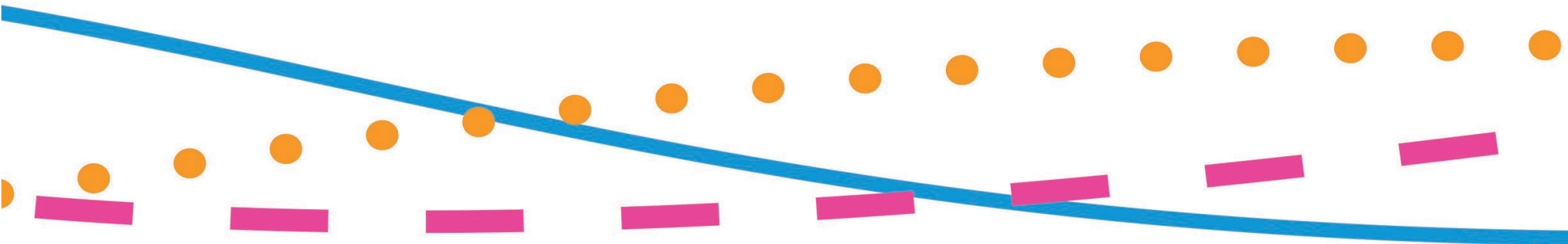


# Operational Plan 2019 / 2020

## Quarter Two Progress Review

1 October 2019 – 31 December 2019



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## Introduction

Welcome to the Whitsunday Regional Council's 2019/2020 Operational Plan Quarter Two 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 Review's monitor and report our progress throughout the year.



## Message from the CEO



Council continued to get things done for the Whitsunday region in Quarter 2 of the 19/20 financial year, as Council focuses on returning to 'business as usual' approach throughout the organisation.

For example, significant changes occurred within Corporate Services over the last quarter with that focus in mind. At the commencement of Quarter 2, Council appointed a temporary Acting Director Corporate Services and this role was filled on a full-time basis during December 2019. Our new Director Corporate Services has hit the ground running and is providing a fresh outlook on the ERP implementation project, working hard with our procurement team to address and evaluate tenders and EOI's from across the organisation, and settling the major ISR insurance claims.

This quarter has also seen some great things in the community, with our Community Team organising a successful 2019 Whitsunday Schoolies Event held in Airlie Beach with 860 attendees, and providing 225 diverse community events, programs and activities both internally and as an outreach session across the Region's four Libraries.

Finally, I would like to take this opportunity to advise the Whitsunday region that at its 11 December 2019 Ordinary Meeting, Council adopted a new structure for the organisation. The new structure is reflective of Council's intent to transition over the next 12 months back to a more traditional model. As residents of the Whitsunday region will be aware, since 2017 Cyclone Debbie has had a significant impact on Council, leading to over \$200 million worth of projects needing to be delivered and as such a number of staff were placed in project teams, asset teams and management teams in order to deliver them. Now the disaster funded infrastructure projects are winding down, Council is reverting to business-as-normal approach. Please note that as the new structure wasn't adopted until the end of this quarterly review, for reporting purposes this document is modelled on the former structure.

I look forward to working with Councillors and staff during this transitional period and continuing to deliver positive outcomes for the residents of this region.

**Kenn Donohoe**  
**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;
- Continue 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.

Council's Audit & Risk Committee contributes to Council's overall approach to risk management by promoting good corporate governance through the provision of independent assurance, oversight and advice to Council.

Council's Audit & Risk Committee met once during this quarter and reviewed a number of matters, including an internal audit review of Council's professional services contracts, receiving Council's adopted Annual Report 18/19 and an update on Council's management of strategic risks.

## 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

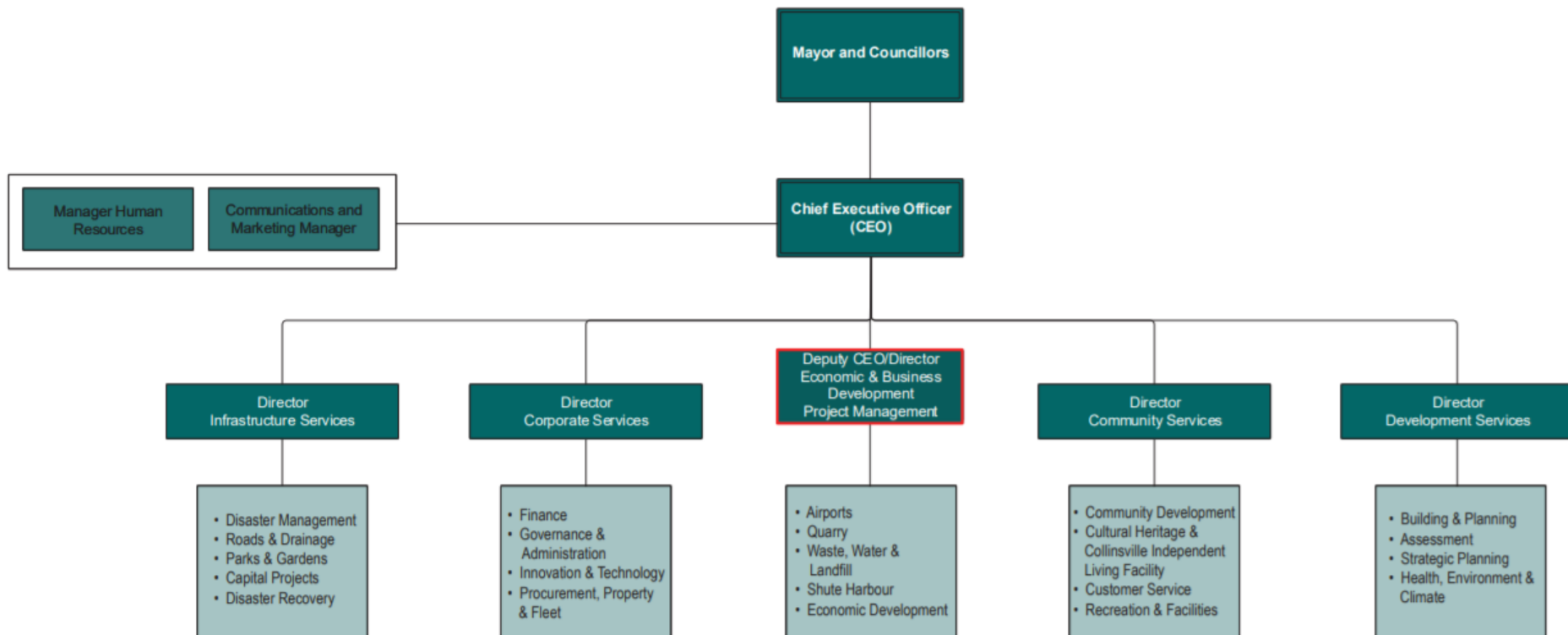
- Response to emergencies and natural disasters;
- Community and stakeholder satisfaction with public spaces and facilities;
- Attendance at Council facilitated events.

### 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 Mayor and CEO

Responsible Officer	Chief Executive Officer
Areas of Responsibility	<ul style="list-style-type: none"><li>• Aeronautical and Commercial Infrastructure;</li><li>• Strategic Finance;</li><li>• Communications and Marketing;</li><li>• Economic Development and Tourism;</li><li>• Human Resources;</li><li>• Workplace Health and Safety;</li><li>• Legal and Governance;</li><li>• Strategy and Risk.</li></ul>

## Summary for Quarter Two

Realignment of the organisational structure, following adoption of a new structure at Council's last Ordinary Meeting during Quarter 2, has had a significant impact on the Office of the Mayor and CEO. However, it was business as usual throughout the quarter itself, as reflected in the information provided below.

# Airports and Commercial Infrastructure

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

## Budget Summary

	Area Activity	Revenue Budget \$	Revenue Actual YTD \$	Expenditure Budget \$	Expenditure Actual YTD \$	Proposed dividend to Council
Operational Budget	Whitsunday Coast Airport	8,873,442	5,734,992	8,432,752	4,408,114	Nil
	Shute Harbour Transit Facilities	95,000	179,509	973,075	708,449	Nil
Capital Budget	Whitsunday Coast Airport	1,900,000	1,905,000	1,953,809	1,643,454	N/A
	Shute Harbour Transit Facilities	25,750,564	42,106	29,336	10,611	N/A

# Key Performance Indicators

KPI	Responsible Officer	2019/2020 Target	Q1	Q2	Status	Status Commentary as at 31 <sup>st</sup> December 2019
Increase in aeronautical revenue over previous year (2018/2019).	<b>General Manager Airports &amp; Commercial Infrastructure</b>	10%	4%	3.2%	↓	Aeronautical revenue is down 3.2% against 18/19 FY. Aeronautical revenue has now been reduced by (\$935,942) for this FY to reflect errors, revenue overstatements and Tigerair with drawl. True results will be known as at Q3 Reporting.
Increase in non-aeronautical revenue over previous year (2018/2019).	<b>General Manager Airports &amp; Commercial Infrastructure</b>	10%	16%	.1%	↑	Non-aeronautical revenue is steady against 18/19 FY. Budgeted aeronautical revenue has been reduced by 18% (\$410,000) in this FY to reflect errors. True results will be known as at Q3 Reporting.
Operational costs of airport, including terminals, to remain within budget.	<b>General Manager Airports &amp; Commercial Infrastructure</b>	95%	100%	100%	↓	
Compliance - Number of safety and security alerts issued during Civil Aviation Safety Authority and Office of Transport Security surveillance activity.	<b>General Manager Airports &amp; Commercial Infrastructure</b>	0	0	100%	↑	No compliance issues to report.
Development projects progressed on time and within budget.	<b>General Manager Airports &amp; Commercial Infrastructure</b>	95%	100%	100%	↓	There are a number of expenses which require further understanding.

Annual maintenance of all facilities completed according to approved schedule, on time and within budget.	<b>General Manager Airports &amp; Commercial Infrastructure</b>	100%	100%	98%	↓	Maintenance is on schedule. Cleaning will be over budget due to cleaners who were awarded tender not fulfilling role. Prior cleaners have been reengaged at a higher rate than budgeted.
Active participation in Shute Harbour Project Group.	<b>General Manager Airports &amp; Commercial Infrastructure</b>	Missing no more than 2 meetings	1	100%	↑	N/A

**Legend:**

↑

On Target

↓

Below Target

☑

Completed

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Reporting not required this quarter

# Strategic Finance

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

## Budget Summary

	Area Activity	Revenue Budget \$	Revenue Actual YTD \$	Expenditure Budget \$	Expenditure Actual YTD \$
Operational Budget	Strategic Finance	0	0	557,902	286,169
Capital Budget	Strategic Finance	0	0	0	0

# Key Performance Indicators

KPI	Responsible Officer	2019/2020 Target	Q1	Q2	Status	Commentary as at 31 December 2019
2020/21 Budget formulation process documented, approved by the Mayor and Councillors, scheduled, communicated to Councillors and managers and initiated.	Chief Financial Officer	March 2020	N/A	N/A	••	Initial Budget Workshop set for 15 <sup>th</sup> January 2020.
Budget for 2020/21, including Long term Financial Plan (LTFF), and related documents presented to Council for adoption.	Chief Financial Officer	June 2020	N/A	N/A	••	Initial workshops for management and councillors set for mid-January.
Preparation of the Financial Statements for audit by prescribed date (in accordance with the External Audit Plan).	Chief Financial Officer	100%	N/A	N/A	••	Audit Plan being finalised with External Auditors.
Preparation of the monthly financial statements for whole of Council.	Chief Financial Officer	Within 30 days of month-end	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.	Chief Financial Officer	100%	100%	100%	↑	N/A
Council's financial activities comply with all legislative requirements.	Chief Financial Officer	100%	100%	100%	↑	N/A
Quarterly budget reviews are completed and adopted by Council.	Chief Financial Officer	Within 60 days of end of quarter	N/A	N/A	••	Q1 Review was adopted in mid-December.
Active participation in Audit & Risk Committee.	Chief Financial Officer	100%	100%	100%	↑	N/A

## Legend:



On Target



Below Target



Completed



Reporting not required this quarter

# Communications and Marketing

Responsible Officer	Communications and Marketing Manager
Area Overview	<ul style="list-style-type: none"><li>• Management of media relations, website, social media and internal and external corporate newsletter;</li><li>• 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.</li></ul>

## Budget Summary

	Area Activity	Revenue Budget \$	Revenue Actual YTD \$	Expenditure Budget \$	Expenditure Actual YTD \$
Operational Budget	Corporate Communications	0	0	773,296	379,074

## Key Performance Indicators

KPI	Responsible Officer	2019/2020 Target	Q1	Q2	Status	Status Commentary as at 31 December 2019
Increased participation and registration in the online consultation website Your Say Whitsunday.	<b>Communications &amp; Marketing Manager</b>	50%	50%	50%	↑	Numbers to Your Say continue to grow making it a valuable consultation tool for new projects.
Produce a minimum of 5 digital staff newsletter per annum covering both indoor and outdoor workforces.	<b>Communications &amp; Marketing Manager</b>	100%	100%	100%	↑	Digital staff newsletters continue to be well received and important with Org and Framework changes.
Produce a minimum of 5 digital staff newsletter per annum covering both indoor and outdoor workforces.	<b>Communications &amp; Marketing Manager</b>	85%	85%	100%	↑	Hard to measure but staff feedback via emails has been positive.
Website and Social Media attract increasing levels of reach, engagement and interaction demonstrated by Google Analytics.	<b>Communications &amp; Marketing Manager</b>	50%	75%	80%	↑	Have quadrupled our FB page audience from two years ago.
Media enquiries are responded to in accordance with approved service standards.	<b>Communications &amp; Marketing Manager</b>	90%	100%	100%	↑	We continue to foster strong relationships with all regional media.
Annual Report is prepared and submitted to Council within statutory timeframe.	<b>Communications &amp; Marketing Manager</b>	100%	100%	100%	↑	Annual report is refreshed with graphics and layout each year.

Produce monthly Council Community Update newsletter to appear in all local print media.

**Communications & Marketing Manager**

100%

100%

100%



Different versions of Update now produced for Bowen, Airlie Beach and Proserpine to hit target 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%



Majority of our video content now produced in-house by Comms and engagement levels continue to grow.

**Legend:**



On Target



Below Target



Completed



Reporting not required this quarter

# Economic Development

<b>Responsible Officer</b>	<b>Executive Officer Economic Development</b>
<b>Area Overview</b>	<ul style="list-style-type: none"> <li>• The delivery of the WRC Economic Development Strategy which supports the growth and development of our three pillar industries – farming, mining and tourism to deliver key economic outcomes for the region;</li> <li>• Prepare feasibility studies for business cases for funding for major identified projects;</li> <li>• Report on economic conditions to assist council with decision making;</li> <li>• Coordinate and deliver the Major Festivals and Events Attraction Strategy to grow the capacity of existing major events, strengthen emerging events and develop new events;</li> <li>• Deliver operational economic development activities including strategic Council events, Council capital works funding applications, grant funding reporting, and tourism infrastructure services and program that promote the region.</li> </ul>

## Budget Summary

	Area Activity	Revenue Budget \$	Revenue Actual YTD \$	Expenditure Budget \$	Expenditure Actual YTD \$
Operational Budget	Economic Development	446,273	470,002	3,669,933	1,741,365
Capital Budget	Economic Development	0	360,052	0	0

# Key Performance Indicators

KPI	Responsible Officer	2019/2020 Target	Q1	Q2	Status	Status Commentary as at 31 December 2019
Implementation of Actions for the Economic Development Strategy as agreed by EDAC for the year ended 30 June 2020.	<b>Executive Officer Economic Development &amp; Tourism</b>	100%	10%	15%	↓	Some EDS projects have been impacted by externally influenced holdups (WMCE, Adani). EDS items progressed include the Event strategy, Small Business start-up program, the ASBAS Digital capability workshops, Supported Development of new regional tourism brand.
Develop business cases for top 6 projects identified as game changer projects in the EDS during 2019/2020 which can be updated or adapted when funding opportunities arise.	<b>Executive Officer Economic Development &amp; Tourism</b>	\$6M	\$15.5M	\$11.1M	↑	Business Cases developed for Water pipeline and Reservoir projects and related infrastructure for BOR & BBRF; Airport projects for minor capex upgrades.  Current priority projects are WRC Capital works projects that require grant funding applications.
Implementation of the Major Festivals and Events Attraction Strategy for the year ended 30 June 2020.	<b>Executive Officer Economic Development &amp; Tourism</b>	\$300K funding linked to KPIs for 4-6 identified events	\$145,500 allocated for 7 events	\$256k YTD allocated for 8 events	↑	The primary focus for Q1 and Q2 has been the delivery of three major events (Mayor's Charity Ball, NAOC Conference and Clipper Carnival) and supporting other key events in the region e.g. Don River Dash, Airlie Race Week, Airlie Beach Festival of Music, Lighthouse Walk, Festival of Motoring and QCIA Conference. Delivery of key actions within the Events Strategy will be the focus for Q3 and Q4.

Demonstrated consultation and engagement with key industry and business regarding Economic Development of the Region.

**Executive Officer  
Economic  
Development &  
Tourism**

Quarterly activity reporting including participation rates

15%

15%



Consultation with Industry has occurred, but quarterly report not delivered.

**Legend:**



On Target



Below Target



Completed



Reporting not required this quarter

# Human Resources

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

## Budget Summary

	Area Activity	Revenue Budget \$	Revenue Actual YTD \$	Expenditure Budget \$	Expenditure Actual YTD \$
Operational Budget	Human Resources Management	185,000	193,924	2,118,127	898,063
	Employee Oncosts & Recoveries	130,000	93,624	1,331,524	1,074,942
Capital Budget	Human Resources Management	0	0	0	0

# Key Performance Indicators

KPI	Responsible Officer	2019/2020 Target	Q1	Q2	Status	Status Commentary as at 31 December 2019
Corporate training calendar delivered.	<b>Executive Manager Human Resources &amp; Safety</b>	On-going	↑	↑	On Target	Training calendar displayed on intranet with real time updates.
Payroll completed fortnightly in agreed timeframes.	<b>Executive Manager Human Resources &amp; Safety</b>	On-going	↑	↑	On Target	Development and fine tuning of payroll module ongoing.
Delivery of Culture Development Plan.	<b>Executive Manager Human Resources &amp; Safety</b>	Action completed as per agreed plan	••	••	Completed	Cultural program was finalised as complete – Jan 2019.
Recruitment completed within agreed timeframes.	<b>Executive Manager Human Resources &amp; Safety</b>	Within 37 days from approval to offer, due to changes in process involving functional capacity evaluations for external roles	↑	↓	45.9 Days	Timeframes increased as a result of delays in medicals due to Doctor availability; and withdrawal of preferred applicant for a position. Year to date average is 38.6 days.

## Legend:



On Target



Below Target



Completed



Reporting not required this quarter

# Workplace Health and Safety

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

## Budget Summary

	Area Activity	Revenue Budget \$	Revenue Actual YTD \$	Expenditure Budget \$	Expenditure Actual YTD \$
Operational Budget	Workplace Health & Safety Operations	0	0	725,885	291,676
	Workers Compensation & Rehabilitation	Costs are included within the above Workplace Health & Safety Operations costs			
Capital Budget	Workplace Health & Safety	0	0	0	0

# Key Performance Indicators

KPI	Responsible Officer	2019/2020 Target	Q1	Q2	Status	Status Commentary as at 31 December 2019
Performance in accordance with the Workplace Health and Safety Management System Plan 2019/20.	<b>Executive Manager Human Resources &amp; Safety</b>	Achievement of Plan	Review plan based on Audit findings	↑	↑	Plan reviewed against safety audit actions.
2019 Workplace Health and Safety Audit.	<b>Executive Manager Human Resources &amp; Safety</b>	≥ 70% compliance	External Audit 61%	••	☑	External Audit 61% Improvement action plan in place.

## Legend:



On Target



Below Target



Completed



Reporting not required this quarter

# Legal and Governance

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

## Budget Summary

	Area Activity	Revenue Budget \$	Revenue Actual YTD \$	Expenditure Budget \$	Expenditure Actual YTD \$
Operational Budget	Governance	15,500	15,159	2,444,882	1,276,492

# Key Performance Indicators

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

## Legend:



On Target



Below Target



Completed



Reporting not required this quarter

# Strategy and Risk

Responsible Officer	Chief Staff Officer
Area Overview	<ul style="list-style-type: none"><li>• 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;</li><li>• Corporate, Strategic and Operational planning and reporting;</li><li>• Advocacy at a regional, state and federal level.</li></ul>

## Budget Summary

	Area Activity	Revenue Budget \$	Revenue Actual YTD \$	Expenditure Budget \$	Expenditure Actual YTD \$
Operational Budget	Elected Members	63,700	61,605	1,442,416	665,504
	Major Projects	0	0	118,574	20,215
	Major Projects Board	0	0	0	27,979

# Key Performance Indicators

KPI	Responsible Officer	2019/2020 Target	Q1	Q2	Status	Status Commentary as at 31 December 2019
The Mayor and Councillors are provided with relevant, accurate and timely advice and support in accordance with approved levels of service.	Chief Staff Officer	95%	86%	91%	↓	91 Councillor requests were logged by Councillor Support during Q2, with 6 incomplete within the expected timeframe.
Operational Plan Performance Reports are presented to Council for adoption Quarterly.	Chief Staff Officer	100%	100%	100%	↑	Council received the Operational Plan performance report for Q1 at its 13 November 2019 Ordinary Meeting.
Operational Plan is prepared for 2020/2021.	Chief Staff Officer	June 2020	-	-	••	Council has commenced internal dialogue on preparing the 20/21 Operational Plan.
Updated Corporate Plan is prepared for 2020-2025.	Chief Staff Officer	February 2020	-	-	••	Council has commenced internal dialogue on preparing a revised Corporate Plan.
Annual Review of Council's Risk Management Policy.	Chief Staff Officer	March 2020	-	-	••	Council's Audit & Risk Committee will review the policy at their February meeting.
Audit & Risk Committee agendas and business papers are delivered to Members within required timeframes.	Chief Staff Officer	100%	0%	100%	↑	1 Audit & Risk Committee meeting was held in Q2 and the agenda was delivered to members within the required timeframe.
Advocacy register developed and updated at least quarterly and reported to Council.	Chief Staff Officer	August 2019 November 2019 February 2019 May 2019	N/A	-	••	N/A
Council's Strategic and Operational Risk Registers are updated and reported on in accordance with Council's Risk Management Framework.	Chief Staff Officer	August 2019 November 2019 February 2019 May 2019	0%	0%	↓	91 Councillor requests were logged by Councillor Support during Q2, with 6 incomplete within the expected timeframe.

## Legend:



On Target



Below Target



Completed



Reporting not required this quarter

# Major Projects

Major Project	Responsible Executive	Project Manager	Percentage complete
IT Enterprise Resource Planning Project – replacing many IT systems & invoking significant change	Director Corporate Services	Director Corporate Services	20%
TC Debbie Insurance Works	Director Corporate Services	Director Corporate Services	80%
Proserpine Administration Centre	Director Corporate Services	Consultant – John Sadler	26%
Proserpine Entertainment Centre	Director Corporate Services	Consultant – John Sadler	3%
Flagstaff Cultural and Interpretive Centre	Director Corporate Services	Consultant – John Sadler	5%
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	85%
Works for Queensland – Round 2	Director Engineering	W4Q Project Director	100%
Works for Queensland – Round 3 (2 - Year Project)	Director Engineering	W4Q Project Director	4%
Airport Terminal	General Manager Whitsunday Airports and Commercial Infrastructure	Major Projects Program Director	100%
Airlie Foreshore	Director Customer Experience	Major Projects Program Director	100%
Faust Dam Recreational Facility	Director Customer Experience	Major Projects Program Director	100%
Beautiful Bowen	Director Customer Experience	Major Projects Program Director	95%

# Key Performance Indicators

KPI	Responsible Executive	Project Manager	2019/2020 Target	Q1	Q2	Status	Status Commentary as at 31 December 2019
NDRRA – The Cyclone Debbie NDRRA program is completed and acquitted to QRA.	Director Engineering	Disaster Recovery Project Director	October 2019	100%	N/A	☑	No change from Q1.
DRFA – The 2019 DRFA program damage assessment has been submitted to QRA for approval.	Director Engineering	Disaster Recovery Project Director	December 2019	55%	90%	↓	Two in-field assessments held in December 2019 with QRAWRC. Unable to complete all damage assessment due to insufficient time available from QRA assessors. Final in-field being held Feb 2020.
DRFA – The 2019 DRFA reconstruction program is commenced with an emphasis on engaging local contractors to undertake works.	Director Engineering	Disaster Recovery Project Director	50 % of project complete	7.5%	19.8%	↑	Three gravel roads packages are complete (Bowen North, Bowen East and Collinsville). An additional 8 gravel roads packages have been awarded (Bowen, Collinsville and Proserpine) to local contractors with a value of works of approx. \$34m. Total expenditure to date is approx.\$8.9m (out of projected \$44.8m).
SHUTE HARBOUR – The Shute Harbour project construction has been awarded and construction commenced. Dependent on funding being confirmed by 1 July 2019.	General Manager Whitsunday Airports and Commercial Infrastructure	Disaster Recovery Project Director	Contractor engaged by September 2019	80%	18.5%	↑	Contractor engaged December 2019 and commenced works Jan 2020. Funding for project confirmed November 2019. 18.5% complete, represents the current actual expenditure for the overall project.

## 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"><li>• Asset Management;</li><li>• Project Management;</li><li>• Operational Finance;</li><li>• Rates;</li><li>• Information Management;</li><li>• Information Technology;</li><li>• Procurement;</li><li>• Property and Facilities, and;</li><li>• Fleet Management.</li></ul>

## Summary for Quarter Two

Significant change has occurred within Corporate Services over the last quarter, with a focus on returning to a 'business as usual' state and looking to consolidate from the changes to the new ERP system which went live in July 2019. The Audit passed successfully across all accounting areas and a change in departmental leadership occurred with temporary Director in place since late September 2019. The role has now been filled on a full-time basis. An external review of the ERP implementation was undertaken and coupled with a fresh outlook, the project has been examined and has been paused with options for the way forward identified and evaluated.

The pressure continues for the procurement team on addressing and evaluating tenders and EOI's from across the organization, with a buy local emphasis also being pursued for the current key projects. Improving the governance and revisiting processes and policies have been seen as focus areas and will be actioned over the coming months to tighten controls and to ensure policy is relevant and consistently applied. Fleet purchases and disposals continue with the appointment of Fleet Manager to drive the replacement program.

Insurance matters continued with a settlement achieved on the major ISR claims. The insurance works continue to progress, and all works are scheduled to be completed by May 2020.

# Asset Management

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

## Budget Summary

	Area Activity	Revenue Budget \$	Revenue Actual YTD \$	Expenditure Budget \$	Expenditure Actual YTD \$
	Asset Management	0	0	427,891	203,215
Capital Budget	Asset Management	0	0	3,371,231	1,157,382

# Key Performance Indicators

KPI	Responsible Officer	2019/2020 Target	Q1	Q2	Status	Status Commentary as at 31 December 2019
Maintenance and implementation of the Strategic Asset Management Plan.	<b>Project Management and Asset Coordinator</b>	95% of Annual Plan Completed	100%	100%	↑	Revising in-line with Council Integrated Planning Solution.
Assist the implementation of OneCouncil relative to Assets.	<b>Project Management and Asset Coordinator</b>	June 2020	25%	50%	↑	While Project on Hold, Data cleansing happening in the background.
Annual review of Strategic Asset Management Plans with asset owners.	<b>Project Management and Asset Coordinator</b>	March 2020	25%	50%	↑	Revising in-line with Council Integrated Planning Solution.
Capital projects capitalised within 30 days of receipt of documentation.	<b>Project Management and Asset Coordinator</b>	100%	25%	50%	↑	On Track
Asset Management Leadership Advisory Group meets at least 6 times per year with appropriate documentation provision.	<b>Project Management and Asset Coordinator</b>	100%	25%	33%	↓	2 Meetings held this financial year.
Valuation of Council's assets in compliance with the Valuation Plan for the Annual Financial Statements.	<b>Project Management and Asset Coordinator</b>	June 2020	25%	50%	↑	Valuer procured. Due to be finalised in March 2020.
Outstanding customer service.	<b>Project Management and Asset Coordinator</b>	90% CRMs resolved on time	25%	50%	↑	100% of CRMs Resolved on time.

## Legend:



On Target



Below Target



Completed



Reporting not required this quarter

# Project Management

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

# Key Performance Indicators

KPI	Responsible Officer	2019/2020 Target	Q1	Q2	Status	Status Commentary as at 31 December 2019
Implement the organisational Project Management Framework with all projects reporting via agreed reporting tools.	<b>Project Management &amp; Asset Coordinator</b>	Full implementation by 31 July 2019.	100%	-	↑	Revision of Budget Bids and SharePoint site in line with Framework and Councils Integrated Planning.
Provide appropriate project report to Council at least quarterly.	<b>Project Management &amp; Asset Coordinator</b>	At least 4 reports provided	25%	100%	↑	Project report now provided monthly.
Deliver project management training to all Project Managers.	<b>Project Management &amp; Asset Coordinator</b>	31 July 2019	50%	50%	↓	Training material ready, but with change in Budget Bids and Organisational Structure, new material will be presented soon.
Work with the ERP project team to embed the project management framework into the ERP solution.	<b>Project Management &amp; Asset Coordinator</b>	31 July 2020	25%	25%	↓	Project on Hold. Council direction needed on modules to be provided for Project Management.
Outstanding customer service.	<b>Project Management &amp; Asset Coordinator</b>	90% CRMs resolved on time	25%	50%	↑	N/A

## Legend:



On Target



Below Target



Completed



Reporting not required this quarter

# Operational Finance

Responsible Officer	Team Leader Operational Accounting
Program Overview	<ul style="list-style-type: none"><li>Provision of Operational Finance activities including taxation, insurances, cash management, accounts payable and accounts receivable.</li></ul>

## Budget Summary

	Area Activity	Revenue Budget \$	Revenue Actual YTD \$	Expenditure Budget \$	Expenditure Actual YTD \$
Operational Budget	Finance Operations	5,349,805	1,500,853	1,884,803	1,136,756
	Insurance	5,500,000	3,746,000	2,087,022	948,844
Capital Budget	Finance Operations	0	0	0	0

# Key Performance Indicators

KPI	Responsible Officer	2019/2020 Target	Q1	Q2	Status	Status Commentary as at 31 December 2019
Procurement of insurance policies to sufficiently mitigate Council's risks.	<b>Team Leader Operational Accounting</b>	Adequate insurance coverage procured by 30 June 2019	100%	100%	☑	N/A
Complete monthly general ledger reconciliations and audit controls monthly.	<b>Team Leader Operational Accounting</b>	100% complete each month	100%	100%	↑	New processes have been put in place due to change in software.
Monthly review of recovery actions for general debtors.	<b>Team Leader Operational Accounting</b>	100% complete each month	100%	100%	↑	Completed every month.
Work with the ERP project team to embed the finance processes and requirements into the ERP solution.	<b>Team Leader Operational Accounting</b>	100% complete by 30 June 2020	25%	80%	↑	Purchase Card module still to be implemented.
Outstanding customer service.	<b>Team Leader Operational Accounting</b>	90% CRMs resolved on time	N/A	100%	↑	Outstanding payments have been brought up to date.

## Legend:



On Target



Below Target



Completed



Reporting not required this quarter

# Rates

Responsible Officer	Rates Coordinator
Area Overview	<ul style="list-style-type: none"><li>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.</li></ul>

## Budget Summary

	Area Activity	Revenue Budget \$	Revenue Actual YTD \$	Expenditure Budget \$	Expenditure Actual YTD \$
Operational Budget	Rates and Charges	48,393,860	24,710,353	909,233	383,253

# Key Performance Indicators

KPI	Responsible Officer	2018/2019 Target	Q1	Q2	Status	Status Commentary as at 31 December 2019
Debt recovery actions undertaken in accordance with Council policy and in a responsible manner to minimise outstanding rates and charges.	<b>Rates Coordinator</b>	Rates and charges in arrears less than 6% of total rates and charges revenue	16%	16%	↑	Review of collection practices ongoing and internal efforts have brought some reduction in arrears, but continuously being in a rating cycle does hinder collections.
Provide adequate secretarial and administrative support to the Rates Relief Advisory Committee.	<b>Rates Coordinator</b>	Agenda distributed to members at least 5 days prior to a meeting	N/A	N/A	↑	Currently at 6%
Rates and charges are administered in compliance with Council's Revenue Statement and Policies.	<b>Rates Coordinator</b>	100% of rates and charges raised in compliance with adopted Rates and Charges at Budget Meeting	100%	100%	↑	The policy has changed, provide support to the Director where needed.
Work with the ERP project team to embed the rates processes and requirements into the ERP solution.	<b>Rates Coordinator</b>	50% complete by 30 June 2019	N/A	N/A	↑	Rates were issued in a timely manner after the budget meeting. Review of Civica system and upgrade in underway.

## 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"><li>Lead excellence in record management practices across Council, including development of policy, enterprise systems and workforce capability, and;</li><li>Manage the collection, storage, security and retrieval of Council data and information to support operational and decision-making activities of Council.</li></ul>

## Budget Summary

	Area Activity	Revenue Budget \$	Revenue Actual YTD \$	Expenditure Budget \$	Expenditure Actual YTD \$
Operational Budget	GIS Applications	0	0	258,888	160,655
	Records Management	25,000	16,969	891,247	371,237
	GIS Applications	0	0	0	0

# Key Performance Indicators

KPI	Responsible Officer	2019/2020 Target	Q1	Q2	Status	Status Commentary as at 31 December 2019
Delivery of Strategic Record Keeping Implementation Plan.	Information Management and GIS Coordinator	95% of 2019/20 objectives	15%	15%	↓	Business case put forward for delivery of SRIP.
Organisational Information Management maturity is between 2 and 3.	Information Management and GIS Coordinator	Maturity between 2 and 3.	2.4	••	☑	N/A
Reduction in boxes of physical records (local or off site).	Information Management and GIS Coordinator	Reduction of 200 boxes	51 boxes	-	↑	211 boxes listed for checking and approval.
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%	↑	N/A
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	••	N/A
Outstanding customer service.	Information Management and GIS Coordinator	90% CRMs resolved on time	15%	96%	↑	N/A

## 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"><li>• Provision of information management architecture to serve Council's business needs, including the delivery of ICT Strategy;</li><li>• Design, acquisition, configuration, maintenance, support and management of IT infrastructure and services, and;</li><li>• Provision of business systems and applications that meets the current and future needs of the organisation.</li></ul>

## Budget Summary

	Area Activity	Revenue Budget \$	Revenue Actual YTD \$	Expenditure Budget \$	Expenditure Actual YTD \$
Operational Budget	IT Services	36,463	36,528	1,613,566	42,016
Capital Budget	IT Services	334,310	0	3,049,319	1,331,963

# Key Performance Indicators

KPI	Responsible Officer	2019/2020 Target	Q1	Q2	Status	Status Commentary as at 31 December 2019
Replace Enterprise Resource Planning System.	<b>Manager Innovation and Technology</b>	60% of ERP project completed by June 2020	15%	15%	↓	Project paused.
PC Replacement Program implementation.	<b>Manager Innovation and Technology</b>	1/3 of PC fleet replaced by 30 June 2020	30%	50%	↑	N/A
Technology Incidents resolved within 3 business days.	<b>Manager Innovation and Technology</b>	90% of incidents resolved within 3 business days	86%	82%	↓	ICT support staff vacancies filled January 2020.
Technology Incidents resolved on same day.	<b>Manager Innovation and Technology</b>	65% of incidents resolved on the same day of being logged	64%	63%	↓	ICT support staff vacancies filled January 2020.
Technology Service Requests resolved within 3 business days.	<b>Manager Innovation and Technology</b>	50% of service requests resolved within 3 business days	63%	70%	↑	N/A
Infrastructure and applications maintained and available.	<b>Manager Innovation and Technology</b>	97% uptime relative to unplanned outages	99%	98%	↑	N/A
Outstanding customer service.	<b>Manager Innovation and Technology</b>	90% CRMs resolved on time	100%	100%	↑	N/A
Appropriate capital project management.	<b>Manager Innovation and Technology</b>	100% of project documentation completed within 60 days of project completion	100%	80%	↓	Waste Water Treatment Plants and Airport network documentation delayed due to resource availability. Under completion January 2020.

## Legend:



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"><li>• Provision of enterprise procurement solutions that deliver value for money, in compliance with statutory responsibilities and Council policy direction;</li><li>• Provision of specialist contract management advice and support;</li><li>• Established corporate supply arrangements, including preferred suppliers, prequalified suppliers and standard offer arrangements.</li></ul>

## Budget Summary

	Area Activity	Revenue Budget \$	Revenue Actual YTD \$	Expenditure Budget \$	Expenditure Actual YTD \$
Operational Budget	Purchasing and Stores	0	0	369,802	204,399

# Key Performance Indicators

KPI	Responsible Officer	2019/2020 Target	Q1	Q2	Status	Status Commentary as at 31 December 2019
All major procurements issued within two weeks of receipt of completed documents.	<b>EM Procurement, Property &amp; Fleet</b>	100%	100%	100%	↑	Schedule for upcoming contracts discussed with business owners to ensure deadlines and resourcing can be aligned.
Delivery of the procurement and contract management training program.	<b>EM Procurement, Property &amp; Fleet</b>	100%	0%	25%	↑	Training provider/s quotes sourced and ready to commence subject to timing. Training halt for ERP lifted and will be progressing in early 2020.
Annual review of procurement tools & templates (inc Procurement/Contracts Manual).	<b>EM Procurement, Property &amp; Fleet</b>	Complete by 30 March 2020	20%	30%	↑	Review of current consultancy, professional services, construction contracts and tendering documentation completed. Focus on Goods and Services.
Work with ERP project team to embed procurement and contract management processes and requirements into the ERP solution.	<b>EM Procurement, Property &amp; Fleet</b>	Complete by 30 June 2020	20%	0%	↓	Project on-hold.
Outstanding customer service.	<b>EM Procurement, Property &amp; Fleet</b>	90% CRMs resolved on time	100%	100%	↑	Focus remains on customer satisfaction.

## Legend:



On Target



Below Target



Completed



Reporting not required this quarter

# Property and Facilities

<b>Responsible Officer</b>	<b>Executive Manager (EM) Procurement, Property &amp; Fleet</b>
<b>Area Overview</b>	<ul style="list-style-type: none"> <li>Portfolio management of Council's buildings and facilities, including asset management planning, capital works, planned and reactive maintenance, lease management and condition inspections.</li> </ul>

## Budget Summary

	Area Activity	Revenue Budget \$	Revenue Actual YTD \$	Expenditure Budget \$	Expenditure Actual YTD \$
Operational Budget	Property and Facilities Administration	34,000	1,962,665	2,088,390	1,604,432
	Halls and Community Centres	0	917	852,712	390,069
Capital Budget	Property and Facilities	12,772,500	1,916,384	15,795,371	2,508,569
	Halls and Community Centres	0	0	0	0

# Key Performance Indicators

KPI	Responsible Officer	2019/2020 Target	Q1	Q2	Status	Status Commentary as at 31 December 2019
Annual review of the Buildings Asset Management Plan.	EM Procurement, Property & Fleet	30 June 2020	15%	30%	↑	Review of the AMP is on-going to identify the gap between documented service levels.
Maintain building assets as per the Asset Management Plan.	EM Procurement, Property & Fleet	90% AMP executed	50%	10%	↑	Councils proactive building services regime is established with agreed service levels. Focus on the programmed maintenance is a focus for the second half of the financial year.
Establish and maintain leases as appropriate for Council assets.	EM Procurement, Property & Fleet	100% Council leased assets have leases	80%	90%	↑	Ongoing matters addressed as they arise
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%	↓	Project on-hold.
Outstanding customer service.	EM Procurement, Property & Fleet	90% CRMs resolved on time	90%	90%	↑	N/A
Appropriate capital project management.	EM Procurement, Property & Fleet	100% of project documentation completed within 60 days of project completion	100%	100%	↑	All capital and insurance works documentation is completed and submitted at the time of practical completion.

## Legend:



On Target



Below Target



Completed



Reporting not required this quarter

# Fleet Management

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

## Budget Summary

	Area Activity	Revenue Budget \$	Revenue Actual YTD \$	Expenditure Budget \$	Expenditure Actual YTD \$
Operational Budget	Plant Operations	8,714,548	3,219,804	6,072,322	3,049,337
	Small Plant Operations	280,000	55,250	139,500	98,583
Capital Budget	Plant Operations	0	9,401	5,632,493	589,744

# Key Performance Indicators

KPI	Responsible Officer	2019/2020 Target	Q1	Q2	Status	Status Commentary as at 31 December 2019
Delivery of the 2019/2020 renewal program in accordance with adopted budget.	EM Procurement, Property & Fleet	95%	10%	12%	↓	Significant work on preparation for the delivery of the replacement program has occurred. Awarding of 50% of the program will occur in early February with two large contracts (Graders and mowers) being awarded.
All plant items are serviced in accordance with Original Equipment Manufacturers specifications.	EM Procurement, Property & Fleet	95%	95%	95%	↑	Continued focus on proactive service program. Reporting errors being corrected which had not documented services completed.
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%	↓	Project on-hold
Outstanding customer service.	EM Procurement, Property & Fleet	90% CRMs resolved on time	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%	↑	Capex Projects on Track for TC Debbie works to be complete May 2020.

## Legend:



On Target



Below Target



Completed



Reporting not required this quarter

# Planning and Development Services

Responsible Officer	Director Planning and Development Services
Areas of Responsibility	<ul style="list-style-type: none"><li>• Building and Plumbing Assessment;</li><li>• Development Assessment;</li><li>• Strategic Planning.</li></ul>

## Summary for Quarter Two

### Building and plumbing

Both building and plumbing applications lodged are less than the same quarter in previous two years. This may be attributed to numerous factors including the completion of cyclone Debbie remedial works and reflecting the current slowing of economic trends experienced in the construction industry.

Building and plumbing approvals have been decided within statutory time frames, in line with KPI targets. Building and plumbing inspections have exceed KPI targets.

While the number of building Inspections are down, plumbing inspections are in line with the amount in the previous two years Q2 comparisons.

Building compliance complaint investigation has continued to increase again this quarter, exceeding targets. Improvements in building complaints record keeping and tasking have been implemented and are ongoing to ensure accurate statistics are captured to reflect work processes undertaken. With the reduction in building applications, staff are able to follow up on historical compliance issues which have been outstanding for some time.

The uncertainty surrounding professional indemnity insurance for private building certifiers remains an ongoing issue in the construction industry and building regulatory systems due to high-profile building failures, with both insurance companies and some large private certification companies withdrawing from the market.

## Development Assessment

Fifty-four new development applications were lodged in the quarter for MCU, Reconfiguring a lot and Operational Works, with a slight increase towards the end of the quarter, consistent with previous years. All assessment timeframes were met or exceeded.

Current workloads have been benchmarked against similar sized local governments and development assessment workloads are in the upper quartile of the results.

Significant applications include three applications for the Port of Airlie, with more applications expected in the next quarter. These applications propose significant future development of hotels, units and retail floorspace. An application for the re-development of the ferry terminal at Hamilton was received which will provide an expanded facility with upgraded passenger shelter. Tassal commenced works on the recent approval for the next stage of the expansion of prawn farming operations at Gregory River. A 24-hour truck fuel facility was approved at the intersection of Horsford Place and the Bruce Highway in Proserpine, The State has further extended its referral stage for the assessment of Whitsunday Paradise to the end of February as negotiations between the applicant and State departments continue.

## Strategic Planning

Strategic Planning has not had a full complement of staff since late 2018, resulting in a shortfall in key timeframes. Additionally, unanticipated projects were given preference over this time, including a review of the Proserpine Sustainability and Future Growth Masterplan and the development of a Bowen Masterplan, Collinsville Masterplan and Greater Airlie Beach Area Masterplan. Strategic was also tasked with developing a Whitsunday Regional Blueprint in conjunction with the Economic Development Team. With these added project workloads, KPI projects suffered over Q2 and end dates will be delayed accordingly.

The Airlie Beach Local Plan (ABLP) has undergone informal discussions with internal stakeholders relating to optimum development potential, The ABLP has been drafted, revised and refined. As this is an important document for the future of Airlie Beach, it has been decided that a peer review stage will be added to the timeline, prior to consultation with stakeholders, which will increase the quality but delay the project.

During Q2 integration and review of the Planning Scheme Major Amendment began. This included the incorporation of all Council adopted Codes, Overlay Maps, Zone Amendments and Administrative Amendments into the Version controlled Planning Scheme Document.

The Façade Improvement Policy was extended to include Airlie Beach Main Street and Esplanade.

As the LGIP Version 2 relies heavily on internal stakeholder input, it was identified that critical work on the Integrated Transport Strategy was required. Accordingly, the due date has been extended to end of January 2020. The final draft of the Cannon Valley Growth Strategy has been completed and will be reported to Council soon after.

## Building and Plumbing Assessment

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

## Budget Summary

	Area Activity	Revenue Budget \$	Revenue Actual YTD \$	Expenditure Budget \$	Expenditure Actual YTD \$
Operational Budget	Building Certification	1,011,000	273,252	1,903,070	727,423

# Key Performance Indicators

KPI	Responsible Officer	2019/2020 Target	Q1	Q2	Status	Status Commentary as at 31 December 2019
Build Referrals are responded to within statutory timeframes.	Manager Building & Plumbing Inspections	90%	100%	90%	↑	On target
Building Applications are decided within statutory timeframes.	Manager Building & Plumbing Inspections	90%	94%	90%	↑	On target
Building Complaints are investigated within 10 business days.	Manager Building & Plumbing Inspections	90%	100%	98%	↑	Above target
Building Inspections are completed within corporate timeframes.	Manager Building & Plumbing Inspections	90%	100%	100%	↑	Above target
Plumbing Applications are decided within statutory timeframes.	Manager Building & Plumbing Inspections	90%	98%	98%	↑	Above target
Plumbing Complaints are investigated within 10 business days.	Manager Building & Plumbing Inspections	90%	100%	100%	↑	Above target
Plumbing Inspections are completed within corporate timeframes.	Manager Building & Plumbing Inspections	90%	100%	100%	↑	Above target
Pool Safety Certificates are decided within statutory timeframes.	Manager Building & Plumbing Inspections	90%	100%	100%	↑	Above target

## 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"><li>Assessing land use requirements of the Planning Scheme and other planning provisions, making recommendations to Council as appropriate;</li><li>Assessing, regulating and enforcing the engineering requirements of the Planning Scheme and other planning provisions;</li><li>Assessing, regulating and enforcing the subdivision requirements of the Planning Scheme and other planning provisions.</li></ul>

## Budget Summary

	Area Activity	Revenue Budget \$	Revenue Actual YTD \$	Expenditure Budget \$	Expenditure Actual YTD \$
Operational Budget	Planning Administration	2,000	2,000	820,153	413,743
	Planning Assessment & Compliance	970,000	378,619	1,524,495	784,285

## Key Performance Indicators

KPI	Responsible Officer	2019/2020 Target	Q1	Q2	Status	Status Commentary as at 31 December 2019
Development Applications are decided within statutory timeframes.	Manager Development Assessment	90%	95%	100%	↑	Exceeds target
Delegated authority development applications are decided within statutory timeframes.	Manager Development Assessment	90%	100%	100%	↑	Exceeds target
Planning Complaints are investigated within 10 business days.	Manager Development Assessment	90%	100%	100%	↑	Exceeds target
Planning & Development Certificates are completed within statutory timeframes.	Manager Development Assessment	90%	100%	100%	↑	Exceeds target
Engineering (Op Works) Applications are decided within statutory timeframes.	Manager Development Assessment	90%	97%	100%	↑	Exceeds target
Engineering (Op Works) Inspections are completed within corporate timeframe.	Manager Development Assessment	90%	98%	100%	↑	Exceeds target

### Legend:



On Target



Below Target



Completed



Reporting not required this quarter

# Strategic Planning

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

## Budget Summary

	<b>Area Activity</b>	<b>Revenue Budget \$</b>	<b>Revenue Actual YTD \$</b>	<b>Expenditure Budget \$</b>	<b>Expenditure Actual YTD \$</b>
<b>Operational Budget</b>	Strategic Planning Operations	138,000	-	1,085,731	390,315
<b>Capital Budget</b>	Strategic Planning Operations	-	-	-	-

# Key Performance Indicators

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

## Legend:



On Target



Below Target



Completed



Reporting not required this quarter

	KPI	Responsible Officer	2019/2020 Target	Q1	Q2	Status	Status Commentary as at 31 December 2019
Cannon Valley Growth Strategy	- Gain internal agreement and Council support for draft strategy	Manager Strategic Planning	Sept 2019	85%	90%	↓	Final Director draft review.
	- Public and Agency Consultation	Manager Strategic Planning	Dec 2019	50%	20%	↓	Awaiting final review.
	- Consideration of Submissions	Manager Strategic Planning	Mar 2020	0%	0%	⋯	Not Due
	- Final Review and Adoption	Manager Strategic Planning	Jun 2020	0%	0%	⋯	Not Due

**Legend:**



On Target



Below Target



Completed



Reporting not required this quarter

# Community and Environmental Services

Responsible Officer	Director Community and Environment Services
Areas of Responsibility	<ul style="list-style-type: none"><li>• Community Development and Libraries;</li><li>• Health Environment and Climate;</li><li>• Natural Resource Management;</li><li>• Collinsville Independent Living Facility;</li><li>• Cultural Heritage</li></ul>

## Summary for Quarter Two

The second quarter of 2019/2020 saw another eventful and diverse quarter for the Community & Environment with the team undertaking several events, projects and compliance tasks including:

- The Community Team organised a successful 2019 Whitsunday Schoolies Event held in Airlie Beach with 860 attendees along with four (4) internal and four (4) external events.
- Health, Environment & Climate issued the annual Local Law Licences/Permits/Approvals Renewals and conducted the Annual Approved Inspection Program pertaining to dog/cat registrations.
- The NRM Team were involved in the Feral Animal Management Shoot Project targeting pest animals in various areas across the region resulting in the destruction of 2,197 prohibited pest animals.
- Collinsville Council Staff attended mandatory Cultural Heritage Training with Jangga Operations.
- Short term rental accommodation fees and charges were adopted by Council to enable rental agreements to be secured at the Collinsville Independent Living Facility.
- 225 diverse range of community events, programs and activities were conducted both internally and as an outreach session across the Region's four Libraries.

# Community Development and Libraries

Responsible Officer	Manager Community and Libraries
Area Overview	<ul style="list-style-type: none"><li>• 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;</li><li>• 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;</li><li>• Monitor and review branch Policies and Procedures.</li></ul>

# Budget Summary

	Area Activity	Revenue Budget \$	Revenue Actual YTD \$	Expenditure Budget \$	Expenditure Actual YTD \$
Operational Budget	Community and Social Development	50,000	9,600	1,596,811	853,542
	Arts and Culture	35,000	32,127	361,097	181,111
	Sports and Recreational Development	-	-	20,810	23,200
	Library Services Operations	179,800	131,343	3,191,087	1,593,660
	Youth Services and Development	-	-	57,190	46,547
	Heart of the Reef Transit Facilities	5,000	764	18,527	2,530
	Caravan Parks	596,000	416,016	768,642	295,481
	Collinsville Independent Living	25,000	30,440	73,744	49,037
	Cultural Heritage	-	-	174,088	54,534
Capital Budget	Cultural Heritage	-	-	-	-
	Library Services Operations	-	-	15,632	13,743
	Caravan Parks	-	-	228,171	70,522

# Key Performance Indicators

KPI	Responsible Officer	2019/2020 Target	Q1	Q2	Status	Status Commentary as at 31 December 2019
Community Development projects are completed on time and within budget.	<b>Manager Community &amp; Libraries</b>	90%	100%	100%	↑	Collinsville Multi Sport Facility Upgrade still on time and within budget, a variation to the project was approved.
Community & RADF Grant Applications are decided within corporate timeframes.	<b>Manager Community &amp; Libraries</b>	95%	100%	100%	↑	N/A
Fee Waivers are processed within corporate timeframes.	<b>Manager Community &amp; Libraries</b>	95%	100%	100%	↑	Some applications are submitted too close to the event to allow the approval process to be completed within corporate timeframes.
Council civic events are completed on time and within budget.	<b>Manager Community &amp; Libraries</b>	95%	67%	100%	↓	Some events are reactive; therefore, no funding has been allocated in the budget. Some overspend of final budget is possible.
Whitsunday Schoolies is completed on time and within budget.	<b>Manager Community &amp; Libraries</b>	95%	60%	100%	☑	This is a progressive measure. Whitsunday Schoolies took place from 16 to 22 November 2019. *Due to a significant drop in attendees, a drop-in revenue of 25%.
Advise community groups of external funding grants that are available.	<b>Manager Community &amp; Libraries</b>	90%	100%	100%	↑	N/A
Libraries available to the public as advertised.	<b>Manager Community &amp; Libraries</b>	100%	100%	100%	↑	N/A

## Legend:



On Target



Below Target



Completed



Reporting not required this quarter

# Key Performance Indicators

KPI	Responsible Officer	2019/2020 Target	Q1	Q2	Status	Status Commentary as at 31 December 2019
50% of the library collection has been acquired within the last 5 years.	<b>Manager Community &amp; Libraries</b>	100%	68%	68%	↑	N/A
Home library program service is completed on schedule and budget.	<b>Manager Community &amp; Libraries</b>	90%	100%	100%	↑	N/A
Library computers are available at the advertised times.	<b>Manager Community &amp; Libraries</b>	95%	100%	100%	↑	Some issues with computers not working, but still enough to provide an adequate service.
Average Annual Occupancy rate at the Proserpine Tourist Park.	<b>Manager Community &amp; Libraries</b>	45%	67%	30%	↑	7% increase in occupancy compared to occupancy in Q2 of 2018/19.
Average Annual Occupancy rate at the Wangaratta Caravan Park.	<b>Manager Community &amp; Libraries</b>	55%	80%	19%	↑	3% decrease in level of occupancy as Q2 in 2018/19.
Revenue shows an increase against 2018/19 – Proserpine Tourist Park.	<b>Manager Community &amp; Libraries</b>	5%	\$129,764	\$44,865	↑	20% increase in revenue compared to revenue in Q2 of 2018/19.
Revenue shows an increase against 2018/19 – Wangaratta Caravan Park.	<b>Manager Community &amp; Libraries</b>	5%	\$232,868	\$56,170	↑	2% increase in revenue compared to revenue in Q2 of 2018/19.

## 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"><li>• Administer Whitsunday Regional Council Local Law No. 2 (Animal Management) 2014; and Animal Management (Cats and Dogs) Act 2008;</li><li>• Maintain, enforce and assess applications in accordance with local laws and legislation; Maintain and operate off-street car parking stations;</li><li>• Manage, regulate and assess applications - food safety programs and licences in accordance with the relevant legislation;</li><li>• Develop a Water Quality Improvement Plan.</li></ul>

# Budget Summary

	Area Activity	Revenue Budget \$	Revenue Actual YTD \$	Expenditure Budget \$	Expenditure Actual YTD \$
Operational Budget	Local Laws	522,700	447,517	1,831,567	911,846
	Climate Change	46,350	96,350	215,996	148,398
	Public Health Management	202,499	177,728	1,249,623	573,133
	Parking Management	1,019,107	523,236	443,371	108,031
	Water Quality	-	90,500	115,307	43,193
Capital Budget	Water Quality	-	-	-	-
	Climate Change	181,000	90,500	181,000	-

# Key Performance Indicators

KPI	Responsible Officer	2019/2020 Target	Q1	Q2	Status	Status Commentary as at 31 December 2019
Local Law & Environmental Health Applications are decided within statutory timeframes.	<b>Manager Health, Environment &amp; Climate</b>	90%	98%	100%	↑	N/A
Liquor Licence referrals are responded to within corporate timeframes.	<b>Manager Health, Environment &amp; Climate</b>	95%	100%	100%	↑	N/A
Local Law & Animal Management complaints are investigated within 10 business days.	<b>Manager Health, Environment &amp; Climate</b>	90%	83%	90%	↑	N/A
Environmental, Litter, Asbestos and Public Health complaints are investigated within 10 business days.	<b>Manager Health, Environment &amp; Climate</b>	90%	88%	90%	↑	N/A
Prescribed Activities under the Local Law are audited annually.	<b>Manager Health, Environment &amp; Climate</b>	90%	92%	95%	↑	N/A
Food Business & Food Safety Programs are audited annually.	<b>Manager Health, Environment &amp; Climate</b>	90%	100%	90%	↑	N/A
Personal Appearance & Devolved Environmentally Relevant Activities Services are audited annually.	<b>Manager Health, Environment &amp; Climate</b>	90%	100%	100%	↑	N/A
Parking Infringements waived.	<b>Manager Health, Environment &amp; Climate</b>	Max 10%	22%	22%	↓	N/A

## Legend:



On Target



Below Target



Completed



Reporting not required this quarter

# Key Performance Indicators

KPI	Responsible Officer	2019/2020 Target	Q1	Q2	Status	Status Commentary as at 31 December 2019
Completion of a Coastal Hazard Adaptation Plan (CHAS) that identifies coastal hazards and considers the impacts of climate change on our coastal communities.	<b>Manager Health, Environment &amp; Climate</b>	100%	80%	90%	↑	N/A
Development applications are assessed in relation to environmental matters within 10 business days.	<b>Manager Health, Environment &amp; Climate</b>	90%	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.	<b>Manager Health, Environment &amp; Climate</b>	100%	33%	33%	↑	N/A
Priority waterway restoration projects are assessed and prioritised to maintain public and private infrastructure and enhance environmental condition.	<b>Manager Health, Environment &amp; Climate</b>	100%	33%	45%	↑	N/A
Off-street parking stations available during advertised times.	<b>Manager Health, Environment &amp; Climate</b>	>95%	80%	94.4%	↑	N/A
Revenue shows an increase against 2018/19 – Heart of the Reef Transit.	<b>Manager Health, Environment &amp; Climate</b>	5%	241%	246%	↑	N/A

Revenue shows an increase  
against 2018/19 – Commercial  
Parking Operations.

**Manager Health,  
Environment & Climate**

5%

2.8%

10.8%



N/A

**Legend:**



On Target



Below Target



Completed



Reporting not required this quarter

# Natural Resource Management

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

## Budget Summary

	Area Activity	Revenue Budget \$	Revenue Actual YTD \$	Expenditure Budget \$	Expenditure Actual YTD \$
Operational Budget	Natural Resource Management	279,000	102,921	1,450,602	751,448

# Key Performance Indicators

KPI	Responsible Officer	2019/2020 Target	Q1	Q2	Status	Status Commentary as at 31 December 2019
Develop and/or review Property Pest Plans for the region.	<b>Manager Natural Resource Management</b>	90%	10%	50%	↑	Process is underway and on track.
Response to Declared Weeds customer complaints within timeframes.	<b>Manager Natural Resource Management</b>	95%	10%	50%	↑	Process is underway and on track.
Treat declared weeds on State & Council Controlled Roads.	<b>Manager Natural Resource Management</b>	95%	25%	40%	↑	Process is underway and on track.
Facilitate NRM Education Workshop & Field Days.	<b>Manager Natural Resource Management</b>	90%	25%	50%	↑	Council staff have attended regional pest management meetings and attended relevant field days.
Coordinate feral animal ground baiting activities within the region.	<b>Manager Natural Resource Management</b>	90%	25%	50%	↑	Process is underway and on track. The baiting program has been well supported by landholders.
Coordinate aerial shooting activities throughout the region.	<b>Manager Natural Resource Management</b>	90%	25%	80%	↑	The aerial shooting for this financial year has been completed. We will be finalising project reports shortly.
Treat known mosquito breeding sites.	<b>Manager Natural Resource Management</b>	90%	0%	50%	↑	Process is underway and on track.
Develop/review community bushfire management plans.	<b>Manager Natural Resource Management</b>	90%	25%	50%	↑	Process is underway and on track. Bushfire Plans are being implemented. New Community Bushfire Management Plans will be proposed shortly to Council.
Develop/review coastal foreshore plans.	<b>Manager Natural Resource Management</b>	90%	0%	0%	↓	No coastal foreshore plans reviewed so far, this financial year.

Develop/review beach nourishment and coastal protection work.	<b>Manager Natural Resource Management</b>	90%	0%	0%	↑	The beach nourishment program is still being delivered by PDM for disaster recovery program.
Develop a Reef Guardian Council Annual Plan 2019/2020.	<b>Manager Natural Resource Management</b>	100%	25%	25%	↓	Plan development is underway.

**Legend:**



On Target



Below Target



Completed



Reporting not required this quarter

# Collinsville Independent Living Facility

<b>Responsible Officer</b>	<b>Manager Cultural Heritage &amp; Independent Living Facility</b>
<b>Area Overview</b>	<p>To provide quality of life to the independent people in our population through the following objectives:</p> <ul style="list-style-type: none"> <li>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.</li> </ul>

## Key Performance Indicators

KPI	Responsible Officer	2019/2020 Target	Q1	Q2	Status	Status Commentary as at 31 December 2019
Occupancy rates at Collinsville Independent Living Facility.	<b>Manager Cultural Heritage &amp; Independent Living Facility</b>	20%	30%	50%	↑	N/A
Revenue shows an increase against 2017/18 – Collinsville Independent Living Facility.	<b>Manager Cultural Heritage &amp; Independent Living Facility</b>	5%	5%	75%	↑	N/A

### Legend:



On Target



Below Target



Completed



Reporting not required this quarter

# Cultural Heritage

<b>Responsible Officer</b>	<b>Manager Cultural Heritage &amp; Independent Living Facility</b>
<b>Area Overview</b>	<p>To provide equality opportunities to the Aboriginal and Torres Strait Islander people and to understand their history through the following objectives:</p> <ul style="list-style-type: none"> <li>Enriching relationships (community engagement); Enriching respect (cultural awareness and understanding); Creating opportunities (employment opportunities); Tracking progress and reporting.</li> </ul>

## Key Performance Indicators

KPI	Responsible Officer	2019/2020 Target	Q1	Q2	Status	Status Commentary as at 31 December 2019
Meetings held with all Traditional Owner Groups.	<b>Manager Cultural Heritage &amp; Independent Living Facility</b>	100%	100%	100%	↑	N/A
Indigenous Land Use Agreements (ILUA) completed with all Traditional Owner Groups.	<b>Manager Cultural Heritage &amp; Independent Living Facility</b>	80%	80%	80%	↑	N/A
Reconciliation Action Plan completed.	<b>Manager Cultural Heritage &amp; Independent Living Facility</b>	90%	90%	90%	↑	N/A

### Legend:



On Target



Below Target



Completed



Reporting not required this quarter

# Customer Experience

Responsible Officer	Director Customer Experience
Areas of Responsibility	<ul style="list-style-type: none"><li>• Customer Service;</li><li>• Parks and Gardens;</li><li>• Waste Services</li></ul>
Performance Improvement	Respond to actions in Strategic Review.

## Summary for Quarter Two

The second quarter of the financial year saw the Customer Experience Directorate undertake a number of projects and activities, including:

Camping opened at Lake Proserpine on the 3<sup>rd</sup> October and the amenities, kiosk and two pontoons were installed in December. The bulk of works for stage 2 of Beautiful Bowen was also completed in December and the Proserpine RV Park opened on the 12<sup>th</sup> November.

Early November saw the introduction of the Smart Tablets in Customer Service to capture stats and conduct Customer Service surveys.

Waste submitted the application for Regional Recycling Transport Assistance Package for recycling legacy concrete stockpiled at the Bowen Landfill and implementing household battery recycling drop offs at Council facilities. 327 tonnes of asbestos from South Molle Island was received in December at the Kelsey Creek Landfill – bringing in an income of \$80,000. Q2 landfill diversion remained above the KPI target of 20%.

Parks & Gardens finalised the planting of palm trees in the centre garden beds along the Proserpine Main Street, making all structural planting along the Main Street near completion. Contracts were awarded for Supply of Chemicals to Aquatic Facilities and Conway Beach/Wilson Beach and Dingo Beach/Hydeaway Bay maintenance. Parks continued discussions with Strategic Planning in drafting the Open Space Strategy. The RFQ was also awarded to have signage upgraded at our aquatic facilities in line with GSPO requirements.

# Customer Service

Responsible Officer	Manager Customer Service
Area Overview	<ul style="list-style-type: none"><li>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.</li></ul>

## Budget Summary

	Area Activity	Revenue Budget \$	Revenue Actual YTD \$	Expenditure Budget \$	Expenditure Actual YTD \$
Operational Budget	Customer Service Operations	30	268	1,305,485	653,373

# Key Performance Indicators

KPI	Responsible Officer	2019/2020 Target	Q1	Q2	YTD	Status	Status Commentary as at 31 December 2019
Customer Service Requests resolved within the target timeframes.	<b>Manager Customer Service</b>	90%	93.4%	89.2%	92.4%	↑	YTD CRM figures remain at 92.4% resolved within timeframe (88.6% including call backs).
Customer Service Requests resolved at first point of contact.	<b>Manager Customer Service</b>	80%	85.8%	76.8%	82.4%	↑	YTD Resolution at FPOC remains above KPI outside of notice period. Investigating a First Call Resolution (FCR) model.
Electronic Payments as total of Payments (%).	<b>Manager Customer Service</b>	60%	65.2%	49.7%	61.4%	↑	Q2 is outside of notice period. % of electronic payments is still above the KPI.
Maintain Call Centre Average Service Level (ASL) of % of calls answered within 25secs.	<b>Manager Customer Service</b>	80%	76.9%	89.9%	81.6%	↑	EQUAL Training and Rewards and Recognition programs have increased ASL this quarter.
Develop and deliver a Community Satisfaction Survey.	<b>Manager Customer Service</b>	100%	10%	10%	20%	↑	Background work has begun with initial meetings with stakeholders to begin in January.
Review Customer Service Charter.	<b>Manager Customer Service</b>	100%	25%	25%	50%	↑	Customer Service Charter is currently under revision. Investigating a possible overarching Customer Service Strategy.

## 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"><li>• Maintenance of active and passive open space areas;</li><li>• Maintenance and construction of cemeteries, opening and closing of graves, landscaping and presentation;</li><li>• Maintenance and construction, including assurance of safety, health standards, management of contract conditions associated with parks assets;</li><li>• Administration, maintenance and management of contract conditions at aquatic facilities;</li><li>• Administration and operation of all playgrounds.</li></ul>

# Budget Summary

	Area Activity	Revenue Budget \$	Revenue Actual YTD \$	Expenditure Budget \$	Expenditure Actual YTD \$
Operational Budget	Cemeteries	175,000	83,900	483,787	192,267
	Parks and Gardens	182,646	4,535,138	10,587,764	4,865,558
	Public Amentities	13,000	3,956	1,775,307	900,444
	Pools, Lagoons & Enclosures	2,500	1,718	2,852,785	1,178,972
Capital Budget	Cemeteries	-	-	-	-
	Parks and Gardens	4,779,113	4,506,198	7,597,919	5,015,261
	Public Amentities	-	-	-	-
	Pools, Lagoons & Enclosures	-	-	465,933	465,933

# Key Performance Indicators

KPI	Responsible Officer	2019/2020 Target	Q1	Q2	YTD	Status	Status Commentary as at 31 December 2019
Customer Service Requests resolved within the target timeframes.	<b>Manager Parks &amp; Gardens</b>	90%	80%	90%	85%	↓	Customer Requests as at Q2 have been actioned within target time as per WRC Customer Charter and Levels of Service.
Adopted maintenance schedules for all P&G Assets completed on time and within budget.	<b>Manager Parks &amp; Gardens</b>	95%	95%	95%	95%	↑	All P&G maintenance schedules have been completed within timeframe for this quarter.
All capital works for P&G assets completed on time and within budget.	<b>Manager Parks &amp; Gardens</b>	95%	95%	95%	95%	↑	All P&G Capital works projects have been completed within expected timeframe.
New P&G assets are capitalised within 60 days of project completion.	<b>Manager Parks &amp; Gardens</b>	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.	<b>Manager Parks &amp; Gardens</b>	95%	95%	95%	95%	↑	All P&G Assets are condition rated at a Level 3 or better.
All passive spaces and recreation networks are available, safe and accessible at all reasonable hours.	<b>Manager Parks &amp; Gardens</b>	100%	100%	100%	100%	↑	All passive spaces and recreational networks are available for public use.
Develop an Open Space Strategy.	<b>Manager Parks &amp; Gardens</b>	100%	80%	25%	50%	↑	P&G continuing to work with Strategic Planning to develop the Open Space Strategy.

## Legend:



On Target



Below Target



Completed



Reporting not required this quarter

# Waste Services

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

## Budget Summary

	Area Activity	Revenue Budget \$	Revenue Actual YTD \$	Expenditure Budget \$	Expenditure Actual YTD \$	Proposed Dividend to Council
Operational Budget	Refuse Tips and Transfer Stations	4,317,198	1,645,366	4,280,397	1,670,110	Nil
	Waste Management Domestic Refuse Collection	4,912,796	2,492,228	2,628,888	1,174,815	Nil
	Waste Management	-	-	1,024,778	481,712	Nil
Capital Budget	Waste Management	-	-	1,455,709	1,349,998	N/A

## Key Performance Indicators

KPI	Responsible Officer	2019/2020 Target	Q1	Q2	YTD	Status	Status Commentary as at 31 December 2019
Customer Service Requests resolved within the target timeframes.	<b>Manager Waste Services</b>	90%	98%	98%	98%	↑	455 CRMs received in Q2.
Compliance with Environmental Licence conditions and any DES requirements arising from Environmental Inspections.	<b>Manager Waste Services</b>	100%	25%	25%	50%	↑	Stormwater & Leachate Options analysis for Kelsey Creek landfill complete.
Delivery of Capital Works Program.	<b>Manager Waste Services</b>	100%	100%	0%	100%	☑	All projects complete.
Achieve annual landfill waste diversion of 20% for 2019-2020 period.	<b>Manager Waste Services</b>	20%	22%	23%	22%	↑	Q2 23% diversion from landfill.
Develop a Waste Collection Policy.	<b>Manager Waste Services</b>	100%	0%	10%	10%	↓	Commenced in Q2.

Develop Leachate Management Strategy.	<b>Manager Waste Services</b>	100%	25%	40%	65%	↑	Stormwater & Leachate Management Plan being updated to reflect recommendations in GHD Options Analysis report. Awarded consultancy to prepare Leachate Detection and Monitoring Programs for Kelsey Creek & Bowen landfills in accordance with EPOs.
Review Waste Management Strategy.	<b>Manager Waste Services</b>	100%	20%	30%	50%	↑	WMS reviewed. Planning underway for development of new WMS.
<b>Legend:</b> <span>↑ On Target</span> <span>↓ Below Target</span> <span>☑ Completed</span> <span>⋯ Reporting not required this quarter</span>							

# Engineering Services

Responsible Officer	Director Engineering Services
Areas of Responsibility	<ul style="list-style-type: none"><li>• Disaster Management;</li><li>• Disaster Recovery;</li><li>• Foxdale Quarry;</li><li>• Roads;</li><li>• Stormwater Drainage;</li><li>• Whitsunday Water.</li></ul>

## Summary for Quarter Two

At the completion of the 19/20 second quarter, the construction of the new Bowen Sewerage Treatment Plant (BSTP) continued to be a high priority with completion of the liquid stream treatment process in early December, the second stage of the project has commenced in earnest which 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 May 2020 with this project.

Across the capital works program, Whitsunday Water has expended \$13.5M in Capital expenditure in the first and second quarter which was spread over a number of Water and Sewage projects throughout the region. These works have included the sewer replacement works on Shingley Drive, Sewer Pump Station 3 Upgrade at the Coral Esplanade in Cannonvale. The program has resulted in the replacement of water reticulation mains on Kennedy St & Powell St and the construction of the Dalrymple Bay Area Sewer project in Bowen. The Collinsville Railway Parade and Station St Water Main project were completed at the start of the FY. The Cannonvale Bulk Water Pipeline project is progressing through the procurement stages at current with target commencement construction dates in Q3 of the financial year 2019/2020.

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.

At the Quarry, the final stage of the crushing plant upgrade, installing the new jaw crusher, has now been completed. During the month of October crushing trials were undertaken of high demand products and adjustments of supporting equipment were made to support and handle the increased through put of the crushing circuit. Unfortunately, this processed decreased output during September and October and reduced quarry stock pile balances. However, during the months of November and December the crushing plant has proved to be very efficient and stock levels have almost been regained on most products.

The Disaster Management Unit has undertaken a Discussion exercise for the Local Disaster Coordination Centre staff and had an additional four staff members participate in the Local Disaster Coordinator role training. Throughout Q2 the Disaster Management Unit's focus was on preparing for storm season with resilience and engagement activities such as; Get Ready Week, Cyclone Saturday, Cyclone Saturday and running Emergency campaigns on our social media sites. So far this storm season we are seeing more severe storm and rain events.

From a slow start in sales for Q2, the quarry experienced a rapid increase in demand for products from mid-November onwards. There has been an increased level of business activity with quotations provide for several large projects to begin in 2020. There has been ongoing production of armour rock for the Shute Harbour Reconstruction project and the quarry. All primary and secondary armour production is now complete, with the quarry now concentrating on completing the required material for the marine sediment displacement.

At the end of Q2, the Roads & Drainage team are on target to deliver its allocated capital works program on time and under budget. The team continue to consistently deliver its routine maintenance program with a focus on rural grading, regional pothole patching and seasonal roadside slashing. These works are in addition to work on the National & State highways within the region that Council delivers under a commercial framework for the State Government. Highlights for the quarter include strong progress on both the Proserpine Main Street upgrade project and construction of a new Heavy Vehicle Parking area in Collinsville.

# Disaster Management

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

## Budget Summary

	Area Activity	Revenue Budget \$	Revenue Actual YTD \$	Expenditure Budget \$	Expenditure Actual YTD \$
Operational Budget	Disaster Management Operations	17,040	11,401	1,087,851	368,977
	State Emergency Service Support	22,600	22,584	177,988	35,343
	Disaster Management Response				
Capital Budget	Disaster Management Operations	-	-	31,000	-

# Key Performance Indicators

KPI	Responsible Officer	2019/2020 Target	Q1	Q2	Status	Status Commentary as at 31 December 2019
Annual review of Whitsunday Disaster Management Plan in accordance with s59 <i>Disaster Management Act 2003</i> .	<b>Disaster Management Coordinator</b>	June 2020	90%	95%	↑	Following final acceptance by the LDMG; a report was put up to Council and the plan was adopted; OM 13/11/19.  We are just having a few design issues that should be completed by 28/01/2020.
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> .	<b>Disaster Management Coordinator</b>	100%	30%	50%	↑	2 <sup>nd</sup> Exercise - Calendar Invite for members of LDMG for Discussion Exercise on the updated DMP.  *Evaluation to be completed post exercise.
Disaster Management group meetings are held at least 1 in every 6 months.	<b>Disaster Management Coordinator</b>	100%	100%	100%	↑	First Meeting for 2020 is 28/01/2020. Agenda complete and sent.  Presentation by Acting LDC & Consultant.
Support State Emergency Service (SES) by ensuring operational expenditure of allocated budget.	<b>Disaster Management Coordinator</b>	75%	30%	40%	↑	Capital Project: Proserpine SES Storage Shed held up due to restructure of application and funding is on hold.
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.	<b>Disaster Management Coordinator</b>	100%	30%	30%	↑	Upgrades have been made to the Flood Cameras; we will now see accurate flood levels and have fewer camera downtime.

## Legend:



On Target



Below Target



Completed



Reporting not required this quarter

# Foxdale Quarry

<b>Responsible Officer</b>	<b>Director Engineering Services</b>
<b>Area Overview</b>	<ul style="list-style-type: none"><li>• The Foxdale quarry's predominant role is to produce and meet the quarry product needs of Council's road infrastructure maintenance and construction operations;</li><li>• 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.</li></ul>

## Budget Summary

	Area Activity	Revenue Budget \$	Revenue Actual YTD \$	Expenditure Budget \$	Expenditure Actual YTD \$	Proposed dividend to Council
Operational Budget	Quarry Operations	4,209,658	1,345,448	3,563,027	1,885,097	As per Dividend Policy
Capital Budget	Quarry Operations	-	-	59,156	48,698	

# Key Performance Indicators

KPI	Responsible Officer	2019/2020 Target	Q1	Q2	Status	Status Commentary as at 31 December 2019
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.	Quarry Manager	100%	100%	100%	☑	The crushing plant has now been in full operation since October 2019. The plant has proved to be capable of maintaining outputs of road base of 1000 tonnes per day consistently.
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.	Quarry Manager	75%	100%	100%	☑	The demand for Foxdale quarry concrete aggregate continues to grow with very good feedback from concrete batchers and pumpers.
Crush, establish and maintain minimum stockpiles balances to align with product peak demand periods in advance of the wet season.	Quarry Manager	100%	25%	75%	↑	With the new capability of the crushing plant, minimum stock pile levels of materials have been produced in advance of the wet season.
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.	Quarry Manager	June 2020	25%	50%	↑	Q1 sales were below the ten-year average, and Q2 were almost on average. The quarry has been awarded a major project on the Bruce highway which will increase sales in Q3 dramatically. As Shute harbour begins the quarry will recoup major expenditure on armour rock.

## 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"><li>• Engineering investigations works programming and design, certifications, asset management planning;</li><li>• Scheduled and reactive maintenance, reseals, patching, street lighting, material stockpiles, boat ramps, bridges, footpaths, traffic control, facilities, signs and rural roads;</li><li>• Construction and re-construction of roads and public facilities;</li><li>• NDRRA projects as required;</li><li>• Maintenance works on state controlled roads.</li></ul>

# Budget Summary

	Area Activity	Revenue Budget \$	Revenue Actual YTD \$	Expenditure Budget \$	Expenditure Actual YTD \$
Operational Budget	Aquatic Assets & Boat Ramps	73,000	74,500	282,294	201,384
	Design & Asset Management	1,040	-	584,580	313,792
	Flood Damage Restoration	3,856,242	15,919,456	2,846,319	1,723,495
	RMPC Recoverable Works	4,085,000	2,297,269	3,567,824	1,348,511
	Road Maintenance	2,494,794	2,462,846	46,749,780	16,914,083
Capital Budget	Aquatic Assets & Boat Ramps	-	-	180,136	160,335
	Road Construction	-	-	13,218,911	4,296,403
	Flood Damage Restoration	14,271,684	180,136	65,580,722	11,939,001
	W4Q	2,212,000	-	3,766,100	136,453
	Road Maintenance	2,209,925	515,174	-	-

# Key Performance Indicators

KPI	Responsible Officer	2019/2020 Target	Q1	Q2	Status	Status Commentary as at 31 December 2019
Designs for 2020/21 pre-planned capital works program to be completed by March 2020.	<b>Executive Manager Roads &amp; Drainage</b>	75%	50%	N/A	↑	Designs for future works progressing well.
Scheduled maintenance works are completed on time and budget.	<b>Executive Manager Roads &amp; Drainage</b>	100%	30%	50%	↑	Works progressing well – On Target.
Road construction programs are completed according to approved schedule on time and budget.	<b>Executive Manager Roads &amp; Drainage</b>	100%	15%	50%	↑	All works progressing as per program.
RMPC contracted works delivered on time and budget.	<b>Executive Manager Roads &amp; Drainage</b>	100%	25%	40%	↑	Works and progress claims proceeding ahead of schedule (N.B. Slashing was not permitted due to fire ban).
Outstanding customer service.	<b>Executive Manager Roads &amp; Drainage</b>	90% CRMs resolved on time	100%	100%	↑	Customer service remains a high requirement for the Roads & Drainage dept.

## 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"><li>Scheduled and reactive maintenance to maintain the stormwater drainage network serviceable;</li><li>Construction and upgrade of stormwater drainage infrastructure and facilities.</li></ul>

## Budget Summary

	Area Activity	Revenue Budget \$	Revenue Actual YTD \$	Expenditure Budget \$	Expenditure Actual YTD \$
Operational Budget	Stormwater Drainage Operations	250,000	-	-	-
Capital Budget	Stormwater Drainage Operations	-	-	-	-

# Key Performance Indicators

KPI	Responsible Officer	2019/2020 Target	Q1	Q2	Status	Status Commentary as at 31 December 2019
Designs for capital works program to be completed by 31/3/20.	<b>Executive Manager Roads &amp; Drainage</b>	100%	25%	N/A	↑	Designs progressing well.
Drainage network maintained in accordance with approved service levels as identified in the Transport Asset Management Plan.	<b>Executive Manager Roads &amp; Drainage</b>	100%	25%	50%	↑	Routine maintenance on target.
Scheduled maintenance works are completed on time and budget.	<b>Executive Manager Roads &amp; Drainage</b>	90%	25%	50%	↑	Routine maintenance on target.
Stormwater drainage construction programs are completed according to approved schedule on time and budget.	<b>Executive Manager Roads &amp; Drainage</b>	100%	0%	33%	↑	Stormwater renewals ongoing.

## Legend:



On Target



Below Target



Completed



Reporting not required this quarter

# Water and Sewerage

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

## Budget Summary

	<b>Area Activity</b>	<b>Revenue Budget \$</b>	<b>Revenue Actual YTD \$</b>	<b>Expenditure Budget \$</b>	<b>Expenditure Actual YTD \$</b>	<b>Proposed Dividend to Council</b>
<b>Operational Budget</b>	Sewerage Operations	16,789,500	12,008,509	18,605,489	7,286,873	As per Dividend Policy
	Water Supply Operations	18,448,860	10,037,384	25,385,127	10,236,797	As per Dividend Policy
<b>Capital Budget</b>	Sewerage Operations	5,524,512	3,800,853	19,863,167	11,825,187	
	Water Supply Operations	524,350	450,167	12,418,859	1,471,860	

# Key Performance Indicators

KPI	Responsible Officer	2019/2020 Target	Q1	Q2	Status	Status Commentary as at 31 December 2019
Compliance with Customer Service Standards.	COO Whitsunday Water	95%	95%	100%	↑	On Target
Compliance with Drinking Water Quality Management Plans; samples meet ADWG.	COO Whitsunday Water	100%	100%	100%	↑	On Target
Compliance with Environmental Licence conditions; no offences received.	COO Whitsunday Water	100%	99%	100%	↑	On Target
Delivery of Capital Works Program on time and within budget.	COO Whitsunday Water	90%	31%	16%	↑	47% complete in total.
2019-20 Capital works planning program in place with project briefs & detailed description statements (BID) in place.	COO Whitsunday Water	March 2020	25%	40%	↑	On Target
Network master plans updated for water, sewerage and recycled water networks to meet region's needs.	COO Whitsunday Water	June 2020	50%	75%	↑	Model drafts complete (to be reviewed) – On Target.
Feasibility planning for Dalrymple Point Sewer completed.	COO Whitsunday Water	June 2020	100%	100%	••	Completed

## Legend:



On Target



Below Target



Completed



Reporting not required this quarter

# Key Performance Indicators

KPI	Responsible Officer	2019/2020 Target	Q1	Q2	Status	Status Commentary as at 31 December 2019
Detailed design for Cannonvale Bulk Water Pipeline Upgrade Project completed.	COO Whitsunday Water	March 2020	95%	100%	☑	On Target
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%	↑	On Target
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	⋯	Reporting not required this quarter.

## Legend:



On Target



Below Target



Completed



Reporting not required this quarter