably qualified consultant to deliver a context report as stage 1 of the strategy will be advertised in Q1 2024.</p>
<p>20 Develop the White Rock Community and Multicultural Facility.</p>	<p>Lifestyle and Community</p>	<p>●</p>	<p>The second round of engagement with internal and external stakeholders was held in early December 2023. A draft context report has been submitted to officers and reviewed internally. The next steps include a revision of the draft management plan and design brief by the consultant (following Council feedback) and a final round of engagement with the Council. The final (proposed) management plan and design brief is due to be workshopped with Council in Q2 2024 with the project to be completed in June 2024.</p>

ACTION	LEAD	STATUS	HIGHLIGHTS/COMMENTS
21 Support the delivery of the 2024 North Queensland Games Event	Lifestyle and Community	●	The North Queensland Games project is progressing as planned, with 30 sports actively engaged, registrations now live, and successful execution of the marketing strategy, including the creation of new collateral. Officers are currently in the process of planning for the opening and closing ceremonies to enhance the overall experience.
22 Progress the development of the Cairns Gallery Precinct.	Lifestyle and Community	●	Mulgrave Gallery construction is on track for practical completion May/June 2024. Gallery Precinct Design and the Master Plan project is undergoing stakeholder engagement and concept design phase with completion scheduled for mid 2024.

 On hold
  Delayed
  On Track
  Completed

ACTION	LEAD	STATUS	HIGHLIGHTS/COMMENTS
<p>23 Progress implementation of the Asset Management Improvement Plan actions</p>	<p>Cairns Infrastructure and Assets</p>		<ul style="list-style-type: none"> Progressing operationalising the Asset Management Accountability Framework Enterprise Asset Management (Tech One module) implementation progressing well with new completion dates adjusted to around June 2024 Overall Strategic Asset Management Plan Improvement Plan Roadmap delivery delayed due to resourcing constraints
<p>24 Development of a Digital Strategy</p>	<p>Finance and Business Services</p>		<p>Strategy development is underway and on track for endorsement by June 2024</p>
<p>25 Progress implementation of the Cyber Security Resiliency Program (CSRP).</p>	<p>Finance and Business Services</p>		<p>First stage now complete which included the endorsement of a capability assessment and rectification roadmap. Delivery stage can now commence in accordance with the roadmap.</p>
<p>26 Finalise Customer Experience Review.</p>	<p>People and Organisations Performance</p>		<p>The review has been finalised and will inform the development of the Customer Experience Strategy.</p>
<p>27 Implement Wellbeing Strategy.</p>	<p>People and Organisations Performance</p>		<p>Draft strategy has been developed, in final review stage.</p>
<p>28 Review the Licensing and Compliance function and service delivery model.</p>	<p>Planning, Growth and Sustainability</p>		<p>Draft Licensing and Compliance Framework under development with internal consultation and external (high level) audit review analysis currently underway.</p>




 On hold
  Delayed
  On Track
  Completed

CAIRNS WATER OPERATIONAL PLAN PROGRESS REPORT

QUARTER 2 2023/24

OPERATIONS

PERFORMANCE INDICATOR	STATUS	ACTUAL	QUARTERLY TARGET	HIGHLIGHTS/COMMENTS
Total Water Main Breaks (QG 4.5)		12.62 per 100km of main	< 9 per 100km of main	Water main breaks have exceeded the quarterly target, with a total of 121 breaks recorded during the reporting period. 55 of the breaks were noted to be associated with old age of the asset, 13 of the breaks were due to corrosion, and 16 were due to tree roots.
Total Sewerage Main Breaks and Chokes (QG 4.6)		5.97 per 100km of main	< 8 per 100km of main	
Incidence of Unplanned Interruptions for Water (QG 4.7)		80.72 per 1000 properties	< 60 per 1000 properties	The incidence of unplanned water interruptions per 1000 properties has exceeded the quarterly target due to the number of incidences that staff were required to attend to. There were 754 incidences that caused water interruptions to 2,566 properties during the quarter.
Average Response Time for Water Incidents – Bursts only (QG 4.8a)		1.34 hours	≤ 2 hours	
Average Response Time for Water Incidents – Leaks only (QG 4.8a)		10.74 hours	≤ 24 hours	
Average Response Time for Sewerage Incidents – Main Breaks (QG 4.9a)		0.62 hours	≤ 2 hours	

PERFORMANCE INDICATOR	STATUS	ACTUAL	QUARTERLY TARGET	HIGHLIGHTS/COMMENTS
Average Response Time for Sewerage Incidents – Main Chokes (QG 4.9a)		2.02 hours	≤ 24 hours	
Water Quality Complaints (QG 4.10)		1.06 complaints per 1000 properties	< 1.5 per 1000 properties	
Total Water and Sewerage Complaints (QG 4.11)		0 complaints per 1000 properties	< 2.5 per 1000 properties	

 Requires Improvement
  Marginal
  Satisfactory

CAIRNS WATER OPERATIONAL PLAN PROGRESS REPORT

QUARTER 2 2023/24







FINANCE

PERFORMANCE INDICATOR	QUARTER TO DATE			YEAR TO DATE		
	ACTUAL \$000	TARGET \$000	VARIANCE \$000	ACTUAL \$000	TARGET \$000	VARIANCE \$000
Operating Revenue	38,762	39,137	(375)	77,973	78,376	(403)
Operating Expenses	23,510	23,553	43	47,219	47,601	382
Net Operating Result	15,252	15,584	(332)	30,754	30,775	(22)
Capex	9,234	16,313	(6,989)	21,285	30,316	(9,031)

CAIRNS RESOURCE RECOVERY (CRR) OPERATIONAL PLAN PROGRESS REPORT

QUARTER 2 2023/24

OPERATIONS

PERFORMANCE INDICATOR	STATUS	ACTUAL	TARGET	HIGHLIGHTS/COMMENTS
New Bin Delivery Target		100% within 48 hours	100% within 48 hours	100% of the 399 requests for new waste & recycle bins were completed within 48 hours for the quarter.
Missed Services for Kerbside Waste		0.33 per 5000 services	≤ 1 per 5000 services	792,351 waste collections occurred for the quarter with 52 reported missed services.
Response Time to Missed Services for Kerbside Waste		100% within 24 hours	95% within 24 hours	All 52 (100%) of the missed waste collections were rectified within 24 hours for the quarter.
Missed Services for Kerbside Recycling		0.30 per 5000 services	≤ 1 per 5000 services	391,963 recycling collections occurred for the quarter with 23 reported missed services.
Response Time to Missed Services for Kerbside Recycling		100% within 24 hours	95% within 24 hours	All 23 (100%) reported missed recycling collections were rectified within 24 hours for the quarter.
Response Time to Repair/Replacement Requests - Kerbside Waste and Recycling		100% within 48 hours	95% within 48 hours	100% of 1,653 replacement requests were completed within 48 hours for the quarter, with services performed within KPIs.

 Requires Improvement  Marginal  Satisfactory

CAIRNS RESOURCE RECOVERY (CRR) OPERATIONAL PLAN PROGRESS REPORT

QUARTER 2 2023/24

FINANCE

Performance indicator	Quarter to date			Year to date		
	Actual \$000	Target \$000	Variance \$000	Actual \$000	Target \$000	Variance \$000
Operating Revenue	11,212	10,840	372	22,083	21,680	403
Operating Expenses	8,751	9,051	300	17,829	18,065	235
Net Operating Result	2,462	1,789	673	4,254	3,615	639
Capex	386	110	276	400	220	180