Livingstone Shire Council
Working together for a thriving Livingstone

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	Performance Measurement			Responsibility	Completion Date	Progress Indicators				First Quarter Progress Comments
	Performance Indicator	Target	Data Validation Source			Timing	Budget	Scope	Risk	
1.1.1.a	Complete a structure plan for Taroomball and Hidden Valley	Structure plan completed	Council business papers	Principal Strategic Planner	Q4 (June 2023)	To be deferred	Within operational allocation	Benefits won't be achieved	Identified risk/s being managed	Resources currently allocated to other priority project areas
1.1.1.b	Development and sale of forty-two (42) lots at Emu Park West Residential Subdivision - Stages one to four	42 lots developed and sold	Land sales	Property Development Strategist	Q4 (June 2023)	Rescheduling expected	Within operational allocation	Benefits to be achieved	Identified risk/s being managed	A report was presented at the October Council meeting requesting budget to undertake detailed design and operational works documentation for this project. Construction of the lots is likely to be undertaken in the 23/24 financial year.
1.1.1.c	Complete structure plan for northern Yeppoon	Structure plan completed	Council business papers	Principal Strategic Planner	Q4 (June 2023)	To be deferred	Within operational allocation	Benefits won't be achieved	Identified risk/s being managed	Resources currently allocated to other priority project areas

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

Reference	Performance Measurement			Responsibility	Timeframe	Progress Indicators				First Quarter Progress Comments
	Performance Indicator	Target	Data Validation Source			Timing	Budget	Scope	Risk	
-	No actions for this year	-	-	-	-	-	-	-	-	

1.2.1 Build capacity to improve health and wellbeing in the community by providing fair and reasonable access to services and facilities

Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				First Quarter Progress Comments
	Performance Indicator	Target	Data Validation Source			Timing	Budget	Scope	Risk	
-	No actions for this year	-	-	-	-	-	-	-	-	

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

Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				First Quarter Progress Comments
	Performance Indicator	Target	Data Validation Source			Timing	Budget	Scope	Risk	
1.2.2.a	Senior Needs Analysis and Action Plan adopted by Council	Report presented to Council by 30 September 2022	Council business papers	Principal Community Development & Engagement Officer	Q1 (September 2022)	To be deferred	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	Collation of data underway. Expected to be presented to Council for adoption in November 2022.
1.2.2.b	Progress actions identified in the Senior Needs Analysis	100% of actions identified for 2022-23 completed	Council business papers	Principal Community Development & Engagement Officer	Q4 (June 2023)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	It is expected that actions resulting from the Analysis scheduled for 22/23 will be completed.

1.2.3 Plan, design and deliver community infrastructure which connects communities and encourages non-vehicular transport

Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				First Quarter Progress Comments
	Performance Indicator	Target	Data Validation Source			Timing	Budget	Scope	Risk	
1.2.3.a	Adopt a policy for community projects on Council controlled land	Completed in timeframe and adopted by Council	ECM Council minutes	Principal Community Development and Engagement Officer	Q3 (March 2023)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	Internal stakeholder discussions scheduled from October 2022.

1.2.4 Take action to enable the implementation of the Active Livingstone Strategy

Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				First Quarter Progress Comments
	Performance Indicator	Target	Data Validation Source			Timing	Budget	Scope	Risk	
1.2.4.a	Progress actions identified in the Active Livingstone Strategy	100% of actions identified for 2022-23 completed	Council business papers	Principal Community Development & Engagement Officer	Q4 (June 2023)	Item completed	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	Status report presented to Council at September 2022 briefing. 2022-2023 items complete. Long term projects have commenced - across multiple Council departments (eg principal cycle network, open spaces strategy)

1.3.1 Undertake planning in conjunction with the review of Council's Local Government Infrastructure Plan to provide adequate open space and recreation areas to meet the future growth needs of the Shire

Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				First Quarter Progress Comments
	Performance Indicator	Target	Data Validation Source			Timing	Budget	Scope	Risk	
1.3.1.a	Formalisation of tenure over Yeppoon Inlet jetty sites	Registration of Trustee Lease and individual subleases	ECM	Principal Property Officer	Q2 (December 2022)	Item completed	Within operational allocation	Item completed - benefits achieved	Identified risk/s within appetite	Trustee Headlease has been registered
1.3.1.b	Undertake a strategic review of existing and future sporting need	Sporting Needs Strategy adopted by Council	Council resolution	Principal Community Development & Engagement Officer	Q2 (December 2022)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	First draft presented to Council briefing October 2022. Amendments required. Expected to return to the table for adoption in December 2022.

1.3.2 Optimise community benefit from the use of parklands and facilities by improving the quality, access to, and shared use of, public spaces and facilities for cultural, recreational, and community activities

Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				First Quarter Progress Comments
	Performance Indicator	Target	Data Validation Source			Timing	Budget	Scope	Risk	
1.3.2.a	Undertake a strategic review to appropriately sequence the infrastructure requirements for Cooee Bay	Infrastructure strategy adopted by Council	Council resolution	Manager - Engineering Services	Q2 (December 2022)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	Review completed and reporting to Council at 1 November Briefing Session.
1.3.2.b	Weekend occupancy rate for Yeppoon Town Hall	80% per annum	Pathway Booking Module	Coordinator Engagement and Events	Q4 (June 2023)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	Annual KPI - tracking at 72% for Q1 (18 bookings over 13 weekends)

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	Performance Measurement			Responsibility	Completion Date	Progress Indicators				First Quarter Progress Comments
	Performance Indicator	Target	Data Validation Source			Timing	Budget	Scope	Risk	
1.3.3.a	Delivery of council's grants and sponsorship programs	Delivery of funding is distributed in accordance with program adopted criteria	SmartyGrants, Finance One and program guidelines	Principal Community Development and Engagement Officer and Coordinator Engagement and Events	Q4 (June 2023)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	(E&E) Council has provided $57k in funding to 7 events between 1 July and 30 September. Two of these events are part of our multi year funding partnerships. (CDSR) One round of Community Grants delivered in Q1 - $45,000 granted across 13 local not for profit community/sporting organisations.
1.3.3.b	Maintain volunteer programmes and partnership projects	4 projects per year	Volunteer registrations ECM	Coordinator Natural Resource Management	Q4 (June 2023)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	Friends of the Beach volunteer program being maintained. Partnership project with FBA, QPWS, Department of Resources on predator reduction (foxes) on marine turtles delivered in September.

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	Performance Measurement			Responsibility	Completion Date	Progress Indicators				First Quarter Progress Comments
	Performance Indicator	Target	Data Validation Source			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	Q3 (March 2023)	Rescheduling expected	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	Continuing to work with the three Traditional Owner groups to progress RAP. It is recognised and accepted that the RAP timeline cannot be dictated by Council, rather Council will work respectfully in considering competing priorities and cultural responsibilities of these groups.

2.1.2 Foster partnerships to celebrate Council's and the community's respect and understanding of the Darumbal and Woppaburra People's relationship with their traditional land and waters through culturally appropriate facilities and services

Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				First Quarter Progress Comments
	Performance Indicator	Target	Data Validation Source			Timing	Budget	Scope	Risk	
2.1.2.a	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	Q3 (March 2023)	Rescheduling expected	Budget underspent	Benefits in doubt	Identified risk/s being managed	Nominated artist is still negotiating preferred project outcomes with Darumbal.

2.2.1 Growth in key sectors identified in the Invest Capricorn Coast Region Economic Development Plan is supported through the development and implementation of action plans by Capricorn Enterprise and other advisory groups

Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				First Quarter Progress Comments
	Performance Indicator	Target	Data Validation Source			Timing	Budget	Scope	Risk	
2.2.1.a	Growth in Gross Regional Product (%)	Above the Queensland Average	Economy ID	Manager Economy & Places	Q4 (June 2023)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	GRP figures are realeased annually.

2.2.2 Foster development of high performing local business capability and diversity

Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				First Quarter Progress Comments
	Performance Indicator	Target	Data Validation Source			Timing	Budget	Scope	Risk	
2.2.2.a	Livingstone Blueprint for Growth - Updated economic development and investment attraction strategy	Strategy adopted by Council	Council resolution	Manager Economy and Places	Q1 (September 2022)	Rescheduling expected	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	Draft Blueprint 2030 has been presented to Councillors. The final design document to be completed and adopted by Q2.

2.2.3 Implement a Council-endorsed priority land development plan to deliver a return on the community's investment in land development to enhance economic and community outcomes

Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				First Quarter Progress Comments
	Performance Indicator	Target	Data Validation Source			Timing	Budget	Scope	Risk	
2.2.3.a	Council-adopted plan for property portfolio development delivers a positive cash return on investment	>10% cash return	Council ledger	Property Development Strategist	Q4 (June 2023)	Rescheduling expected	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	There are number of Council owned properties in various development stages. A definitive plan is still being compiled.

2.2.4 Support the growth of education and employment opportunities for the community

Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				First Quarter Progress Comments
	Performance Indicator	Target	Data Validation Source			Timing	Budget	Scope	Risk	
-	No actions for this year	-	-	-	-	-	-	-	-	

2.3.1 Provide support to market Livingstone as a destination for commerce, tourism, and lifestyle

Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				First Quarter Progress Comments
	Performance Indicator	Target	Data Validation Source			Timing	Budget	Scope	Risk	
-	No actions for this year	-	-	-	-	-	-	-	-	

2.3.2 Council provides and maintains infrastructure which encourages business and tourism growth

Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				First Quarter Progress Comments
	Performance Indicator	Target	Data Validation Source			Timing	Budget	Scope	Risk	
-	No actions for this year	-	-	-	-	-	-	-	-	

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

Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				First Quarter Progress Comments
	Performance Indicator	Target	Data Validation Source			Timing	Budget	Scope	Risk	
2.4.1.a	Periodic reports of patronage at events, activities and performances	Quarterly reports	Council business papers	Coordinator Engagement and Events	Q4 (June 2023)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	Annual KPI - Q1 update (The Spring Program was delivered as per scope and within the allocated operational budget. Attendance numbers at organised and co-supported council events were all elevated from previous years.

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

Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				First Quarter Progress Comments
	Performance Indicator	Target	Data Validation Source			Timing	Budget	Scope	Risk	
2.4.2.a	Capricorn Coast Region Events Strategy 2025 actions	100% of actions completed for 2022-23	Council business papers	Manager Customer Engagement & Communication	Q4 (June 2023)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	Actions that were identified as short term (ie development of professional event drone/moving/stills footage and development of a centralised Event Calendar have occured). Focus is now on the identified mid-long term actions (2023-2025).

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

Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				First Quarter Progress Comments
	Performance Indicator	Target	Data Validation Source			Timing	Budget	Scope	Risk	
2.4.3.a	Arts and Cultural Policy to be adopted by Council	Strategy adopted by Council	Council resolution	Manager Customer Engagement	Q1 (September 2022)	Rescheduling expected	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	Strategy has been developed and will be presented to General Manager Communities during the month of October. It is expected that it will be presented for adoption to Council's Ordinary Meeting in December 2022 or January 2023.
2.4.3.b	Actions identified in the Arts and Cultural Policy completed	100% of actions completed for 2022-23	Council business papers	Manager Customer Engagement	Q4 (June 2023)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	Expected to be achieved by June 2023 as required.

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	Performance Measurement			Responsibility	Completion Date	Progress Indicators				First Quarter Progress Comments
	Performance Indicator	Target	Data Validation Source			Timing	Budget	Scope	Risk	
3.1.1.a	Contribute to the development of the CQ Waste Strategy	Strategy adopted by Council	Council resolution	Chief Executive Officer	Q2 (December 2022)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	Michael O'Keeffe (Project Lead from RRC) presented at CQROC meeting 23 September 2022 and introduced consultants who outlined work on CQ Regional Waste Strategy, with reports due by year's end.
3.1.1.b	Waste Strategy actions completed	100% of actions completed for 2022-23	Council business papers	Principal Waste Officer	Q4 (June 2023)	On time	Within operational allocation	Benefits in doubt	Identified risk/s being managed	Officers are currently progressing other regional collaboration opportunities and will focus attention on strategy actions in Q3.
3.1.1.c	Volume of waste diverted as a percentage of total waste stream collected or received	40%	Council business papers	Principal Waste Officer	Q4 (June 2023)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s being managed	Monitoring is ongoing and the opening of the new resource recovery facility will enhance diversion activities.

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

Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				First Quarter Progress Comments
	Performance Indicator	Target	Data Validation Source			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	Q2 (December 2022)	To be deferred	Within operational allocation	Benefits won't be achieved	Identified risk/s being managed	Tender process has not yielded any viable / economical options at this time and this initiative has been identified within the Regional Waste Plan development.
3.1.2.b	Yeppoon Solar power transition to renewable energy project completed	100% of project delivered within timeframe and budget	Monthly Portfolio Governance Group Status Report	Manager Water and Waste Operations	Q4 (June 2023)	Item completed	Budget on track	Benefits to be achieved	Identified risk/s being managed	Solar panels installed and operational. Majority of the battery capacity is installed and operational with 1/16th of the battery bank required to be changed under the contract due to damage in transit.

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

Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				First Quarter Progress Comments
	Performance Indicator	Target	Data Validation Source			Timing	Budget	Scope	Risk	
3.1.3.a	Sustainable Livingstone Program delivered	100% of program delivered within timeframe and budget	ECM Project Plan	Principal Sustainability Officer	Q4 (June 2023)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	Involvement in Remote Schools STEAM Day at Cawarral State School (activity and stall) (August), Support of Sandy Krak Reef Festival, including operation of Council stall (August). Support of Nine Mile Beach Clean Up and Source ID (September). Ongoing Sustainability tips and facts on social media and Council newsletter. Ongoing maintenance and update of Sustainability webpages and other information. Promotion items developed and distributed at events, school and other fora.

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

Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				First Quarter Progress Comments
	Performance Indicator	Target	Data Validation Source			Timing	Budget	Scope	Risk	
3.1.4.a	Yeppoon Landfill Resource Recovery Centre - Phase 1	100% of project completed within budget and timeframe	Monthly Portfolio Governance Group Status Report	Manager Infrastructure Projects	Q4 (June 2023)	On time	Budget overspent	Benefits to be achieved	Identified risk/s within appetite	Project expected to be completed and operational in November 2022. Minor budget over run due to changes in scope and the budget will be revised during Q1 budget discussions.

3.2.1 Assess alternative options to increase water sources

Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				First Quarter Progress Comments
	Performance Indicator	Target	Data Validation Source			Timing	Budget	Scope	Risk	
3.2.1.a	Advocate continuation of Council's water allocation bid for Rookwood Weir (6,500 Ml)	Permanent allocation of 6,500 Ml per annum	Council business papers	Manager Water & Waste Operations	Q4 (June 2023)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s not being managed	Sunwater has not provided any information on the likely budget implications for Council. Officers are following this up to understand future budget impacts.

3.2.2 Progress and support plans which protect coastal and marine environments

Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				First Quarter Progress Comments
	Performance Indicator	Target	Data Validation Source			Timing	Budget	Scope	Risk	
3.2.2.a	Implement Fig Tree Creek Management Master Plan	100% of actions within master plan implemented within identified timeframes and budget	Council business papers Engagement Plan Funding Agreements	Coordinator Natural Resource Management	Q4 (June 2023)	To be deferred	Within operational allocation	Benefits in doubt	Identified risk/s not being managed	Currently no funding available to deliver on the Plan. Looking for collaboration/partnerships and funding source.
3.2.2.b	Actions identified in the Livingstone Reef Guardian Action Plan completed	100% of actions identified for 2022-23 completed	Council business papers	Coordinator Natural Resource Management	Q4 (June 2023)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	Ongoing membership of Reef Guardian Councils program. Action Plan to be developed in Q2 which will contain many continuing actions from 2021/22 as well as some new actions.
3.2.2.c	Actions within Shoreline Management Plan implemented	100% of of actions within plan implemented within identified timeframes and budget	Council business papers	Principal Sustainability Officer	Q4 (June 2023)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	Shoreline Management Plan adopted by Council in September 2022. Implementation Plan included as part of the Management Plan document. Ten actions identified for delivery in 2022/23 which will be the responsibility of relevant units across Council including Economic Development, Construction and Maintenance, Engineering, NRM, Strategic Planning and Properties.

3.2.3 Collaborate with partners to reduce sediments and nutrients in waterways

Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				First Quarter Progress Comments
	Performance Indicator	Target	Data Validation Source			Timing	Budget	Scope	Risk	
3.2.3.a	Support effective waste management and pollution control eg sediment and erosion control, rubbish clean ups	2 training events or clean-up projects	ECM Funding Agreements	Coordinator Natural Resource Management	Q4 (June 2023)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	Sponsor for Five Rocks Clean Up Event by Capricornia Catchments September 2022.

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				First Quarter Progress Comments
	Performance Indicator	Target	Data Validation Source			Timing	Budget	Scope	Risk	
3.2.4.a	Implement recommendations from Our Living Coast Strategy (Coastal Hazard Adaptation Strategy)	100% of actions implemented within identified timeframes and budget	Action Plan	Principal Sustainability Officer / Principal Strategic Planner	Q4 (June 2023)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	32 actions have been identified for delivery in 2022/23 from the Our Living Coast Change Management Plan and Action Plan 2021-2026, which will be the responsibility of relevant units across Council including: NRM/Sustainability, Community Partnerships, Economic Development, Engineering, Project Management Office, Assets, Construction and Maintenance. So far, 4 Actions have been completed, 13 are In Progress and 15 are yet to commence.

3.2.5 Deliver and implement a Livingstone Shire Carbon Strategy

Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				First Quarter Progress Comments
	Performance Indicator	Target	Data Validation Source			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	100% of actions implemented within identified timeframes and budget	Data from annual carbon audit	Principal Sustainability Officer	Q4 (June 2023)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	21 actions have been identified for delivery for 2022/23 which will be the responsibility of relevant units across Council including: Waste, Sustainability, Engineering, Economic Development, Assets, Facilities and NRM. This includes an Annual Carbon Audit which will be undertaken in Quarters 2 and 3 by Sustainability. So far one action is complete, 19 are in progress and 1 is yet to commence.

3.3.1 Recognise, preserve and enhance the region's unique biodiversity

Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				First Quarter Progress Comments
	Performance Indicator	Target	Data Validation Source			Timing	Budget	Scope	Risk	
3.3.1.a	Implementation of Biodiversity Strategy	100% of actions implemented within identified timeframes and budget	Council business papers	Coordinator Natural Resource Management	Q2 (December 2022)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	6 actions have been identified for delivery for 2022/23 which will be the responsiblity of relevant Units across Council including: NRM, Infrastructure, Strategic Planning, Community Partnerships and Facilities.
3.3.1.b	Rehabilitate six (6) new sites and maintain twelve (12) existing sites on Council controlled land	Six (6) new sites established and twelve (12) existing sites maintained	100% in line with annual programme	Project Officer Natural Resource Management Vegetation Rehabilitation Officer	Q4 (June 2023)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	Five new sites have been established (National Tree Day, Marine Parade, Great Keppel Island, Soalr farm, Rail Trail Queens Jubilee planting), Eight sites maintained.
3.3.1.c	Cycad salvage and mitigation projects - project initiation and maintenance	2 projects completed	Finance One ECM Survey 123	Community Nursery Supervisor	Q4 (June 2023)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	Main site Bajool being delivered in accordance with contract. Panaorama site being maintained.

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				First Quarter Progress Comments
	Performance Indicator	Target	Data Validation Source			Timing	Budget	Scope	Risk	
3.3.2.a	Open Spaces Framework - Green infrastructure strategy endorsed by Council	Strategy endorsed by Council	Strategy	Urban Strategist – Cross Council collaboration is integral to the development of this strategy	Q2 (December 2022)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	Draft framework has been received from consultant and is being reviewed and feedback provided. Internal consultation will be completed over the next two months.

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	Performance Measurement			Responsibility	Completion Date	Progress Indicators				First Quarter Progress Comments
	Performance Indicator	Target	Data Validation Source			Timing	Budget	Scope	Risk	
3.3.3.a	Implement the Bushfire Management Plan Annual Operational Plan	100% of actions completed	ECM Funding Agreements	Manager Community Wellbeing	Q4 (June 2023)	On time	Budget on track	Benefits to be achieved	Identified risk/s within appetite	Have attended the Area Fire Mgm Group Meeting and the LDMG. Established fire trails at Barmaryee Sports Grounds and Old Byfield Rd. Hazard reduction burn at Barmaryee Sports Grounds.

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	Performance Measurement			Responsibility	Completion Date	Progress Indicators				First Quarter Progress Comments
	Performance Indicator	Target	Data Validation Source			Timing	Budget	Scope	Risk	
4.1.1.a	Implement revised Performance Management System across whole of Council	Framework approved and implemented	Performance Management System reports	Principal Organisational Development Officer	Q1 (September 2022)	Item completed	Within operational allocation	Benefits to be achieved	Identified risk/s being managed	A revised Performance Management system was launched in July 2022. This revised approach focusses on driving performance through linking what we do with the Operational Plan/Community Plan as well as focussing on the values, behaviours and leadership capabilities expected at Council. Efforts to help embed the change across the organisation is continuing.
4.1.1.b	Appropriately manage unscheduled employee absences *(this is a 2022-2023 Organisational KPI)*	<4.5% annualised	HR Reports	Executive Leadership Team	Q4 (June 2023)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s being managed	Council's annualised absenteeism rate for the rolling 12 month period (October 2021 to September 2022) is 6.1%. Since July 2022 Council's absenteeism rate trended downwards by 0.5% during Q1. Steps are being taken towards achieving the 4.5% target by June 2023.

4.1.2 Council produces and delivers against sustainable financial forecasts as a result of best practice Capital and Asset Management Plans which guide project planning and service delivery across the Shire

Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				First Quarter Progress Comments
	Performance Indicator	Target	Data Validation Source			Timing	Budget	Scope	Risk	
4.1.2.a	Implementation of Strategic Asset Management Plan Improvement actions	100% of actions identified for 2022-23 completed	Asset Management Steering Committee	Manager Community Assets	Q4 (June 2023)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	Work continues on finalisation of Asset Management Plan models that will inform budget discussions for 2023/2024.
4.1.2.b	Financial Sustainability ratios: Operating Surplus Net Financial Liabilities Asset Sustainability	0-10% <60% >90%	Adopted/Revised Budgets Audited Financial Statements	Chief Financial Officer	Q4 (June 2023)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	2022-23 Budget adopted on 26 July 2022. - Operating Surplus Ratio - 0.1% - Net Financial Liabilities Ratio - (14.4%) - Asset Sustainability Ratio - 108.2%
4.1.2.c	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 Assets & GIS	Q4 (June 2023)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	Work continues on finalisation of Asset Management Plan models that will inform budget discussions for 2023/2024.
4.1.2.d	Increase plant / fleet utilisation rates	70%	Conquest	Coordinator Assets	Q4 (June 2023)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	Work has progressed on rationalising the fleet, pooling vehicle usage and swapping high and low use vehicles, where possible
4.1.2.e	Develop a long term full cost pricing methodology for the waste business activity	Pricing methodology adopted by Council	Council resolution (budget)	Chief Financial Officer / Coordinator Revenue	Q4 (June 2023)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	Internal scoping with business owners undertaken. Prepaing draft scope for final review by business owner.
4.1.2.f	Mt Charlton Reservoir rehabilitation project	100% of project delivered within timeframe and budget	Monthly Portfolio Governance Group Status Report	Manager Water and Waste Operations	Q4 (June 2023)	On time	Budget on track	Benefits to be achieved	Identified risk/s being managed	Mt Charlton roof at 95% and expected to be back in service late October.
4.1.2.g	Contribute to driving a performance culture through achievement of Capital Works/Operational Plan targets *(this is a 2022-2023 Organisational KPI)*	90% targets achieved	Operational Plan Report/Capital Works Report	Chief Financial Officer / Coordinator Project Management	Q4 (June 2023)	On time	Budget on track	Benefits to be achieved	Identified risk/s being managed	Capital spend $9.4M for Q1. Commitals at $23.2M (Total = $72% of budget vs target 40%)

4.1.3 A continuous improvement focus underpins the organisation, creating a supportive environment for ideas and positive, well-managed change which enhances internal and external outcomes

Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				First Quarter Progress Comments
	Performance Indicator	Target	Data Validation Source			Timing	Budget	Scope	Risk	
-	No actions for this year	-	-	-	-	-	-	-	-	

4.1.4 Provide leadership and contemporary management systems which drive a coordinated and connected organisation

Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				First Quarter Progress Comments
	Performance Indicator	Target	Data Validation Source			Timing	Budget	Scope	Risk	
4.1.4.a	Leadership Development Capability Framework developed and implemented	Framework approved and implementation of identified strategies completed	Framework ELT Reports	Principal Organisational Development	Q4 (June 2023)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	In addition to Council's Executive Performance Management Framework incorporating leadership competencies, Council launched a Leadership Development Program with 18 Leaders in August 2022. An external provider was engaged to deliver this program (over approximately a 6 month period) and involves one to one coaching. In further demonstrating Council's commitment to developing leader capability, Council engaged Peak Services to deliver the next round of Essential Supervisory Skills course (virtually) to 6 x Leaders in September 2022, who were either existing leaders or employees who are new to a leadership role.

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

Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				First Quarter Progress Comments
	Performance Indicator	Target	Data Validation Source			Timing	Budget	Scope	Risk	
4.1.5.a	Drive employee engagement through demonstrating effective leadership, engagement and collaboration (this is a 2022-2023 Organisational KPI)	>75% Engagement >70% MEI	Survey Results	Executive Leadership Team	Q4 (June 2023)	On time	Budget on track	Benefits to be achieved	Identified risk/s being managed	Council undertook their third annual engagement survey in Sep 22. Engagement results achieved include: Engagement Score - 68% Manager Effectiveness Index - 75% Leaders are currently debriefing engagement results with their respectives teams where they will then focus on three (3) things they can do to postively shift engagement.

4.1.6 Risk management practices are embedded into decision making process

Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				First Quarter Progress Comments
	Performance Indicator	Target	Data Validation Source			Timing	Budget	Scope	Risk	
4.1.6.a	Improve Council's risk management maturity	100% of actions identified for 2022-23 completed	Council business papers	Coordinator Governance	Q4 (June 2023)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s being managed	Scope of Works revised to realign objectives and tasks to be carried out in-house.
4.1.6.b	Mitigation and risk reduction activities: - are informed by risk assessments - are prioritised based on risk assessments and available resources - are included in strategic and operational plans	Completion of Queensland Emergency Risk Management Framework	Emergency Management Assurance Framework	Local Disaster Management Group through the Operational Plan	Q4 (June 2023)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	LDMG meeting conducted on 31 August and LDMG Operational Plan was updated and discussed with group.
4.1.6.c	Internal Audit - complete audit actions	100% of high and medium risk actions completed within timeframes	Audit committee business papers	Coordinator Governance	Q4 (June 2023)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s being managed	1 audit action completed within the quarter which exceeded the required completed timeframe.

4.1.7 Recruit and develop a professional, capable and responsive workforce

Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				First Quarter Progress Comments
	Performance Indicator	Target	Data Validation Source			Timing	Budget	Scope	Risk	
4.1.7.a	Recruitment and Selection - Annualised Employee Turnover (excluding retirements)	<10%	Aurion	Coordinator HR & Payroll	Q4 (June 2023)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	Employee turnover YTD is 4.63% or annualised at 18.5%. Excluding retirements and fixed term cessation, the annualised turnver rate is 13.3%
4.1.7.b	Workforce Plan meets current and future business and community expectations	80% of scheduled strategies for 2022-23 implemented	Workforce Plan	Principal Organisational Development	Q4 (June 2023)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	Work has been undertaken to identify Workforce Plan key focus areas and strategies for FY23, of which 80% is to be implemented.

4.1.8 Provide for the safety, security, health and wellbeing of Council employees and contractors

Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				First Quarter Progress Comments
	Performance Indicator	Target	Data Validation Source			Timing	Budget	Scope	Risk	
4.1.8.a	Zero improvement or prohibition notices issued by WorkSafe Qld	Zero Improvement Notices	WorkSafe Qld	Coordinator Workplace Health and Safety	Q4 (June 2023)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	No Improvement notices issued for Q1.
4.1.8.b	Undertake external audit as per Local Government Workcare (LGW)	WHS Audit score of minimum 70% for category 3 WHS Systems	Approved OIR auditor	Coordinator Workplace Health and Safety	Q4 (June 2023)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	LGW (OIR) External Audit scheduled to occur in March (21/03/24 to 24/03/24).
4.1.8.c	Proactively contribute to the safety, health and wellbeing of our people (this is a 2022/2023 Organisational KPI)	Reduction in Lost Time Injury Frequency Rate <25.64	WHS Safety Committee	Chief Executive Officer and Safety Coordinator	Q4 (June 2023)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	There were no Lost Time Injuries for Q1. As at end of Q1, the LTIFR was 21.05. In October 2022, Council achieved six (6) months with no lost time injuries. This is the first time Council has achieved this since 2018 when LTIFRs commenced being formally recorded. Early reporting and intervention will continue to be a key focus.

4.2.1 Build and maintain strong, collaborative and co-operative relationships across all levels of government, industry, business and community

Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				First Quarter Progress Comments
	Performance Indicator	Target	Data Validation Source			Timing	Budget	Scope	Risk	
4.2.1.a	Facilitate review of Community Voice Panels in line with mid-term membership review prescribed in adopted Terms of Reference	Council resolution	Council business papers	Executive Support	Q1 (September 2022)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	CVP discussion paper included in 4 October 2022 Briefing Session

4.2.2 Identify opportunities for alignment between Council's interests and objectives with those of Federal and State Governments

Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				First Quarter Progress Comments
	Performance Indicator	Target	Data Validation Source			Timing	Budget	Scope	Risk	
-	No actions for this year	-	-	-	-	-	-	-	-	

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	Performance Measurement			Responsibility	Completion Date	Progress Indicators				First Quarter Progress Comments
	Performance Indicator	Target	Data Validation Source			Timing	Budget	Scope	Risk	
-	No actions for this year	-	-	-	-	-	-	-	-	

4.2.4 Actively participate in Central Queensland Regional Organisation of Council's and other regional bodies to promote regional interests and objectives to government, industry, business, and community

Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				First Quarter Progress Comments
	Performance Indicator	Target	Data Validation Source			Timing	Budget	Scope	Risk	
4.2.4.a	Assume leadership (Chair and Secretary) of the CQROC Organisation of Councils Ltd	Successful discharge of company responsibilities to Australian Securities and Investments Commission	Council business papers	Mayor and CEO	Q1 (September 2022)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	CEO presented a Governance Protocol Paper at the CQROC meeting on 23 September 2022 outlining the transition requirements for a 2 year rotation. Commencement set to occur following 2022 AGM.

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

Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				First Quarter Progress Comments
	Performance Indicator	Target	Data Validation Source			Timing	Budget	Scope	Risk	
-	No actions for this year	-	-	-	-	-	-	-	-	

4.3.2 Commit to open and accountable governance to ensure community confidence and trust in Council and its democratic values

Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				First Quarter Progress Comments
	Performance Indicator	Target	Data Validation Source			Timing	Budget	Scope	Risk	
4.3.2.a	Complete review of Local Laws (including Subordinate Local Laws) to improve alignment with community needs and expectations	Local laws adopted by December 2022	Council resolution to adopt modified Local Laws	Coordinator Public Environments	Q2 (December 2022)	Rescheduling expected	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	The draft Local Laws are with Council's solicitors in preparation for a State interest check.

4.3.3 Take actions to enable the use of meaningful tools to engage the community on diverse issues so that the community is well informed and can contribute to decision making

Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				First Quarter Progress Comments
	Performance Indicator	Target	Data Validation Source			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 and Events	Q4 (June 2023)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	2022 Get involved Stats - 16.1k visitors to the site.

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	Performance Measurement			Responsibility	Completion Date	Progress Indicators				First Quarter Progress Comments
	Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
5.1.1.a	Review and update the Local Government Infrastructure Plan	Council resolution	Council business papers	Coordinator Infrastructure Planning	Q4 (June 2023)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s being managed	Work is progressing towards completing the review by 30 June 2023. Officers are proposing to workshop the draft updated plan in February 2023.

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

Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				First Quarter Progress Comments
	Performance Indicator	Target	Data Validation Source			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 2023)	Rescheduling expected	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	Resources currently allocated to other priority project areas

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

Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				First Quarter Progress Comments
	Performance Indicator	Target	Data Validation Source			Timing	Budget	Scope	Risk	
-	No actions for this year	-	-	-	-	-	-	-	-	

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

Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				First Quarter Progress Comments
	Performance Indicator	Target	Data Validation Source			Timing	Budget	Scope	Risk	
5.1.4.a	Advocating for the completion of the Great Keppel Island master plan project	Master Plan adopted	Queensland Government	Urban Strategist	Q4 (June 2023)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	Council representatives continue to attend PRG meetings on the master plan project. The State are currently undertaking local community engagement on the future Vision for GKI (Woppa).

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

Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				First Quarter Progress Comments
	Performance Indicator	Target	Data Validation Source			Timing	Budget	Scope	Risk	
-	No actions for this year	-	-	-	-	-	-	-	-	

5.2.2 Reinforce sustainable building design principles

Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				First Quarter Progress Comments
	Performance Indicator	Target	Data Validation Source			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	Council resolution	Council business papers	Manager Liveability	Q4 (June 2023)	Item completed	Within operational allocation	Item completed - benefits achieved	Identified risk/s within appetite	Presentation to Council July 2022 by Liam Saxby at which Council had no appetite for a change to policy position but were made more aware of the statutory framework is from Planning and Building legislation that currently requires various sustainability measures.

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

Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				First Quarter Progress Comments
	Performance Indicator	Target	Data Validation Source			Timing	Budget	Scope	Risk	
-	No actions for this year	-	-	-	-	-	-	-	-	

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

Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				First Quarter Progress Comments
	Performance Indicator	Target	Data Validation Source			Timing	Budget	Scope	Risk	
5.2.4.a	Review of all customer touchpoints to measure customer experience	100% of identified actions for 2022-23 undertaken	Council business papers	Manager Customer Engagement	Q4 (June 2023)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	Management responses to a recent internal review of the Customer Request Module have been approved and a project plan has been developed to review action. Customer touchpoints will be reviewed and a completion date of June 2023 is achievable.
5.2.4.b	Project Merlin - Phase One ERP Business systems transformation project completed	100% of project delivered within timeframe and budget	Portfolio Governance Group Status Report	Chief Technology Officer	Q4 (June 2023)	Rescheduling expected	Within operational allocation	Benefits to be achieved	Identified risk/s being managed	Contractor experiencing issues providing contracted services, incurring a delay and ongoing costs.
5.2.4.c	Improve customer experiences through closing out customer service requests on time *(this is a 2022-2023 Organisational KPI)*	90% close out rate	Pathway	Executive Leadership Team	Q4 (June 2023)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	79.15% of CSR's were completed at Priority 3.

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

Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				First Quarter Progress Comments
	Performance Indicator	Target	Data Validation Source			Timing	Budget	Scope	Risk	
5.3.1.a	Disaster management plans are fit for purpose and meet community's needs	Local Disaster Management Plan endorsed by Local Disaster Management Group	LDMG Minutes	Manager Community Wellbeing	Q4 (June 2023)	On time	Budget on track	Benefits to be achieved	Identified risk/s within appetite	Review of LDMP has been undertaken and IGEM have completed their review. Presented at LDMG meeting for adoption on 31 August 2022. A Council report has been drafted for presentation on 15 November 2022 for their adoption.
5.3.1.b	Maintain fire-trails and assist in hazard reduction burns	100% of planned maintenance and hazard reductions undertaken	Fleet records	Bushfire Recovery and Resilience Officer	Q4 (June 2023)	On time	Budget on track	Benefits to be achieved	Identified risk/s within appetite	Areas identified for fire trails are maintained four times per year by Open Spaces and Infrastructure with the last service just before fire season August/September. Established fire trails at Barmaryee Sports Grounds and Old Byfield Rd. Hazard reduction burn at Barmaryee Sports Grounds.

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

Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				First Quarter Progress Comments
	Performance Indicator	Target	Data Validation Source			Timing	Budget	Scope	Risk	
-	No actions for this year	-	-	-	-	-	-	-	-	

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

Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				First Quarter Progress Comments
	Performance Indicator	Target	Data Validation Source			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	Q2 (December 2022)	Item completed	Within operational allocation	Item completed - benefits achieved	Identified risk/s within appetite	Relevant provisions and references incorporated into LDMP.

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

Reference	Performance Measurement			Responsibility	Completion Date	Progress Indicators				First Quarter Progress Comments
	Performance Indicator	Target	Data Validation Source			Timing	Budget	Scope	Risk	
-	No actions for this year	-	-	-	-	-	-	-	-	