

Liveable Livingstone

A "Liveable Livingstone" will support and advocate for services for the wellbeing of the people of Livingstone at any age and with any ability.

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	Operational Plan Action Item for 2020/21	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Third Quarter Progress Comments
		Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
1.1.1.a	Development assessment services comply with statutory requirements	Development Applications considered by the Development control unit	100% within five (5) business days	Pathway	Development Assessment	Q4 (June 2021)	On time	Budget on track	Benefits to be achieved	Identified risk/s within appetite	86 per cent of applications were considered by the development control unit within five (5) business days. A number of applications in this quarter were received late on a Tuesday afternoon and therefore did not make the agenda cut-off for the Wednesday morning meeting.
1.1.1.b	Planning, building and plumbing compliance activities are undertaken in accordance with Council's Risk Based Land Use Compliance Policy	Complaints risk assessed in accordance with Council's Risk Based Land Use Compliance Policy	100% of complaints risk assessed	Pathway	Development Compliance	Q4 (June 2021)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	100 per cent Planning, Building and Plumbing complaints are risk rated against the Risk Based Land Use Compliance Policy. At a weekly joint development compliance meeting complaints are discussed and risk rated.

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

Reference	Operational Plan Strategy for 2018/19	Performance Measurement			Responsibility	Timeframe	Progress Indicators				Third Quarter Progress Comments
		Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
1.1.2a	Engage with community stakeholders about capacity building needs to develop a Community Capacity Building Action Plan.	Engagement Plan developed	100% of the engagement program completed	Council business papers	Community Centre	Q4(June 2012)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	Engagement plan in development. Expected to be delivered / completed by end of June 2021.
1.1.2.b	Partner with Department of Communities to deliver events, activities and support at the Yeppoon Community Centre	Services delivered as per Department of Communities workplan	100% of services delivered as per workplan	Workplan	Community Centre	Q4(June 2021)	On time	Budget on track	Benefits to be achieved	Identified risk/s within appetite	Relaxing of COVID restrictions has seen an increase in people accessing services and activities at the Community Centre
1.1.2.c	Deliver the Queensland Government funded First 5 Forever program to support early literacy for children aged 0-5 years.	Program delivered as per State Library of Queensland workplan	100% of services delivered as per workplan	Workplan	Library	Q4(June 2021)	On time	Budget on track	Benefits to be achieved	Identified risk/s within appetite	F5F Activities continue to be delivered across the shire as COVID regulations permit. All attendees are required to register prior to event and attendee numbers are capped to ensure adherence to regulations. Social media promotion of F5F continues. During report period dedicated library membership cards (F5F) were received and issued to new 0-5 year old members. F5F continues to grow in popularity

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	Operational Plan Action Item for 2019/20	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Third Quarter Progress Comments
		Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
1.2.1a	Deliver the Livingstone Loop external Outreach Program.	Outreach Program delivered	4 visits per annum	Council business papers	Community Centre	Q4 (June 2021)	Rescheduling expected	Budget on track	Benefits in doubt	Identified risk/s being managed	Tried to deliver a 4 week "Introduction to Technology" workshop in Emu Park during Q3, despite varied and frequent promotion workshop did not go ahead due to zero bookings. Also struggling to attract workshop presenters prepared to deliver in Emu Park.
1.2.1.b	Provide psychological community education workshops across a range of topics and issues impacting client target groups through the Strengthening Family Connections program.	Community needs analysis developed	Workshops delivered align with community needs analysis	OASIS reporting	Strengthening Family Connections	Q4(June 2021)	On time	Budget underspent	Benefits in doubt	Identified risk/s within appetite	Underspent budget due to staff turn over. Staff vacancies will result in the funding targets not being met. All reported as required to funding body.
1.2.1.c	Deliver disability access upgrades to the Yeppoon Lagoon, Dennis Park public amenities and new amenity building at Williamson Creek picnic area (Lammermoor Beach)	Projects completed within allocated budget and timeframe	100% of projects delivered within timeframe and budget	Monthly Portfolio Governance Group status report	Facilities	Q4(June 2021)	On time	Budget overspent	Benefits to be achieved	Identified risk/s within appetite	All 3 projects are expected to be delivered by 30 June 2021 and additional funds have been approved by the Project Governance Group for all 3 projects.

1.2.2 Plan for Livingstone's ageing demographics and partner with regional health and aged care sectors.											
Reference	Operational Plan Action Item for 2019/20	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Third Quarter Progress Comments
		Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
1.2.2.a	Deliver Stage One of the Capricorn Coast Memorial Gardens project	Stage 1 of the project completed	100% of project delivered within timeframe and budget	Monthly Portfolio Governance Group status report	Major Projects	Q4(June 2021)	Rescheduling expected	Budget overspent	Benefits won't be achieved	Identified risk/s being managed	The project grant time-line has been extended to September 2023 by external funding body. Open Spaces to trial different salt tolerant grasses for landscaping over the next three months. A Commissioning Plan has been developed and discussed with Council. This Plan will detail the stages and timeframes for construction.
1.2.2.b	Undertake a community needs assessment and gap analysis for senior citizens	Community needs analysis developed	Senior Citizens Strategy adopted by Council	Council resolution	Community Centre	Q4(June 2021)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	CD&E Officer progressing this needs analysis. Due to be completed by June 2021.
1.2.3 Plan, design and deliver community infrastructure which connects communities and encourages active transport.											
Reference	Operational Plan Action Item for 2019/20	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Third Quarter Progress Comments
		Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
1.2.3.a	Expand the shared pathway network across various locations within the Shire	Projects completed within allocated budget and timeframe	100% of project delivered within timeframe and budget	Monthly Portfolio Governance Group status report	Construction and Maintenance	Q4(June 2021)	Rescheduling expected	Budget overspent	Benefits to be achieved	Identified risk/s being managed	It is currently expected that 2 footpath projects will not be completed until sometime in July 2021 (Yeppoon Precinct and Cordingley St) and a further project will need to be deferred in full until a future year (Byfield) due to contractor quotes exceeding available budget. There is also the chance that one of the two footpath projects set down for Keppel Sands will extend into July 2021 or be deferred to a future year depending on quotes from contractors.
1.2.4 Take action to enable the implementation of the Active Livingstone Strategy											
Reference	Operational Plan Action Item for 2019/20	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Third 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	Identified action plan items completed	20% of action items completed	Council business papers	Community Development	Q4(June 2021)	Rescheduling expected	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	Staff turn over and recruitment has necessitated this action being rescheduled, with completion predicted to be Q4 2022
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	Operational Plan Action Item for 2019/20	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Third Quarter Progress Comments
		Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
1.3.1.a	Review open space and recreation areas intervention and service level	Service levels adopted by Council	Open Space service levels adopted by Council	Council resolution	Open Spaces	Q2(December 2020)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s being managed	Review has been initiated although its completion may not be until later 2021
1.3.1.b	Undertake a strategic review of existing and future sporting needs	Sporting Needs Strategy developed	Sporting Needs Strategy adopted by Council	Council resolution	Community Development	Q4(June 2021)	Rescheduling expected	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	Preliminary work has begun focussing on Council owned/controlled parcels where sports are undertaken. Due to large body of work this requires and staff turn over within the Community Development and Engagement team, this is expected to be rescheduled, with a revised completion of second quarter 2021/22.

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	Operational Plan Action Item for 2019/20	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Third Quarter Progress Comments
		Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
1.3.2.a	Deliver the Emu Park Art Gallery and extension/upgrades to Mill Gallery (Yeppoon)	Projects completed within allocated budgets and timeframes	100% of project completed	Monthly Portfolio Governance Group status report	Major Projects	Q4(June 2021)	On time	Budget on track	Benefits to be achieved	Identified risk/s within appetite	Both the Emu Park and Mill Gallery building construction is expected to be completed by the end of June 2021.
1.3.2.b	Implementation of public computer reservation booking system (Envisionware) for Yeppoon Library and investigations regarding capability for other Library sites (Emu Park, Marlborough and Byfield)	Software installed on public computers at Yeppoon Library	100% installed Yeppoon and investigations regarding Emu Park and other sites completed	Council business papers	Library	Q3(March 2021)	On time	Budget on track	Benefits to be achieved	Identified risk/s within appetite	With the lifting of some COVID regulations, public computers at Yeppoon continue to be in high demand. Dedicated software is assisting to manage user time on machines. Operational decision is that Emu Park and satellite sites do not need further expansion of software therefore this KPI has been achieved in Q3.
1.3.2.c	Identify and document current arrangements with community and sporting groups on the use of Council facilities	Complete review of arrangements	100% of project completed	Council business papers	Community Development/Property	Q3(March 2021)	Item completed	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	Review has been completed. Many recommendations and actions required as result of review. CD&E and Propoerty working on the implementation of these actions.

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 management).

Reference	Operational Plan Action Item for 2019/20	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Third Quarter Progress Comments
		Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
1.3.3.a	Establish the new management operating structure for Art Galleries (Yeppoon and Emu Park) with emphasis on exhibition standards and schedule	Management structure and exhibition standards determined	Management structure and exhibition standards adopted by Council and implemented	Council resolution	Arts and Culture	Q4(June 2021)	On time	Budget on track	Benefits to be achieved	Identified risk/s being managed	Construction of the Fig Tree Gallery is ahead of schedule and likely to be completed in Q4 period. Below activities have occurred as part of this KPI 1. Finalisation of dedicated branding for the Galleries 2. Finalisation of Expression of Interest (opens September annually calling for interested exhibitors) 3. Networking with representatives from numerous artist groups to ensure they are kept up to date on progress; and 4. Finalisation of hire agreement terms conditions and fees for the site.
1.3.3.b	Support a community based committee for Regional Arts Development Fund in partnership with the Queensland Government's Arts Queensland	Number of projects funded per annum	100% RADF funds acquitted within eight weeks of stated project completion date	Outcome reports/RADF Advisory Panel meeting minutes	Arts and Culture	Q4(June 2021)	On time	Budget underspent	Benefits to be achieved	Identified risk/s within appetite	Round Two occurred in Q3 period and was underspent however the Assessment Panel made the decision to open a third round (closes 29 April) and funds will be spend in Q4 (on the proviso applications are received)
1.3.3.c	Provide guidance and advice to improve the implementation of volunteer processes and ensure they are efficient and inclusive	Number of programs delivered per annum	9 programs delivered per annum	Council business papers	Disaster Management	Q4(June 2021)	On time	Budget overspent	Benefits to be achieved	Identified risk/s within appetite	Additional shirts ordered for new volunteers (resulting in a slight overspend on budget). 11 programmes in operation. National volunteer week scheduled for fourth quarter: each group is considering options for recognition and acknowledgements.

Thriving Livingstone

The "Thriving Livingstone" will prioritise the Traditional Owners and the importance of the place and country of Indigenous people; offer a diverse range of cultural activities and events; and develop and sustain a diverse economy.

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	Operational Plan Action Item for 2020/21	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Third Quarter Progress Comments
		Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
2.1.1.a	Launch and implement the internal Reconciliation Action Plan identified actions for 2020-21	Identified 2020-21 action plan items completed	100% of action items completed	Council business papers	Community Development	Q4(June 2021)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	Reconciliation Action Plan is progressing. The Community Development and Engagement team is awaiting final confirmation of Darumbal people of final draft. This will then be sent to Reconciliation Australia for endorsement and then to Ordinary Council for adoption.

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	Operational Plan Action Item for 2020/21	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Third Quarter Progress Comments
		Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
2.1.2.a	Promote awareness and understanding of the Darumbal and Woppaburra culture through Council channels including digital media, publications and events	Number of promotional activities delivered	Awareness opportunities are identified	Council business papers	Communication	Q4(June 2021)	Rescheduling expected	Budget on track	Benefits in doubt	Identified risk/s within appetite	During the Q3 period there was no identified promotion as such, however, the Communications Team continue to be involved with the Regional Action Plan and await further advise from team preparing final document for review and promotion.
2.1.2.b	Take action to progress a Cultural Audit for the Shire (Museums and Galleries) to promote traditional knowledge and cultural areas of significance within the community	Project business case is submitted for future budget consideration	Project receives funding approval for 2020-21	Council business papers	Arts and Culture	Q4(June 2021)	Rescheduling expected	Budget on track	Benefits in doubt	Identified risk/s within appetite	This is proposed to be rescheduled for 2021-22 year. To ensure this activity occurs, a business case and budget is being developed, as operational tasks often delay or re-prioritise this review from starting. It is hoped that there will be capacity within the Engagement and Events Team.

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	Operational Plan Action Item for 2020/21	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Third Quarter Progress Comments
		Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
2.2.1.a	Review and update the Invest Capricorn Coast Region Economic Development Plan including subplans, and implement identified actions for 2020-21	Review conducted and adopted by Council, and identified 2020-21 action plan items completed	25% of total actions completed	Council business papers	Economic Development	Q4(June 2021)	On time	Budget on track	Benefits to be achieved	Identified risk/s within appetite	Advocacy document that identifies priority community projects will be developed to replace and update the current Economic Development Plan. Economic and demographic statistics to be updated May 2021 .

2.2.2 Foster development of high performing local business capability and diversity.

Reference	Operational Plan Action Item for 2020/21	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Third Quarter Progress Comments
		Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
2.2.2.a	Deliver business innovation programs	Number of programs delivered per annum	2 programs delivered per annum	Council business papers	Economic Development	Q4(June 2021)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	The Yeppoon Crowdfund Innovation Unconference sponsored by Advance Queensland was hosted in Yeppoon in October 2020 with over 55 attendees. A grant writing workshop was hosted in October 2020 with Indigo Gold.
2.2.2.b	Implement Capricorn Coast Smart Region Strategy actions for 2020-21	Identified 2020-21 action plan items completed	100% of the action items completed	Council business papers	Economic Development	Q4(June 2021)	Item completed	Within operational allocation	Benefits in doubt	Identified risk/s within appetite	An application to supply Electronic Vehicle Charging stations was submitted to the Local Economic Recovery Program funding program for Queensland. This submission was unsuccessful.

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	Operational Plan Action Item for 2020/21	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Third Quarter Progress Comments
		Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
2.2.3.a	Identify Council land and/or properties suitable for disposal via sale	Sale of identified land assets	Identified land sold within identified timeframes	Council business papers	Economic Development	Q4(June 2021)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	A working group is assessing and prioritising potential Council owned land for disposal. Lot 19 Macadamia Drive at the Gateway Business and Industry Park settled in December 2020. An auction was held in December 2020 for the six remaining lots at the Gateway Business and Industry Park, offers received were under market valuation. Inquiries continue to grow in relation to the Gateway Business and Industry Park remaining allotments.
2.2.4 Support the growth of education and employment opportunities for the community.											
Reference	Operational Plan Action Item for 2020/21	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Third Quarter Progress Comments
		Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
2.2.4.a	Investigate partnership opportunities between employers, education and training providers	Improved education and employment opportunities	Opportunities maximised	Council business papers	Economic Development	Q4(June 2021)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	Grant opportunities for employees and employers and subsidised skills training continue to be promoted monthly in the Business Ebulletin.
2.3.1 Provide support to market Livingstone as a destination for commerce, tourism, and lifestyle.											
Reference	Operational Plan Action Item for 2020/21	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Third Quarter Progress Comments
		Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
2.3.1.a	Capricorn Enterprise funding agreement established and 2020-21 actions implemented	2020-21 identified actions are completed	100% of the action items completed	Council business papers	Economic Development	Q4(June 2021)	On time	Budget on track	Benefits to be achieved	Identified risk/s within appetite	Capricorn Enterprise meet monthly with Council and continue to exceed Key Priority Initiatives as per the 2020-2021 Capricorn Enterprise Funding Agreement.
2.3.1.b	Develop, implement and review specific marketing plans which promote Council services, tourism and the economy	New or revised marketing plans are developed, implemented or reviewed	3 per quarter	Council business papers	Economic Development	Q4(June 2021)	On time	Budget on track	Benefits to be achieved	Identified risk/s within appetite	Capricorn Enterprise continue to develop and deliver destination marketing plans. Economic development opportunities are marketed via the Business Ebulletin and other social channels.

2.3.2 Council provides and maintains infrastructure which encourages business and tourism growth.											
Reference	Operational Plan Action Item for 2020/21	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Third Quarter Progress Comments
		Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
2.3.2.a	Formalisation of tenure over Yeppoon Inlet (Fig Tree Creek and Ross Creek) jetty sites	Formal tenure agreement with the Yeppoon Inlet Association	Formal tenure agreement in place	Council business papers	Property Services	Q4(June 2021)	Rescheduling expected	Within operational allocation	Benefits to be achieved	Identified risk/s being managed	Property Services recently met with Yeppoon Inlet Association committee members regarding the draft tenure agreement that had been provided to them. The committee sought clarification on a number of points and requested certain changes which will be considered.
2.3.2.b	Deliver upgrades to the Keppel Sands Caravan Park	Project completed within allocated budget and timeframe	100% project completed within budget	Monthly Portfolio Governance Group status report	Facilities	Q4(June 2021)	Rescheduling expected	Budget underspent	Benefits won't be achieved	Identified risk/s being managed	This project will not be delivered by June 30, expected delivery is August 2021. A contract has been awarded for the construction but in programming the work the contractor has advised that timber and window supply is an issue due to high demand across the economy. The Project Governance Group, Property Team and the Leasee has been informed.
2.4.1 Deliver events, activities, and performances which bring economic and social benefits to the community.											
Reference	Operational Plan Action Item for 2020/21	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Third Quarter Progress Comments
		Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
2.4.1.a	Deliver a program of activities targeted at community and business sectors, such as business workshops, Youth Week and Seniors Week	Number of programs delivered	4 activities/events delivered per annum	Council business papers	Economic Development and Community Development	Q4(June 2021)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	Economic Development Input - The Yeppoon Crowdfund Innovation Unconference sponsored by Advance Queensland was hosted in Yeppoon in October 2020 with over 55 attendees. A grant writing workshop was hosted in October 2020 with Indigo Gold. An event is being planned with Chamber of Commerce to celebrate Small Business Month in May 2021. CD&E - Youth Services - Movie at the Park in Mt Chalmers (Dec 2020) and Cawarral (March 2021) Easter Event at Glendale with fireworks. Youth Week postponed due to COVID outbreak in April to July 2021.
2.4.1.b	Work with event organisers to measure event value and impact	Number of events supported by Council that measure event ROI	100% of Council supported events report event ROI	Council business papers	Events and Engagement	Q4(June 2021)	On time	Budget on track	Benefits to be achieved	Identified risk/s within appetite	There has been substantial mentoring and support provided to Event Organisers during Q3 review period. More emphasis is now on value for investment, adherence to clear branding guidelines and ensure fair and appropriate promotion for councils investment in sponsored supported events. All date claimers for events April until December are now on councils website - ensuring that the public has advanced warning / notice re scheduled events and contributing to a more unified events calendar for the Shire.
2.4.1.c	Local law requirements promoted through educational activities by hosting a micro-chipping day and other awareness activities	Number of activities and events delivered	4 activities/events delivered per annum	Council business papers	Public Environments	Q4(June 2021)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	2 x Micro-chip events scheduled prior to June 30 + 2 Trashure events in partnership with Events as part of the requirements for Littering Illegal Dumping grant.
2.4.2 Implement the action plan from the Invest Capricorn Coast Region Events Strategy 2025.											
Reference	Operational Plan Action Item for 2020/21	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Third Quarter Progress Comments
		Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
2.4.2.a	Commence implementation of the Capricorn Coast Region Events Strategy 2025 identified actions and objectives	Identified 2020-21 actions and objectives	100% of the action items completed	Council business papers	Engagement and Events	Q3(March 2021)	On time	Budget on track	Benefits to be achieved	Identified risk/s within appetite	Long term agreements with Event Organisers have all now been finalised and during Q3 consolidation regarding expectations occurred. Review of the plan occurred and council is tracking on schedule. Joint promotion opportunities with Capricorn Enterprise continued.

2.4.3 Foster access, collaboration, community connectedness, wellbeing and creativity by supporting arts and cultural activities within the Shire.											
Reference	Operational Plan Action Item for 2020/21	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Third Quarter Progress Comments
		Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
2.4.3.a	Deliver a program of activities and events targeted at arts and cultural activities	Number of activities and events delivered	20	Council business papers	Arts and Culture	Q4(June 2021)	On time	Budget on track	Benefits to be achieved	Identified risk/s within appetite	During the Q3 period planning and final details for the Arts and Culture program (april - dec) occurred. All events are now loaded onto event calendar on councils website for wider promotion and advance information.
2.4.3.b	Review the Arts and Cultural Strategic Plan and implement identified actions for 2020-21	Review conducted and adopted by Council, and identified 2020-21 action plan items completed	Plan adopted by Council and 100% of identified actions completed	Council resolution Council business papers	Arts and Culture	Q4(June 2021)	Rescheduling expected	Budget on track	Benefits in doubt	Identified risk/s within appetite	The formal review is proposed to be rescheduled to 2021/22 year, once the two art galleries are operational. Personnel who would be tasked with delivering this review have been delivering other actions and have not been able to turn their attention to this task.

Natural Livingstone

A 'Natural Livingstone' will protect, sustainably manage and enhance the natural beauty, landscapes and resources of the country of the Darumbal and Woppaburra people in order to safeguard the sustainability and environmental resilience of the region into the future.

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	Operational Plan Action Item for 2020/21	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Third Quarter Progress Comments
		Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
3.1.1.a	Complete the Water Recycling System Augmentation	Project completed within allocated budget and timeframe	100% of project completed	Monthly Portfolio Governance Group status report	Major Projects	Q4(June 2021)	Rescheduling expected	Budget overspent	Benefits to be achieved	Identified risk/s being managed	Pipeline construction contract assessment completed and the contract award is underway. Extension of time has been requested from external funding body as the construction is expected to be completed by the end of November 2021. Design & Construct tenders received for concrete reservoir component and currently under assessment.
3.1.1.b	Develop Council guideline for delivery of sustainable programs, events or activities	Guideline developed	Guideline completed and approved by CEO	Council business papers	Events and Engagement	Q2(December 2020)	Rescheduling expected	Budget on track	Benefits to be achieved	Identified risk/s within appetite	Staff turn over inhibited this initiative being progressed. This has been proposed to be undertaken in 2021/22, as part of a review of the delivery of events.

3.1.2 Partner with the community to divert and minimise waste and invest in renewable energy.

Reference	Operational Plan Action Item for 2020/21	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Third Quarter Progress Comments
		Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
3.1.2.a	Implementation Waste Reduction and Recycling Plan	Number of actions delivered	2 community education/ awareness activities delivered	Council business papers	Waste Services	Q4(June 2021)	Rescheduling expected	Within operational allocation	Benefits in doubt	Identified risk/s being managed	Briefing to Council on May 4 on draft Waste Strategy. Waste Reduction plan to be updated following completion of the new strategy. Council Officers are supporting the Boomerang Alliance to help educate local business to reduce plastic and implement alternative products.
3.1.2.b	Support the Clean Up Australia Day event	Number of registered participants	Increase in participation	Council business papers	Waste Services	Q3(March 2020)	Item completed	Within operational allocation	Benefits to be achieved	Identified risk/s being managed	Waste provides in kind support by way of free disposal, event is supported by Liveability & Wellbeing.

3.1.3 Incentivise the community to invest in reuse, recycling, energy and water saving practices.

Reference	Operational Plan Action Item for 2020/21	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Third Quarter Progress Comments
		Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
3.1.3.a	Install solar panels at the Yeppoon Sewerage Treatment Plant	Project completed within allocated budget and timeframe	100% of project delivered within timeframe and budget	Monthly Portfolio Governance Group status report	Major Projects	Q4(June 2021)	Rescheduling expected	Budget on track	Benefits to be achieved	Identified risk/s within appetite	Design & Construct tender evaluation underway. Anticipate contract award by mid May 2021 with construction commencing in June 2021 and construction being completed by December 2021.
3.1.3.b	Undertake a kerbside waste audit to provide better information about the performance of waste and recycling management systems	Audit report completed within allocated budget and timeframe	Community waste diversion rate increasing	Audit report	Waste Services	Q4(June 2021)	To be deferred	Budget underspent	Benefits in doubt	Identified risk/s being managed	No changes are expected following the previous audit in 2017 so there is no value in proceeding ahead of the waste strategy
3.1.3.c	Deliver events to promote effective waste management and pollution.	Community education and awareness activities	2 events/activities per annum	Council business papers	Waste Services	Q4(June 2021)	To be deferred	Budget underspent	Benefits in doubt	Identified risk/s being managed	Resource constraint at this time which has effected the rollout of events. The Water, Waste Management & the Environment Community Voice Panel have been discussing ways to engage with volunteer groups and schools to increase events and awareness.

3.1.4 Promote and develop a resource recovery centre to deliver education and behavioural change.

Reference	Operational Plan Action Item for 2020/21	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Third Quarter Progress Comments
		Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
3.1.4.a	Deliver the Yeppoon Landfill Resource Recovery project	Project completed within allocated budget and timeframe	100% of project delivered within timeframe and budget	Monthly Portfolio Governance Group status report	Major Projects	Q4(June 2021)	Rescheduling expected	Budget on track	Benefits to be achieved	Identified risk/s within appetite	A consultant has been selected and awarded the investigation work and project management of the overall project. The site concept plan is anticipated to be completed by the end of June 2021. Construction will be programmed in the 21/22 financial year.

3.2.1 Assess alternative options to increase water sources.											
Reference	Operational Plan Action Item for 2020/21	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Third Quarter Progress Comments
		Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
3.2.1.a	Commence Stage 1 - Kelly's Dam Remedial Works	Project completed within allocated budget and timeframe	100% of Stage 1 of project completed	Monthly Portfolio Governance Group status report	Major Projects	Q4(June 2021)	Rescheduling expected	Budget on track	Benefits in doubt	Identified risk/s being managed	Council Officers are in the process of awarding a dam specialist project manager to commence with management of remedial works. Remedial works expected to be completed by December 2021.
3.2.1.b	Undertake investigations for capital works at the Mt Charlton Water Reservoir	Investigation report completed	100% of project delivered within timeframe and budget	Monthly Portfolio Governance Group status report	Major Projects	Q4(June 2021)	Item completed	Budget on track	Item completed - benefits achieved	Identified risk/s being managed	Minor leaks to the reservoir have been completed. The roof design has been completed and is 'shovel ready'. Council has applied for external funding in 21/22 to renew the roof and waterproof the tank. Council has not yet been notified of the outcome of the external funding application.
3.2.1.c	Provision of safe water supply	Samples are compliant with Drinking Water Quality Management Plan	98% of samples are compliant	Council business papers	Water	Q4(June 2021)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s being managed	All samples continue to comply with LSC DWQMP.
3.2.2 Progress and support plans which protect coastal and marine environments.											
Reference	Operational Plan Action Item for 2020/21	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Third Quarter Progress Comments
		Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
3.2.2.a	Implement actions as required under the Shoreline Management Plan	Number of actions delivered	6 actions/projects delivered per annum	Site specific project plans	Natural Resource Management	Q4(June 2021)	On time	Budget on track	Benefits to be achieved	Identified risk/s within appetite	Project delivery on-track.
3.2.2.b	Develop the Livingstone Reef Guardian Action Plan and implement projects as identified	Completed Reef Guardian Action Projects	Action Plan adopted by council and 100% of identified projects completed for 2020-21	Council resolution Council business papers	Natural Resource Management	Q2(December 2020)	On time	Budget on track	Benefits to be achieved	Identified risk/s within appetite	All identified projects on-track to be achieved.
3.2.3 Collaborate with partners to reduce sediments and nutrients in waterways.											
Reference	Operational Plan Action Item for 2020/21	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Third Quarter Progress Comments
		Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
3.2.3.a	Undertake revegetation and integrated catchment planning for Fig Tree Creek Catchment in a partnership with Landcare, Capricornia Catchment and Fitzroy Basin Association	Fig Tree Creek Master Plan (integrated catchment plan)	Masterplan adopted by Council	Council resolution	Natural Resource Management	Q4(June 2021)	Rescheduling expected	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	Expect complete to community consultation stage with Council Adoption rescheduled early next financial year. Additional funding support for Co-design with community being sought by Water by Design, Healthy Land and Water.
3.2.3.b	Deliver erosion and sediment control training	Number of training sessions delivered	1 training session delivered per annum	Council business papers	Natural Resource Management	Q4(June 2021)	Item completed	Budget on track	Item completed - benefits achieved	Identified risk/s within appetite	Erosion and sediment control (ESC) regulatory and compliance capacity building workshop held 2nd of December 2020 and Internal staff field visits with Water by Design. Reported to Council Briefing session in January.
3.2.4 Plan Council's response to climate change by implementing the actions in the Coastal Hazard Adaptation Strategy.											
Reference	Operational Plan Action Item for 2020/21	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Third Quarter Progress Comments
		Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
3.2.4.a	Continue to develop the Coastal Hazards Adaptation Strategy through the QCoast 2100 program to address the potential impacts of coastal hazards	Stage 8 completed	Strategy developed and adopted by Council	Council business papers	Sustainability	Q4(June 2021)	Item completed	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	The Our Living Coast Livingstone Coastal Hazards Adaptation Strategy has now been completed and was adopted by Council on 16 March 2021. All 8 Phases of the project are complete and fulfill the requirements of the QCoast2100 funding agreement. The project acquittal process is currently being completed.
3.2.4.b	Implement a Climate Change Policy	Climate Change Policy completed	Policy adopted by Council	Council resolution	Sustainability	Q4(June 2021)	To be deferred	Within operational allocation	Benefits won't be achieved	Identified risk/s not being managed	Organisational position on climate change now incorporated in Council's Environmental Sustainability policy. There is no identified need at this stage for a stand-alone climate change policy.

3.2.5 deliver and implement a Livingstone Shire Carbon Strategy.											
Reference	Operational Plan Action Item for 2020/21	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Third Quarter Progress Comments
		Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
3.2.5.a	Deliver a Livingstone Shire Carbon Strategy and implement actions as identified for 2020-21	Carbon Strategy completed and identified 2020-21 actions plan items completed	Strategy adopted by Council and 100% of identified actions completed	Council business papers	Sustainability	Q4(June 2021)	Item completed	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	Strategy completed and adopted by Council Q2. Actions currently being progressed.
3.2.5.b	Work with event organisers to measure event value and impact	Carbon Corridor outcomes for the region are maximised	Opportunities maximised	Council business papers	Sustainability	Q4(June 2021)	To be deferred	Within operational allocation	Benefits won't be achieved	Identified risk/s not being managed	There is currently no funding or staffing capacity to deliver this specific initiative.
3.3.1 Recognise, preserve and enhance the region's unique biodiversity.											
Reference	Operational Plan Action Item for 2020/21	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Third Quarter Progress Comments
		Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
3.3.1.a	Take action to progress the development of a Livingstone Biodiversity Strategy	Identified 2020-21 actions completed	100% of actions completed	Council business papers	Natural Resource Management	Q4(June 2021)	On time	Budget underspent	Benefits to be achieved	Identified risk/s within appetite	Project budget underspent currently however expect that will be expended by end of financial year. Project Officer in place and project underway.
3.3.1.b	Provide rate rebate assistance for properties that have a 'Nature Refuge Agreement' between the property owner and the State of Queensland	Rates, Rebates and Remissions Policy	Maintain or increase the number of properties that attract the Nature Refuge Agreement rate rebate	Council resolution	Revenue	Q4(June 2021)	On time	Budget on track	Benefits to be achieved	Identified risk/s within appetite	There are currently 8 properties (1,086 hectares) that have received \$5,617 in nature refuge rate remissions for 2020/2021.
3.3.1.c	Provide information and public education material to recognise, understand and utilise ecosystems of the Shire sustainably	Number of events/activities delivered	2 events delivered	Council business papers	Natural Resource Management	Q4(June 2021)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	Three Fact sheets produced and revamp of Environmental website pages underway.
3.3.2 Progress and support plans which protect the shire's natural assets, bushland and local eco-systems											
Reference	Operational Plan Action Item for 2020/21	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Third Quarter Progress Comments
		Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
3.3.2.a	Explain controls for weed pest management	Identified actions completed	100% of identified actions for 2020-21 undertaken	Council business papers	Pest Management	Q4(June 2021)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	Pest management activities are scheduled, on track and within budget.
3.3.2.b	Develop and implement a Heat Stress Risk Management Plan for Flying Fox colonies within the Shire	Heat Stress Management Plan for Flying Fox colonies	LDMG subplan completed	LDMG meeting minutes	Natural Resource Management	Q4(June 2021)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	Draft of the Plan to be presented to Environment and Regulatory Taskforce on 29 April 2021.

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 people, property, and the environment.

Reference	Operational Plan Action Item for 2020/21	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Third Quarter Progress Comments
		Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
3.3.3.a	Vector breeding locations identified and managed to reduce potential impacts on the community	Vector control sites monitored weekly Vector surveys undertaken each month between 1 October 2020 and 31 May 2021	100% of control sites monitored 100 (20 x 5 months) vector surveys undertaken	Council business papers	Pest Management	Q4(June 2021)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	Light traps are being monitored for mosquito activity weekly. Vector surveys commenced in October.
3.3.3.b	Undertake bushfire mitigation actions to reduce risk on Council owned properties	Identified actions completed	100% of identified actions for 2020-21 undertaken	Council business papers	Disaster Management	Q4(June 2021)	On time	Budget on track	Benefits to be achieved	Identified risk/s within appetite	Final progress report to QRA has been submitted. Three remaining projects to be completed (from operational budget). Final close out report to be completed and submitted in Q4.
3.3.3.c	Develop and implement a Bushfire Management Plan and Policy	Bushfire Management Policy	100% completed and adopted by Council	Council business papers	Disaster Management	Q4(June 2021)	Item completed	Budget on track	Item completed - benefits achieved	Identified risk/s within appetite	Bushfire Management Plan has been endorsed by Local Disaster Management Group in Q3. BMP 2020 -2022 has been uploaded on Council's public website: https://www.livingstone.qld.gov.au/your-council/publications-and-media/plans-strategies-and-reports .

Leading Livingstone

A 'Leading Livingstone' will provide transparent, accountable leadership which listens to the needs of the Livingstone community and advocates for Livingstone's interests to State and Federal Governments

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	Operational Plan Action Item for 2020/21	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Third Quarter Progress Comments
		Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
4.1.1.a	Define and develop an integrated Corporate Planning Framework	Draft framework developed	Draft framework endorsed by ELT	Council business papers	Governance	Q3(March 2021)	Rescheduling expected	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	An organisational accountability and responsibility matrix has been developed for the Corporate Plan. This defines the role and responsibility for the execution of the strategies, actions, and reporting requirements. The majority of the proposed content to be included in the framework has been shared and discussed with Councillors during the 2020-21 budget development process and work has progressed on capturing into one guiding document. With the commencement of a new CEO, it is prudent to seek direction and feedback on the existing approach. The action is now expected to be completed in Q4.
4.1.1.b	Embed the Integrated Service Planning Framework	Four-year Service Delivery Plans completed	Service Delivery Plans adopted by Council	Council resolution	Business Transformation	Q3(March 2021)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	Service plans were completed in February 2020. Councillors are reviewing the service plans as part of budget deliberations. Service plans are on track to be made available to the public as part of the annual budget process, with key performance indicators and significant projects to be reported on through the annual operational plan.
4.1.1.c	Facilitate regular organisational performance management and recognition review process	Percentage of leaders undertaking regular performance and recognition discussions	70%	Internal survey	Human Resources	Q2(December 2020)	Rescheduling expected	Within operational allocation	Benefits to be achieved	Identified risk/s being managed	Performance Management System to be reviewed and process reset Q4. Also to be reviewed in light of Project Merlin deliverables.

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	Operational Plan Action Item for 2020/21	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Third Quarter Progress Comments
		Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
4.1.2.a	Sustainable financial position maintained	Key financial indicators meeting sustainability and operational standards	Financial indicators are equal to or better than the adopted/revised budget	Adopted/ (revised) Budget Measures of financial Sustainability report	Accounting	Q4(June 2021)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	The 21Q2 Revised Budget was adopted by Council on the 16 March 2021. This budget review focused on the capital program and the necessary adjustments from restructuring Council's loan portfolio with the Queensland Treasury Corporation. - Operating Surplus Ratio (Target >10%) : 0.5% (21Q1: 0.6%) - Net Financial Liabilities Ratio (Target <60%): 33.5% (21Q1: 38%) - Asset Sustainability Ratio (Target >90%) : 72.5% (21Q1: 77.9%).
4.1.2.b	Capital works projects are delivered on time and on budget	Percentage of projects completed this financial year within approved (adopted/revised) budgets	100% of projects completed within adopted/revised budgets	Monthly Portfolio Governance Group status report	Project Management Office	Q4(June 2021)	To be deferred	Budget underspent	Benefits won't be achieved	Identified risk/s not being managed	71/263 projects were practically/financially completed as at 30 March 2021. The 21Q2 budget identified ~\$7.0M with the total budget reducing \$43.89M to \$36.82M Q2. Resourcing issues such as labour, timber, steel and concrete supply continues to disrupt project schedules and estimates. This trend is expected to continue and should be considered in future capital works planning.
4.1.2.c	Implement Strategic Asset Management Plan identified actions for 2020-21	High priority improvement actions implemented	100% of high priority actions implemented	Asset Management Steering Committee business papers	Asset Management	Q4(June 2021)	Rescheduling expected	Within operational allocation	Benefits in doubt	Identified risk/s within appetite	SAMP is yet to be adopted by Council. The draft SAMP will be discussed at the ARABIC Committee Meeting in late April and then presented to Council for adoption in May or June. Improvement Actions are being rescheduled in accordance with resourcing and being discussed monthly with the Asset Management Steering Committee.
4.1.2.d	Review and update Asset Management Plans for Roads, Water, Sewer, Fleet and Building asset classes	Asset Management Plans updated	Asset Management Plans adopted by Council	Council resolution	Asset Management	Q4(June 2021)	Rescheduling expected	Within operational allocation	Benefits in doubt	Identified risk/s within appetite	AMP's are being rescheduled in accordance with resourcing and being discussed monthly with the Asset Management Steering Committee. Expecting draft Water and Sewer AMP's before 30 June.

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	Operational Plan Action Item for 2020/21	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Third Quarter Progress Comments
		Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
4.1.3.a	Implement the continuous improvement deliverables as outlined in Service Delivery Review Action Plans	Percentage of planned actions completed	100% of actions identified for 2020-21 completed	Council business papers	Business Transformation	Q4(June 2021)	To be deferred	Budget underspent	Benefits won't be achieved	Identified risk/s within appetite	The Business Transformation team is currently operating with limited resources due to the seconde of one officer (50% of the team) to the ICT Business Transformation PProject. The reporting for this action item will not progress this year, however the accountability for completion vests with individual teams/functions.
4.1.3b	Communities of Practice are established and have developed a program of activities to promote best practice, test new ideas, solve challenges, innovate and assist in ongoing improvement and provision of quality services	Established Communities of Practice have an ELT endorsed program of work	100% of Communities of Practice have a clear program of work	Council business papers	Organisational Development	Q4(June 2021)	Rescheduling expected	Within operational allocation	Benefits in doubt	Identified risk/s within appetite	Re-establish in Q4, review benefits to the organisation, staff appetite for the format of the COP.
4.1.4 Provide leadership and contemporary management systems which drive a coordinated and connected organisation.											
Reference	Operational Plan Action Item for 2020/21	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Third Quarter Progress Comments
		Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
4.1.4.a	Design and deliver the Leadership Development Program	Leadership Development Program and actions identified for 2020-21	100% of actions identified for 2020-21 completed	Council business papers	Organisational Development	Q4(June 2021)	Rescheduling expected	Within operational allocation	Benefits in doubt	Identified risk/s within appetite	Review current Leadership Development Program draft with CEO/ELT to align with LSC priorities and consider change fatigue due to Project Merlin Implementation.
4.1.5 Promote a values-based culture which appreciates it and empowers its workforce.											
Reference	Operational Plan Action Item for 2020/21	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Third Quarter Progress Comments
		Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
4.1.5.a	Undertake staff satisfaction survey	Employee satisfaction rating	50% of employees participate in survey	Survey	Organisational Development	Q2(December 2020)	Item completed	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	Completed Pulse Survey completed in March 2021, 76% response rate. Q4 - Review of Action Plans, reporting on actions completed, and delivery of Pulse Survey results to ELT then all LSC staff.
4.1.6 Risk management practices are embedded into decision making process.											
Reference	Operational Plan Action Item for 2020/21	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Third Quarter Progress Comments
		Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
4.1.6.a	Deliver a compliant and effective internal audit function	Percentage of audit plan complete	100%	Audit, Risk & Business Improvement Committee Meeting minutes	Executive Office	Q4(June 2021)	Rescheduling expected	Within operational allocation	Benefits in doubt	Identified risk/s not being managed	Currently no internal audit function employed within Council and no external party has been engaged to undertake internal audit functions. Further work still to be undertaken to complete.
4.1.6.b	Undertake the Enterprise Risk Management Capability Advancement project	Project completed within allocated budgets and timeframes	100% of project completed	Project Control Group minutes	Governance	Q4(June 2021)	Rescheduling expected	Within operational allocation	Benefits in doubt	Identified risk/s within appetite	This project has been rescheduled to be completed in 2021/22 . The project scope will be reviewed in consultation with the CEO, members of the executive team and the Audit, Risk and Improvement Committee in 2021/22. Council remains compliant with legislative requirements and oversight on existing approaches provided by the audit committee.

4.1.7 Recruit and develop a professional, capable, and responsive workforce.											
Reference	Operational Plan Action Item for 2020/21	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Third Quarter Progress Comments
		Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
4.1.7.a	Recruitment and selection process completed in a timely manner.	Average time taken to appoint an applicant	30 days	Aurion	Human Resources	Q4(June 2021)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	53% of recruitment processes were completed within 30 days (18 out of 34 recruitment processes).
4.1.7.b	Develop an inclusion and diversity action plan as part of the Workforce Plan	Actions identified for 2020-21	100% of actions identified for 2020-21 completed	Council business papers	Organisational Development	Q4(June 2021)	Rescheduling expected	Within operational allocation	Benefits in doubt	Identified risk/s within appetite	Integrated with Leadership Development Program and other activities in progress - RAP, Mental Health First Aid, Cultural Awareness training - review in line with Workforce Analysis: Towards 2050.
4.1.8 Provide for the safety, security, health and well-being of Council employees and contractors.											
Reference	Operational Plan Action Item for 2020/21	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Third Quarter Progress Comments
		Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
4.1.8.a	Review internal safe work documentation for currency, compliance and relevance	Percentage of documentation reviewed	80%	Council business papers	Safety	Q4(June 2021)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s being managed	Key documents identified in the audit have been reviewed, updated and awaiting sign off and return to Governance. Remaining documents are in continuing stages of review.
4.1.8.b	Finalise all actions from the Workplace Health and Safety Audit 2018	Actions identified for 2020-21	100% of actions identified for 2020-21 completed	Safety Committee meeting minutes	Safety	Q4(June 2021)	On time	Within operational allocation	Item completed - benefits achieved	Identified risk/s within appetite	All current Actions closed.
4.1.8.c	Implement a health and well-being strategy	Strategy developed and actions identified for 2020-21	100% of actions identified for 2020-21 completed	Safety Committee Meeting minutes	Safety	Q4(June 2021)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	Health and well being strategy in place with continued review and update as required.
4.1.8.d	Provide a safe work environment for employees and encourage a proactive approach to Work Health and Safety	Lost Time Injury Frequency Rate (12 month moving average)	Reduction in LTIFR	Safety Committee Meeting minutes	Safety	Q4(June 2021)	On time	Within operational allocation	Benefits in doubt	Identified risk/s being managed	Continued management of workplace injuries had seen a significant reduction over the past 12 months. Although the current 12 month LTIFR has seen a continued increase over the last 2 quarters.
4.2.1 Build and maintain strong, collaborative, and co-operative relationships across all levels of government, industry, business and community.											
Reference	Operational Plan Action Item for 2020/21	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Third Quarter Progress Comments
		Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
4.2.1.a	Undertake a review of Council's advisory committee and external committee representation	Undertake review	100% of review completed	Council business papers	Executive office	Q4(June 2021)	On time	Budget on track	Benefits to be achieved	Identified risk/s within appetite	All Councillors continuing with Community Voice Panels. Discussion continuing around effectiveness.
4.2.2 Identify opportunities for alignment between Council's interests and objectives with those of Federal and State Governments.											
Reference	Operational Plan Action Item for 2020/21	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Third Quarter Progress Comments
		Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
4.2.2.a	Develop an advocacy plan to outline Council's strategic advocacy priorities	Advocacy Plan developed	Advocacy with relevant stakeholders is maximised	Council business papers	Executive Office	Q4(June 2021)	On time	Budget on track	Benefits to be achieved	Identified risk/s within appetite	Ongoing Identification of key priority community projects are underway. An advocacy document for the delivery and funding of identified projects will be developed.

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.											
Reference	Operational Plan Action Item for 2020/21	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Third Quarter Progress Comments
		Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
4.2.3.a	Submit motions to the Local Government Association of Queensland and National General Assembly of Local Government annual conferences that provide an opportunity for Council to promote change to policies or processes to further the interests of the Shire and Queensland in general	Number of motions passed at conference	100% submitted motions passed	Council business papers	Executive Office	Q4(June 2021)	On time	Within operational allocation	Item completed - benefits achieved	Identified risk/s within appetite	9 Motions passed with 1 motion categorised as an affirmation of earlier decisions. Technically passing all 10 motions presented by Livingstone Shire Council at the 2020 LGAQ Annual Conference.
4.2.3.b	Advocate to limit the adverse impacts of the Shoalwater Bay Military Training Area expansion project by seeking improved economic outcomes for the Shire	Improved economic outcomes for the Shire are maximised	Opportunities maximised	Stakeholder meeting minutes	Executive Office	Q4(June 2021)	On time	Within operational allocation	Benefits in doubt	Identified risk/s being managed	Correspondance from Mayor sent to Minister advocating for compensation. Pauline Hansen has voiced support for this action.
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	Operational Plan Action Item for 2020/21	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Third Quarter Progress Comments
		Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
4.2.4.a	Participation in CQROC activities that advocate for improved economic outcomes for the Central Queensland region	Improved economic outcomes for the region are maximised	Opportunities maximised	Stakeholder meeting minutes	Executive Office	Q4(June 2021)	On time	Budget on track	Benefits to be achieved	Identified risk/s within appetite	CQROC meeting attendance in Biloela in February 2021. Next Meeting Scheduled for 31 May 2021 in Yeppoon.
4.3.1 Plan, develop and implement high-quality customer-focused services.											
Reference	Operational Plan Action Item for 2020/21	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Third Quarter Progress Comments
		Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
4.3.1.a	Undertake a review of the online services available to the community to reduce need for customer to have to print forms/applications	Increase in the number of services available online	Review completed and 100% of actions identified for 2020-21 completed	Council business papers	Manager Customer Engagement	Q4(June 2021)	Item completed	Budget on track	Benefits to be achieved	Identified risk/s within appetite	This now forms part of Project Merlin.
4.3.1.b	Reduce the number of customer service requests noted as under long term investigation	Reduction in long term customer service requests	10% reduction per annum	Pathway	Manager Customer Engagement	Q4(June 2021)	Rescheduling expected	Budget on track	Benefits to be achieved	Identified risk/s within appetite	Q2 indicated that there were 56 Customer Requests with status of Under Investigation Long Term whilst Q3 indicates an increase to 143 or an increase across all sections of 39%.
4.3.2 Commit to open and accountable governance to ensure community confidence and trust in Council and its democratic values.											
Reference	Operational Plan Action Item for 2020/21	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Third Quarter Progress Comments
		Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
4.3.2.a	Manage Council meeting agendas and minutes in accordance with legislative obligations	Agendas and minutes are published with legislative timeframes	100% of legislative obligations are met	Council business papers and IT systems	Executive Support	Q4(June 2021)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	All Agenda and Minutes Created within Legislative Timeframes.
4.3.2.b	Undertake a review of Council's Local and Subordinate Law to design, restructure, modernise and refine local laws to address future community standards and safety needs	Review undertaken within budget and timeframe	100% of review completed within budget	Council resolution	Local Laws	Q4(June 2021)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	Stage One - Solicitors engaged Stage Two - Initial consultation with staff, Executive Leadership Team and Councillors - completed.

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	Operational Plan Action Item for 2020/21	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Third Quarter Progress Comments
		Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
4.3.3.a	Conduct a strategic review of the community Engagement Framework	Strategic review completed	Strategic Engagement Plan adopted by Council and implemented	Council resolution	Customer Engagement	Q2(December 2020)	Rescheduling expected	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	Review has been identified as key task in 2021-22 Service Plans.
4.3.3.b	Involve and collaborate with the community in the development of the 2021-22 budget	Engagement activities conducted	100% of required engagement activities completed	Engagement documentation including website	Chief Financial Officer	Q4(June 2021)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	Pre-budget consultation using the budget simulation tool and community submissions occurred during October & November 2020. Councillors were presented with the results of the budget allocation submissions, and received five (5) budget submissions from the community, three (3) of which
4.3.3.c	Continue to conduct community engagement on a diverse range of issues	Engagement activities conducted	Increase in the number of community engagement activities (annual)	Engagement documentation including website	Customer Engagement	Q4(June 2021)	On time	Budget on track	Benefits to be achieved	Identified risk/s within appetite	There were ten formal (and informal/internal) engagement activities during the review period. Most notable ones being: Bangalee Beach/Hinz Avenue, Adelaide Street, Short and Shorter Term Parking, Commercial Caravan Park Operators, Adelaide Street and Marlborough Signage.
Future Livingstone											
A 'Future Livingstone' will become a resilient community prepared for future economic, social, environmental, and infrastructure challenges to ensure Livingstone retains its unique character and thrives into the future.											
5.1.1 Maintain a clear and comprehensive planning vision for the region.											
Reference	Operational Plan Action Item for 2020/21	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Third 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	Amendments adopted by Council for public consultation	100% proposed amendments completed and adopted by Council for public consultations	Planning Scheme	Strategic Planning	Q4(June 2021)	Item completed	Budget on track	Item completed - benefits achieved	Identified risk/s within appetite	Package Three amendments were completed in Q2 - with the commencement of the changes to the planning scheme commencing on 15 February 2021.
5.1.1.b	Review and amend the Local Government Infrastructure Plan	Revised LGIP informs the ten year Capital Works Program	Review completed and adopted by Council	Council resolution	Infrastructure Planning	Q4(June 2021)	On time	Budget on track	Benefits to be achieved	Identified risk/s within appetite	Project commenced and currently updating the Planning Assumptions Model. LGIP review not required to be completed before 2024. All extrinsic material to be prepared in-house with target completion date of early 2024.
5.1.2 Balance development within Livingstone Shire in accordance with the community's desired environmental and economic outcomes.											
Reference	Operational Plan Action Item for 2020/21	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Third 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	30% complete	Council business papers	Strategic Planning	Q4(June 2021)	On time	Budget on track	Benefits to be achieved	Identified risk/s within appetite	The request for quotes closed for this project on Monday 19 April 2021. The nine (9) week project commenced on 26 April and is expected to be completed in the first two weeks of July 2021.
5.1.2.b	Progress a future land use investigation of opportunities and constraints for the Panorama Drive area	Identified 2020-21 actions completed	100% of action items completed	Council business papers	Strategic Planning	Q4(June 2021)	Rescheduling expected	Budget underspent	Benefits won't be achieved	Identified risk/s being managed	The Scope for the Options Analysis for Panorama Drive and Environs has been completed with an internal stakeholder meeting set for 29 April 2021. This internal meeting will discuss / confirm the scope. There has been no formal request for quotes via vendor panel at this time. This has allowed scopes and requests for quotes for an Options Analysis for West Emu Park and for investigations for LSC owned lands to be prioritised. Both of which have closed. The project management for this project, Panorama Drive Options Analysis, has been staggered to allow the West Emu Parak Options Analysis to progress first. Councils Finance team have been advised and the allowance for this has been considered to be rolled over to the 2021/2022 financial year if not expended in Q4.
5.1.3 Develop a program of master planning, place making and improvement strategies to enhance local identity and lifestyle.											

Reference	Operational Plan Action Item for 2020/21	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Third Quarter Progress Comments
		Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
5.1.3.a	Deliver Shire entryway and Place Branding Signs	Project completed within allocated budgets and timeframes	100% of project completed	Monthly Portfolio Governance Group status report	Economic Development	Q4(June 2021)	On time	Budget on track	Benefits to be achieved	Identified risk/s being managed	Request for quote completed. Final decision on design and other elements to be discussed at the 20 April Ordinary Council meeting.
5.1.3.b	Deliver place making enhancements to Marlborough Township	Project completed within allocated budgets and timeframes	100% of project completed	Monthly Portfolio Governance Group status report	Economic Development	Q4(June 2021)	On time	Budget on track	Benefits to be achieved	Identified risk/s being managed	Request for quote completed and awarded. Community engagement has been undertaken and is ongoing. Final design nearing completion.

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	Operational Plan Action Item for 2020/21	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Third Quarter Progress Comments
		Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
5.1.4.a	Support natural area restoration	Number of activities	1 activity per annum	Council business papers	Natural Resource Management	Q4(June 2021)	Item completed	Within operational allocation	Item completed - benefits achieved	Identified risk/s within appetite	Vegetation Rehabilitation Officer providing ongoing support to local residents of GKI to undertake foreshore vegetation planting.

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

Reference	Operational Plan Action Item for 2020/21	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Third Quarter Progress Comments
		Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
5.2.1.a	Plan and provide accessible and well connected footpaths, cycleways and associated facilities within the Shire	Annual inspections of footpaths and cycle paths prior to finalising capital and operational works program	100% of footpaths and cycleways inspected over a 12 month period	Council business papers	Community Assets	Q2(December 2020)	Rescheduling expected	Within operational allocation	Benefits to be achieved	Identified risk/s being managed	Issues with obtaining resourcing to complete the inspections. Majority of high use paths have been inspected. Expected to complete the remaining inspections by June 30.
5.2.1.b	Deliver the Annual Road and Drainage Operational Works Program	Planned maintenance program completed within allocated budgets and timeframes	100% of planned maintenance work completed within budget	Council business papers	Construction & Maintenance	Q4(June 2021)	On time	Budget overspent	Benefits to be achieved	Identified risk/s being managed	Due to significant rains in March and April it is likely that the rural maintenance budget will be exceeded by up to \$300,000 and Urban maintenance by \$100,000. All attempts are being made to reduce overspend whilst still delivering required level of service.
5.2.1.c	Undertake a comprehensive revaluation and detailed asset condition assessment of the road and bridge asset classes	Asset Revaluation including condition assessment completed for identified asset classes	100% of actions identified for 2020-21 completed within budget and timeframes	Asset Management Steering Committee	Community Assets	Q3(March 2021)	Rescheduling expected	Budget on track	Benefits to be achieved	Identified risk/s within appetite	Condition assessments complete and valuation process is running behind time. It is expected that this work will be completed by June 30.
5.2.1.d	Investigate options for installation of electric vehicle charging points throughout the Shire	Review of electric vehicle charging points	Locations identified for electric vehicle charging points	Stakeholder meeting minutes	Economic Development	Q4(June 2021)	To be deferred	Within operational allocation	Benefits won't be achieved	Identified risk/s being managed	An application to supply Electronic Vehicle Charging stations was submitted to the Local Economic Recovery Program funding program for Queensland. This submission was unsuccessful.

5.2.2 Reinforce sustainable building design principles.

Reference	Operational Plan Action Item for 2020/21	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Third Quarter Progress Comments
		Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
5.2.2.a	Ensure compliance with relevant building and plumbing codes and regulations	Peer review of approvals	12	Internal papers	Building and Plumbing	Q4(June 2021)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s being managed	Approval documents forwarded to RRC Plumbing Inspectors and internal LSC Building Certifier for audit.

5.2.3 Adopt and implement a Connected Livingstone Strategy to foster investment opportunities in the region.											
Reference	Operational Plan Action Item for 2020/21	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Third Quarter Progress Comments
		Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
5.2.3.a	Implement the Capricorn Coast Smart Region Strategy identified action plan	Identified 2020-21 action plan items completed	70% of actions identified for 2020-21 completed	Council business papers	Economic Development	Q4(June 2021)	Item completed	Within operational allocation	Item completed - benefits achieved	Identified risk/s within appetite	Smart city assets operational.
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	Operational Plan Action Item for 2020/21	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Third Quarter Progress Comments
		Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
5.2.4.a	Commence the implementation of an integrated business system solution	Project completed within allocated budget and timeframe	100% of projects delivered within timeframe and budget	Monthly Portfolio Governance Group status report	ICT	Q4(June 2021)	Item completed	Budget on track	Item completed - benefits achieved	Identified risk/s being managed	Implement has commenced in February 2021 and is underway on budget and on time.
5.3.1 Maintain the ability to respond to disaster events under the disaster management arrangements.											
Reference	Operational Plan Action Item for 2020/21	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Third Quarter Progress Comments
		Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
5.3.1.a	Plan and conduct an annual disaster exercise involving Council, the community, other entities and State agencies	Annual exercise conducted	Annual disaster exercise is conducted to improve disaster management preparedness	Post-exercise evaluation report sourced from participants and observer feedback	Disaster Management	Q4(June 2021)	Item completed	Within operational allocation	Item completed - benefits achieved	Identified risk/s within appetite	Exercise Buli undertaken on 10 November 2020; 50 attendees. Exercise Operation Lock Down undertaken on 16 December 2020; 18 attendees.
5.3.1.b	Develop business continuity sub-plans that outlines the appropriate actions to take in the event that a significant disruption occurs	All sub-plans for identified areas are completed	All sub-plans for identified areas up to 3 - 5 days completed	Council business papers	Governance	Q4(June 2021)	Rescheduling expected	Within operational allocation	Benefits to be achieved	Identified risk/s being managed	Discussions with the Executive Leadership Team have identified business continuity as a priority area and have decided that this will be project for 2021/22. It is anticipated that an external provider will be appointed in Quarter 4 to assist with the development of a strategy and implementation plan.
5.3.1.c	Validate Council can continue business operations in the unlikely event of an incident impacting the organisation	Annual exercise conducted	Annual BCP exercise is conducted to improve business continuity preparedness	Post-exercise evaluation report sourced from participants and observer feedback	Governance	Q4(June 2021)	Rescheduling expected	Within operational allocation	Benefits to be achieved	Identified risk/s being managed	The Executive Leadership Team have identified a scenario for the annual exercise. The annual exercise will be conducted upon the appointment of an external provider to test the strategy and implementation plan.
5.3.2. Enhance the community's preparedness for disaster through community education, training and strong partnerships between Council and other agencies.											
Reference	Operational Plan Action Item for 2020/21	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Third Quarter Progress Comments
		Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
5.3.2.a	Install storm tide markers in prominent locations	Storm tide markers installed	Storm tide marker locations identified	Council business papers	Disaster Management	Q4(June 2021)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	Locations to be identified with GPS markers. Appropriate signage to be designed. Videos of each location to be tested and considered. Will discuss with CHAS Officer to consider alignment with their plan.
5.3.2.b	Local Disaster Management Group	Quarterly meetings held	Minimum 4 meetings per annum	LDMG minutes	Disaster Management	Q4(June 2021)	On time	Budget on track	Benefits to be achieved	Identified risk/s within appetite	LDMG Meetings with quorum held on 26 August, 25 November and 24 February. Remaining meeting has been scheduled for 26 May with a date claimer sent.

5.3.3 Plan the response to changes in social, economic, and climatic conditons.											
Reference	Operational Plan Action Item for 2020/21	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Third Quarter Progress Comments
		Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
5.3.3.a	Review the Environmental Sustainability Policy to incorporate a policy position on climate change.	Policy adopted	Policy developed and adopted by Council	Council resolution	Sustainability	Q4(June 2021)	Item completed	Within operational allocation	Item completed - benefits achieved	Identified risk/s within appetite	The Environmental Sustainability Policy is now complete and has been adopted by Council. An organisational position on climate change has been incorporated into the policy. The policy is currently being implemented.
5.3.3.b	Continue to monitor and respond as necessary to the coronavirus (COVID-19) pandemic to support the community and local economy	Impacts on the Shire are minimised	Response opportunities maximsed	Stakeholder meeting minutes	Executive Office	Q4(June 2021)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	Regular briefings being received and officers from Community Wellbeing and Economy and Places continue to work with relevant businesses and community interest groups.
5.3.4 Partner with agencies to develop programs for the protection of all members within the community.											
Reference	Operational Plan Action Item for 2020/21	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Third Quarter Progress Comments
		Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
5.3.4.a	Take action to expand CCTV network	Number of CCTV cameras available	CCTV network expanded	Council business papers	Facilities	Q4(June 2021)	To be deferred	Budget underspent	Benefits in doubt	Identified risk/s within appetite	The expansion of the CCTV network has been included in the draft 2021/22 capital budget and will be implemented once the budget is adopted.