

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				Second 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	A masterplan showing proposed development stages is being prepared. Lodgement of development application is expected to occur within proposed timeframe.

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

Reference	Performance Measurement			Responsibility	Timeframe	Progress Indicators				Second 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	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	Community Consultation process in progress.

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				Second 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	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	Seniors Month held 1-31 October: eighteen (18) events were held and twenty-two (22) 'Come and Try' sessions partnering with eleven (11) organisations with 1,732 seniors in total. Anti-Poverty Event 21 October: thirty-five (35) recipients of Eddies Van takeaway hot meal. Red Bench Walks Thursday 9 December 2021 at Yeppon (twenty (20) people) and Emu Park Emu Park (ten 10 people). ICare Community Project twenty four (24) people/families received vouchers. Talking Place commenced, anticipate completion March 2022. Share the Dignity project continued through the quarter with the Dignity First Laundry and Washroom.

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				Second 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)	Rescheduling expected	Budget on track	Benefits to be achieved	Identified risk/s within appetite	Consultation/engagement commenced 1st November 2021 and continues until April 2022. On track to present updated Senior Needs Analysis by end June 2022.

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

Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Second 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	Item completed - benefits achieved	Identified risk/s within appetite	The Department of Transport & Main Roads approved the requested changes and Officers will report to Council in March 2022.

1.2.4 Take action to enable the implementation of the Active Livingstone Strategy										
Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Second 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	Internal consultation continuing to identify status of actions. Collation and action status report expected by end January 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	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Second 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	The survey plan required to identify the lease and sub-lease areas is expected to be completed by the State Government in March 2022. Expected completion date is accurate.
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	Within operational allocation	Item completed - benefits 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)	On time	Budget on track	Benefits to be achieved	Identified risk/s within appetite	Project plan complete.
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				Second 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	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	Livingstone Shire Council Community Organisation Tenure with Council Policy adopted in November 2022 with accompanying forms and resources. Process maps almost complete. Web page with all tenure information complete - https://www.livingstone.qld.gov.au/community-organisation-tenure .
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				Second 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)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	Capricorn Coast Interagency Network meeting held 10 November 2021. ICare Project Committee Meeting held 4 November 2022. Capricorn Coast Domestic and Family Violence Prevention Group Meeting held 1 December 2021. Community Connectors Meeting held 20 October 2021.
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	Budget on track	Benefits to be achieved	Identified risk/s within appetite	Due to COVID restrictions, only one workshop was held in Q2 (8 participants). Team working on webpage to provide virtual workshop options and resource library.

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				Second 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	Budget on track	Benefits to be achieved	Identified risk/s within appetite	Final draft sitting with Darumbal people for approval. Once approved, Reconciliation Australia will review and approve. Then it can be presented to Council for adoption. Aim is to adopt the Reconciliation Action Plan during Reconciliation Week (May 2022).
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				Second 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)	To be deferred	Within operational allocation	Benefits in doubt	Identified risk/s being managed	Actions cannot be implemented or actioned until Reconciliation Action Plan is adopted. Due to delay finalising Reconciliation Action Plan, this item will require deferring. There is no current budget for the Reconciliation Action Plan - this is proposed to be included for the Community Development, Sport, and Recreation budget in the future. Costs include; purchase of Indigenous art and/or licence to use Indigenous art within the Reconciliation Action Plan.
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)	Rescheduling expected	Budget underspent	Benefits to be achieved	Identified risk/s being managed	The stairs in Barry Street connecting 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				Second 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	A number of new businesses have established in the region. Stastical reporting of new business registrations is only available at the time to June Quarter 2021.
2.2.2 Foster development of high performing local business capability and diversity.										
Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Second 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. Spendmapp data shows local spend has increased by two (2) per cent in the last quarter compared to 0.4 per cent across Queensland.
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				Second 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	Budget on track	Benefits to be achieved	Identified risk/s within appetite	Review is complete. Council is progressing with the development application for reconfiguring a lot and operational works for stages 2B and three of the Gateway. Marketing of lots within stage 2B will commence in January.
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 being managed	A review was undertaken which identified land that is no longer needed for strategic, operational, or community requirements and is suitable for disposal. All developed land within the Gateway Business and Industry Park has sold. Residential land identified has been sold or is currently being marketed for sale. Land identified in Emu Park West is being considered for subdivision.
2.2.4 Support the growth of education and employment opportunities for the community.										
Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Second 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				Second 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 September 2021 showed over 1,120,000 visitors with an average spend per visitor of \$533.

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				Second 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	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	Four two-hour sessions Holistic Creative Arts Therapy held Emu Park. One one-hour session Finance - Make your money work for you! Held Emu Park. One one-hour session Chair Yoga Yeppoon.
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)	Item completed	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	All event organisers (council sponsored or not sponsored) are now provided with a post event survey that captures pertinent information relating to attendance numbers, economic, and cultural benefits and overall event success triggers. Completion of the survey assist officers with future determination of successful sponsorship for return applicants. This will continue to be monitored by the business unit and it is expected that post COVID the 'look' of events will change and officers will make necessary adjustments to relevant information is captured.
2.4.2 Implement the action plan from the Invest Capricorn Coast Region Events Strategy 2025.										
Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Second 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)	Item completed	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	Matrix of roles and responsibilities has been created and actions updated, it is yet to be discussed with Portfolio Councillor.
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	It is expected that a meeting with Manager and Portfolio Councillor will occur in Q3 and update will form part of Q4 reporting.
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				Second 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	Indications are that memberships will meet desired target.
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	Planning has begun and will continue during Q3 and final update will be provided as part of Q4 reporting.
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	Planning has begun and will continue during Q3 and final update will be provided as part of Q4 reporting.

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				Second 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)	Item completed	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	Plan endorsed by Council and adopted.
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)	Rescheduling expected	Within operational allocation	Benefits in doubt	Identified risk/s being managed	Officers are experiencing challenges trying to find comparable data from other Councils at this time but will continue to talk to equivalent category 3 Councils across the state to develop a benchmark.
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)	Rescheduling expected	Within operational allocation	Benefits won't be achieved	Identified risk/s not being managed	The Resource Recovery Centre will help to progress towards this target. Current diversion of 27% from landfill will be increased through the implementation of actions in the Waste Strategy and through community education.
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				Second 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 in doubt	Identified risk/s within appetite	Expression of Interest released to market and closes 11 February 2022.
3.1.3 Incentivise the community to invest in reuse, recycling, energy and water saving practices.										
Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Second 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 within appetite	Monthly draw continues to be funded for this Financial year and interest remains strong.
3.1.4 Promote and develop a resource recovery centre to deliver education and behavioural change.										
Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Second 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 within appetite	Long term master plan and cost estimate for next cell has been developed.
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 within appetite	Tenders have been released to the market and will be assessed and awarded in February 2022.
3.2.1 Assess alternative options to increase water sources.										
Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Second 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)	Rescheduling expected	Budget on track	Benefits to be achieved	Identified risk/s within appetite	Council approved additional budget and contract awarded in January 2022. The completion date is expected to be within the 2022/2023 financial year.
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 within appetite	Council is still awaiting a formal response to its application.
3.2.2 Progress and support plans which protect coastal and marine environments.										
Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Second 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 to occur Q3.
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)	Rescheduling expected	Within operational allocation	Benefits to be achieved	Identified risk/s being managed	Reporting to Council continues with discussions focused on the draft Terms of Reference for the Community Reference Group. Once finalised, Officers will facilitate the engagement activities.

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	Actions being undertaken by relevant areas of Council.
3.2.2.d	Review and Update Shoreline Management Plan.	Revised Plan Adopted	Council business papers	Principal Sustainability Officer	Q4 (June 2022)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	Scope of Works and Project Brief finalised. Offers to quote sent to four companies via Vendor Panel. Responses to be assessed and offer made to successful proponent Q3.
3.2.3 Collaborate with partners to reduce sediments and nutrients in waterways.										
Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Second 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	Marine Debris Clean Up and Source Identification Events held at Farnborough Beach, Nine Mile Beach, and Great Keppel Island.
3.2.4 Plan Council's response to climate change by implementing the actions in the Coastal Hazard Adaptation Strategy.										
Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Second 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	Budget on track	Benefits to be achieved	Identified risk/s within appetite	Draft Action Plan being refined. Continued consultation with Technical Working Group. Funding opportunities under the QCoast2100 Mark 2.0 funding programme being explored
3.2.5 deliver and implement a Livingstone Shire Carbon Strategy.										
Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Second 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 delivered. Carbon Audits for 2019/20 and 2020/21 commenced.
3.3.1 Recognise, preserve and enhance the region's unique biodiversity.										
3.3.2 Progress and support plans which protect the shire's natural assets, bushland and local eco-systems										
Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Second 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 13,000 - propagation of native plants to mature potted species is ongoing and being planted around the community. Propagation rates 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 delivered on composting, and worm farms. Natural Resource Management stall provided at Sustainable Livingstone Expo. Coastal Vegetation and Sand Dunes Information Sheet produced and now on Council website.
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	Draft Strategy presented to Council for feedback. Draft Strategy out for community consultation for one month during October. All feedback and comments on draft Strategy being reviewed and where applicable incorporated into Strategy document.
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										
Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Second 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	Firebreak established at Emu Park Landfill.
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 being managed	Meeting held in Q2. Next meeting scheduled for February 2022.

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				Second 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	On track for completion in June 2022.
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 within appetite	Mid Term Reiew has been scheduled for 28 March 2022 with briefs sent to external facilitators to provide quote and program.

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				Second 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	The Q2 Budget review has all financial sustainability measures being met. The Asset Sustainability Ratio is higher than the recommended target, this is mainly due to the impact of the renewal works being undertaken at Stanage Bay Road. The Net Financial Liabilities Ratio has decreased significantly in relation to the adopted budget and remains well below the recommended upper target. This is largely attributed to the release of contract liabilities to revenue, and an increase in cash held due to the deferral of a large proportion of the capital program. This ratio is forecast remain below the upper level target for the 10-year forecast period. The Operating Surplus Ratio remains within the recommended range for the ten-year forecast period.
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)	Item completed	Budget on track	Item completed - benefits achieved	Identified risk/s being managed	The 2019-20 results released by LGAQ are recognisant of the peer councils holding or reducing rates as a COVID-19 response measure, and the initial negative economic impact (decline in Gross Regional Product).
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	30% of projects completed. A further 10% greater than 50% completed after six months.
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 being managed	Modelling has been completed for Water, Sewer, Roads and Footpaths. Bridges model has been completed in Assetic Predictor software. All models are now under review.
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)	Rescheduling expected	Within operational allocation	Benefits to be achieved	Identified risk/s being managed	The major actions from the SAMP relate to the delivery of AMP's, these are progressing as per above action.

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				Second 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 in doubt	Identified risk/s within appetite	The continuous improvement service reviews continued in the second quarter.
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	Council will continue to work with the Project Merlin team on facilitating relevant training and/or change support 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				Second 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 1 December saw 84% of the standing co-leadership attend. This equates to 48 co-leaders attending out of a possible 57. This was a 6% increase in attendance from the previous Forum held in September 21. Whilst the target of >85% was not met for the meeting, as the topic of the forum was Safety Leadership frontline supervisors and HSR's were invited to attend. Date for Q3 workshop (March 2022) scheduled and invitations sent to attendees.
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/in draft, being piloted for feedback. Existing process distributed to leaders to set performance goals for employees for remaining FY period.

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

Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Second 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 within appetite	Engagement Survey Results (Sep 2021) Response Rate (Participation) – 68% Engagement Score – 75% Manager Effectiveness Score – 75% Leaders and team have developed Engagement Action Plans to support our continued efforts in driving employee engagement.
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 to be achieved	Identified risk/s being managed	Current certified agreements expired 30 September 2021. In-principle agreement has been reached and went to employee vote in January 2022, where a successful vote was achieved. Arrangements are now taking place for the agreements to be certified in the QIRC.

4.1.6 Risk management practices are embedded into decision making process.

Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Second 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 risk registers with risk owners is ongoing. Framework, associated documents and training plan review to be completed by Q3. Training to be rolled out in Q4.

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

Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Second 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	83% of recruitment processes were completed within 30 days (20 out of 24 recruitment process 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 being managed	Turnover for 3 months 7.41% or annualised in tracking at 14.82%
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 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				Second 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	Engagement on finalisation of program with Chief HR Officer & Organisational Development.
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	1 Improvement & 1 Prohibition Notice issued Dec 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 returning to work ASAP after an injury.

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 conformances 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				Second 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	Item listed for discussion on Briefing Session Agenda February 2022.
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	Council has prioritised a list of sixteen Council led projects that will be included in the development of an investment attraction and economic growth strategy which commenced in December 2021.
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	Active participation in CQROC directors meeting held on 19 November 2021, next meeting scheduled 25 March 2022. With strategy planning teleconferences scheduled for 28 January 2022 & 4 March 2022.

4.3.1 Plan, develop and implement high-quality customer-focused services.

Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Second 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)	Item completed	Within operational allocation	Item completed - benefits achieved	Identified risk/s within appetite	An all of shire survey (based on expected costings of up to \$50,000) has been identified as being beyond the scope of current budget allocations and competing demands. Manager to monitor operational processes regarding customer interactions and experience.
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)	Item completed	Within operational allocation	Item completed - benefits achieved	Identified risk/s within appetite	Review of charter identified that it was no longer required. Operational processes will be monitored to assist with customer experience.

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				Second 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)	Item completed	Budget on track	Item completed - benefits achieved	Identified risk/s within appetite	The External Audit Financial Management Report for 2020-21 was presented to Council on 21 December 2021. The number of open issues at the end of the audit has reduced from 4 in 2020 to 3 in 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	Consultation with external stakeholders has been carried out. Mapping process and identifying opportunities to data cleanse currently being undertaken.
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)	Rescheduling expected	Budget on track	Benefits to be achieved	Identified risk/s within appetite	The reviewed Local Laws are on track to be completed in draft form in Q4.

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				Second 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	Channel indicating twm (10) per cent increase has been achieved, exact reporting will occur in Q4.

Future Livingstone										
5.1.1 Maintain a clear and comprehensive planning vision for the region.										
Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Second 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	The Growth Management team will continue to look at proposed amendments and have been actively looking at options for Microbreweries, short term accommodation and assisting reviewing the Planning Assumptions Model (PAM). Any amendments will be reported to council for a 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	Project progressing and anticipated to be completed March 2022.
5.1.1.c	Review and update the Local Government Infrastructure Plan.	Council resolution	Council business papers	Coordinator Infrastructure Planning	Q4 (June 2022)	Rescheduling expected	Within operational allocation	Benefits to be achieved	Identified risk/s being managed	Project commencement delayed due to delays in updating the Planning Assumptions Model. Completion date revised to June 2023, which is within legislative timeframes.
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				Second 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	Within operational allocation	Benefits to be achieved	Identified risk/s being managed	Milford Planning presented the draft Options Analysis to Council on November 23, 2021. The recommendations are now to be refined and a paper prepared about Actions.
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)	Rescheduling expected	Budget underspent	Benefits in doubt	Identified risk/s being managed	A report will be presented to Council at the 1 February 2022 Briefing Session in relation to this body of work and reallocation of approved budget funding to other competing areas. This area will still need some work done but for now another, higher priority has been identified and will be discussed with Councillors.
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				Second 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	Causeway Lake consultation to inform the community on dredging options and engage feedback for future master planning commenced in January 2022. The Open Space Framework, a programme to inform the future of "green" infrastructure across the shire, started in October 2021.
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				Second 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	Public consultation and stakeholder engagement completed. Composting units ordered and to be delivered to island residents and businesses. Draft Whole of Island Resilience Plan developed. Island Sustainability Event to be delivered Q3/4.
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				Second 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)	Rescheduling expected	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	Officers are developing a discussion paper detailing the benefits and process of developing an Integrated Transport Strategy. It is expected that Officers will discuss this in detail during March 2022.
5.2.2 Reinforce sustainable building design principles.										
Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Second 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 in doubt	Identified risk/s within appetite	Sustainable Design principles and what this means for Council will be workshopped with Council by April 2022. Firm direction of provisions that exceed mandatory requirements are to be explored..

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				Second 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				Second 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 being managed	Full review of the corporate website has occurred during Q1 and Q2 and identified content/pages are currently under going updating by the Marketing and Communication Team. Corporate Engagement Business Unit also includes high end users from the Customer Support team (internal and external use of the site) who continually provide feedback regarding improvements.
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	All channels showing increase in participation levels, exact reporting to occur in Q4.
5.3.1 Maintain the ability to respond to disaster events under the disaster management arrangements.										
Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Second 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	Local Disaster Management Exercise - Exercise Keith was held over two days on Wednesday 3 and Thursday 4 November 2021. The first day of the exercise focused on Response and the second day focused on Recovery. The Local Disaster Management Group, Local Disaster Co-ordination Centre, Inspector-General Emergency Management, Councillors and Taskforce members were in attendance.

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				Second 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. Recovering our Backyard event held on 4 November 2021 allowing community members to access information, discuss support options and participate in conversations focusing on building community resilience.
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 Meeting - 30 November 2021 Community Development Taskforce Meeting - 23 November 2021 Regional and Economic Development Taskforce Meeting - 6 December 2021 Environment and Regulatory Taskforce Meeting - 21 October 2021

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

Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Second 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	Being synthesised with other hazards identified in the All Hazards Risk Assessment project for inclusion into Local Disaster Management Plan.
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	The Livingstone Blueprint for Growth (investment attraction and economic growth strategy for the region) is being developed in partnership with SC Lennon and Associates. Community and industry consultation will commence in the first quarter 2022.

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				Second 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 being managed	Scope of project has been developed and tenders have been called.