

**Livingstone Shire Council**

*Working together for a thriving Livingstone*

**Liveable Livingstone**

**1.1.1 Foster development to promote a range of housing options by reviewing existing planning and development policies to ensure that Council's development controls facilitate housing choice.**

Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				First Quarter Progress Comments
	Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
1.1.1.a	Prepare and lodge a development application for a subdivision which incorporates a variety of lot sizes (to encourage housing choice) over Council owned land within Emu Park.	Development application lodged by 31 March 2022	Council business papers	Manager Economy & Places	Q3 (March 2022)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s being managed	Development options were presented to Council in September 2021 for consideration. Further analysis is required on planning, budget, and staging options.

**1.1.2 Align community programs to social needs, funding opportunities and/or partnerships.**

Reference	Performance Measurement			Responsibility	Timeframe	Progress Indicators				First Quarter Progress Comments
	Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
1.1.2a	Undertake a review of the community outreach programmes being delivered through the Community Centre to identify any gaps between service delivery and emerging trends.	Report presented to Council by 31 March 2022	Council business papers	Supervisor Community Centre	Q3 (March 2022)	On time	Budget on track	Benefits to be achieved	Identified risk/s within appetite	Engagement Plan - Community Centre Programmes being finalised and consultation anticipated to commence October 2021.

**1.2.1 Build capacity to improve health and well-being in the community by providing fair and reasonable access to services and facilities**

Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				First Quarter Progress Comments
	Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
1.2.1a	Deliver five projects including; ICare Community Project, Share the Dignity, Talking Place, Seniors Week, and pop-up events	100%	Work plan Pathways Booking module Eventbrite, Canva, Door counter, Excel	Supervisor Community Centre	Q4 (June 2022)	On time	Budget on track	Benefits to be achieved	Identified risk/s within appetite	ICare ongoing (twenty recipients); Share the Dignity washroom facility ongoing; Seniors Month in October with forty-one activities scheduled; Talking Place - Darumbal has provided advice regarding the setout and installation and work is currently scheduled to be completed by 31 December 2021.

**1.2.2 Plan for Livingstone's ageing demographics and partner with regional health and aged care sectors.**

Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				First Quarter Progress Comments
	Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
1.2.2.a	Senior Needs Analysis updated to reflect the community needs assessment and gap analysis undertaken in 2020-21.	Report presented to Council by 31 March 2022	Council business papers	Principal Community Development & Engagement Officer	Q4 (June 2022)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	The Project Plan is complete. Team is collaborating with a number of other areas with the aim of sharing relevant data.

**1.2.3 Plan, design and deliver community infrastructure which connects communities and encourages active transport.**

Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				First Quarter Progress Comments
	Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
1.2.3.a	Undertake a review of the Principal Cycle Network prioritisation delivery plan.	Report presented to Council by 31 March 2022	Council business papers	Coordinator Infrastructure Planning	Q2 (December 2021)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s being managed	A review of route priorities within the Principal Cycleway Plan has been completed in conjunction with the Department of Transport & Main Roads. Officers discussed the changes with Council in July.

1.2.4 Take action to enable the implementation of the Active Livingstone Strategy										
Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				First Quarter Progress Comments
	Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
1.2.4.a	Progress actions identified in the Active Livingstone Strategy.	100% of actions identified for 2021-22 completed	Council business papers	Principal Community Development & Engagement Officer	Q4 (June 2022)	On time	Budget on track	Benefits to be achieved	Identified risk/s within appetite	Review of identified actions underway. Once status of actions is confirmed, the team will have a more accurate report to provide.
1.3.1 Undertake planning in conjunction with the review of Council's Local Government Infrastructure Plan to provide adequate open space and recreation areas to meet the future growth needs of the Shire.										
Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				First Quarter Progress Comments
	Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
1.3.1.a	Formalisation of tenure over Yeppoon Inlet jetty sites.	Registration of the Trustee Lease and the individual subleases in the Titles Registry within timeframe	ECM	Principal Property Officer	Q4 (June 2022)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s being managed	Council and the Yeppoon Inlet Association continue to work together with a view to formalising tenure over the jetty sites in Fig Tree and Ross Creek. The Yeppoon Inlet Association is responsible for legal costs associated with the preparation of the lease document. Internal administration is being absorbed within Council's Property team resources. Formalisation of tenure will minimise the risk to Council associated with the use of privately owned structures on reserve land of which Council is trustee.
1.3.1.b	Review open space and recreation areas intervention and service level.	Open Space service levels adopted by Council	Council resolution	Coordinator Open Spaces	Q3 (March 2022)	On time	Budget on track	Benefits to be achieved	Identified risk/s being managed	Initial body of work concluded with the Service Delivery Review undertaken for Open Spaces (details of which were reported to Council in October). Outcomes from the review will now be the subject of community consultation.
1.3.1.c	Undertake a strategic review of existing and future sporting needs.	Sporting Needs Strategy adopted by Council	Council resolution	Principal Community Development & Engagement Officer	Q4 (June 2022)	Rescheduling expected	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	Barmaryee Master plan review and Open Spaces Strategy have commenced.
1.3.2 Optimise community benefit from the use of parklands and facilities by improving the quality, access to, and shared use of, public spaces and facilities for cultural, recreational, and community activities.										
Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				First Quarter Progress Comments
	Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
1.3.2.a	Implement a clear and consistent framework to manage community, recreational and cultural organisations entering into tenure agreements with Council.	100% of project completed within timeframe	Council business papers	Manager Community Wellbeing	Q4 (June 2022)	On time	Budget on track	Benefits to be achieved	Identified risk/s within appetite	Draft Community Tenure Policy, Community Tenure Procedure, and information kit scheduled to be presented to Council in second quarter, for adoption.
1.3.3 Support community groups (including the arts, cultural, sport, and recreation groups), through advocacy and by helping them identify and secure funding streams and develop skills (including networking, governance, engaging volunteers, and business										
Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				First Quarter Progress Comments
	Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
1.3.3.a	Facilitate Community and Agency network meetings for four groups	4 groups	Work plan	Supervisor Community Centre	Q4 (June 2022)	Item completed	Budget on track	Item completed - benefits achieved	Identified risk/s within appetite	Capricorn Coast Interagency Network Meeting held 25 August 2021, 44 people representing 39 Agencies attended ; ICare Committee Meeting held 12 August 2021, 8 people attended; Capricorn Coast Domestic and Family Violence Working Group meeting held 22 September 2021, 10 people attended; and Community Connectors Meeting held 18 August 2021, 8 people attended.
1.3.3.b	Capacity Building Initiatives for not-for-profit community organisations and provide information and resources.	Deliver six workshops per annum	Attendance figures and feedback from participants	Principal Community Development & Engagement Officer	Q4 (June 2022)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	Workbooks updated in mid 2021. Workshops being delivered every two months. At least six attendees at each, feedback from participants has been very positive.

Thriving Livingstone										
2.1.1 Implement Livingstone's Reconciliation Action Plan to increase Council's organisational and staff capacity to deliver position outcomes for Indigenous people, including the Darumbal and Woppaburra people.										
Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				First Quarter Progress Comments
	Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
2.1.1.a	Reconciliation Action Plan adopted by Council.	Plan adopted by Council	Council business papers	Principal Community Development & Engagement Officer	Q4 (June 2022)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s being managed	Working with Darumbal to finalise the Reconciliation Action Plan.
2.1.2 Foster partnerships to celebrate Council's and the community's respect and understanding of the Darumbal and Woppaburra People's relationship with their traditional land and waters through culturally appropriate facilities and services.										
Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				First Quarter Progress Comments
	Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
2.1.2.a	Reconciliation Action Plan identified actions for 2021-22 are implemented across the organisation.	100% of actions identified for 2021-22 completed	Reconciliation Advisory Group Minutes Council business papers	Principal Community Development & Engagement Officer	Q4 (June 2022)	Rescheduling expected	Within operational allocation	Benefits to be achieved	Identified risk/s being managed	Working with Darumbal to finalise the Reconciliation Action Plan. Once adopted, the actions can be formally progressed (noting that interactions and collaboration is already occurring between the various parties).
2.1.2.b	Deliver Indigenous Languages and Arts Projects resolved on 20th April 2021.	100% of project completed within timeframe and allocated budget	Council business papers	Urban Strategist	Q1 (September 2021)	On time	Budget underspent	Benefits to be achieved	Identified risk/s being managed	Stairs in Barry Street connecting to Salt and the Yeppoon Foreshore have been enhanced with first nations language and art. Future projects are pending Darumbal elder approval.
2.2.1 Growth in key sectors identified in the Invest Capricorn Coast Region Economic Development Plan is supported through the development and implementation of action plans by Capricorn Enterprise and other advisory groups.										
Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				First Quarter Progress Comments
	Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
2.2.1.a	Number of new businesses in the key sectors established.	Annual increase in new businesses within the identified key sectors	Economy ID	Manager Economy & Places	Q4 (June 2022)	On time	Budget on track	Benefits to be achieved	Identified risk/s within appetite	Early indicators show that the numbers of new businesses are growing. Statistical reporting is always a few months behind.
2.2.2 Foster development of high performing local business capability and diversity.										
Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				First Quarter Progress Comments
	Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
2.2.2.a	Growth in Gross Regional Product (%).	Above the Queensland Average	Economy ID	Manager Economy & Places	Q4 (June 2022)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	Growth in Gross Regional Product is reported annually. The year ended June 2020 showed a downturn due to COVID-19 impacts. Spendmapp data shows a 16.9 per cent increase in total local spend from June 2020 to June 2021.
2.2.3 Implement a Council-endorsed priority land development plan to deliver a return on the community's investment in land development to enhance economic and community outcomes.										
Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				First Quarter Progress Comments
	Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
2.2.3.a	A review is undertaken of the development and/or disposal of the remaining stages of the Gateway Business and Industry Park.	Review completed with timeframe	Council meeting minutes	Manager Economy & Places	Q4 (June 2022)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s being managed	Market interest in The Gateway Business and Industry Park has grown considerably. A report on developing Stage 2B and 3, and or selling the remainder is scheduled for the second quarter.
2.2.3.b	Through the land disposal strategy, identify Council land and/or properties suitable for disposal via sale.	Identified land sold within identified timeframes	Council business papers	Manager Economy & Places	Q4 (June 2022)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	There are valuations being completed on a few residential Council owned properties to determine market value. Investigations into the feasibility of developing residential land in Emu Park West continue.
2.2.4 Support the growth of education and employment opportunities for the community.										
Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				First Quarter Progress Comments
	Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
-	No action for this year.	-	-	-	-	-	-	-	-	-
2.3.1 Provide support to market Livingstone as a destination for commerce, tourism, and lifestyle.										
2.3.2 Council provides and maintains infrastructure which encourages business and tourism growth.										
Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				First Quarter Progress Comments
	Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
2.3.1.a	Growth in domestic and international visitor numbers and expenditure.	Growth in visitor numbers and expenditure	National visitor survey and International visitor survey	Manager Economy & Places	Q4 (June 2022)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	Capricorn Enterprise continues to successfully manage the tourism destination marketing of the Capricorn Coast region. Visitation year ending March 2021 showed an average expenditure of \$445,000,000 and length of stay 3.9 nights.

**2.4.1 Deliver events, activities, and performances which bring economic and social benefits to the community.**

Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				First Quarter Progress Comments
	Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
2.4.1.a	Deliver Free Community Workshops and information sessions including Livingstone Loop (Emu Park) and ILearn (Yeppoon).	4 times per annum	Work plan Pathways Booking module Eventbrite, Canva, Door counter, Excel	Supervisor Community Centre	Q4 (June 2022)	On time	Budget on track	Benefits to be achieved	Identified risk/s within appetite	Two workshops/information sessions delivered - Introduction to 3D Printing; and Finance - Make Your Money Work for you
2.4.1.b	Work with Council supported and hosted event organisers to measure the event value and impact.	100% of events supported by Council that measure event return on investment (ROI)	Council business papers	Coordinator Engagement & Events	Q4 (June 2022)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	All events sponsored by Council are required to complete an acquittal assessment to determine return on investment.

**2.4.2 Implement the action plan from the Invest Capricorn Coast Region Events Strategy 2025.**

Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				First Quarter Progress Comments
	Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
2.4.2.a	Assign responsibility and accountabilities of actions within The Invest Capricorn Coast Region Events Strategy and proposed timeline regarding implementation.	Completed by January 2022	Council business papers	Manager Customer Engagement & Communication	Q3 (March 2022)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s being managed	All activities has been compiled into one reporting document and completion of review is ontrack for March 2022.
2.4.2.b	Commence implementation of the Capricorn Coast Region Events Strategy 2025 identified actions and objectives.	100% of actions identified for 2021-22 completed	Council business papers	Manager Customer Engagement & Communication	Q4 (June 2022)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	Initial work has begun and a progress report will be provided in the fourth quarter.

**2.4.3 Foster access, collaboration, community connectedness, wellbeing and creativity by supporting arts and cultural activities within the Shire.**

Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				First Quarter Progress Comments
	Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
2.4.3.a	Percent of population as active library members (2019-20: 32.62%)	40.48% Queensland Average 2019-20)	Annual return to State Library of Queensland	Coordinator Library, Arts & Culture	Q4 (June 2022)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	Committed increase to expanded library services , with emphasis on digital and First 5 Forever membership.
2.4.3.b	Completion of Library Services Strategic Plan.	100% completion prior to May 2022	Council Resolution	Manager Customer Engagement & Communication	Q4 (June 2022)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	Discussions with with Queensland State Library and other local government libraries will begin in the second quarter.
2.4.3.c	Review of the Arts and Culture Strategy adopted by Council, and identified 2021-22 action plan items completed.	Strategy adopted by Council	Council resolution	Manager Customer Engagement & Communication	Q4 (June 2022)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	This is scheduled to be undertaken in the third quarter.

Natural Livingstone										
3.1.1 Enable and support sustainable waste management technologies, services and facilities which provide innovative and compliant solutions to reduce the environment impacts of Council's waste collection and resource recovery options.										
Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				First Quarter Progress Comments
	Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
3.1.1.a	Develop a 10-year strategic waste plan (Waste 2030).	Plan adopted by Council	Council business papers	Manager Water & Waste Operations	Q4 (June 2022)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s being managed	Council has been briefed on the draft document and the final version is expected to be adopted at the October meeting.
3.1.1.b	Disposal cost per tonne compared to equivalent Category 3 Councils.	Less than equivalent Councils	Council business papers	Principal Waste Officer	Q4 (June 2022)	On time	Within operational allocation	Benefits in doubt	Identified risk/s being managed	AEC benchmark report is available and shows the highly variable nature of charges across the State in 2020/21. Further analysis will be undertaken to enable a consistent review and comparison.
3.1.1.c	Volume of waste diverted as a percentage of total waste stream collected or received.	State Government Target 55% by 2024	Council business papers	Principal Waste Officer	Q4 (June 2022)	On time	Within operational allocation	Benefits in doubt	Identified risk/s being managed	Existing proportion of waste diverted will be calculated at the end of the 21/22 financial year and will be used as a comparison to the State Government targets and set a baseline for Council service improvements.
3.1.2 Partner with the community to divert and minimise waste and invest in renewable energy.										
Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				First Quarter Progress Comments
	Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
3.1.2.a	Secure a bio-solids partner to divert waste from landfill.	Council resolution	Council business papers	Manager Water & Waste Operations	Q4 (June 2022)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s being managed	A consultant has been appointed to help develop an Expression of Interest document and market testing will commence in Q2.
3.1.3 Incentivise the community to invest in reuse, recycling, energy and water saving practices.										
Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				First Quarter Progress Comments
	Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
3.1.3.a	Sustainable nappy and reusable sanitary products rebates scheme.	Increase on prior year	Council business papers	Principal Waste Officer	Q4 (June 2022)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s being managed	Monthly draw continues to be very popular.
3.1.4 Promote and develop a resource recovery centre to deliver education and behavioural change.										
Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				First Quarter Progress Comments
	Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
3.1.4.a	Develop a long term master plan for the Yeppoon Landfill site.	Plan adopted by Council	Council Business Papers	Manager Water & Waste Operations	Q4 (June 2022)	Item completed	Within operational allocation	Benefits to be achieved	Identified risk/s being managed	Master plan has been completed. Detailed planning for capping of current and next cells needs to be funded for progression.
3.1.4.b	Progress the construction of the Yeppoon Landfill Resource Recovery Centre.	100% of project completed within timeframe and allocated budget	Monthly Portfolio Governance Group Status Report	Manager Infrastructure Projects	Q4 (June 2022)	On time	Budget on track	Benefits to be achieved	Identified risk/s being managed	Design currently underway for civil, structural and electrical works. Construction tenders to be awarded late December 2021 or January 2022.
3.2.1 Assess alternative options to increase water sources.										
Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				First Quarter Progress Comments
	Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
3.2.1.a	Construction of new reservoir and associated infrastructure at West Emu Park.	100% of project completed within timeframe and allocated budget	Monthly Portfolio Governance Group Status Report	Manager Infrastructure Projects	Q4 (June 2022)	On time	Budget on track	Benefits to be achieved	Identified risk/s within appetite	Tender documentation being finalised for the reservoir construction. Access Road currently under construction.
3.2.1.b	Advocate continuation of Council's water allocation bid for Rookwood Weir (6,500Gigolitres).	Allocation included in Rookwood Weir Water	Council business papers	Manager Water & Waste Operations	Q4 (June 2022)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s being managed	The Queensland Government have not announce details but Council Officers have detailed our needs.
3.2.2 Progress and support plans which protect coastal and marine environments.										
Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				First Quarter Progress Comments
	Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
3.2.2.a	Develop and Implement Fig Tree Creek Master Plan	100% of Consultation phase complete Revised Masterplan Compliance with funding agreements	Council business papers Engagement Plan Funding Agreements	Coordinator Natural Resource Management	Q4 (June 2022)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s being managed	Consultation scheduled to commence February 2022.
3.2.2.b	Progress actions to address environmental and safety concerns access to Farnborough Beach through the Bangalee Beach access ramp.	Council resolution	Council business papers	Coordinator Infrastructure Planning	Q1 (September 2021)	On time	Budget on track	Benefits to be achieved	Identified risk/s being managed	Community consultation has been undertaken and additional on-site meetings held with stakeholders. Council has been briefed on the outcomes of the consultation and additional discussions are to occur with a Community Steering Group to explore alternative beach access options.

3.2.2.c	Complete identified actions for Livingstone Reef Guardian Action Plan.	100% of actions identified for 2021-22 completed	Council business papers	Coordinator Natural Resource Management	Q4 (June 2022)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	Action Plan 2021-22 developed and approved at Council Ordinary meeting of 21 September 2021.
3.2.2.d	Review and Update Shoreline Management Plan.	Revised Plan Adopted	Council business papers	Principal Sustainability Officer	Q4 (June 2022)	On time	Budget on track	Benefits to be achieved	Identified risk/s within appetite	Scope of Works being developed to send out to prospective consultants to undertake the review and update of the Shoreline Management Plan.
<b>3.2.3 Collaborate with partners to reduce sediments and nutrients in waterways.</b>										
Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				First Quarter Progress Comments
	Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
3.2.3.a	Support effective waste management and pollution control for example sediment and erosion control, rubbish clean ups	2 training events/clean-up projects	ECM Funding agreements	Coordinator Natural Resource Management	Q4 (June 2022)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	One clean-up project has occurred: Five Rocks Clean up in August (Council was a sponsor with Capricornia Catchments).
<b>3.2.4 Plan Council's response to climate change by implementing the actions in the Coastal Hazard Adaptation Strategy.</b>										
Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				First Quarter Progress Comments
	Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
3.2.4.a	Develop an action plan for the implementation of the Coastal Hazard Adaptation Strategy.	100% of actions identified for 2021-22 completed	Council business papers Funding Agreement	Principal Sustainability Officer	Q4 (June 2022)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	Draft Action Plan developed in consultation with internal stakeholders. Further engagement with Technical Working Group to take place during the second quarter.
<b>3.2.5 deliver and implement a Livingstone Shire Carbon Strategy.</b>										
Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				First Quarter Progress Comments
	Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
3.2.5.a	Implement the actions within the Low Carbon Livingstone 2030: A Strategy to Reduce the Carbon Footprint of Livingstone Shire Council.	80%	Data from annual carbon audit	Principal Sustainability Officer	Q4 (June 2022)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	Actions being further defined and prioritised with relevant Business Units of Council. Carbon Audit to be undertaken during the second quarter.
<b>3.3.1 Recognise, preserve and enhance the region's unique biodiversity.</b>										
<b>3.3.2 Progress and support plans which protect the shire's natural assets, bushland and local eco-systems</b>										
Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				First Quarter Progress Comments
	Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
3.3.1.a	Propagate local native plants.	Propagate 40,000 plants	Spreadsheets Survey 123	Supervisor Community Nursery	Q4 (June 2022)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	Approximately 6,000 - propagation of native plants to mature potted species is ongoing and being planted around the community. Propagation reates anticipate to accelerate as nursery returns to business as usual.
3.3.1.b	Provide information and public education material to recognise, understand and utilise ecosystems of the Shire sustainably.	5 of events/activities delivered	Council business papers	Coordinator Natural Resource Management	Q4 (June 2022)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	Two events/activities delivered: National Tree Day; and Composting Workshop.
3.3.1.c	Biodiversity Strategy adopted by Council.	Council resolution	Council business papers	Coordinator Natural Resource Management	Q2 (December 2021)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s being managed	Consultation to commence 3 October 2021.
<b>3.3.3 Manage threats by collaborating with traditional owners, agencies, community groups and private landholders about land management, protection methods including hazard reduction strategies and conservation policies to ensure the protection of</b>										
Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				First Quarter Progress Comments
	Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
3.3.3.a	Bushfire mitigation projects as per Bushfire Management Plan and LDMG Annual Operational plan.	0.01	ECM Funding Agreements	Project Officer Natural Resource Management	Q4 (June 2022)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s being managed	In conjunction with Bushfire Resilience Officer, Control burn at Cobraball completed. Barmaryee, Tanby Road Quarry and Swadling Avenue planned. Slashing and mulching activities continue.
3.3.3.c	Environmental and Regulatory Task Force.	Quarterly Meetings Environment Sub-plan Local Disaster Management Plan Project delivery	ECM Meeting minutes Local Disaster Management Plans Funding Agreements	Coordinator Natural Resource Management	Q4 (June 2022)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	Quarter one meeting held. Next meeting in October 2021.

Leading Livingstone										
4.1.1 Implementation of the Community Plan and Corporate Plan is well co-ordinated across Council and through a delivery mechanism which provides clear line of sight, accountability, and performance measurement for all employees.										
Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				First Quarter Progress Comments
	Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
4.1.1.a	Individual performance plans and a regular review process is in place for all staff.	80% of eligible employees have a performance plan with regular review processes in place	Performance Management system and Individual performance plans	Coordinator HR Training & Payroll	Q4 (June 2022)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	
4.1.1.b	Conduct mid-term review of the structures intended to support the delivery of the community plan.	Review presented to Councillors by December 2021	Council business Papers	Chief Executive Officer	Q2 (December 2021)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s being managed	First Session completed, second session scheduled for October 2021.
4.1.2 Council produces and delivers against sustainable financial forecasts as a result of best practice Capital and Asset Management Plans which guide project planning and service delivery across the Shire.										
Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				First Quarter Progress Comments
	Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
4.1.2.a	Key financial indicators meeting sustainability and operational standards.	Financial indicators are equal to or better than the advised budget	Council business Papers	Chief Financial Officer	Q4 (June 2022)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	Year to date results presented to Councillors on a monthly basis indicate results are favourable compared to the full year budget.
4.1.2.b	Rating Effort (Result 2.88%: 2018-19).	Peer group average (1.69%: 2018-19)	LGAQ Performance benchmarking	Chief Financial Officer	Q4 (June 2022)	On time	Within operational allocation	Benefits in doubt	Identified risk/s being managed	Rating Effort Result 2.95% 2019-20 against a peer group average of 1.71%. In 2019-20 many council's chose to reduce rates, and many local economies were adversely impacted by the pandemic. Reducing Council's calculated rating effort is a long term financial commitment. Council's resolution to hold or reduce general rates is the first step towards achieving this aspirational goal.
4.1.2.c	Percentage of projects completed within the financial year within approved (adopted/revised) budgets.	100% of projects completed within adopted/revised budgets	Monthly Portfolio Governance Group status report	Coordinator Project Management Office	Q4 (June 2022)	Rescheduling expected	Budget underspent	Benefits in doubt	Identified risk/s being managed	Capital projects carried over from 20/21 were approximately \$3.5 M. 21/22 YTD spend is \$5.7M with \$10.1 M committals. Revision of Capital forecast downward from \$50.3 M is planned as part of Oct PGG.
4.1.2.d	Review 50% of Long-Term Asset Management Plans Annually prior to end of calendar year.	50% reviewed prior to end of calendar year	Asset Management Steering Committee	Manager Community Assets	Q4 (June 2022)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	Water and Sewer documents are nearing completion. Roads and Stormwater are under development and progressing well.
4.1.2.e	Implementation of Strategic Asset Management Plan Improvement Actions.	100% of actions identified for 2021-22 completed	Asset Management Steering Committee	Manager Community Assets	Q4 (June 2022)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	Some progress has been made to complete a number of long outstanding actions during Q1. The Asset Steering Committee has been reviewing the priorities and setting milestones for the next 12 months.
4.1.3 A continuous improvement focus underpins the organisation, creating a supportive environment for ideas and positive, well-managed change which enhances internal and external outcomes.										
Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				First Quarter Progress Comments
	Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
4.1.3a	Facilitate a program of ongoing service level reviews with elected members.	100% of identified opportunities delivered within 12 months	Council business papers	Chief Financial Officer	Q4 (June 2022)	Rescheduling expected	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	Detailed service level discussions commenced with Coouncillors in September and is part of an ongoing monthly program. Staff movements and the proposed cancellation of the January briefing session are likely to require some rescheduling of presentations.
4.1.3b	Change management and organisational development initiatives associated with the ERP Business system (Project Merlin).	100% of initiatives/actions identified in conjunction with Project Merlin 2021-22 completed within timeframe and allocated budget	Project Merlin Project Control Group meeting minutes	Principal Organisational Development Officer	Q4 (June 2022)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	The focus of the Co Leadership Forum in September was Change Leadership/Readiness. This forum was attended by approx. 50 leaders in Council. A guest speaker presented to the group on preparing and leading teams through change. Group activities were undertaken to have leaders develop solutions to a number of real life work scenarios where change is occurring. Council will continue to work with the Project Merlin team on facilitating relevant training where required.
4.1.4 Provide leadership and contemporary management systems which drive a coordinated and connected organisation.										
Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				First Quarter Progress Comments
	Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
4.1.4.a	Leadership Development Framework developed	Framework approved	Council business papers	Principal Organisational Development Officer	Q4 (June 2022)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	Preliminary research being undertaken to support the development of a leadership capability framework.
4.1.4.b	Co-leadership Team initiatives scheduled and delivered.	Schedule delivered >85% participation	Council business papers	Principal Organisational Development Officer	Q4 (June 2022)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	Scheduled Co-Leadership Forum on 15 September saw 78% of leaders attend. Whilst the target of >85% was not meet, attendance increased by 14% in comparison to the previous forum held in June (from 64%). A review determined those leaders unable to attend were due to project deadlines or illness. Next Co- Leadership Forum scheduled for 1 December 2021.
4.1.4.c	Implement revised Performance Management System across whole of Council.	Framework approved and implemented	Performance Management System reports	Principal Organisational Development Officer	Q3 (March 2022)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	Revised Performance Management process/form in draft. Stakeholder feedback to be obtained.

**4.1.5 Promote a values-based culture which appreciates it and empowers its workforce.**

Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				First Quarter Progress Comments
	Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
4.1.5.a	Improvement from previous performance in the Employee Engagement Survey	>60% Leadership effectiveness score >70% participation >75% Engagement Index score >70% Manager effectiveness score	Survey Results	Chief Executive Officer/ELT	Q4 (June 2022)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s being managed	Survey completed in September 2021, results due back to ELT in October 2021. Results (Sep 2021) Response Rate (Participation) – 68% Engagement Score – 75% Manager Effectiveness Score – 75%
4.1.5.b	New Certified enterprise agreement for award employees.	New certified agreements in effect by 30.09.2021	Queensland Industrial Relations Commission	Coordinator HR Training & Payroll	Q1 (September 2021)	Rescheduling expected	Within operational allocation	Benefits in doubt	Identified risk/s being managed	Current certified agreements expired 30 September 2021 and enterprise bargaining negotiation continues with the relevant parties. Future meetings are scheduled.

**4.1.6 Risk management practices are embedded into decision making process.**

Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				First Quarter Progress Comments
	Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
4.1.6.a	Improve Council's overall approach to risk management (Enterprise Risk Management Capability Advancement project).	100% of actions identified for 2021-22 completed	Council business papers	Coordinator Governance	Q4 (June 2022)	On time	Budget on track	Benefits to be achieved	Identified risk/s being managed	Review of the risk register with risk owners is currently being undertaken and anticipated to be completed by November 2021. Review of framework and associated documents to be completed by Q2 and training plan to be created and rolled out in Q3 and Q4.

**4.1.7 Recruit and develop a professional, capable, and responsive workforce.**

Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				First Quarter Progress Comments
	Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
4.1.7.a	Vacant position are filled within 30 business days.	75% of vacancies finalised within 30 business days	Aurion	Coordinator HR Training & Payroll	Q4 (June 2022)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	84% of recruitment processes were completed within 30 days (26 out of 31 recruitment processes were completed within 30 days)
4.1.7.b	Annualised Employee Turnover.	<10%	Aurion	Coordinator HR Training & Payroll	Q4 (June 2022)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	Turnover for 3 months 2.71% or annualised is tracking at 10.84%
4.1.7.c	Workforce Plan meets current and future business and community expectations.	Plan developed and approved	Workforce Plan	Principal Organisational Development Officer	Q4 (June 2022)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s being managed	Council is reviewing current strategies and where necessary making adjustments to ensure that over the coming years the Workforce Plan meets current and future needs.

**4.1.8 Provide for the safety, security, health and well-being of Council employees and contractors.**

Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				First Quarter Progress Comments
	Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
4.1.8.a	Safety related supervisor training provided to all leaders.	90% of available leaders trained	Aurion	Coordinator Workplace, Health & Safety	Q4 (June 2022)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s being managed	Program in development stages.
4.1.8.b	Zero improvement or prohibition notices issued by WorkSafe Qld.	Zero Improvement notices	WorkSafe Qld	Coordinator Workplace, Health & Safety	Q4 (June 2022)	On time	Within operational allocation	Benefits in doubt	Identified risk/s being managed	Five (5) improvement notices issued in July 2021.
4.1.8.c	All injured workers are returned to work in a timely manner, based on medical advice.	Reduction in Lost Time Injury Frequency Rate	WHS Safety Committee	Coordinator Workplace, Health & Safety	Q4 (June 2022)	On time	Within operational allocation	Benefits in doubt	Identified risk/s being managed	Program in place to manage injured workers in returning to work on suitable duties rather than becoming LTI.
4.1.8.d	Undertake external audit as per Local Government Workcare (LGW).	Compliance achieved WHS Audit score of minimum 70% for category 3 WHS Systems No non conformance from annual audit and an overall WHS audit score over 73/100 (bronze level)	Approved OIR auditor	Coordinator Workplace, Health & Safety	Q4 (June 2022)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	Audit to be undertaken in Third Quarter 2022.
4.1.8.e	Gap analysis undertaken to ensure compliance to ISO 45001 - Occupational Health and Management System from AS/NZS 4801 Occupational Health and Safety Management Certification.	Compliance achieved	Approved OIR auditor	Coordinator Workplace, Health & Safety	Q4 (June 2022)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	Audit to be undertaken in Third Quarter 2022.



4.2.1 Build and maintain strong, collaborative, and co-operative relationships across all levels of government, industry, business and community.										
4.2.2 Identify opportunities for alignment between Council's interests and objectives with those of Federal and State Governments.										
4.2.3 Advocate Council's interests and objectives to government, industry, business, and community to promote the Livingstone region at a national and international level.										
4.2.4 Actively participate in Central Queensland Regional Organisation of Council's and other regional bodies to promote regional interests and objectives to government, industry, business, and community.										
Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				First Quarter Progress Comments
	Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
4.2.1.a	Undertake the two-year review of the Community Voice Panels.	Council resolution	Council business papers	Chief Executive Officer	Q4 (June 2022)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	Discussions with Councillors undertaken in June 2021 with follow up internal meetings with ELT and EA's since. Scheduled for October 2021 Council Meeting.
4.2.1.b	Develop an advocacy plan to outline Council's strategic advocacy priorities.	Council resolution	Council business	Manager Economy & Places	Q4 (June 2022)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	In August 2021 Council prioritised a list of sixteen (16) Council led projects for inclusion in an advocacy brief. This project list will partially inform the development of an investment attraction and economic growth strategy.
4.2.1.c	Advance regional priorities in line with the CQROC Regional Plan.	CQROC Regional Plan adopted by CQROC by 31 October 2021	Council business	Chief Executive Officer	Q2 (December 2021)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	Regional Waste Management discussed and Defence Project Scope of Works for Tender agreed 20.08.2021. Feedback for Draft plan due back to CQROC by 14 October 2021 to review at October Meeting in Emerald.
4.3.1 Plan, develop and implement high-quality customer-focused services.										
Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				First Quarter Progress Comments
	Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
4.3.1.a	Establish a system to survey community satisfaction.	Results are reported to Council by 31 December 2021	Council business papers	Manager Customer Engagement & Communication	Q2 (December 2021)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	Investigations have begun and a concept report will be taken to the leadership team in October and subsequently to a Briefing Session regarding proposed future direction.
4.3.1.b	Undertake a review of Council's Customer Service Charter.	Council resolution	Council business papers	Manager Customer Engagement & Communication	Q1 (September 2021)	Rescheduling expected	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	Review has commenced and a report will be taken to the executive leadership team in October and subsequently to Council Briefing Session.
4.3.2 Commit to open and accountable governance to ensure community confidence and trust in Council and its democratic values.										
Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				First Quarter Progress Comments
	Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
4.3.2.a	External audit completed for 2020-21 in accordance with annual program, resulting in an unmodified audit opinion.	Unmodified external audit opinion on General Purpose Financial Statements	Queensland Audit Office Independent Audit Opinion and External Audit Plan	Chief Financial Officer	Q2 (December 2021)	On time	Budget underspent	Benefits to be achieved	Identified risk/s being managed	The 2020-21 Audit year-end visit concluded on 24 September 2021. Council expects to receive QAO certification of the financial statements on 12 October 2021 with a final management report due to be received on 29 October 2021.
4.3.2.b	Undertake a review and implement actions to simplify Council's policy framework.	100% of actions identified for 2021-22 completed	Council business papers	Coordinator Governance	Q4 (June 2022)	On time	Budget on track	Benefits to be achieved	Identified risk/s within appetite	Project Action Plan completed, consultation with internal stakeholders has been carried out and policy mapping has commenced.
4.3.2.c	Complete review of Local Laws (including Subordinate Local Laws) to improve alignment with community needs and expectations.	100% of actions identified for 2021-22 completed	Council resolution to adopt modified Local Laws	Coordinator Public Environments	Q4 (June 2022)	On time	Budget on track	Benefits to be achieved	Identified risk/s within appetite	Local laws currently under review and drafting through McKays Solicitors . Two day workshop to finalise draft planned for late November 2021.
4.3.3 Take actions to enable the use of meaningful tools to engage the community on diverse issues so that the community is well informed and can contribute to decision making.										
Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				First Quarter Progress Comments
	Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
4.3.3.a	Annual increase in Total Visit measure rates for Get Involved Software	10%	Get Involved Software	Coordinator Engagement & Events	Q4 (June 2022)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	Scheduled for reporting in fourth quarter.

## Future Livingstone

### 5.1.1 Maintain a clear and comprehensive planning vision for the region.

Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				First Quarter Progress Comments
	Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
5.1.1.a	Identify and prioritise rolling amendments to the Livingstone Planning Scheme 2018 and report Council to advance amendment process.	Proposed amendments completed and adopted by Council for public consultation	Council resolution	Principal Strategic Planner	Q4 (June 2022)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s being managed	There are various matters logged with the Growth Management Team for consideration to amend the Livingstone Planning Scheme 2018. A catalogue of potential amendments and their priority is to be completed October 2021. The details of proposed amendments are to form a future briefing to council followed by a Council resolution.
5.1.1.b	Review and update the Planning Assumptions Model.	100% completed by 30 June 2022	Council business papers	Coordinator Infrastructure Planning	Q4 (June 2022)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s being managed	The planning assumptions model is continuing to be updated utilising Council Officers and external contractors. Work is progressing slowly and the project team is working to improve timeliness.
5.1.1.c	Review and update the Local Government Infrastructure Plan.	Council resolution	Council business papers	Coordinator Infrastructure Planning	Q4 (June 2022)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	Project requires the updated Planning Assumptins Model to proceed.

### 5.1.2 Balance development within Livingstone Shire in accordance with the community's desired environmental and economic outcomes.

Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				First Quarter Progress Comments
	Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
5.1.2.a	Finalise the structure plan for the West Emu Park Development Area.	Structure Plan completed	Council business papers	Principal Strategic Planner	Q4 (June 2022)	On time	Budget on track	Benefits to be achieved	Identified risk/s being managed	The draft Options Analysis was provided to Council on 10 August 2021. Internal referral and comments were forwarded back to consultants on 15 September 2021. The finalised Options Analysis will be delivered to council during the second quarter.
5.1.2.b	Progress a future land use investigation of opportunities and constraints for northern Yeppoon.	100% of actions identified for 2021-22 completed	Council business papers	Principal Strategic Planner	Q4 (June 2022)	On time	Budget on track	Benefits to be achieved	Identified risk/s being managed	The project advancement this financial year will look at the features and constraints for areas under growth pressures outside of the Priority Infrastructure Area within the suburbs of Farnborough, Pacific Heights, and Inverness. Four (4) internal meetings have been held with internal stakeholders to refine the study area boundary, outline negotiables and non-negotiables, and identify infrastructure related matters.

### 5.1.3 Develop a program of master planning, place making and improvement strategies to enhance local identity and lifestyle.

Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				First Quarter Progress Comments
	Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
5.1.3.a	Develop a program of master planning, place making and improvement strategies to enhance local identity and lifestyle.	100% of identified actions/projects for 2021-22 completed within budget and timeframes	Finance One and Place Making Project Control Group	Manager Economy & Places	Q4 (June 2022)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	Currently reviewing existing plans and strategies with a view to develop an updated investment attraction and economic growth strategy for the region.

### 5.1.4 Collaborate with partners to understand, nurture and protect Great Keppel Island's environmental values which help showcase its unique tourism potential.

Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				First Quarter Progress Comments
	Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
5.1.4.a	Delivery of the Great Keppel Island Decarbonisation project.	100% of project completed within timeframe and allocated budget	Council business papers	Natural Resource Management	Q4 (June 2022)	On time	Budget on track	Benefits to be achieved	Identified risk/s within appetite	Project Officer (Sustainability Education Officer) recruited. Project Plan developed in accordance with requirements of Funding Agreement. Draft Engagement and Education Plan developed. Initial consultation with stakeholders commenced.

### 5.2.1 Implement an integrated transport strategy which encourages alternative transport usage to maximise economic, environmental, and liveability outcomes.

Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				First Quarter Progress Comments
	Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
5.2.1.a	Brief Councillors on the development of an integrated transport strategy.	Councillors briefed by 31 December 2021	Council business papers	Executive Director Infrastructure Services	Q2 (December 2021)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	Officers will review the process for developing an Integrated Local Transport Plan and brief Council on the benefits, stages, costs, timeframes and expected outcomes of a plan.

### 5.2.2 Reinforce sustainable building design principles.

Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				First Quarter Progress Comments
	Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
5.2.2.a	Council formally adopts a position regarding the use of sustainable design principles which exceed current mandatory requirements.	Review completed within timeframe	Council business papers	Manager Liveability	Q4 (June 2022)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	As part of consideration of future Planning Scheme amendments and provisions the Growth Management team will collect advice on this matter and present to Council in 2021/22 financial year.

**5.2.3 Adopt and implement a Connected Livingstone Strategy to foster investment opportunities in the region.**

Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				First Quarter Progress Comments
	Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
5.2.3.a	Brief councillors on proposals for a Connected Livingstone Strategy.	Councillors briefed by 30 June 2022	Council business papers	Manager Economy & Places	Q4 (June 2022)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	The Connected Livingstone Strategy will not be a separate strategy, however advocacy for improved digital connectivity infrastructure will be included in the updated investment attraction and economic growth strategy.

**5.2.4 Integrate technology and innovative solutions into Council's operations and community programs to increase efficiency, provide excellent customer service outcomes, encourage entrepreneurship and community engagement.**

Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				First Quarter Progress Comments
	Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
5.2.4.a	ERP Business systems transformation (Project Merlin).	Phase 1 delivered within timeframe and budget	Portfolio Governance Group Status Report	Chief Technology Officer	Q3 (March 2022)	On time	Budget on track	Benefits to be achieved	Identified risk/s within appetite	Tracking on time for completion.
5.2.4.b	Annual satisfaction survey regarding Council's website (quality and user friendliness).	75% satisfaction	Corporate Website Google Analytics	Coordinator Marketing & Communications	Q4 (June 2022)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	Will be reported in fourth quarter. The Marketing and Communications Team has begun to make visual changes to the corporate website, which reportably (Customer Support Team) the public values.
5.2.4.c	Increase social media engagement across all platforms.	10% increase	All Council social media channels	Coordinator Marketing & Communications	Q4 (June 2022)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	Will be reported in fourth quarter.

**5.3.1 Maintain the ability to respond to disaster events under the disaster management arrangements.**

Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				First Quarter Progress Comments
	Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
5.3.1.a	Disaster management planning and plans: - are fit for purpose and meet entity needs - meet the needs of the community - identify and acknowledge community capability and capacity - are integrated and consider multi-agency requirements - address the management of offers of assistance - establish the requirements for post-event evaluation.	Annual review of the Local Disaster Management Plan	LDMG Minutes	Manager Community Wellbeing	Q4 (June 2022)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s being managed	The Livingstone Local Disaster Management Plan was reviewed at the August 2021 Local Disaster Management Group meeting . A further review was also conducted as per the Inspector General Emergency Management Assurance Framework. The reviewed and updated plan is due to be adopted at the October Council meeting.
5.3.1.b	Conduct operations that: - start at the right time - support the transition between response, relief and recovery - incorporate the functions of recovery - support activities initiated by the community - minimise the likelihood of unintended consequences impacting the community - improve the community's ability to cope with future events.	Annual Disaster Management exercise and debrief & Review of Disaster Operations post event	LDMG Minutes	Manager Community Wellbeing	Q4 (June 2022)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	The Local Disaster Management exercise will be conducted in November. This exercise will include response and recovery and exercise both with the Local Disaster Management Group and the Local Disaster Co-ordination Centre.

**5.3.2. Enhance the community's preparedness for disaster through community education, training and strong partnerships between Council and other agencies.**

Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				First Quarter Progress Comments
	Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
5.3.2.a	Communities: - are aware of their level of susceptibility to disasters - receive relevant, timely, consistent, easy-to-understand warnings - have access to relevant information about disasters that affect them - are aware of the support that is available to them, and their eligibility to access it.	Implementation of Guardian Dashboard opt in service	Emergency Management Assurance Framework	Local Disaster Management Group	Q4 (June 2022)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	The Opt in service in Guardian Dashboard is now complete with a launch of the service being conducted in Get Ready Week and on the Get Ready Day at Emu Park on the 17 October 2021. A Community Supporting Community forum was held on the 22 September. This forum also included a discussion exercise based on a cyclone. Discussions were held on support, communications and sharing responsibility.
5.3.2.b	Act on opportunities for collaboration with others - show leadership through a commitment to, and investment in, practices that can be sustained - integrate disaster management into strategic and operational plans - identify interdependencies and work with other entities in a collaborative, problem-solving way.	Membership of the Inspector General Emergency Management Stakeholder group  Implementation of recommendation from Annual Inspector General Emergency Management report	Emergency Management Assurance Framework	Local Disaster Management Group	Q4 (June 2022)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	Local Disaster Management Group and the Recovery and Resilience taskforces.

**5.3.3 Plan the response to changes in social, economic, and climatic conditions.**

Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				First Quarter Progress Comments
	Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
5.3.3.a	Reflect coastal and climate change risk and hazard management provisions in the Local Disaster Management Plan.	Annual review of the Local Disaster Management Plan	Local Disaster Management Plan	Principal Sustainability Officer	Q4 (June 2022)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	Consultation with Disaster Management Unit to determine relevant provisions for inclusion.
5.3.3.b	Review of the Invest Capricorn Coast Region Economic Development Plan and the Capricorn Coast Smart Region Strategy.	Review completed with timeframe	Council business papers	Manager Economy & Places	Q3 (March 2022)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	Currently reviewing existing plans and strategies with a view to develop an updated investment attraction and economic growth strategy for the region.

**5.3.4 Partner with agencies to develop programs for the protection of all members within the community.**

Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				First Quarter Progress Comments
	Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
5.3.4.a	Expand the CCTV network within the Yeppoon CBD precinct.	100% of project completed within timeframe and allocated budget	Council business papers	Coordinator Facilities	Q4 (June 2022)	On time	Budget on track	Benefits to be achieved	Identified risk/s within appetite	Planning has commenced for delivery of the Yeppoon CBD capital project for CCTV expansion.