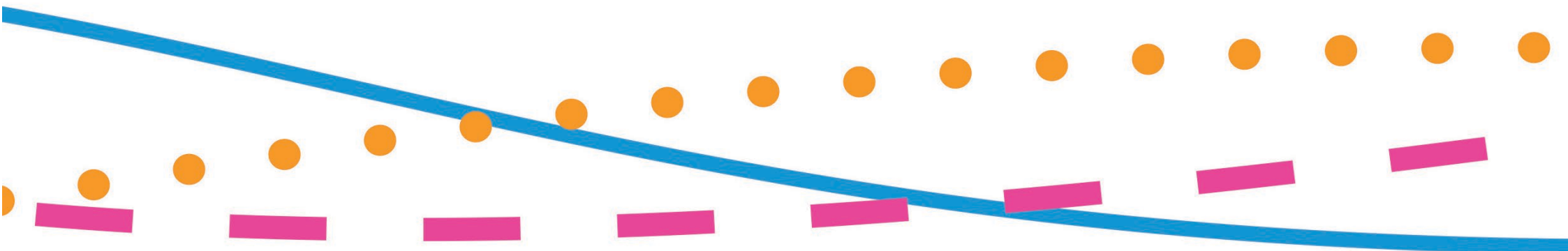


Operational Plan

2019 / 2020

Quarter Three Progress Review

1 January 2020 – 31 March 2020



Contents

Contents.....	2
Introduction	4
Message from the Acting Chief Executive Officer	5
Corporate Plan Progression.....	6
Managing Risks	6
Organisational Performance Measures.....	7
Organisational Structure	8
Office of the CEO	9
Major Projects	10
Communications and Marketing.....	11
Human Resources	14
Workplace Health and Safety.....	16
Economic and Business Development	17
Airports and Commercial Infrastructure	20
Economic Development and Tourism	23
Foxdale Quarry	26
Waste & Recycling Services	28
Water and Sewerage	30
Corporate Services	33
Asset Management.....	34
Project Management Framework	36
Strategic Finance	38
Operational Finance.....	41
Rates	43

Information Management	45
Information Technology	47
Procurement	50
Property and Facilities	52
Fleet Management	54
Legal and Governance.....	56
Strategy and Risk.....	58
Development Services.....	61
Building and Plumbing Assessment.....	62
Development Assessment	64
Health, Environment and Climate	66
Natural Resources	69
Strategic Planning.....	72
Community Services	75
Community Development and Libraries	76
Collinsville Independent Living Facility.....	79
Cultural Heritage	80
Customer Service	81
Recreation Services.....	83
Infrastructure Services	85
Disaster Management.....	86
Roads	88
Stormwater Drainage	90
Parks and Gardens	92
Disaster Recovery.....	94

Introduction

Welcome to the Whitsunday Regional Council's revised 2019/2020 Operational Plan Quarter Three Progress Review.

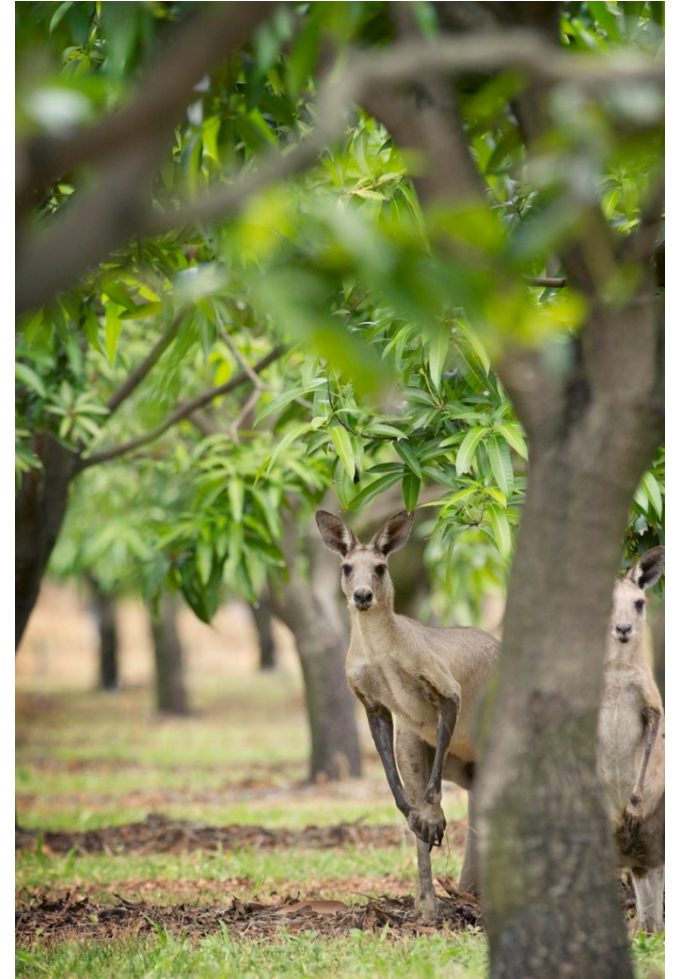
The Operational Plan sets the year's direction for each of Council's Departments. It outlines the activities and services the organisation will deliver this year towards implementing the objectives of Council's Corporate Plan.

The development of Council's Operational Plan is a legislative requirement under the Local Government Act 2009 and Local Government Regulation 2012. It is one of several key Council documents used to help Council and the community plan for a sustainable future.

While the Corporate Plan sets our strategic direction over the medium term, the Operational Plan outlines the annual steps towards delivering our Corporate Plan.

Council's Budget funds the Operational Plan while Quarterly Reports, such as this document, monitor and report our progress throughout the year.

Council initially adopted its 2019/2020 Operational Plan alongside its annual budget for the financial year at the 13 June 2019 Special Meeting. However, structural changes to the organisation were introduced at the conclusion of quarter 2 and as such, in order to ensure that further quarterly reviews were in accordance with new reporting lines, the Operational Plan was required to be revised to reflect the new working arrangements.



Message from the Acting Chief Executive Officer



Having joined Council at commencement of this quarter as Director Corporate Services, it is a pleasure to look back and reflect on the progress we have made as an organisation for the Whitsunday Region community during that time.

The Operational Plan outlines the services Council has committed to delivering, at what standard, and how our performance will be measured. Throughout the third quarter, our staff have continued striving to achieve the objectives we have set ourselves for the financial year and progressing with the significant portfolio of diverse projects underway across the region.

Council adopted a new organisational structure at the end of Quarter 2, so this was the first three-month period under a more aligned, traditional structure. Business continued as usual in the initial months of the year, with Council awarding the tender for demolition of the Proserpine Entertainment Centre and the Whitsunday Water team finalising the new recycled water network to 'green and grow' Bowen by connecting the network to Bowen's parks and public green spaces.

A promising start to the year stalled somewhat in March with the announcement of CEO Kenn Donohoe's resignation from Council and, of course, the impact of the COVID-19 pandemic on our region, nation and indeed the entire world. On Council's part, we responded quickly to the imposed restrictions and promoted guidelines, and I am proud of our resilience, dedication and ability to continue functioning through these troubling and uncertain times.

Of course, this quarter also concluded with the 2020 quadrennial local government elections on 28 March 2020. Whitsunday Regional Councillors Ron Petterson and Nicola Grieger made the decision not to re-contest their seats and I would like to wish them well and thank them for their service to Council and thereby the community they represented.

As Acting Chief Executive Officer, I look forward to working with the new Council and staff until a permanent appointment is made, and will work hard to ensure that the operations of the organisation continue in accordance with the performance indicators of our Operational Plan.

Jason Bradshaw
A/Chief Executive Officer

Corporate Plan Progression

Some of the major objectives that you will see as themes throughout this year's Operational Plan are to:

- Continue to develop strong leadership and a healthy culture that unifies;
- Embrace innovation and organisational change;
- Improved advocacy with stakeholders and other levels of government;
- Improved capacity and capability of the region's air, land and marine transport facilities;
- Enhanced customer experience of Council's facilities and services;
- Growth in the local economy through the implementation of the Economic Development Strategy;
- Improved organisational capability in procurement, contract management, asset management and project management;
- Exercise prudent and sustainable financial management.

Managing Risks

Whitsunday Regional Council recognises risk management is an integral part of good governance and management practice. The Council endorses the Enterprise Risk Management (ERM) model, to effectively manage operational and strategic risks. The ERM approach ensures risk management is performed consistently throughout the organisation, in line with Council's set risk appetite.

Organisational Performance Measures

The Operational Plan is divided up by the organisation's directorate functions. For each function this Operational Plan lists the key projects/targets for the year, including the significant key performance indicators, which enables Council to continue working in accordance with the goals and strategies as outlined in the Corporate Plan:

Governance and Leadership

- Community and stakeholder satisfaction with Council;
- Financial sustainable ratios;
- Number of joint initiatives between Council and government, industry, business and community;
- Number of community engagement initiatives undertaken annually and community satisfaction with process;
- Progress in advocating our strategic priorities to government, industry, business and community;
- Development and implementation of strategies.

Prosperity

- Growth in Gross Regional Product (GRP) and the local economy;
- Growth in population;
- Increased investment in the local economy;
- Development and implementation of strategies.

People

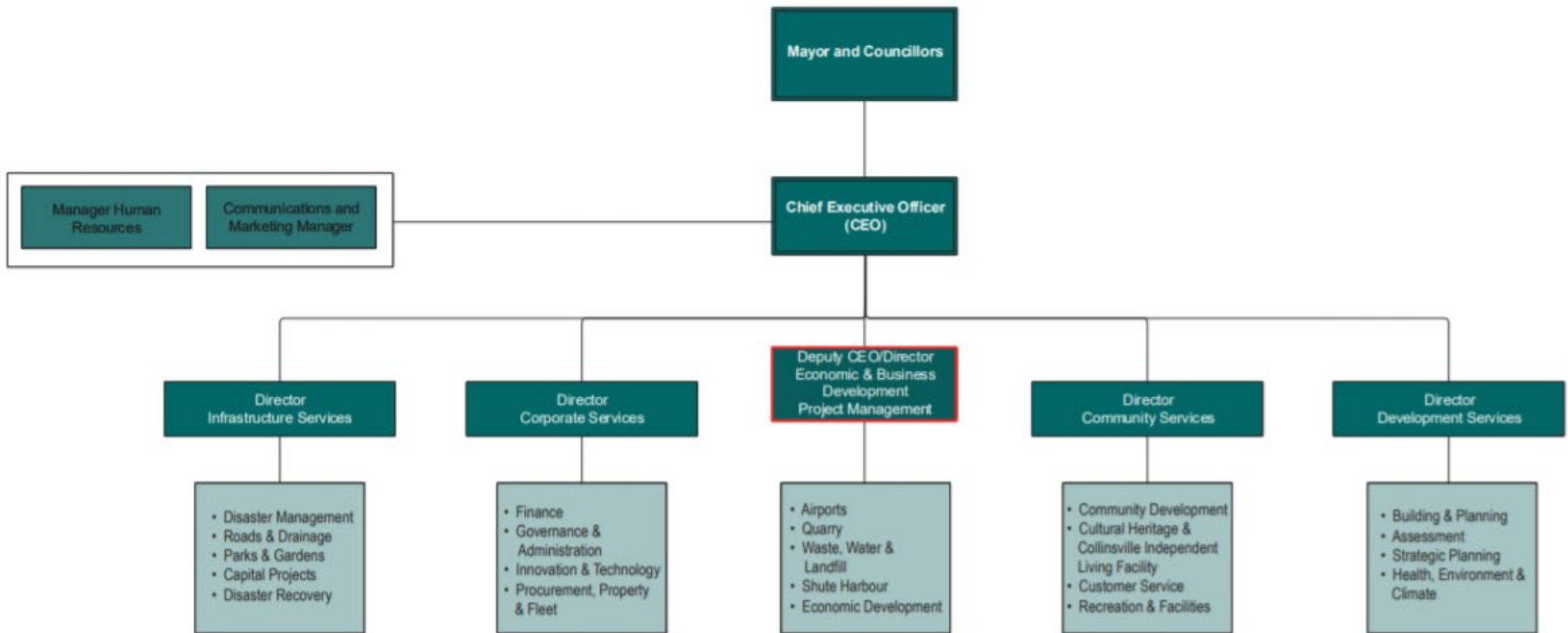
- Response to emergencies and natural disasters;
- Community and stakeholder satisfaction with public spaces and facilities;
- Attendance at Council facilitated events.

Place

- Growing and aligning our asset base to meeting community needs and affordability;
- Community and stakeholder satisfaction with our road, water, waste water, marine and air infrastructure and networks;
- Compliance with State and Federal benchmarks and standards;
- Percentage of total capital works completed;
- Percentage of total operating projects completed;
- Development and implementation of strategies.



Organisational Structure Overview



Office of the CEO

Responsible Officer

Chief Executive Officer

Areas of
Responsibility

- Major Projects
- Communications and Marketing;
- Human Resources;
- Workplace Health and Safety

Summary for Quarter Three

The reformed Office of the CEO has been reduced in scope as a result of the recent organisational re-structure, which started to take shape during this quarter. However, the branch did not skip a beat, and were instrumental during this period in Council's response and management of the COVID-19 pandemic and the local government elections. On top of all that, they still – for the most part – met the targets established in our Operational Plan.

Major Projects

Major Project	Responsible Officer	Project Manager	Percentage Complete
IT Enterprise Resource Planning Project – replacing many IT systems & invoking significant change	Director Corporate Services	Director Corporate Services	>50% - To be reviewed
TC Debbie Insurance Works	Director Corporate Services	Director Corporate Services	90%
Proserpine Administration Centre	Director Infrastructure Services	Deputy Director Infrastructure Services	69%
Proserpine Entertainment Centre	Director Infrastructure Services	Deputy Director Infrastructure Services	8%
Flagstaff Cultural and Interpretive Centre	Director Infrastructure Services	Deputy Director Infrastructure Services	12%
Water & Waste – Greening & Growing Bowen - Recycled effluent network upgrade	Chief Operating Officer - Whitsunday Water	Manager Major Projects	100%
Water & Waste – Greening & Growing Bowen - Sewerage Treatment Plant Upgrade & Network improvements	Chief Operating Officer - Whitsunday Water	Manager Major Projects	90%
Works for Queensland – Round 2	Director Infrastructure Services	W4Q Project Director	100%
Works for Queensland – Round 3 (2 – Year Project)	Director Infrastructure Services	W4Q Project Director	20%
Airport Terminal	Chief Operating Officer – Aviation and Tourism	Major Projects Program Director	99%
Airlie Foreshore	Deputy Director Infrastructure Services	Major Projects Program Director	100%
Faust Dam Recreational Facility	Deputy Director Infrastructure Services	Major Projects Program Director	95%
Beautiful Bowen	Deputy Director Infrastructure Services	Major Projects Program Director	100%

Communications and Marketing

Responsible Officer	Communications and Marketing Manager
Area Overview	<ul style="list-style-type: none">• Management of media relations, website, social media and internal and external corporate newsletter;• Market and promote Whitsunday Regional Council's "brand" through digital and traditional corporate publications, promotional literature, press and electronic advertising, public notices and support to promoting organisational service programs including Council events and celebrations.

Budget Summary

	Area Activity	Revenue Budget \$	Revenue Actual YTD \$	Expenditure Budget \$	Expenditure Actual YTD \$
Operational Budget	Corporate Communications	0	0	741,359	528,106

Key Performance Indicators

KPI	Responsible Officer	2019/2020 Target	Q1	Q2	Q3	Status	Status Commentary as at 31 March 2020
Increased participation and registration in the online consultation website Your Say Whitsunday	Communications & Marketing Manager	50%	50%	50%	55%	↑	Numbers to Your Say are gradually increasing making it a valuable tool for new projects
Produce a minimum of 5 digital staff newsletter per annum covering both indoor and outdoor workforces	Communications & Marketing Manager	100%	100%	100%	100%	↑	Digital staff newsletters are proving effective internal communications tool
Feedback on staff newsletter reveals high levels of satisfaction with relevance and information.	Communications & Marketing Manager	85%	85%	100%	100%	↑	Staff feedback via emails has been positive
Website and Social Media attract increasing levels of reach, engagement and interaction demonstrated by Google Analytics.	Communications & Marketing Manager	50%	75%	80%	85%	↑	Our FB audience is growing weekly
Media enquiries are responded to in accordance with approved service standards.	Communications & Marketing Manager	90%	100%	100%	100%	↑	We maintain strong relationships with local media
Annual Report is prepared and submitted to Council within statutory timeframe.	Communications & Marketing Manager	100%	100%	100%	100%	●●●	NA

Produce monthly Council Community Update newsletter to appear in all local print media	Communications & Marketing Manager	100%	100%	100%	100%	↑	Each month 3 versions produced to target Bowen, Proserpine, Airlie/Cannonvale audience.
Development of a wide range of Council external branding campaigns and videos aimed at engaging, informing and creating improved relationship between Whitsunday Regional Council and our community.	Communications & Marketing Manager	100%	100%	100%	100%	N/A	90% of our video content now produced in-house and engagement levels are high

Legend:

↑ On Target

↓ Below Target

☑ Completed

•• Reporting not required this quarter

Human Resources

Responsible Officer	Manager Human Resources
Area Overview	<ul style="list-style-type: none"> • Workforce planning, attraction, job analysis, retention, succession planning, organisational review, recruitment, induction orientation, probation and separation; • Performance appraisal, reward and recognition, counselling and discipline; • Training needs assessment, program acquisition and delivery; • Employee engagement and wellbeing, Industrial relations; • Personnel entitlement records, timesheet management, Awards and allowances, payroll operation, deductions and remittals; • Application and recovery of workforce overheads.

Budget Summary

	Area Activity	Revenue Budget \$	Revenue Actual YTD \$	Expenditure Budget \$	Expenditure Actual YTD \$
Operational Budget	Human Resources Management	198,695	209,413	2,263,684	1,423,039
	Employee On costs & Recoveries	130,000	132,431	1,132,660	912,583
Capital Budget	Human Resources Management			N/A	

Key Performance Indicators

KPI	Responsible Officer	2019/2020 Target	Q1	Q2	Q3	Status	Status Commentary as at 31 March 2020
Corporate training calendar delivered	Manager Human Resources	On-going	↑	↑	↑	On-going	Training calendar updated on Intranet as changes occur
Payroll completed fortnightly in agreed timeframes	Manager Human Resources	On-going	↑	↑	↑	N/A	Continue to meet timeframes
Delivery of Culture Development Plan	Manager Human Resources	Action completed as per agreed plan	⋯	⋯	⋯	N/A	Program ceased
Recruitment completed within agreed timeframes	Manager Human Resources	Within 37 days from approval to offer, due to changes in process involving functional capacity evaluations for external roles	↑	↓	↓	N/A	Average days to recruit days 45.4. Delays in medicals and police checks experienced with two roles also being readvertised.

Legend:



On Target



Below Target



Completed



Reporting not required this quarter

Workplace Health and Safety

Responsible Officer	Manager Human Resources
Area Overview	<ul style="list-style-type: none"> Strive to achieve the highest standard of Work Health and Safety, by implementing “Safe Plan” and engaging all workers to adopt “best practice” principles; Develop a safety training program to ensure workers are provided with the required skill sets and Council is compliant with legislative; Identify areas of significant risk and adopt strategies to implement and monitor acceptable controls; Establish, effective early intervention and return to work programs to minimise the impact of operations.

Budget Summary

	Area Activity	Revenue Budget \$	Revenue Actual YTD \$	Expenditure Budget \$	Expenditure Actual YTD \$
Operational Budget	Workplace Health & Safety Operations	0	0	617,319	436,374
	Workers Compensation & Rehabilitation	Costs are included within the above Workplace Health & Safety Operations costs			
Capital Budget	Workplace Health & Safety	N/A			

Key Performance Indicators

KPI	Responsible Officer	2019/2020 Target	Q1	Q2	Q3	Status	Status Commentary as at 31 March 2020
Performance in accordance with the Workplace Health and Safety Management System Plan 2019/20	Manager Human Resources	Achievement of Plan	Review plan based on Audit findings	↑	↑	↑	Plan reviewed by ELT ad MMG.
2019 Workplace Health and Safety Audit	Manager Human Resources	≥ 70% compliance	External Audit 61%	⋯	⋯	N/A	N/A

Legend:



On Target



Below Target



Completed



Reporting not required this quarter

Economic and Business Development

Responsible Officer	Deputy CEO / Director Economic and Business Development
Areas of Responsibility	<ul style="list-style-type: none">• Aeronautical and Commercial Infrastructure;• Economic Development and Tourism;• Foxdale Quarry;• Waste and Recycling Services;• Water and Sewerage.

Summary for Quarter Three

Water & Sewerage

At the completion of the 19/20 third quarter, the construction of the new Bowen Sewerage Treatment Plant (BSTP) continued to be a high priority with construction commencing on the solids stream treatment process in early January, the second stage of the project will see the conversion of the existing plant into a sludge treatment plant, site civils and landscaping completion. The works are currently on target to achieve completion in June 2020.

Across the capital works program, Whitsunday Water has expended \$16M in Capital expenditure in the first three quarters, which was spread over a number of Water and Sewage projects throughout the region. The works in Q3 have included commencement of the Airlie Beach, Proserpine and Bowen Sewer Relining Contract, Proserpine Water Treatment Plant – Transfer Water Pump Station Contract, Cannonvale Bulk Potable Water Pipeline Contract, Cannonvale Sewer Pump Station Contract, Collinsville Miller St Reservoir and Pipework Upgrades. Works completed during the quarter entailed the Airlie Beach Coconut Drive Water Main Replacement, Cannonvale Coral Esplanade Water Main Replacement, Bowen Dalrymple Point Gravity Sewer Project.

Whitsunday Water has completed its program to increase automation in the sewer and water networks across the region. The projects entailed the implementation of SCADA systems at sewer and water network sites to increase automation and improve operability of networks to help protect the community and environment from network outages whilst reducing operating costs.

Whitsunday Water is continuing to improve on aspects of its forecasting model to enable a higher-level understanding of the effect of demand modelling on the business units financial position. WW's aim is to complete LTFF, adopting business driver principals to enable community and council to understand the influence of water pricing and threshold decisions on demand. Empowering the community and Council with scenario forecasting will demonstrate how business decisions will affect the businesses ability to achieve full cost recovery and to that end the resultant 5-year price path required.

Quarry

The upgraded Foxdale crushing plant has now been fully operational for six months. The crushing plant has met all designed hourly output targets and exceeded quality requirements in all product types. Considering that the crusher has worked through the wet season, we are expecting further output increases as the dry season approaches and the crusher receives dry feed material and extended periods where production is not hampered by weekly rainfall. All the available quarry stock pile areas are now full of crushed products with minimum stock balances exceeded in all core sale products.

During Q3 the quarry has maintained above average sales of material in comparison to the ten year average. There is currently an increased level of business activity with large projects such as the TMR Collingvale overtaking lanes, Shute Harbour Reconstruction, and NDRRA rural road works. The quarry has produced 46,590.82 tonnes of assorted products in Q3. The quarry has commercial external orders on hand for 40,800 tonnes of crushed materials in Q4, this figure excludes Shute harbour works material supply.

Airport & Commercial Infrastructure

The results at the Q3 period are in line and reflect the forecast and amendments made in Q2. There were some impacts on operational revenue in Q3 result of Covid-19. These were however limited to the last 10 days of the month of march. All external airport operations have ceased in line with Covid-19 and the expectation is that these businesses won't return until RPT services recommence at Whitsunday Coast Airport. Please note businesses that aren't reliant on terminal business operating as per normal, ie helicopter maintenance companies will continue to trade as per normal.

Please note, the ARFFS (Fire Station) which commenced construction in August 2019, is near completion and the expectation that it will be operational with the recommencement of RPT services is expected.

Economic Development

In quarter three the Economic Development unit realigned to focus on improving support to local business, industry and strengthening key stakeholder and government relations. The need for new Investment attraction, industry diversity and economic growth in the region has led to a number of new projects entering early stage development including the Whitsunday Trails Concept, Priority Projects Advocacy document, New Investor protocols and prospectus, Superyacht strategy and regional food branding plan. Work on the Regional Blueprint, ASBAS digital skills program and RSIS project continued to be delivered with the IET Agri knowledge project successfully completing in March and was well received.

With the onset of the COVID-19 crisis, Economic Development has sought to proactively engage with the business community and have focused on making contact with local businesses to understand current challenges, connect distressed businesses with available government support and obtain data that can be used to support advocacy and requests for future stimulus. It is expected this focus on actions supporting local business will continue into quarter four

Airports and Commercial Infrastructure

Responsible Officer	Chief Operating Officer Aviation and Tourism
Area Overview	<ul style="list-style-type: none"> • Driving sustainable passenger numbers growth to the region through the Whitsunday Coast Airport; • Providing a variety of destinations and schedules for airport users; • Ensuring appropriate infrastructure is provided to facilitate passenger growth and expanded aircraft schedules and type; • Ensuring WCA has the financial capacity to maintain, operate and develop appropriate infrastructure; • To operate and maintain all airports in full compliance with its regulatory obligations; • To investigate any potential opportunities to attract users to the airport that will add value to the airport facility and/or region; • Respond to the aeronautical needs of the community by providing appropriate airport facilities; • Operations, Maintenance, Development of Shute Harbour; • Provide to Council a sustainable dividend for Commercial activities; • A formal commercial service level agreement (including business plans) with Council.

Budget Summary

	Area Activity	Revenue Budget \$	Revenue Actual YTD \$	Expenditure Budget \$	Expenditure Actual YTD \$	Proposed dividend to Council
Operational Budget	Whitsunday Coast Airport	7,493,500	7,489,130	8,515,295	6,040,393	Nil
	Shute Harbour Transit Facilities	250,000	306,099	963,069	847,967	Nil
Capital Budget	Whitsunday Coast Airport	1,905,000	1,905,000	2,333,809	1,978,682	N/A
	Shute Harbour Transit Facilities	15,174,996	122,943	10,611	31,495	N/A

Key Performance Indicators

KPI	Responsible Officer	2019/2020 Target	Q1	Q2	Q3	Status	Status Commentary as at 31 March 2020
Increase in aeronautical revenue over previous year (2018/2019)	Chief Operating Officer – Aviation and Tourism	10%	4%	3.2%	0%	↑	On budget as at Q2 Review
Increase in non-aeronautical revenue over previous year (2018/2019)	Chief Operating Officer – Aviation and Tourism	5%	16%	.1%	0%	↑	On budget as at Q2 Review
Operational costs of airport, including terminals, to remain within budget	Chief Operating Officer – Aviation and Tourism	95%	100%	100%	100%	↑	N/A
Compliance - Number of safety and security alerts issued during Civil Aviation Safety Authority and Office of Transport Security surveillance activity	Chief Operating Officer – Aviation and Tourism	0	0	100%	100%	↑	N/A
Development projects progressed on time and within budget	Chief Operating Officer – Aviation and Tourism	95%	100%	100%	100%	↑	N/A

Annual maintenance of all facilities completed according to approved schedule, on time and within budget	Chief Operating Officer – Aviation and Tourism	100%	100%	100%	100%	↑	N/A
Active participation in Shute Harbour Project Group	Chief Operating Officer – Aviation and Tourism	Missing no more than 2 meetings	Missing no more than 2 meetings	1	Missing no more than 2 meetings	↑	N/A

Legend:

↑ On Target

↓ Below Target

☑ Completed

⋯ Reporting not required this quarter

Economic Development and Tourism

Responsible Officer	Project Coordinator – Regional Skills Investment Strategy
Area Overview	<ul style="list-style-type: none"> • Mayor and Councillor and ED interaction at Government and regional levels, partnerships with local and peak organisations and representation on regional and industry bodies; • Advocacy with international investors.

Budget Summary

	Area Activity	Revenue Budget \$	Revenue Actual YTD \$	Expenditure Budget \$	Expenditure Actual YTD \$
Operational Budget	Economic Development	369,117	370,527	3,475,003	2,534,870
	Industry Partnerships			N/A	
Capital Budget	Economic Development			N/A	

Key Performance Indicators

KPI	Responsible Officer	2019/2020 Target	Q1	Q2	Q3	Status	Status Commentary as at 31 March 2020
Implementation of Actions for the Economic Development Strategy as agreed by EDAC for the year ended 30 June 2020	Project Coordinator – Regional Skills Investment Strategy	100%	10%	15%	10%	↓	Last EDAC meeting held 15/11/19, only relevant EDS item related to Adani SIMS which is now complete. Of the 88 EDS actions in place after the 2019 review, 23 are complete, 25 are in progress and 40 are not started with 21 months left to deliver the strategy. A further review of the EDS is required as a number of items have changed or may change under new economic conditions.
Develop business cases for top 6 projects identified as game changer projects in the EDS during 2019/20 which can be updated or adapted when funding opportunities arise	Project Coordinator – Regional Skills Investment Strategy	\$6M	\$15.5M	\$11.1M	\$0	☑	No new business cases finalised in Q3 following realignment from restructure. Delivery of Regional Blueprint projections and Whitsunday Trails Concept Plan is under way. Scope being developed for business case /concept planning commencement in Q4 for WMCE/Superyacht strategy, Regional Food Branding, VIC sustainability and WCA Logistics.

Implementation of the Major Festivals and Events Attraction Strategy for the year ended 30 June 2020	Project Coordinator – Regional Skills Investment Strategy	\$300K funding linked to KPIs for 4-6 identified events	\$145,500 allocated for 7 events	\$256k YTD allocated for 8 events	NA	Reporting not required this quarter	Delivery of the Major Festivals and Events attraction strategy and resources was assigned to the Communities team as part of the Organisational restructure implemented Dec 2019. CEO advised ED to play no further part at this time.
Demonstrated consultation and engagement with key industry and business regarding Economic Development of the Region	Project Coordinator – Regional Skills Investment Strategy	Quarterly activity reporting including participation rates	15%	15%	22%	On Target	Local and Regional Business, Industry and Government stakeholders have been engaged extensively to manage communication following departure of Executive Officer ED. Stakeholder meetings with TW, BT&B, Chambers, BCE, DIG, BGGA, LCLN, MIW ED have been attended.

Legend:

On Target

Below Target

Completed

Reporting not required this quarter

Foxdale Quarry

Responsible Officer	Manager Quarry
Area Overview	<ul style="list-style-type: none"> The Foxdale quarry's predominant role is to produce and meet the quarry product needs of Council's road infrastructure maintenance and construction operations; To provide external client base quality quarry construction materials and in turn provide Council a return on investment as the external client base keeps the quarry operations focused as a commercial entity.

Budget Summary

	Area Activity	Revenue Budget \$	Revenue Actual YTD \$	Expenditure Budget \$	Expenditure Actual YTD \$	Proposed dividend to Council
Operational Budget	Quarry Operations	3,719,287	1,830,690	3,630,650	2,621,295	As per Dividend Policy
Capital Budget	Quarry Operations	-	-	60,946	60,946	-

Key Performance Indicators

KPI	Responsible Officer	2019/2020 Target	Q1	Q2	Q3	Status	Status Commentary as at 31 March 2020
Finalise the Quarry crushing plant upgrade - installation of additional new crushing plant and equipment to increase the daily production capability to over 1,000 tonnes per day output.	Manager Quarry	100%	100%	100%	100%	☑	The quarry crushing plant upgrade installation is complete and target outputs are being achieved regularly.
Following implementation of new crushing plant and equipment, re-establish pre-existing relationships with local concrete batch plants with a view of returning to preferred supplier status.	Manager Quarry	75%	100%	100%	100%	☑	The quarry is now supplying local concrete batch plants in Proserpine and Bowen. Demand continues to grow, and record sales of aggregates are now being achieved in comparison to the ten-year sales average.
Crush, establish and maintain minimum stockpiles balances to align with product peak demand periods in advance of the wet season.	Manager Quarry	100%	25%	75%	100%	☑	All available stock pile areas are now full and stock pile balances well above minimum stock levels.
To operate as a commercially focussed entity and aim to meet client expectation (both internal and external). Focus for the quarry to continue to generate a profit to ensure its ongoing validity.	Manager Quarry	June 2020	25%	50%	75%	↑	After business review and recommendations approved by ELT the quarry is on target.

Legend:



On Target



Below Target



Completed



Reporting not required this quarter

Waste & Recycling Services

Responsible Officer	Manager Waste & Recycling Services
Area Overview	<ul style="list-style-type: none"> Collection, recycling and disposal of domestic waste, landfill management, environmental management; Construction and upgrade of waste management infrastructure and facilities.

Budget Summary

	Area Activity	Revenue Budget \$	Revenue Actual YTD \$	Expenditure Budget \$	Expenditure Actual YTD \$	Proposed Dividend to Council
Operational Budget	Waste Management	-	-	1,027,683	699,770	Nil
	Refuse Tips and Transfer Stations	3,431,598	2,452,520	4,415,897	2,737,706	Nil
	Waste Management Domestic Refuse Collection	4,935,902	3,635,531	2,628,888	1,802,139	Nil
Capital Budget	Waste Management	-	-	1,362,952	1,352,522	Nil

Key Performance Indicators

KPI	Responsible Officer	2019/2020 Target	Q1	Q2	Q3	Status	Status Commentary as at 31 March 2020
Customer Service Requests resolved within the target timeframes.	Manager Waste & Recycling Services	90%	98%	98%	98%	↑	On Target
Compliance with Environmental Licence conditions and any DES requirements arising from Environmental Inspections.	Manager Waste & Recycling Services	100%	25%	25%	40%	↓	Below Target – Actively undertaking Environmental Protection Order – Milestone requirements to enable compliance
Delivery of Capital Works Program.	Manager Waste & Recycling Services	100%	100%	0%	100%	☑	Completed
Achieve annual landfill waste diversion of 20% for 2019-2020 period.	Manager Waste & Recycling Services	20%	22%	23%	23%	↑	On Target
Develop a Waste Collection Policy.	Manager Waste & Recycling Services	100%	0%	10%	75%	↑	On Target
Develop a Leachate Management Strategy.	Manager Waste & Recycling Services	100%	25%	40%	50%	↑	On Target
Review Waste Management Strategy.	Manager Waste & Recycling Services	100%	20%	30%	30%	↑	On Target

Legend:



On Target



Below Target



Completed



Reporting not required this quarter

Water and Sewerage

Responsible Officer	Chief Operating Officer Whitsunday Water
Area Overview	<ul style="list-style-type: none"> • Sewerage Operations, waste treatment, collection and reticulation; • Scheduled and reactive maintenance to maintain the sewerage network serviceable; • Construction and upgrade of sewerage infrastructure and facilities; • Water treatment, distribution and reticulation; • Scheduled and reactive maintenance to maintain the water supply network serviceable; • Construction and upgrade of water supply infrastructure and facilities.

Budget Summary

	Area Activity	Revenue Budget \$	Revenue Actual YTD \$	Expenditure Budget \$	Expenditure Actual YTD \$	Proposed Dividend to Council
Operational Budget	Sewerage Operations	16,904,312	16,255,527	18,994,064	11,325,614	As per Dividend Policy
	Water Supply Operations	18,369,188	15,356,646	25,915,413	15,277,535	As per Dividend Policy
Capital Budget	Sewerage Operations	5,524,512	3,800,853	19,983,077	13,378,382	
	Water Supply Operations	120,241	619,302	11,228,276	2,119,932	

Key Performance Indicators

KPI	Responsible Officer	2019/2020 Target	Q1	Q2	Q3	Status	Status Commentary as at 31 March 2019
Compliance with Customer Service Standards.	COO Whitsunday Water	95%	95%	100%	99%	↑	On Target
Compliance with Drinking Water Quality Management Plans; samples meet ADWG.	COO Whitsunday Water	100%	100%	100%	100%	↑	On Target
Compliance with Environmental Licence conditions; no offences received.	COO Whitsunday Water	100%	99%	100%	97%	↓	Airport STP Nitrogen exceedance. Four Bowen STP Bypass incidents during Contractor Process Proving Testing.
Delivery of Capital Works Program on time and within budget.	COO Whitsunday Water	90%	31%	16%	13%	↑	50 Projects are targeted for completion this FY. 30 are complete to date. Typically, Q4 results in a higher quantity of projects finishing than other quarters where typically projects are commencing with design and delivery stages.
2019-20 Capital works planning program in place with project briefs & detailed description statements (BID) in place.	COO Whitsunday Water	March 2020	25%	40%	100%	✓	Completed

Network master plans updated for water, sewerage and recycled water networks to meet region's needs.	COO Whitsunday Water	June 2020	50%	75%	99%	↑	Draft report currently under review
Feasibility planning for Dalrymple Point Sewer completed.	COO Whitsunday Water	June 2020	100%	100%	100%	☑	Completed
Detailed design for Cannonvale Bulk Water Pipeline Upgrade Project completed.	COO Whitsunday Water	March 2020	95%	100%	100%	☑	Completed
Asset renewal priority annual programs (i.e. Sewer relining, Unlined CI Fitting replacement, switchboards, pumps, bores and meter replacement).	COO Whitsunday Water	March 2020	25%	50%	75%	↑	Priority targets for next four years identified and more complicated items process in place.
Compliance with Service Indicators as detailed in the Whitsunday Regional Water and Waste Annual Performance Plan 2019-2020.	COO Whitsunday Water	June 2020	N/A	N/A	N/A	⋯	Reporting not required this quarter.

Legend:



On Target



Below Target



Completed



Reporting not required this quarter

Corporate Services

Responsible Officer	Director Corporate Services
Areas of Responsibility	<ul style="list-style-type: none">• Asset Management;• Rates;• Strategic and Operational Finance;• Fleet Mangement;• Information Management;• Information Technology;• Legal and Governance;• Procurement;• Property and Facilities Management;• Strategy and Risk.

Summary for Quarter Three

This quarter has been one of consolidation, with the appointment as the permanent Director Services finalised and commencing in January 2020, the focus has been on getting the new sections embedded into corporate ways and taking a service and support to the organisation approach. The key focus has remained on the evaluation and investigation of the ERP project and what the way forward will look like as we move to secure a clear path for systems over the coming three years. While progress has been made and improvements continue with the One-Council system – a longer term strategy has been developed.

With governance now embedded into corporate services the standard setting and corporate ways of working are now being explored to ensure greater consistency in what we do and how the information required for decision making is managed and presented. Preparations for the incoming 2020-24 Council term were also a focus with the onboarding and induction approach and material being developed.

The Integrated Planning and Reporting work also commenced inhouse in preparing background work and draft plans and frameworks for presentation and discussion with the incoming Council. This remains a key priority as we enter the next quarter and in building consistency with the current planning tools.

Overall the focus onto the delivery of the operational plan requires more attention from across the organisation and the upcoming quarter will see that focus return as the 2020/21 budget and plans are drafted for Council discussion and direction.

Asset Management

Responsible Officer	Project Management and Asset Coordinator
Area Overview	<ul style="list-style-type: none"> • Lead the development and implementation of Council's strategic asset management; • Continuous improvement of enterprise asset management systems, including asset accounting, asset register, valuations, renewal projections and provision of in-field asset management tools; • Capital recognition of contributed, new and changed assets, and; • Preparation of appropriate asset financial information in accordance with the Australian Accounting Standards, relevant Local Government legislation, regulation and Council policy..

Budget Summary

	Area Activity	Revenue Budget \$	Revenue Actual YTD \$	Expenditure Budget \$	Expenditure Actual YTD \$
Operationa	Asset Management	0	552,200	360,465	264,463
Capital Budget	Asset Management	0	0	2,393,657	1,525,299

Key Performance Indicators

KPI	Responsible Officer	2019/2020 Target	Q1	Q2	Q3	Status	Status Commentary as at 31 March 2020
Implementation of the Asset Management Strategy	Project Management and Asset Coordinator	95% of Annual Plan Completed	100%	100%	100%	••	Moore Stephen reviewing integration of all plans and policies. Currently Strategy in place.
Assist the ERP project by leading the development of corporate asset management capability and processes within the ERP and business processes	Project Management and Asset Coordinator	June 2020	25%	50%	50%	••	ERP Project on hold.
Annual review of Strategic Asset Management Plan	Project Management and Asset Coordinator	June 2020	25%	50%	50%	••	Moore Stephen reviewing integration of all plans and policies.
Capital works projects capitalised within three months from completion of the project	Project Management and Asset Coordinator	100%	25%	50%	75%	↑	All Projects capitalised within 1 month. 3 Projects have been outside this month timeframe due to the complexity of the major project.
Asset Management Leadership Advisory Group meetings agendas and business papers are delivered to Members within required timeframes with at least 10 meeting held over the year.	Project Management and Asset Coordinator	100%	25%	33%	33%	↓	Changed to 6 meetings a year as per the AMLAG TOR, 6 meetings scheduled with agendas, and business papers. 3 Meetings held, 3 meetings cancelled by ELT.
Valuation of Council's assets, in compliance with the Valuation Plan and preparation plan for the Annual Financial Statements	Project Management and Asset Coordinator	June 2020	25%	50%	75%	↑	Land revision and indexation check currently underway.
Outstanding customer service	Project Management and Asset Coordinator	90% CRMs resolved on time	25%	50%	100%	↑	The Project & Asset Management Team provide responses and solutions within 1-5 working days.

Legend:



On Target



Below Target



Completed



Reporting not required this quarter

Project Management Framework

Responsible Officer	Project Management and Asset Coordinator
Area Overview	<ul style="list-style-type: none">Lead the improvement and implementation of the organisational Project Management FrameworkProvide appropriate project reorting to the organisation and the Council, and;Provide training and professional development to enhance Council's skills and ability in project management

Budget Summary

	Area Activity	Revenue Budget \$	Revenue Actual YTD \$	Expenditure Budget \$	Expenditure Actual YTD \$
Operational Budget	Asset and Project Management Administration	-	-	-	-
Capital Budget			N/A		

Key Performance Indicators

KPI	Responsible Officer	2019/2020 Target	Q1	Q2	Q3	Status	Status Commentary as at 31 March 2020
Implement the organisational Project Management Framework with all projects reporting via agreed reporting tools.	Project Management and Asset Coordinator	Full implementation by 31 July 2019	100%	-	100%	↑	PMF revision saw a revision and update of all Tools. Budget Bid Tool currently in use, which will roll up into the Project Management Tool (PUT) which replaces the Trackers.
Provide appropriate project report to Council at least quarterly.	Project Management and Asset Coordinator	At least 4 reports provided	25%	100%	75%	••	Was requested to hold off on Council Briefing Reports. Project Reporting was monthly.
Deliver project management training to all Project Managers.	Project Management and Asset Coordinator	31 July 2019	50%	50%	50%	••	Project on Hold until Budget Bid and new PUT is rolled out
Work with the ERP project team to embed the project management framework into the ERP solution.	Project Management and Asset Coordinator	31 July 2020	25%	25%	25%	••	Project on Hold
Outstanding customer service.	Project Management and Asset Coordinator	90% CRMs resolved on time	25%	50%	100%	↑	The Project & Asset Management Team provide responses and solutions within 1-5 working days.

Legend:



On Target



Below Target



Completed



Reporting not required this quarter

Strategic Finance

Responsible Officer	Manager Financial Services / Chief Financial Officer
Area Overview	<ul style="list-style-type: none">• Preparation of Monthly and Annual Financial statements, statutory reports and returns to regulatory bodies, liaison with internal and external audit;• Compilation of Budgets and related documents, and quarterly reviews thereof, formulation of fees & charges formulation, monthly and annual reporting;• Securing & managing short and long-term financing facilities;• Reporting of operational and financial activity to operational departments, analysis of financial performance and special investigations of business performance.

Budget Summary

	Area Activity	Revenue Budget \$	Revenue Actual YTD \$	Expenditure Budget \$	Expenditure Actual YTD \$
Operational Budget	Strategic Finance	0	0	588,749	420,472
Capital Budget			N/A		

Key Performance Indicators

KPI	Responsible Officer	2019/2020 Target	Q1	Q2	Q3	Status	Status Commentary as at 31 March 2020
2020/21 Budget formulation process documented, approved by the Mayor and Councillors, scheduled, communicated to Councillors and managers and initiated.	Manager Financial Services / Chief Financial Officer	March 2020	N/A	N/A	☑	↑	Budget schedule in place and budget process underway
Budget for 2020/21, including Long term Financial Plan (LTFF), and related documents presented to Council for adoption.	Manager Financial Services / Chief Financial Officer	June 2020	N/A	N/A	⋮	↑	N/A
Preparation of the Financial Statements for audit by prescribed date (in accordance with the External Audit Plan).	Manager Financial Services / Chief Financial Officer	100%	N/A	N/A	⋮	↑	Interim audit completed.
Preparation of the monthly financial statements for whole of Council.	Manager Financial Services / Chief Financial Officer	Within 30 days of month-end	100%	100%	100%	↑	N/A
Council's liquid assets (cash, on call deposits, short term funding facilities) is maintained at or around three months operational working capital.	Manager Financial Services / Chief Financial Officer	100%	100%	100%	100%	↑	N/A

Council's financial activities comply with all legislative requirements.	Manager Financial Services / Chief Financial Officer	100%	100%	100%	100%	↑	N/A
Quarterly budget reviews are competed and adopted by Council.	Manager Financial Services / Chief Financial Officer	Within 60 days of end of quarter	N/A	N/A	☑	↑	N/A
Active participation in Audit & Risk Committee.	Manager Financial Services / Chief Financial Officer	100%	100%	100%	100%	↑	N/A

Legend:



On Target



Below Target



Completed



Reporting not required this quarter

Operational Finance

Responsible Officer	Team Leader Operational Accounting
Program Overview	Provision of Operational Finance activities including taxation, insurances, cash management, accounts payable and accounts receivable.

Budget Summary

	Area Activity	Revenue Budget \$	Revenue Actual YTD \$	Expenditure Budget \$	Expenditure Actual YTD \$
Operational Budget	Finance Operations	4,851,215	2,264,170	2,033,727	1,561,497
	Insurance	5,500,000	8,266,000	1,919,794	1,376,330
Capital Budget	N/A				

Key Performance Indicators

KPI	Responsible Officer	2019/2020 Target	Q1	Q2	Q3	Status	Status Commentary as at 31 March 2020
Procurement of insurance policies to sufficiently mitigate Council's risks	Team Leader Operational Accounting	Adequate insurance coverage procured by 30 June 2019	100%	100%	100%	☑	In the process of renewing of all Insurance Policies now before 30 June
Complete monthly general ledger reconciliations and audit controls monthly	Team Leader Operational Accounting	100% complete each month	100%	100%	100%	↑	N/A
Monthly review of recovery actions for general debtors	Team Leader Operational Accounting	100% complete each month	100%	100%	100%	↑	Arears will be impacted due to COVID 19
Work with the ERP project team to embed the finance processes and requirements into the ERP solution.	Team Leader Operational Accounting	100% complete by 30 June 2020	25%	80%	80%	↑	N/A
Outstanding Customer Service	Team Leader Operational Accounting	90% CRMs resolved on time	N/A	100%	100%	↑	N/A
Legend: ↑ On Target ↓ Below Target ☑ Completed ⋯ Reporting not required this quarter							

Rates

Responsible Officer	Rates Coordinator
Area Overview	Administer Council's rate and charges policies, including a customer centric focus in the raising and collection of rates and charges, and the management of debtors.

Budget Summary

	Area Activity	Revenue Budget \$	Revenue Actual YTD \$	Expenditure Budget \$	Expenditure Actual YTD \$
Operational Budget	Rates and Charges	48,916,965	35,896,823	1,000,590	570,134

Key Performance Indicators

KPI	Responsible Officer	2019/2020 Target	Q1	Q2	Q3	Status	Status Commentary as at 31 March 2020
Debt recovery actions undertaken in accordance with Council policy and in a responsible manner to minimise outstanding rates and charges.	Rates Coordinator	Rates and charges in arrears less than 6% of total rates and charges revenue.	16%	16%	20%	↑	The rates due date was 30.03.2020 Have been offering payment arrangements.
Rates and charges are administered in compliance with Council's Revenue Statement and Policies.	Rates Coordinator	100% of rates and charges raised in compliance with adopted Rates and Charges at Budget Meeting.	N/A	N/A	100%	↑	All rates & charges have been levied for the full financial year.
Work with the ERP project team to embed the rates processes and requirements into the ERP solution.	Rates Coordinator	100% complete by 30 June 2021	100%	100%	N/A	N/A	Property & Rates now unlikely to be transitioned to new ERP.
Outstanding Customer Service.	Rates Coordinator	90% CRMs resolved on time	N/A	N/A	100%	↑	CRM's have been actioned to date within 3 days

Legend:



On Target



Below Target



Completed



Reporting not required this quarter

Information Management

Responsible Officer	Manager Innovation and Technology
Program Overview	<ul style="list-style-type: none">Lead excellence in record management practices across Council, including development of policy, enterprise systems and workforce capability; and,Manage the collection, storage, security and retrieval of Council data and information to support operational and decision-making activities of Council.

Budget Summary

	Area Activity	Revenue Budget \$	Revenue Actual YTD \$	Expenditure Budget \$	Expenditure Actual YTD \$
Operational Budget	GIS Applications	0	0	304,402	214,497
	Records Management	25,000	24,235	766,533	594,598
	GIS Applications	0	0	0	0

Key Performance Indicators

KPI	Responsible Officer	2019/2020 Target	Q1	Q2	Q3	Status	Status Commentary as at 31 March 2020
Delivery of Strategic Record Keeping Implementation Plan.	Information Management and GIS Coordinator	95% of 2019/20 objectives	15%	15%	25%	↓	Resource availability affecting delivery of SRIP outcomes.
Organisational Information Management maturity is between 2 and 3.	Information Management and GIS Coordinator	Maturity between 2 and 3	2.4	••	2.4	••	
Reduction in boxes of physical records (local or off site).	Information Management and GIS Coordinator	Reduction of 200 boxes	51 boxes	-	67 boxes	↑	
New users trained in ECM with 8 weeks of start and biannual thereafter.	Information Management and GIS Coordinator	90% of users are trained	85%	90%	90%	↑	
Work with the ERP project team to embed the information management processes and requirements into the ERP solution.	Information Management and GIS Coordinator	100% complete by 30 June 2020	N/A	Review of systems	15%	↓	Work has commenced on analysing the strategic direction of record keeping with the ERP. ECM records system software upgrade also under scheduling for 19/20 start. This will deliver many functional improvements detailed in the SRIP.
Outstanding customer service.	Information Management and GIS Coordinator	90% CRMs resolved on time	15%	96%	97%	↑	

Legend:



On Target



Below Target



Completed



Reporting not required this quarter

Information Technology

Responsible Officer	Manager Innovation and Technology
Area Overview	<ul style="list-style-type: none">• Provision of information management architecture to serve Council’s business needs, including the delivery of ICT Strategy;• Design, acquisition, configuration, maintenance, support and management of IT infrastructure and services, and;• Provision of business systems and applications that meets the current and future needs of the organisation.

Budget Summary

	Area Activity	Revenue Budget \$	Revenue Actual YTD \$	Expenditure Budget \$	Expenditure Actual YTD \$
Operational Budget	IT Services	40,421	308,767	1,506,347	1,212,083
Capital Budget	IT Services	334,310	289,911	3,049,319	1,464,154

Key Performance Indicators

KPI	Responsible Officer	2019/2020 Target	Q1	Q2	Q3	Status	Status Commentary as at 31 March 2020
Replace Enterprise Resource Planning System	Manager Innovation and Technology	60% of ERP project completed by June 2020	15%	15%	●●	●●	Revised application architecture approved by ELT. Awaiting Council approval to proceed.
PC Replacement Program implementation	Manager Innovation and Technology	1/3 of PC fleet replaced by 30 June 2020	30%	50%	100%	☑	N/A
Technology Incidents resolved within 3 business days	Manager Innovation and Technology	90% of incidents resolved within 3 business days	86%	82%	87%	↓	N/A
Technology Incidents resolved on same day	Manager Innovation and Technology	65% of incidents resolved on the same day of being logged	64%	63%	65%	↑	N/A
Technology Service Requests resolved within 3 business days	Manager Innovation and Technology	50% of service requests resolved within 3 business days	63%	70%	70%	↑	N/A
Infrastructure and applications maintained and available	Manager Innovation and Technology	97% uptime relative to unplanned outages	99%	98%	99%	↑	N/A

Outstanding customer service	Manager Innovation and Technology	90% CRMs resolved on time	100%	100%	100%	↑	N/A
Appropriate capital project management	Manager Innovation and Technology	100% of project documentation completed within 60 days of project completion.	100%	80%	80%	↓	Documentation remains to be completed for Water Treatment Plant implementation and Airport Upgrade. Resource assigned to complete.
<u>Legend:</u>		↑ On Target	↓ Below Target	☑ Completed	•• Reporting not required this quarter		

Procurement

Responsible Officer	Executive Manager (EM) Procurement, Property & Fleet
Area Overview	<ul style="list-style-type: none">• Provision of enterprise procurement solutions that deliver value for money, in compliance with statutory responsibilities and Council policy direction;• Provision of specialist contract management advice and support;• Established corporate supply arrangements, including preferred suppliers, prequalified suppliers and standard offer arrangements.

Budget Summary

	Area Activity	Revenue Budget \$	Revenue Actual YTD \$	Expenditure Budget \$	Expenditure Actual YTD \$
Operational Budget	Purchasing and Stores	0	0	472,379	362,163

Key Performance Indicators

KPI	Responsible Officer	2019/2020 Target	Q1	Q2	Q3	Status	Status Commentary as at 31 March 2020
All major procurements are issued within two weeks of receipt of completed documents	EM Procurement, Property & Fleet	100%	100%	100%	100%	↑	N/A
Delivery of the procurement and contract management training program	EM Procurement, Property & Fleet	100%	0%	25%	0%	↓	Training providers have been sourced for work however no training to occur until COVID19 restrictions are lifted.
Annual review of procurement tools & templates (inc Procurement/Contracts Manual)	EM Procurement, Property & Fleet	Complete by 30 March 2020	20%	30%	15%	↓	McCullough Robertson Lawyers have been engaged to review and update existing documentation. Some delay due to COVID19 however now progressing.
Work with ERP project team to embed procurement and contract management processes and requirements into the ERP solution	EM Procurement, Property & Fleet	Complete by 30 June 2020	20%	0%	15%	↓	Review of upgrade to system occurred
Outstanding customer service	EM Procurement, Property & Fleet	90% CRMs resolved on time	100%	100%	100%	↑	N/A

Legend:



On Target



Below Target



Completed



Reporting not required this quarter

Property and Facilities

Responsible Officer	Executive Manager (EM) Procurement, Property & Fleet
Area Overview	Portfolio management of Council’s buildings and facilities, including asset management planning, capital works, planned and reactive maintenance, lease management and condition inspections.

Budget Summary

	Area Activity	Revenue Budget \$	Revenue Actual YTD \$	Expenditure Budget \$	Expenditure Actual YTD \$
Operational Budget	Property and Facilities Administration	56,667	2,948,294	3,292,355	2,408,737
	Halls and Community Centres	150	3,059	837,370	608,759
Capital Budget	Property and Facilities	10,323,735	2,860,060	13,258,606	5,956,257
	Halls and Community Centres	0	0	0	0

Key Performance Indicators

KPI	Responsible Officer	2019/2020 Target	Q1	Q2	Q3	Status	Status Commentary as at 31 March 2020
Annual review of the Buildings Asset Management Plan.	EM Procurement, Property & Fleet	30 June 2020	15%	30%	15%	↑	N/A
Maintain building assets as per the Asset Management Plan.	EM Procurement, Property & Fleet	90% AMP executed	50%	10%	15%	↑	N/A
Establish and maintain leases as appropriate for Council assets.	EM Procurement, Property & Fleet	10% Council leased assets have leases	80%	90%	90%	↑	N/A
Work with the ERP project team to embed property and facilities processes and requirements into the ERP solution.	EM Procurement, Property & Fleet	100% complete by 30 June 2020	N/A	0%	N/A	⋯	N/A
Outstanding customer service.	EM Procurement, Property & Fleet	90% CRMs resolved on time	90%	90%	100%	↑	N/A
Appropriate capital project management.	EM Procurement, Property & Fleet	100% of project documentation completed within 60 days of project completion	100%	100%	100%	↑	N/A

Legend:



On Target



Below Target



Completed



Reporting not required this quarter

Fleet Management

Responsible Officer	Executive Manager (EM) Procurement, Property & Fleet
Area Overview	<ul style="list-style-type: none"> Provision of an efficient and adequate fleet of plant, vehicles and equipment to meet the business needs of Council; Maintenance of fleet items, including the provision of efficient workshops

Budget Summary

	Area Activity	Revenue Budget \$	Revenue Actual YTD \$	Expenditure Budget \$	Expenditure Actual YTD \$
Operational Budget	Plant Operations	8,626,361	5,444,946	6,258,101	4,670,893
	Small Plant Operations	280,000	62,624	154,500	80,195
Capital Budget	Plant Operations	0	9,401	5,442,494	974,969

Key Performance Indicators

KPI	Responsible Officer	2019/2020 Target	Q1	Q2	Q3	Status	Status Commentary as at 31 March 2020
Delivery of the 2019/2020 renewal program in accordance with adopted budget	EM Procurement, Property & Fleet	95%	10%	12%	36%	↓	Significant progress has been made in the plant replacement program with approx. 50% of items being delivered or awarded. A further 28% of items have been to market and closed which are under review pending impacts of COVID19.
All plant items are serviced in accordance with Original Equipment Manufacturers specifications	EM Procurement, Property & Fleet	95%	95%	95%	95%	↑	N/A
Work with the ERP project team to embed fleet management processes and requirements into the ERP solution	EM Procurement, Property & Fleet	100% complete by 30 June 2020	5%	5%	N/A	⋯	N/A
Outstanding customer services	EM Procurement, Property & Fleet	90% CRMs resolved on time	100%	100%	100%	↑	N/A
Appropriate capital project management	EM Procurement, Property & Fleet	100% of project documentation completed within 60 days of vehicle purchase or disposal	100%	100%	100%	↑	N/A

Legend:



On Target



Below Target



Completed



Reporting not required this quarter

Legal and Governance

Responsible Officer	Manager Governance and Administration
Area Overview	<ul style="list-style-type: none">• Provision of legal advice;• Coordination of external legal advisers;• Council meetings, agendas and minutes;• Policy development, review and implementation;• Legislative compliance including maintaining registers;• Right to Information, Information Privacy, complaints management and administrative investigations;• Delegations and Authorised Persons.

Budget Summary

	Area Activity	Revenue Budget \$	Revenue Actual YTD \$	Expenditure Budget \$	Expenditure Actual YTD \$
Operational Budget	Governance	15,500	15,205	2,476,399	1,720,192

Key Performance Indicators

KPI	Responsible Officer	2019/2020 Target	Q1	Q2	Q3	Status	Status Commentary as at 31 March 2020
All Registers of Interest are current and reviewed at least annually	Manager Governance and Administration	100%	93%	93%	93%	↓	1 Register of Interest has not been received within the last year. All Registers of Interest will be updated upon commencement of the new term of Council.
Council agendas and business papers are delivered to Councillors within required timeframes	Manager Governance and Administration	100%	100%	100%	100%	↑	N/A
Policy register is current and reviews undertaken in accordance with review schedule	Manager Governance and Administration	100%	91%	91%	91%	↓	8 remaining Council policies require review.
Right to Information (RTI) applications are processed within statutory timeframes	Manager Governance and Administration	100%	100%	100%	100%	↑	All applications received in Q3 for 19/20 have been processed within statutory timeframes.
Delegated and Authorised Persons Registers are current	Manager Governance and Administration	100%	100%	100%	100%	↑	N/A
Internal and External Review are processed within statutory timeframes	Manager Governance and Administration	100%	100%	100%	100%	↑	N/A

Legend:



On Target



Below Target



Completed



Reporting not required this quarter

Strategy and Risk

Responsible Officer	Manager Governance and Administration
Area Overview	<ul style="list-style-type: none">• Provision of information and administrative support to Mayor and Councillors, processing of enquiries and correspondence and providing researched advice to assist the role of the elected members;• Corporate, Strategic and Operational planning and reporting;• Advocacy at a regional, state and federal level.

Budget Summary

	Area Activity	Revenue Budget \$	Revenue Actual YTD \$	Expenditure Budget \$	Expenditure Actual YTD \$
Operational Budget	Elected Members	63,700	62,545	1,419,816	843,294
	Major Projects	0	0	32,278	28,112
	Major Projects Board	0	0	0	38,273

Key Performance Indicators

KPI	Responsible Officer	2019/2020 Target	Q1	Q2	Q3	Status	Status Commentary as at 31 March 2020
The Mayor and Councillors are provided with relevant, accurate and timely advice and support in accordance with approved levels of service	Manager Governance and Administration	95%	86%	91%	91%	↓	127 Councillor requests were logged by Councillor Support during Q3, with 11 incomplete within the expected timeframe.
Operational Plan Performance Reports are presented to Council for adoption Quarterly	Manager Governance and Administration	100%	100%	100%	100%	↑	Council noted the Operational Plan 2019/20 Quarter Two Review at its 27 February 2020 Ordinary Meeting.
Operational Plan is prepared for 2020/2021	Manager Governance and Administration	June 2020	-	-	25%	↑	A draft Operational Plan is in development.
Updated Corporate Plan is prepared for 2020-2025	Manager Governance and Administration	February 2020	-	-	75%	↓	A draft Corporate Plan is nearing completion and will be presented to Council for consideration in May 2020.
Annual Review of Council's Risk Management Policy	Manager Governance and Administration	March 2020	-	-	50%	↓	Council's Risk Management Policy was reviewed by the Audit & Risk Committee at their February 2020 meeting. The policy has been deliberately not put to Council yet as it is intended to present it to the new term of Council during Q4.

Audit & Risk Committee agendas and business papers are delivered to Members within required timeframes	Manager Governance and Administration	100%	0%	100%	100%	↑	1 Audit & Risk Committee meeting was held in Q3 and the agenda was delivered to members within the required timeframe.
Council's Strategic and Operational Risk Registers are updated and reported on in accordance with Council's Risk Management Framework	Manager Governance and Administration	August 2019 November 2019 February 2020 May 2020	0%	0%	0%	↓	Council is currently reviewing its approach to reporting on risk to ensure regular reporting in line with the Risk Management Framework.

Legend:



On Target



Below Target



Completed



Reporting not required this quarter

Development Services

Responsible Officer	Director Development Services
Areas of Responsibility	<ul style="list-style-type: none">• Building and Plumbing Assessment;• Development Assessment;• Health, Environment and Climate;• Natural Resources• Strategic Planning.

Summary for Quarter Three

Local law license renewals and annual animal inspection program was finalized with 225 new animal registrations. Parking regulation and revenue impacted by ticket vending machine serviceability and impacts of COVID19 pandemic. Regular requests for fee dispensations received.

Building & Plumbing application numbers have been lower than usual and allowed catch up with an increase in approvals. There have been a number major and commercial applications approved and underway, including; Redevelopment of Flagstaff Hill; Service Station in Proserpine; Multiple small food outlets in Proserpine; Substantial Renovations to Proserpine High School; Demolition of Proserpine Entertainment Centre; Finalization of Workers Camp at Collinsville; New Ferry Terminal on Hamilton Is; Larval Rearing Building and Processing building at the Proserpine Prawn Farm. There has been a notable increase of pool safety compliance issues, including 3 pool immersions recorded. Fortunately, these were not fatal.

Natural Resource team continued work on bushfire plans, feral animal control, declared weed management, coastal resource management and climate change. Collaborative projects with industry, Universities and other researchers are being developed. The Council's Climate Hazard Adaption Strategy (CHAS) is nearing completion and should be finished in May.

Unanticipated projects were given preference in Q3, including a Planning & Investment Portal, the draft Bowen Masterplan and the Whitsunday Regional Blueprint in conjunction with the Economic Development Team. Planning Scheme Major Amendment is almost completed. The Airlie Beach Local Plan constitutes an integral part of the Major Amendment, as it is required by Ministerial condition, therefore the Major Amendment has been necessarily delayed until the ABLP can be finalised and incorporated.

Building and Plumbing Assessment

Responsible Officer	Manager Building and Plumbing
Area Overview	<ul style="list-style-type: none"> Assess development applications within relevant statutory timeframes, promote ongoing communication and cooperation between Branches; Manage and regulate any enforcement procedures relevant to the Development Services Directorate; Assess applications for carrying out plumbing and drainage works, re-certification; Assess applications for pool safety certificates and review the Swimming Pool Register, promote and conduct pool safety compliance inspections as quickly as possible.

Budget Summary

	Area Activity	Revenue Budget \$	Revenue Actual YTD \$	Expenditure Budget \$	Expenditure Actual YTD \$
Operational Budget	Building Certification	961,000	381,758	1,864,846	1,113,612

Key Performance Indicators

KPI	Responsible Officer	2019/2020 Target	Q1	Q2	Q3	Status	Status Commentary as at 31 March 2020
Build Referrals are responded to within statutory timeframes	Other	90%	100%	90%	75%	↓	These referrals relate to siting applications which are assessed by Town Planning
Building Applications are decided within statutory timeframes	Manager Building & Plumbing	90%	94%	90%	90%	☑	Building applications are being assessed within statutory timeframes
Building Complaints are investigated within 10 business days	Manager Building & Plumbing	90%	100%	98%	75%	↓	Figures are slightly lower due to wet weather conditions increasing the number of complaints and staff shortages during this time
Building Inspections are completed within corporate timeframes	Manager Building & Plumbing	90%	100%	100%	100%	☑	Building inspections are being completed within corporate timeframes
Plumbing Applications are decided within statutory timeframes	Manager Building & Plumbing	90%	98%	98%	85%	↓	A small portion of plumbing applications are being assessed slightly below statutory timeframes due to staff resourcing at times during this period
Plumbing Complaints are investigated within 10 business days	Manager Building & Plumbing	90%	100%	100%	100%	☑	Plumbing complaints are being addressed within statutory timeframes
Plumbing Inspections are completed within corporate timeframes	Manager Building & Plumbing	90%	100%	100%	100%	☑	Plumbing inspections are being completed within corporate timeframes
Pool Safety Certificates are decided within statutory timeframes	Manager Building & Plumbing	90%	100%	100%	100%	☑	Pool safety certificates are being completed within statutory timeframes

Legend:



On Target



Below Target



Completed



Reporting not required this quarter

Development Assessment

Responsible Officer	Manager Development Assessment
Area Overview	<ul style="list-style-type: none">Assessing land use requirements of the Planning Scheme and other planning provisions, making recommendations to Council as appropriate;Assessing, regulating and enforcing the engineering requirements of the Planning Scheme and other planning provisions;Assessing, regulating and enforcing the subdivision requirements of the Planning Scheme and other planning provisions.

Budget Summary

	Area Activity	Revenue Budget \$	Revenue Actual YTD \$	Expenditure Budget \$	Expenditure Actual YTD \$
Operational Budget	Planning Administration	2,000	2,000	829,616	595,885
	Planning Assessment & Compliance	970,000	625,827	1,517,343	1,140,966

Key Performance Indicators

KPI	Responsible Officer	2019/2020 Target	Q1	Q2	Q3	Status	Status Commentary as at 31 March 2020
Development Applications are decided within statutory timeframes	Manager Development Assessment	90%	95%	100%	100%	↑	All applications were approved within timeframes
Delegated authority development applications are decided within statutory timeframes	Manager Development Assessment	90%	100%	100%	100%	↑	All applications were approved within timeframes
Planning Complaints are investigated within 10 business days	Manager Development Assessment	90%	100%	100%	100%	↑	All complaints were investigated within timeframes
Planning & Development Certificates are completed within statutory timeframes	Manager Development Assessment	90%	100%	100%	100%	↑	All certificates were issued within timeframes
Engineering (Op Works) Applications are decided within statutory timeframes	Manager Development Assessment	90%	97%	100%	100%	↑	All applications were approved within timeframes
Engineering (Op Works) Inspections are completed within corporate timeframe	Manager Development Assessment	90%	98%	100%	100%	↑	All inspections were undertaken within approved within timeframes

Legend:



On Target



Below Target



Completed



Reporting not required this quarter

Health, Environment and Climate

Responsible Officer	Manager Health, Environment and Climate
Program Overview	<ul style="list-style-type: none"> • Administer Whitsunday Regional Council Local Law No. 2 (Animal Management) 2014; and Animal Management (Cats and Dogs) Act 2008; • Maintain, enforce and assess applications in accordance with local laws and legislation; Maintain and operate off-street car parking stations; • Manage, regulate and assess applications - food safety programs and licences in accordance with the relevant legislation; • Develop a Water Quality Improvement Plan.

Budget Summary

	Area Activity	Revenue Budget \$	Revenue Actual YTD \$	Expenditure Budget \$	Expenditure Actual YTD \$
Operational Budget	Local Laws	502,640	535,437	1,907,290	1,320,447
	Climate Change	46,350	96,350	231,716	213,436
	Public Health Management	188,999	194,921	1,041,222	776,477
	Parking Management	1,019,207	781,130	366,271	152,717
	Water Quality	55,000	90,500	155,307	53,446
Capital Budget	Water Quality	-	-	-	-
	Climate Change	126,000	90,500	126,000	-

Key Performance Indicators

KPI	Responsible Officer	2019/2020 Target	Q1	Q2	Q3	Status	Status Commentary as at 31 March 2020
Local Law & Environmental Health Applications are decided within statutory timeframes.	Manager Health, Environment & Climate	90%	98%	100%	88%	↓	N/A
Liquor Licence referrals are responded to within corporate timeframes.	Manager Health, Environment & Climate	95%	100%	100%	100%	↑	N/A
Local Law & Animal Management complaints are investigated within 10 business days.	Manager Health, Environment & Climate	90%	83%	90%	93%	↑	N/A
Environmental, Litter, Asbestos and Public Health complaints are investigated within 10 business days.	Manager Health, Environment & Climate	90%	88%	90%	87%	↓	N/A
Prescribed Activities under the Local Law are audited annually	Manager Health, Environment & Climate	90%	92%	95%	84%	↓	N/A
Food Business & Food Safety Programs are audited annually.	Manager Health, Environment & Climate	90%	100%	90%	90%	↑	N/A

Personal Appearance & Devolved. Environmentally Relevant Activities Services are audited annually.	Manager Health, Environment & Climate	90%	100%	100%	100%	↑	N/A
Parking Infringements waived.	Manager Health, Environment & Climate	Max 10%	22%	22%	30%	↑	N/A
Completion of a Coastal Hazard Adaptation Plan (CHAS) that identifies coastal hazards and considers the impacts of climate change on our coastal communities.	Manager Health, Environment & Climate	100%	80%	90%	90%	↑	N/A
Development applications are assessed in relation to environmental matters within 10 business days.	Manager Health, Environment & Climate	90%	95%	95%	95%	↑	N/A
Development and implementation of a minimum of three regionally significant projects that improve the resilience of the Whitsunday region to the impacts of climate change.	Manager Health, Environment & Climate	100%	33%	33%	33%	↓	N/A
Priority waterway restoration projects are assessed and prioritised to maintain public and private infrastructure and enhance environmental condition.	Manager Health, Environment & Climate	100%	33%	45%	70%	↑	N/A

Legend:



On Target



Below Target



Completed



Reporting not required this quarter

Natural Resources

Responsible Officer	Manager Natural Resource Management
Area Overview	<ul style="list-style-type: none">• Administer the Biosecurity Act 2014, Land Protection (Pest and Stock Route Management) Act 2002 and Environmental Protection Act 1994• Develop a Bio Security Plan• Develop Pollution Abatement & Management Plans

Budget Summary

	Area Activity	Revenue Budget \$	Revenue Actual YTD \$	Expenditure Budget \$	Expenditure Actual YTD \$
Operational Budget	Natural Resource Management	299,480	135,969	1,653,665	1,085,925
Capital Budget	N/A				

Key Performance Indicators

KPI	Responsible Officer	2019/2020 Target	Q1	Q2	Q3	Status	Status Commentary as at 31 March 2020
Develop and/or review Property Pest Plans for the region.	Manager Natural Resource Management	90%	10%	50%	75%	↑	N/A
Response to Declared Weeds customer complaints within timeframes.	Manager Natural Resource Management	95%	10%	50%	75%	↑	N/A
Treat declared weeds on State & Council Controlled Roads.	Manager Natural Resource Management	95%	25%	40%	60%	↑	N/A
Facilitate NRM Education Workshop & Field Days.	Manager Natural Resource Management	90%	25%	50%	75%	↑	N/A
Coordinate feral animal ground baiting activities within the region.	Manager Natural Resource Management	90%	25%	50%	75%	↑	N/A
Coordinate aerial shooting activities throughout the region.	Manager Natural Resource Management	90%	25%	80%	95%	↑	N/A
Treat known mosquito breeding sites.	Manager Natural Resource Management	90%	0%	50%	75%	↑	N/A
Develop/review community bushfire management plans.	Manager Natural Resource Management	90%	25%	50%	75%	↑	N/A

Develop/review coastal foreshore plans.	Manager Natural Resource Management	90%	0%	0%	0%	↓	N/A
Develop/review beach nourishment and coastal protection work.	Manager Natural Resource Management	90%	0%	0%	20%	↓	N/A
Develop a Reef Guardian Council Annual Plan 2019/2020.	Manager Natural Resource Management	100%	25%	25%	25%	↓	N/A

Legend:



On Target



Below Target



Completed



Reporting not required this quarter

Strategic Planning

Responsible Officer	Manager Strategic Planning
Area Overview	<ul style="list-style-type: none">Strategic Planning initiatives, strategic planning instruments and strategic infrastructure planning;Research, analysis and policy formulation to manage growth in the region.

Budget Summary

	Area Activity	Revenue Budget \$	Revenue Actual YTD \$	Expenditure Budget \$	Expenditure Actual YTD \$
Operational Budget	Strategic Planning Operations	138,000	-	1,054,688	542,353

Key Performance Indicators

	KPI	Responsible Officer	2019/2020 Target	Q1	Q2	Q3	Status	Status Commentary as at 31 March 2020
First Major Amendment Package	- Preparation of draft amendment	Manager Strategic Planning	Aug 2019	90%	95%	95%	↓	Most drafts approved by Council and included, waiting on ABLP
	- Public Exhibition commenced	Manager Strategic Planning	Nov 2019	25%	25%	25%	↓	Consultation Plan drafted
	- Consideration of Submissions	Manager Strategic Planning	Mar 2020	0%	0%	0%	↓	Awaiting consultation
	- Minister approval	Manager Strategic Planning	Jun 2020	0%	0%	0%	⋯	Not Due
Airlie Beach Local Plan	- Public Exhibition of Local Plan	Manager Strategic Planning	Nov 2019	50%	50%	50%	↓	Peer review added and first review completed
	- Consideration of Submissions	Manager Strategic Planning	Mar 2020	0%	0%	0%	↓	Awaiting consultation
	- Adoption	Manager Strategic Planning	Jun 2020	0%	0%	0%	⋯	Not Due
Local Government Infrastructure Plan – Version 2	- Preparation of draft LGIP	Manager Strategic Planning	Dec 2019	50%	50%	50%	↓	On hold for STP expected by end June 2020
	- Independent and State Review	Manager Strategic Planning	Jan 2020	0%	0%	0%	↓	On hold for STP expected by end June 2020
	- Public Exhibition	Manager Strategic Planning	Mar 2020	0%	0%	0%	↓	On hold for STP expected by end June 2020

Cannon Valley Growth Strategy	- Consideration of Submissions, Final Review and Adoption	Manager Strategic Planning	Jun 2020	0%	0%	0%	⋯	Not Due
	- Gain internal agreement and Council support for draft strategy	Manager Strategic Planning	Sept 2019	85%	90%	95%	↓	Strategies revised into three sections for maximum effect and usability
	- Public and Agency Consultation	Manager Strategic Planning	Dec 2019	50%	20%	25%	↓	Awaiting final review
	- Consideration of Submissions	Manager Strategic Planning	Mar 2020	0%	0%	0%	↓	Awaiting final review
	- Final Review and Adoption	Manager Strategic Planning	Jun 2020	0%	0%	0%	⋯	Not Due
Legend: ↑ On Target ↓ Below Target ☑ Completed ⋯ Reporting not required this quarter								

Community Services

Responsible Officer	Director Community Services
Areas of Responsibility	<ul style="list-style-type: none">• Community Development and Libraries;• Collinsville Independent Living Facility;• Cultural Heritage;• Customer Service;• Recreation Services.

Summary for Quarter Three

- Community team delivered a number of events including Cyclone Ada Memorial unveiling, a week-long Clipper carnival, Citizenship Ceremonies, Australian Day Awards and the opening of both the Collinsville Heavy Vehicle parking & the Ann McQueen Skating Rink.
- Libraries introduced further platforms to increase eLibrary resources.
- Bowen Work Camp Team continued to provide beneficial works projects for the Community.
- Cultural Heritage Surveys were conducted in accordance with Council's Indigenous Land Use Agreements (ILUA's) on a number of Council Projects.
- Collinsville Independent Living Facility short term bookings continued to increase as a result of COVID-19.
- Council's Caravan Parks & Aquatic Facilities attendance began to decrease due to the uncertainty surrounding COVID-19.
- The Regions Libraries and Aquatic Facilities closed to the public in late March following a COVID-19 directive from the Federal Government.
- Social Distancing requirements were introduced in all Councils Customer Service Offices.

Community Development and Libraries

Responsible Officer	Manager Community Development and Libraries
Area Overview	<ul style="list-style-type: none"> Administration, operation and monitoring of all programs, including the Community Assistance Grants and Regional Arts Development Fund (RADF) Programs, coordinate and promote community development opportunities, host citizenship ceremonies, refresh library technology hubs, oversee the management of facilities including caravan parks and the entertainment centre, promote the annual community events calendar, manage the branch budgets; Operate and maintain libraries, mobile and home library service; including the collection management, core programs delivery (story time, home library service) literacy, school holiday programs, public access computers; Monitor and review branch Policies and Procedures. Oversee the management of the Bowen Work Camp

Budget Summary

	Area Activity	Revenue Budget \$	Revenue Actual YTD \$	Expenditure Budget \$	Expenditure Actual YTD \$
Operational Budget	Community and Social Development	50,000	15,236	1,599,811	1,337,838
	Arts and Culture	35,000	32,127	374,233	262,774
	Sports and Recreational Development	-	-	2,106	1,575
	Library Services Operations	196,710	209,915	3,293,788	2,347,999
	Youth Services and Development	-	-	57,190	47,093
	Heart of the Reef Transit Facilities	800	1,069	10,154	11,919
	Caravan Parks	626,000	512,869	757,912	464,055
	Collinsville Independent Living	40,000	33,240	97,918	73,108
	Cultural Heritage	-	-	109,114	74,561
Capital Budget	Cultural Heritage	-	-	-	-
	Library Services Operations	-	-	15,632	13,743
	Caravan Parks	-	-	228,171	176,501

Key Performance Indicators

KPI	Responsible Officer	2019/2020 Target	Q1	Q2	Q3	Status	Status Commentary as at 31 March 2020
Community Development projects are completed on time and within budget.	Manager Community Development & Libraries	90%	100%	100%	100%	↑	Collinsville Multi Sport Facility Upgrade has been completed on time and within budget.
Community & RADF Grant Applications are decided within corporate timeframes.	Manager Community Development & Libraries	95%	100%	100%	100%	↑	N/A
Fee Waivers are processed within corporate timeframes.	Manager Community Development & Libraries	95%	100%	100%	90%	↓	Some applications held over until the first available meeting after the election.
Council civic events are completed on time and within budget.	Manager Community Development & Libraries	95%	67%	100%	100%	↑	January was an extremely busy period with Australia Day Awards/Citizenship ceremonies as well as the Cyclone Ada memorial.
Whitsunday Schoolies is completed on time and within budget.	Manager Community Development & Libraries	95%	60%	100%	7%	↑	This is a progressive measure. Whitsunday Schoolies will take place from 21 to 27 November 2020.
Advise community groups of external funding grants that are available.	Manager Community Development & Libraries	90%	100%	100%	100%	↑	N/A
Libraries available to the public as advertised.	Manager Community Development & Libraries	100%	100%	100%	94%	↓	Libraries were closed to the public in late March due to COVID-19.
50% of the library collection has been acquired within the last 5 years.	Manager Community Development & Libraries	100%	68%	68%	68%	↑	Approximately two thirds of the library collection are less than five years old.

Home library program service is completed on schedule and budget.	Manager Community Development & Libraries	90%	100%	100%	92%	↓	Library operations were ceased in late March due to COVID-19.
Library computers are available at the advertised times.	Manager Community Development & Libraries	95%	100%	100%	94%	↓	Library operations were ceased in late March due to COVID-19.
Work Camp - Annual number of hours spent on community group activities/projects.	Manager Community Development & Libraries	6,000 hours	N/A	N/A	4,700 hours	↑	Cumulative total of hours completed since June 2019. Note, the work camp was closed in late March due to COVID-19.

Legend:



On Target



Below Target



Completed



Reporting not required this quarter

Collinsville Independent Living Facility

Responsible Officer	Facilitator Cultural Heritage and CILF
Area Overview	<p>To provide quality of life to the independent people in our population through the following objectives:</p> <p>Provide homelike accommodation; Establish and ongoing program of recreational activities to encourage tenant participation; Encourage tenant's families to contribute to the Facility's activities and functions; Market the Facility as a venue for professional service delivery and group activities; Conduct practical fundraising activities; Commit to honest and open communication, which provides accurate and appropriate information for all.</p>

Budget Summary

	Area Activity	Revenue Budget \$	Revenue Actual YTD \$	Expenditure Budget \$	Expenditure Actual YTD \$
Operational Budget	Collinsville Independent Living Facility	40,000	33,240	97,918	73,108
Capital Budget			N/A		

Key Performance Indicators

KPI	Responsible Officer	2019/2020 Target	Q1	Q2	Q3	Status	Status Commentary as at 31 March 2020
Occupancy rates at Collinsville Independent Living Facility	Facilitator Cultural Heritage and CILF	20%	30%	50%	30%	↑	N/A
Revenue shows an increase against 2018/19 – Collinsville Independent Living Facility	Facilitator Cultural Heritage and CILF	5%	5%	75%	13%	↑	N/A

Cultural Heritage

Responsible Officer	Facilitator Cultural Heritage and CILF
Area Overview	<p>To provide equality opportunities to the Aboriginal and Torres Strait Islander people and to understand their history through the following objectives:</p> <p>Enriching relationships (community engagement); Enriching respect (cultural awareness and understanding); Creating opportunities (employment opportunities); Tracking progress and reporting.</p>

Budget Summary

	Area Activity	Revenue Budget \$	Revenue Actual YTD \$	Expenditure Budget \$	Expenditure Actual YTD \$
Operational Budget	Cultural Heritage	-	-	109,114	74,561
Capital Budget			N/A		

Key Performance Indicators

KPI	Responsible Officer	2019/2020 Target	Q1	Q2	Q3	Status	Status Commentary as at 31 March 2020
Meetings held with all Traditional Owner Groups	Facilitator Cultural Heritage and CILF	100%	100%	100%	100%	↑	N/A
Indigenous Land Use Agreements (ILUA) completed with all Traditional Owner Groups	Facilitator Cultural Heritage and CILF	80%	80%	80%	80%	↑	N/A
Reconciliation Action Plan completed	Facilitator Cultural Heritage and CILF	90%	90%	90%	90%	↑	N/A

Customer Service

Responsible Officer	Manager Customer Service
Area Overview	Lead excellence in the delivery of the Customer Service Charter across the organisation, including business process improvements, e-services, after-hours service, customer contact centres and customer request management.

Budget Summary

	Area Activity	Revenue Budget \$	Revenue Actual YTD \$	Expenditure Budget \$	Expenditure Actual YTD \$
Operational Budget	Customer Service Operations	288	13	1,296,991	957,985
Capital Budget			N/A		

Key Performance Indicators

KPI	Responsible Officer	2019/2020 Target	Q1	Q2	Q3	YTD	Status	Status Commentary as at 31 March 2020
Customer Service Requests resolved within the target timeframes.	Manager Customer Service	90%	93.4%	89.2%	94.5%	93.4%	↑	CRM resolution continues to improve with business process improvement and reporting. Overall CRM resolution including Call Backs at 90.6%.
Customer Service Requests resolved at first point of contact.	Manager Customer Service	85%	85.8%	76.8%	77.6%	81.3%	↑	FPOC resolution has eased in Q3 as organisational Customer Service moves towards FCR (First Call Resolution).
Electronic Payments as total of Payments (%).	Manager Customer Service	60%	65.2%	49.7%	64.4%	62.4%	↑	Due to COVID-19 many payments have migrated to digital channels.
Maintain Call Centre Average Service Level (ASL) of % of calls answered within 25secs.	Manager Customer Service	80%	76.9%	89.9%	84.2%	82.4%	↑	Rewards and Recognition within Call Centres has improved service stats.
Develop and deliver a Community Satisfaction Survey.	Manager Customer Service	100%	10%	10%	--	N/A	⋯	Community Satisfaction Survey will now be implemented as part of the Integrated Planning Framework in new financial year.
Review Customer Service Charter.	Manager Customer Service	100%	25%	25%	25%	75%	↑	Customer Service Charter may be reviewed in FY20/21 as part of Customer Service strategy and review or organisation performance.

Legend:



On Target



Below Target



Completed



Reporting not required this quarter

Recreation Services

Responsible Officer	Manager Recreation Services
Area Overview	Delivering recreation and youth programs that activate our public and open spaces, supporting recreation groups to secure funding for projects, maintaining Council’s caravan parks and aquatic facilities, and master planning for future sport and recreation assets.

Budget Summary

	Area Activity	Revenue Budget \$	Revenue Actual YTD \$	Expenditure Budget \$	Expenditure Actual YTD \$
Operational Budget	Caravan Parks	626,000	512,869	757,912	464,055
	Aquatic Facilities	2,500	1,718	3,019,884	2,232,409
Capital Budget	Caravan Parks	-	-	228,171	176,501
	Aquatic Facilities	-	-	465,933	465,933

Key Performance Indicators

KPI	Responsible Officer	2019/2020 Target	Q1	Q2	Q3	Status	Status Commentary as at 31 March 2020
All passive spaces (Pools/Lagoon) and recreation networks are available, safe and accessible at all reasonable hours	Manager Recreation Services	100%	100%	100%	100%	↑	The Pools and Lagoon closed on 25 March 2020 due to COVID-19. Water quality and general maintenance continues to be undertaken.
Average Annual Occupancy rate at the Proserpine Tourist Park.	Manager Recreation Services	45%	67%	30%	43%	↓	The Proserpine Tourist Park closed on 27 March 2020 due to COVID-19. Existing occupants and essential-business travellers are accepted during closure.
Average Annual Occupancy rate at the Wangaratta Caravan Park.	Manager Recreation Services	55%	80%	19%	42%	↓	The Wangaratta Caravan Park closed on 27 March 2020 due to COVID-19. Existing occupants and essential-business travellers are accepted during closure.
Revenue shows an increase against 2018/19 – Proserpine Tourist Park.	Manager Recreation Services	5%	\$129,764	\$44,865	\$38,562	↑	Revenue shows a 29% increase compared to 2018/19 Q3.
Revenue shows an increase against 2018/19 – Wangaratta Caravan Park.	Manager Recreation Services	5%	\$232,868	\$56,170	\$49,093	↑	Revenue shows a 56% increase compared to 2018/19 Q3.

Legend:



On Target



Below Target



Completed



Reporting not required this quarter

Infrastructure Services

Responsible Officer

Director Infrastructure Services

Areas of Responsibility

- Disaster Management;
- Disaster Recovery;
- Parks and Gardens
- Roads;
- Stormwater Drainage;

Summary for Quarter Three

As of the end of the 3rd Quarter, Roads & Drainage have significantly completed the capital works program will all projects scheduled for completion before the end of the financial year. A highlight for the quarter includes the ongoing work on the Proserpine Main Street.

The teams continue to consistently deliver the routine maintenance program involving rural road grading, pothole patching, signage repairs and roadside slashing.

Over this quarter, the teams have also delivered a large amount of “Emergent Works” as a result of the significant rain events from late January through March. These works were delivered using a combination of internal and contract resources and were fully funded from the Federal Government through the DRFA program.

Roads & Drainage continue to consistently deliver maintenance on the National and State Highways within the region under a commercial “RMPC” framework for the Department of Transport and Main Roads. In Q3, W4Q projects within the Parks and Gardens branch progressed well, with Gideon Pott Park Irrigation & Shading & Dingo Beach Footpath having commenced and a number of W4Q projects in the RFQ drafting/tender stage (Bicentennial Fencing & Softfall, Bulk Supply of Playground Equipment, Cannonvale Lakes Boardwalk Upgrade). In addition to regular maintenance and landscaping tasks, at the end of the quarter Parks and Gardens staff were occupied across the region closing off all BBQs and playgrounds in response to the Covid-19 direction from the Prime Minister, as reflected within the KPIs.

The Disaster Management Unit has remained vigilant throughout the remainder of storm season undertaking a number of Community preparedness activities and monitoring the recent monsoonal event which was resultant in Funding Opportunities which included applications for, Strategies to enable mitigation to reduce loss and quicker Community Recovery, Increase Community Disaster Awareness, and, to further develop the WRC Business Continuity improvement program. Finalisation of the Whitsunday Local Disaster Management Plan was also reached with further development on the newly updated Disaster Action Guide is now well underway with completion expected towards the end of Q4 which will coincide with the 20/21 Get Ready and Preparedness campaigns.

Since the appointment of Matt Fanning, Director of Infrastructure Services, as the Local Disaster Coordinator during times of activation, the Disaster Management team continues to be faced with the unprecedented circumstances surrounding the global pandemic of COVID-19; as such, comprehensive monitoring and Recovery preparations are continuing.

Disaster Management

Responsible Officer	Disaster Management Coordinator
Area Overview	<ul style="list-style-type: none">Emergency management planning and preparedness, community awareness, risk identification and mitigation, WDM Group training and simulation;Support for the local State Emergency Service in ensuring response capability;Activation of response and recovery operations to natural and human-made disasters.

Budget Summary

	Area Activity	Revenue Budget \$	Revenue Actual YTD \$	Expenditure Budget \$	Expenditure Actual YTD \$
Operational Budget	Disaster Management Operations	17,040	11,401	984,394	465,398
	State Emergency Service Support	22,600	22,584	149,817	55,937
	Disaster Management Response	N/A	N/A	N/A	N/A

Key Performance Indicators

KPI	Responsible Officer	2019/2020 Target	Q1	Q2	Q3	Status	Status Commentary as at 31 March 2020
Annual review of Whitsunday Disaster Management Plan in accordance with s59 <i>Disaster Management Act 2003</i>	Disaster Management Coordinator	June 2020	90%	95%	100%	☑	N/A
Annual Disaster Management Exercise to review and assess disaster management and disaster response capability of Whitsunday Disaster Management group in accordance with s30 & s80 <i>Disaster Management Act 2003</i>	Disaster Management Coordinator	100%	30%	50%	50%	⋯	Discussion Exercise Complete but no Operational Exercise carried out as yet. Once Guardian IMS testing is complete, we will carry out a Desktop Exercise.
Disaster Management group meetings are held at least 1 in every 6 months	Disaster Management Coordinator	100%	100%	100%	100%	↑	Have carried all out LDMG Meeting as per meeting schedule.
Support State Emergency Service (SES) by ensuring operational expenditure of allocated budget	Disaster Management Coordinator	75%	30%	40%	75%	↑	There are a couple small projects to be completed by the end of Financial year and also the competition of the proposed Proserpine SES Storage shed.
Annual servicing, maintenance and upgrades where approved of Council owned and operated Flood Warning Systems including Rainfall and River Stations, Automatic Weather Stations and Flood Cameras	Disaster Management Coordinator	100%	30%	30%	50%	↑	Have a list of tasks to carry out by contractor; just need to make contact to set a date to do the work.

Legend:



On Target



Below Target



Completed



Reporting not required this quarter

Roads

Responsible Officer	Executive Manager Roads & Drainage
Area Overview	<ul style="list-style-type: none"> • Engineering investigations works programming and design, certifications, asset management planning; • Scheduled and reactive maintenance, reseals, patching, street lighting, material stockpiles, boat ramps, bridges, footpaths, traffic control, facilities, signs and rural roads; • Construction and re-construction of roads and public facilities; • NDRRA projects as required; • Maintenance works on state-controlled roads.

Budget Summary

	Area Activity	Revenue Budget \$	Revenue Actual YTD \$	Expenditure Budget \$	Expenditure Actual YTD \$
Operational Budget	Aquatic Assets & Boat Ramps	74,500	271,164	385,325	235,629
	Design & Asset Management	-	-	595,081	443,006
	Flood Damage Restoration	4,902,186	36,055,672	3,892,266	4,319,247
	RMPC Recoverable Works	4,149,727	3,946,566	3,415,379	2,084,026
	Road Maintenance	3,245,093	4,914,653	46,536,395	22,805,414
Capital Budget	Aquatic Assets & Boat Ramps	-	-	169,917	169,535
	Road Construction	-	-	10,657,290	7,469,467
	Flood Damage Restoration	33,065,620	169,917	42,249,292	14,396,093
	W4Q	2,212,000	407,000	3,766,102	73,285
	Road Maintenance	1,729,343	1,803,311	-	-

Key Performance Indicators

KPI	Responsible Officer	2019/2020 Target	Q1	Q2	Q3	Status	Status Commentary as at 31 March 2020
Designs for 2020/21 pre-planned capital works program to be completed by March 2020.	Executive Manager Roads & Drainage	75%	50%	N/A	NA	••	20/21 Capital program not set yet
Scheduled maintenance works are completed on time and budget.	Executive Manager Roads & Drainage	100%	30%	50%	75%	↑	Maintenance works progressing consistent with budget, no significant issues
Road construction programs are completed according to approved schedule on time and budget.	Executive Manager Roads & Drainage	100%	15%	50%	75%	↑	Capital works progressing in line with program with no projected carry over projects
RMPC contracted works delivered on time and budget.	Executive Manager Roads & Drainage	100%	25%	40%	80%	↑	Works progressing consistent with program. Additional funding sought from TMR to increase output.
Outstanding Customer Service.	Executive Manager Roads & Drainage	90% CRMs resolved on time	100%	100%	100%	↑	CRM performance consistent with target limits

Legend:



On Target



Below Target



Completed



Reporting not required this quarter

Stormwater Drainage

Responsible Officer	Executive Manager Roads & Drainage
Area Overview	<ul style="list-style-type: none">Scheduled and reactive maintenance to maintain the stormwater drainage network serviceable;Construction and upgrade of stormwater drainage infrastructure and facilities.

Budget Summary

	Area Activity	Revenue Budget \$	Revenue Actual YTD \$	Expenditure Budget \$	Expenditure Actual YTD \$
Operational Budget	Stormwater Drainage Operations	-	-	-	-
Capital Budget	Stormwater Drainage Operations	-	-	-	-

Key Performance Indicators

KPI	Responsible Officer	2019/2020 Target	Q1	Q2	Q3	Status	Status Commentary as at 31 March 2020
Designs for capital works program to be completed by 31/3/20.	Executive Manager Roads & Drainage	100%	25%	N/A	NA	••	20/21 Capital program not set yet.
Drainage network maintained in accordance with approved service levels as identified in the Transport Asset Management Plan.	Executive Manager Roads & Drainage	100%	25%	50%	75%	↑	Works progressing consistent with budget and program.
Scheduled maintenance works are completed on time and budget.	Executive Manager Roads & Drainage	90%	25%	50%	75%	↑	Works progressing consistent with budget ad program.
Stormwater drainage construction programs are completed according to approved schedule on time and budget.	Executive Manager Roads & Drainage	100%	0%	33%	80%	↑	Capital program significantly completed with all works scheduled for completion before end FY.
Legend: ↑ On Target ↓ Below Target ☑ Completed •• Reporting not required this quarter							

Parks and Gardens

Responsible Officer	Manager Parks and Gardens
Area Overview	<ul style="list-style-type: none"> • Maintenance of active and passive open space areas; • Maintenance and construction of cemeteries, opening and closing of graves, landscaping and presentation; • Maintenance and construction, including assurance of safety, health standards, management of contract conditions associated with parks assets; • Administration, maintenance and management of contract conditions at aquatic facilities; • Administration and operation of all playgrounds.

Budget Summary

	Area Activity	Revenue Budget \$	Revenue Actual YTD \$	Expenditure Budget \$	Expenditure Actual YTD \$
Operational Budget	Cemeteries	167,850	121,433	435,546	312,888
	Parks and Gardens	72,646	5,985,333	10,361,134	7,692,254
	Public Amentities	13,000	4,134	1,905,608	1,410,206
	Pools, Lagoons & Enclosures	2,500	1,718	3,019,884	2,232,409
Capital Budget	Cemeteries	-	-	-	-
	Parks and Gardens	4,779,113	5,929,772	7,592,151	5,828,134
	Public Amentities	-	-	-	-
	Pools, Lagoons & Enclosures	-	-	465,933	465,933

Key Performance Indicators

KPI	Responsible Officer	2019/2020 Target	Q1	Q2	Q3	Status	Status Commentary as at 31 March 2020
Customer Service Requests resolved within the target timeframes.	Manager Parks & Gardens	90%	80%	90%	90%	↑	Customer Requests as per Q3 have been actioned within the target time as per Customer Charter and Parks and Gardens Levels of Service.
Adopted maintenance schedules for all P&G Assets completed on time and within budget.	Manager Parks & Gardens	95%	95%	95%	80%	↓	80% of P&G maintenance schedules have been met this quarter, Assistance from Contractors have assisted to keep percentages up, Staff shortage for this quarter have caused the fall.
All capital works for P&G assets completed on time and within budget.	Manager Parks & Gardens	95%	95%	95%	95%	↑	All Capital Works and W4Q projects are on schedule to be completed with in the expected timeframe.
New P&G assets are capitalised within 60 days of project completion.	Manager Parks & Gardens	100%	100%	100%	100%	↑	All P&G newly installed assets are capitalised within the expected timeframe of 60 days from completion of Project.
All P&G assets are maintained at a level 3 condition or better.	Manager Parks & Gardens	95%	95%	95%	95%	↑	All P&G Assets are conditioned rated at a 3 or better.
All passive spaces and recreation networks are available, safe and accessible at all reasonable hours.	Manager Parks & Gardens	100%	100%	100%	80%	↓	Closure of playground equipment, exercise equipment, Skate Parks, basketball courts etc, and BBQ's due to Covid 19.
Develop an Open Space Strategy.	Manager Parks & Gardens	100%	80%	25%	50%	↑	P&G continuing to work with Strategic planning to develop the OpenSpace Strategy.

Legend:



On Target



Below Target



Completed



Reporting not required this quarter

Disaster Recovery

Responsible Officer	Disaster Recovery Project Director
Area Overview	2019 DRFA – Repairs to transport infrastructure damaged by 2019 Monsoonal flooding. Shute Harbour Reconstruction 2020 DRFA - Repairs to transport infrastructure damaged by 2020 Monsoonal flooding.

2019 DRFA

QRA have approved approximately \$46.8M of repairs to transport infrastructure damaged by the 2019 monsoon flooding. Most damage was sustained on the gravel road network. Approximately 25% of the repairs have been completed as at 31/03/2020. Just over half of the works will be completed by the end of the 2019/20 financial year, with the remainder to be completed in the 2020/21 financial year.

Shute Harbour Reconstruction

Vassallo Construction were awarded the contract to reconstruct Shute Harbour in Dec 2019, and commenced works in January 2020. Vassallo's contract included the reconstruction of the seawall, terminal building, small tourism shed, three finger pontoons, carpark and landscaping and fuel facility. Vassallo's also have to allow ferry operators to continue at the site during the reconstruction for all but a 5-week window (from March to May 2020), and cater for up to 8 small tourism operators at the site.

The project is proceeding according to the program, and will be completed by June 2021.

Emergency Management Australia (EMA) have approved an extension of time for completion of the period until 20 June 2021.

2020 DRFA

The Whitsunday Regional Council local government area has been activated for Disaster Recovery Funding Arrangements (DRFA) following the flooding from the 2020 monsoon event. Damage to roads have been picked up by video, and will be assessed and submitted to the Queensland Reconstruction Authority (QRA) for approval to repair. This process will take 6-9 months from the event.

Council works crew and a contractor crew have been undertaking emergency repairs to the gravel road network. These emergency repairs are for the repair of scours and washouts to allow roads to be trafficable. Emergency repairs must be completed 90 days after the event (which is by the 2nd May 2020).

Key Performance Indicators

KPI	Responsible Executive	Project Manager	2019/2020 Target	Q1	Q2	Q3	Status	Status Commentary as at 31 March 2020
NDRRA – The Cyclone Debbie NDRRA program is completed and acquitted to QRA	Director Infrastructure Services	Disaster Recovery Project Director	October 2019	100%	N/A	N/A	☑	No change from Q1
DRFA – The 2019 DRFA program damage assessment has been submitted to QRA for approval	Director Infrastructure Services	Disaster Recovery Project Director	December 2019	55%	90%	100%	☑	Submissions to QRA completed Feb 2020. All submissions have been approved by QRA by March 2020.
DRFA – The 2019 DRFA reconstruction program is commenced with an emphasis on engaging local contractors to undertake works	Director Infrastructure Services	Disaster Recovery Project Director	50% of project complete	7.5%	19.8%	25.3%	↑	Five Contractors are currently working on repairing gravel roads throughout the local government area. Total expenditure to date is \$11.8M (out of projected \$46.8M)
SHUTE HARBOUR – The Shute Harbour project construction has been awarded and construction commenced. Dependent on funding being confirmed by 1 July 2019	Chief Operating Officer Aviation and Tourism	Disaster Recovery Project Director	Contractor engaged by September 2019	80%	18.5%	23.3%	↑	Contractor commenced Jan 2020. Extension of time for completion of project to 30/06/21 approved by EMA. Contractor has facilitated the ongoing operation of 8 small tourism operators at the site. Project is on target as per program. 23.3% complete, represents the current actual expenditure for the overall project.

Legend:



On Target



Below Target



Completed



Reporting not required this quarter