

**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	Operational Plan Action Item for 2020/21	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Fourth Quarter Progress Comments
		Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
1.1.1.a	Development assessment services comply with statutory requirements	Development Applications considered by the Development control unit	100% within five (5) business days	Pathway	Development Assessment	Q4 (June 2021)	On time	Budget on track	Benefits to be achieved	Identified risk/s within appetite	Seventy-seven (77) per cent of applications considered by Development Control Unit within five (5) business days. A number of applications in this quarter were received on late Tuesday afternoon and therefore did not make the agenda cut-off for Wednesday Morning meeting.
1.1.1.b	Planning, building and plumbing compliance activities are undertaken in accordance with Council's Risk Based Land Use Compliance Policy	Complaints risk assessed in accordance with Council's Risk Based Land Use Compliance Policy	100% of complaints risk assessed	Pathway	Development Compliance	Q4 (June 2021)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	All Planning, Building and Plumbing Complaints are risk rated against the Risk Based Land Use Compliance Policy. At a weekly joint development compliance meeting complaints are discussed and risk rated.

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

Reference	Operational Plan Action Item for 2020/21	Performance Measurement			Responsibility	Timeframe	Progress Indicators				Fourth Quarter Progress Comments
		Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
1.1.2a	Engage with community stakeholders about capacity building needs to develop a Community Capacity Building Action Plan.	Engagement Plan developed	100% of the engagement program completed	Council business papers	Community Centre	Q4(June 2021)	To be deferred	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	Due to staffing shortage/turnover and COVID impacts this has been delayed. Engagement plan currently in development.
1.1.2.b	Partner with Department of Communities to deliver events, activities and support at the Yeppoon Community Centre	Services delivered as per Department of Communities workplan	100% of services delivered as per workplan	Workplan	Community Centre	Q4(June 2021)	Item completed	Within operational allocation	Item completed - benefits achieved	Identified risk/s within appetite	Services delivered as per workplan.
1.1.2.c	Deliver the Queensland Government funded First 5 Forever program to support early literacy for children aged 0-5 years.	Program delivered as per State Library of Queensland workplan	100% of services delivered as per workplan	Workplan	Library	Q4(June 2021)	Item completed	Within operational allocation	Item completed - benefits achieved	Identified risk/s within appetite	Multiple First Five Forever activities were delivered in the review period, all aligned to the funding requirements.

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

Reference	Operational Plan Action Item for 2020/21	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Fourth Quarter Progress Comments
		Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
1.2.1a	Deliver the Livingstone Loop external Outreach Program.	Outreach Program delivered	4 visits per annum	Council business papers	Community Centre	Q4 (June 2021)	Item completed	Within operational allocation	Item completed - benefits achieved	Identified risk/s within appetite	Four (4) visits undertaken and projects completed.
1.2.1.b	Provide psychological community education workshops across a range of topics and issues impacting client target groups through the Strengthening Family Connections program.	Community needs analysis developed	Workshops delivered align with community needs analysis	OASIS reporting	Strengthening Family Connections	Q4(June 2021)	On time	Budget underspent	Benefits in doubt	Identified risk/s within appetite	Underspent budget due to staff turn over. Staff vacancies will result in the funding targets not being met. All reported as required to funding body.
1.2.1.c	Deliver disability access upgrades to the Yeppoon Lagoon, Dennis Park public amenities and new amenity building at Williamson Creek picnic area (Lammermoor Beach)	Projects completed within allocated budget and timeframe	100% of projects delivered within timeframe and budget	Monthly Portfolio Governance Group status report	Facilities	Q4(June 2021)	Rescheduling expected	Budget underspent	Benefits won't be achieved	Identified risk/s being managed	Material supply delays and contractor availability have meant that not all capital projects have been delivered within the financial year. It is expected that work will be completed in Q1 21/22.

1.2.2 Plan for Livingstone's ageing demographics and partner with regional health and aged care sectors.											
Reference	Operational Plan Action Item for 2020/21	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Fourth Quarter Progress Comments
		Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
1.2.2.a	Deliver Stage One of the Capricorn Coast Memorial Gardens project	Stage 1 of the project completed	100% of project delivered within timeframe and budget	Monthly Portfolio Governance Group status report	Major Projects	Q4(June 2021)	Rescheduling expected	Budget underspent	Benefits won't be achieved	Identified risk/s being managed	Project has been extended by two years to be completed by June 2023. The extension has been approved by the external funding body. Project work for 2021/22 includes establishment of grounds, control of weeds and commencement of landscaping.
1.2.2.b	Undertake a community needs assessment and gap analysis for senior citizens	Community needs analysis developed	Senior Citizens Strategy adopted by Council	Council resolution	Community Centre	Q4(June 2021)	To be deferred	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	Project plan completed - awaiting National Census completion for up to date data. Census was due 2020 and delayed due to COVID.
1.2.3 Plan, design and deliver community infrastructure which connects communities and encourages active transport.											
Reference	Operational Plan Action Item for 2020/21	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Fourth Quarter Progress Comments
		Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
1.2.3.a	Expand the shared pathway network across various locations within the Shire	Projects completed within allocated budget and timeframe	100% of project delivered within timeframe and budget	Monthly Portfolio Governance Group status report	Construction and Maintenance	Q4(June 2021)	Rescheduling expected	Budget overspent	Benefits to be achieved	Identified risk/s within appetite	Tendered prices from external contractors and a number of internally constructed projects exceeded budget allocations. Six projects were not completed by 30 June 2021 and will be completed early in the 21/22 financial year. Five projects were completed in 2020/21.
1.2.4 Take action to enable the implementation of the Active Livingstone Strategy											
Reference	Operational Plan Action Item for 2020/21	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Fourth Quarter Progress Comments
		Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
1.2.4.a	Progress actions identified in the Active Livingstone Strategy	Identified action plan items completed	20% of action items completed	Council business papers	Community Development	Q4(June 2021)	To be deferred	Within operational allocation	Benefits in doubt	Identified risk/s within appetite	Due to staffing shortage/turnover and COVID impacts this has been delayed. New Sport and Recreation officer to progress.
1.3.1 Undertake planning in conjunction with the review of Council's Local Government Infrastructure Plan to provide adequate open space and recreation areas to meet the future growth needs of the Shire.											
Reference	Operational Plan Action Item for 2020/21	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Fourth Quarter Progress Comments
		Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
1.3.1.a	Review open space and recreation areas intervention and service level	Service levels adopted by Council	Open Space service levels adopted by Council	Council resolution	Open Spaces	Q2(December 2020)	Item completed	Budget on track	Item completed - benefits achieved	Identified risk/s within appetite	Busy year additional denutting was required this year at \$90,000 unbudgeted for.
1.3.1.b	Undertake a strategic review of existing and future sporting needs	Sporting Needs Strategy developed	Sporting Needs Strategy adopted by Council	Council resolution	Community Development	Q4(June 2021)	Rescheduling expected	Within operational allocation	Benefits in doubt	Identified risk/s within appetite	Due to staffing shortage/turnover and COVID impacts this has been delayed. New Sport and Rec officer has begun this process.
1.3.2 Optimise community benefit from the use of parklands and facilities by improving the quality, access to, and shared use of, public spaces and facilities for cultural, recreational, and community activities.											
Reference	Operational Plan Action Item for 2020/21	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Fourth Quarter Progress Comments
		Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
1.3.2.a	Deliver the Emu Park Art Gallery and extension/upgrades to Mill Gallery (Yeppoon)	Projects completed within allocated budgets and timeframes	100% of project completed	Monthly Portfolio Governance Group status report	Major Projects	Q4(June 2021)	On time	Budget on track	Benefits to be achieved	Identified risk/s within appetite	Emu Park Arts Centre is Practically Complete with minor defects to be finalised. Mill Gallery has been delayed due to requirement for lead paint removal. The new building is complete. Painting of old Post Office and Donga to be completed by mid-August 21.
1.3.2.b	Implementation of public computer reservation booking system (Envisionware) for Yeppoon Library and investigations regarding capability for other Library sites (Emu Park, Marlborough and Byfield)	Software installed on public computers at Yeppoon Library	100% installed Yeppoon and investigations regarding Emu Park and other sites completed	Council business papers	Library	Q3(March 2021)	Item completed	Within operational allocation	Item completed - benefits achieved	Identified risk/s within appetite	Envisionware was installed in Yeppoon Library, however, there were technical challenges associated with installation at other sites.

1.3.2.c	Identify and document current arrangements with community and sporting groups on the use of Council facilities	Complete review of arrangements	100% of project completed	Council business papers	Community Development/Property	Q3(March 2021)	Item completed	Within operational allocation	Item completed - benefits achieved	Identified risk/s within appetite	Current arrangements determined and assessed which has led to development of processes and draft policy and procedure. Policy and Procedure scheduled for adoption by September 2021.
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**1.3.3 Support community groups (including the arts, cultural, sport, and recreation groups), through advocacy and by helping them identify and secure funding streams and develop skills (including networking, governance, engaging volunteers, and business management).**

Reference	Operational Plan Action Item for 2020/21	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Fourth Quarter Progress Comments
		Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
1.3.3.a	Establish the new management operating structure for Art Galleries (Yeppoon and Emu Park) with emphasis on exhibition standards and schedule	Management structure and exhibition standards determined	Management structure and exhibition standards adopted by Council and implemented	Council resolution	Arts and Culture	Q4(June 2021)	Item completed	Within operational allocation	Item completed - benefits achieved	Identified risk/s within appetite	Finalisation of management document has occurred for the Fig Tree Gallery in Yeppoon, as the day to day operations are staying with Council. The Emu Park Gallery will be leased by Emu Park Artists who will manage structure management. Council Officers will work closely with the Emu Park and wider regional art groups to showcase the variety and offering of the Capricorn Coast region.
1.3.3.b	Support a community based committee for Regional Arts Development Fund in partnership with the Queensland Government's Arts Queensland	Number of projects funded per annum	100% RADF funds acquitted within eight weeks of stated project completion date	Outcome reports/RADF Advisory Panel meeting minutes	Arts and Culture	Q4(June 2021)	Item completed	Within operational allocation	Item completed - benefits achieved	Identified risk/s within appetite	Council Officers work closely with the Regional Arts Development Fund panel members. During the review period the decision was also made to produce a promotional video for future use as rounds open.
1.3.3.c	Provide guidance and advice to improve the implementation of volunteer processes and ensure they are efficient and inclusive	Number of programs delivered per annum	9 programs delivered per annum	Council business papers	Disaster Management	Q4(June 2021)	Item completed	Budget overspent	Item completed - benefits achieved	Identified risk/s within appetite	Budget overspent by approx twenty (20) per cent (\$980) due to extra personal protective equipment purchased for volunteers. Eleven (11) programmes in operation. National volunteer week in Q4; recognition activities included morning tea, guided tour Lammermoor Gardens, plants as gifts and coffee shop catch ups.

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

**2.1.1 Implement Livingstone's Reconciliation Action Plan to increase Council's organisational and staff capacity to deliver position outcomes for Indigenous people, including the Darumbal and Woppaburra people.**

Reference	Operational Plan Action Item for 2020/21	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Fourth Quarter Progress Comments
		Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
2.1.1.a	Launch and implement the internal Reconciliation Action Plan identified actions for 2020-21	Identified 2020-21 action plan items completed	100% of action items completed	Council business papers	Community Development	Q4(June 2021)	Rescheduling expected	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	Awaiting final confirmation from Darumbal to progress adoption of Reconciliation Action Plan.

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

Reference	Operational Plan Action Item for 2020/21	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Fourth Quarter Progress Comments
		Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
2.1.2.a	Promote awareness and understanding of the Darumbal and Woppaburra culture through Council channels including digital media, publications and events	Number of promotional activities delivered	Awareness opportunities are identified	Council business papers	Communication	Q4(June 2021)	Item completed	Within operational allocation	Item completed - benefits achieved	Identified risk/s within appetite	As opportunities arise this is undertaken. During the review period the Marketing and Communication Team finalised Council's NAIDOC Week Communication Plan.
2.1.2.b	Take action to progress a Cultural Audit for the Shire (Museums and Galleries) to promote traditional knowledge and cultural areas of significance within the community	Project business case is submitted for future budget consideration	Project receives funding approval for 2020-21	Council business papers	Arts and Culture	Q4(June 2021)	Rescheduling expected	Within operational allocation	Benefits to be achieved	Identified risk/s being managed	This plan item has not commenced and it has been carried over for investigation and prioritisation in the next financial year. To date no Business Case has been developed for an extra human resource to complete these works.

2.2.1 Growth in key sectors identified in the Invest Capricorn Coast Region Economic Development Plan is supported through the development and implementation of action plans by Capricorn Enterprise and other advisory groups.											
Reference	Operational Plan Action Item for 2020/21	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Fourth Quarter Progress Comments
		Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
2.2.1.a	Review and update the Invest Capricorn Coast Region Economic Development Plan including subplans, and implement identified actions for 2020-21	Review conducted and adopted by Council, and identified 2020-21 action plan items completed	25% of total actions completed	Council business papers	Economic Development	Q4(June 2021)	On time	Budget on track	Benefits to be achieved	Identified risk/s within appetite	Advocacy document that identifies priority community projects is in development with Council. This document will replace the current Economic Development Plan. Identified 2020-21 action plan items completed.
2.2.2 Foster development of high performing local business capability and diversity.											
Reference	Operational Plan Action Item for 2020/21	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Fourth Quarter Progress Comments
		Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
2.2.2.a	Deliver business innovation programs	Number of programs delivered per annum	2 programs delivered per annum	Council business papers	Economic Development	Q4(June 2021)	Item completed	Within operational allocation	Item completed - benefits achieved	Identified risk/s within appetite	The Yeppoon Crowdfund Innovation Unconference sponsored by Advance Queensland was hosted in Yeppoon in October 2020 with over fifty-five (55) attendees. A grant writing workshop was hosted in October 2020 with Indigo Gold.
2.2.2.b	Implement Capricorn Coast Smart Region Strategy actions for 2020-21	Identified 2020-21 action plan items completed	100% of the action items completed	Council business papers	Economic Development	Q4(June 2021)	Item completed	Within operational allocation	Item completed - benefits achieved	Identified risk/s within appetite	The Capricorn Coast Smart Region Strategy three year key activities are due for review. Future actions should be included in an updated Economic Development Plan/Strategy rather than being in a separate strategy.
2.2.3 Implement a Council-endorsed priority land development plan to deliver a return on the community's investment in land development to enhance economic and community outcomes.											
Reference	Operational Plan Action Item for 2020/21	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Fourth Quarter Progress Comments
		Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
2.2.3.a	Identify Council land and/or properties suitable for disposal via sale	Sale of identified land assets	Identified land sold within identified timeframes	Council business papers	Economic Development	Q4(June 2021)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	A working group is assessing and prioritising Council owned land for disposal. Inquiries continue to grow in the Gateway Business and Industry Park. A contract on 2 Pineapple Drive is pending settlement.
2.2.4 Support the growth of education and employment opportunities for the community.											
Reference	Operational Plan Action Item for 2020/21	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Fourth Quarter Progress Comments
		Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
2.2.4.a	Investigate partnership opportunities between employers, education and training providers	Improved education and employment opportunities	Opportunities maximised	Council business papers	Economic Development	Q4(June 2021)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	Grant opportunities for employees and employers and subsidised skills training continue to be promoted monthly in the Business Ebulletin.
2.3.1 Provide support to market Livingstone as a destination for commerce, tourism, and lifestyle.											
Reference	Operational Plan Action Item for 2020/21	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Fourth Quarter Progress Comments
		Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
2.3.1.a	Capricorn Enterprise funding agreement established and 2020-21 actions implemented	2020-21 identified actions are completed	100% of the action items completed	Council business papers	Economic Development	Q4(June 2021)	On time	Budget on track	Benefits to be achieved	Identified risk/s within appetite	Capricorn Enterprise continues to exceed Key Priority Initiatives as per the Capricorn Enterprise Funding Agreement.
2.3.1.b	Develop, implement and review specific marketing plans which promote Council services, tourism and the economy	New or revised marketing plans are developed, implemented or reviewed	3 per quarter	Council business papers	Economic Development	Q4(June 2021)	On time	Budget on track	Benefits to be achieved	Identified risk/s within appetite	Capricorn Enterprise continues to develop and deliver destination marketing plans. Economic development opportunities are marketed via the Business Ebulletin and other social channels.

2.3.2 Council provides and maintains infrastructure which encourages business and tourism growth.											
Reference	Operational Plan Action Item for 2020/21	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Fourth Quarter Progress Comments
		Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
2.3.2.a	Formalisation of tenure over Yeppoon Inlet (Fig Tree Creek and Ross Creek) jetty sites	Formal tenure agreement with the Yeppoon Inlet Association	Formal tenure agreement in place	Council business papers	Property Services	Q4(June 2021)	Rescheduling expected	Within operational allocation	Benefits to be achieved	Identified risk/s being managed	Council and the Yeppoon Inlet Association continue to work together with the view to formalise the tenure agreement over the jetty sites within Fig Tree Creek and Ross Creek.
2.3.2.b	Deliver upgrades to the Keppel Sands Caravan Park	Project completed within allocated budget and timeframe	100% project completed within budget	Monthly Portfolio Governance Group status report	Facilities	Q4(June 2021)	Rescheduling expected	Budget underspent	Benefits to be achieved	Identified risk/s being managed	Material supply delays have meant that this capital project will not be delivered within the financial year. The construction is expected to be completed early in the 21/22 financial year.
2.4.1 Deliver events, activities, and performances which bring economic and social benefits to the community.											
Reference	Operational Plan Action Item for 2020/21	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Fourth Quarter Progress Comments
		Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
2.4.1.a	Deliver a program of activities targeted at community and business sectors, such as business workshops, Youth Week and Seniors Week	Number of programs delivered	4 activities/events delivered per annum	Council business papers	Economic Development and Community Development	Q4(June 2021)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	Youth Week, Seniors Week, Bus (Business) Blitz programme, Outdoor movies in rural areas, and Beach Day Out on-line delivered.
2.4.1.b	Work with event organisers to measure event value and impact	Number of events supported by Council that measure event ROI	100% of Council supported events report event ROI	Council business papers	Events and Engagement	Q4(June 2021)	Item completed	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	This will continue to be an ongoing measure that will underpin decisions made regarding sponsorship and event support/grants and strategic opportunities for the region.
2.4.1.c	Local law requirements promoted through educational activities by hosting a micro-chipping day and other awareness activities	Number of activities and events delivered	4 activities/events delivered per annum	Council business papers	Public Environments	Q4(June 2021)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	Annual Microchipping Programme conducted with Covid -19 Restrictions. Animal registration renewals social media post on Councils Facebook page.
2.4.2 Implement the action plan from the Invest Capricorn Coast Region Events Strategy 2025.											
Reference	Operational Plan Action Item for 2020/21	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Fourth Quarter Progress Comments
		Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
2.4.2.a	Commence implementation of the Capricorn Coast Region Events Strategy 2025 identified actions and objectives	Identified 2020-21 actions and objectives	100% of the action items completed	Council business papers	Engagement and Events	Q3(March 2021)	Rescheduling expected	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	Some work has been done in this space during the review period, however, a dedicated Arts Activation Officer commenced early July and this now is expected to be expedited over the coming year.
2.4.3 Foster access, collaboration, community connectedness, wellbeing and creativity by supporting arts and cultural activities within the Shire.											
Reference	Operational Plan Action Item for 2020/21	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Fourth Quarter Progress Comments
		Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
2.4.3.a	Deliver a program of activities and events targeted at arts and cultural activities	Number of activities and events delivered	20	Council business papers	Arts and Culture	Q4(June 2021)	Item completed	Within operational allocation	Item completed - benefits achieved	Identified risk/s within appetite	There were four (4) Arts/Cultural activities delivered under COVID complaint planning during this review period.
2.4.3.b	Review the Arts and Cultural Strategic Plan and implement identified actions for 2020-21	Review conducted and adopted by Council, and identified 2020-21 action plan items completed	Plan adopted by Council and 100% of identified actions completed	Council resolution Council business papers	Arts and Culture	Q4(June 2021)	Rescheduling expected	Budget underspent	Benefits to be achieved	Identified risk/s being managed	This review has been rescheduled for completion in the 2021-22 financial year.

## Natural Livingstone

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

### 3.1.1 Enable and support sustainable waste management technologies, services and facilities which provide innovative and compliant solutions to reduce the environment impacts of Council's waste collection and resource recovery options.

Reference	Operational Plan Action Item for 2020/21	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Fourth Quarter Progress Comments
		Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
3.1.1.a	Complete the Water Recycling System Augmentation	Project completed within allocated budget and timeframe	100% of project completed	Monthly Portfolio Governance Group status report	Major Projects	Q4(June 2021)	Rescheduling expected	Budget underspent	Benefits to be achieved	Identified risk/s being managed	Recycled water pipeline contract is progressing well (70% complete). Works internal to Yeppoon STP for connection of reservoirs will commence soon. Project expected to be complete by January 2022.
3.1.1.b	Develop Council guideline for delivery of sustainable programs, events or activities	Guideline developed	Guideline completed and approved by CEO	Council business papers	Events and Engagement	Q2(December 2020)	Rescheduling expected	Within operational allocation	Benefits to be achieved	Identified risk/s being managed	Due to staffing and COVID regulations and work priorities, verbal advice only has been provided to event organisers at this stage - regarding environmental and financial sustainability (also for Council's events) to ensure every step is taken to reduce impacts. The principles underpinning a guideline will be the subject of a Council briefing in the coming months, after which a guideline/policy will be drafted.

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

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

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

Reference	Operational Plan Action Item for 2020/21	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Fourth Quarter Progress Comments
		Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
3.1.3.a	Install solar panels at the Yeppoon Sewerage Treatment Plant	Project completed within allocated budget and timeframe	100% of project delivered within timeframe and budget	Monthly Portfolio Governance Group status report	Major Projects	Q4(June 2021)	On time	Budget underspent	Benefits to be achieved	Identified risk/s within appetite	Public tenders for design & construction of panels, inverters & batteries has closed, has been assessed and contract is about to be awarded. Project is expected to be completed by February 2022.
3.1.3.b	Undertake a kerbside waste audit to provide better information about the performance of waste and recycling management systems	Audit report completed within allocated budget and timeframe	Community waste diversion rate increasing	Audit report	Waste Services	Q4(June 2021)	To be deferred	Budget underspent	Benefits won't be achieved	Identified risk/s being managed	An audit was completed in 2017 and no changes are expected. Following the adoption of the Waste Strategy, officers will begin to monitor and report on waste and recycling management systems.
3.1.3.c	Deliver events to promote effective waste management and pollution.	Community education and awareness activities	2 events/activities per annum	Council business papers	Waste Services	Q4(June 2021)	To be deferred	Budget underspent	Benefits won't be achieved	Identified risk/s being managed	Resource constraint at this time which has effected the rollout of events. The Water, Waste Management & the Environment Community Voice Panel have been discussing ways to engage with volunteer groups and schools to increase events and awareness. Funding for an education officer would be beneficial in promoting this activity.

3.1.4 Promote and develop a resource recovery centre to deliver education and behavioural change.											
Reference	Operational Plan Action Item for 2020/21	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Fourth Quarter Progress Comments
		Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
3.1.4.a	Deliver the Yeppoon Landfill Resource Recovery project	Project completed within allocated budget and timeframe	100% of project delivered within timeframe and budget	Monthly Portfolio Governance Group status report	Major Projects	Q4(June 2021)	Rescheduling expected	Budget on track	Benefits to be achieved	Identified risk/s being managed	GHD has been appointed as Principal Waste Consultant. New layout has been finalised and investigative drilling / sampling has been completed and submitted to lab for analysis. Preliminary building design has been done. Structural and civil design has commenced.
3.2.1 Assess alternative options to increase water sources.											
Reference	Operational Plan Action Item for 2020/21	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Fourth Quarter Progress Comments
		Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
3.2.1.a	Commence Stage 1 - Kelly's Dam Remedial Works	Project completed within allocated budget and timeframe	100% of Stage 1 of project completed	Monthly Portfolio Governance Group status report	Major Projects	Q4(June 2021)	Rescheduling expected	Budget underspent	Benefits to be achieved	Identified risk/s being managed	GHD has been appointed as Principal Dam Consultant. Drilling and Piezometer installation contractors being engaged. Dam investigation inspections about to be undertaken. Project expected to be completed by January 2022.
3.2.1.b	Undertake investigations for capital works at the Mt Charlton Water Reservoir	Investigation report completed	100% of project delivered within timeframe and budget	Monthly Portfolio Governance Group status report	Major Projects	Q4(June 2021)	On time	Budget on track	Benefits to be achieved	Identified risk/s being managed	Investigations continue to finalise scope. Response on Grant funding may come in July.
3.2.1.c	Provision of safe water supply	Samples are compliant with Drinking Water Quality Management Plan	98% of samples are compliant	Council business papers	Water	Q4(June 2021)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s being managed	All samples continue to comply with Council's Drinking Water Quality Management Plan.
3.2.2 Progress and support plans which protect coastal and marine environments.											
Reference	Operational Plan Action Item for 2020/21	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Fourth Quarter Progress Comments
		Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
3.2.2.a	Implement actions as required under the Shoreline Management Plan	Number of actions delivered	6 actions/projects delivered per annum	Site specific project plans	Natural Resource Management	Q4(June 2021)	Item completed	Within operational allocation	Item completed - benefits achieved	Identified risk/s within appetite	Six (6) projects delivered involving weed removal, revegetation, and rehabilitation, new or maintenance of existing infrastructure, stakeholder engagement at sites including Musa Heads, Big Dune project, Marine Park, Landcare site at Farnborough Beach, Lammermoor Beach, and Ritamada.
3.2.2.b	Develop the Livingstone Reef Guardian Action Plan and implement projects as identified	Completed Reef Guardian Action Projects	Action Plan adopted by council and 100% of identified projects completed for 2020-21	Council resolution Council business papers	Natural Resource Management	Q2(December 2020)	Item completed	Within operational allocation	Item completed - benefits achieved	Identified risk/s within appetite	Action Plan adopted by Council Q2 and actions in Plan delivered.
3.2.3 Collaborate with partners to reduce sediments and nutrients in waterways.											
Reference	Operational Plan Action Item for 2020/21	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Fourth Quarter Progress Comments
		Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
3.2.3.a	Undertake revegetation and integrated catchment planning for Fig Tree Creek Catchment in a partnership with Landcare, Capricornia Catchment and Fitzroy Basin Association	Fig Tree Creek Master Plan (integrated catchment plan)	Masterplan adopted by Council	Council resolution	Natural Resource Management	Q4(June 2021)	Rescheduling expected	Within operational allocation	Benefits to be achieved	Identified risk/s being managed	Community Consultation not yet completed. Additional funding being sought through Water by Design Healthy Land and Water.
3.2.3.b	Deliver erosion and sediment control training	Number of training sessions delivered	1 training session delivered per annum	Council business papers	Natural Resource Management	Q4(June 2021)	Item completed	Budget on track	Item completed - benefits achieved	Identified risk/s within appetite	Erosion and Sediment Control Workshop delivered Q1.

3.2.4 Plan Council's response to climate change by implementing the actions in the Coastal Hazard Adaptation Strategy.											
Reference	Operational Plan Action Item for 2020/21	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Fourth Quarter Progress Comments
		Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
3.2.4.a	Continue to develop the Coastal Hazards Adaptation Strategy through the QCoast 2100 program to address the potential impacts of coastal hazards	Stage 8 completed	Strategy developed and adopted by Council	Council business papers	Sustainability	Q4(June 2021)	Item completed	Within operational allocation	Item completed - benefits achieved	Identified risk/s within appetite	Strategy adopted Q3 and now being implemented through the work of the Community Coastal Hazards Resilience Officer position.
3.2.4.b	Implement a Climate Change Policy	Climate Change Policy completed	Policy adopted by Council	Council resolution	Sustainability	Q4(June 2021)	To be deferred	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	Climate Change incorporated into Environmental Sustainability Policy. No identified need at this stage for a stand alone Climate Change Policy.
3.2.5 deliver and implement a Livingstone Shire Carbon Strategy.											
Reference	Operational Plan Action Item for 2020/21	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Fourth Quarter Progress Comments
		Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
3.2.5.a	Deliver a Livingstone Shire Carbon Strategy and implement actions as identified for 2020-21	Carbon Strategy completed and identified 2020-21 actions plan items completed	Strategy adopted by Council and 100% of identified actions completed	Council business papers	Sustainability	Q4(June 2021)	Item completed	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	Actions being progressed.
3.2.5.b	Work with event organisers to measure event value and impact	Carbon Corridor outcomes for the region are maximised	Opportunities maximised	Council business papers	Sustainability	Q4(June 2021)	To be deferred	Budget underspent	Benefits won't be achieved	Identified risk/s not being managed	There are currently no resources to deliver this initiative.
3.3.1 Recognise, preserve and enhance the region's unique biodiversity.											
Reference	Operational Plan Action Item for 2020/21	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Fourth Quarter Progress Comments
		Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
3.3.1.a	Take action to progress the development of a Livingstone Biodiversity Strategy	Identified 2020-21 actions completed	100% of actions completed	Council business papers	Natural Resource Management	Q4(June 2021)	Rescheduling expected	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	Budget spent. Still some project deliverables to be completed likely by Q2 2021/22.
3.3.1.b	Provide rate rebate assistance for properties that have a 'Nature Refuge Agreement' between the property owner and the State of Queensland	Rates, Rebates and Remissions Policy	Maintain or increase the number of properties that attract the Nature Refuge Agreement rate rebate	Council resolution	Revenue	Q4(June 2021)	On time	Budget on track	Item completed - benefits achieved	Identified risk/s within appetite	The total nature refuge rebate provided for 20-21 is \$5,617.10 under budgeted amount of \$5,690.00. There were eight (8) properties that were eligible for the rebate, consistent with the previous financial year.
3.3.1.c	Provide information and public education material to recognise, understand and utilise ecosystems of the Shire sustainably	Number of events/activities delivered	2 events delivered	Council business papers	Natural Resource Management	Q4(June 2021)	Item completed	Within operational allocation	Item completed - benefits achieved	Identified risk/s within appetite	Two Events delivered - National Tree Day and Safety on the Sand. Three Fact Sheets produced and revamp of environmental webpages undertaken.
3.3.2 Progress and support plans which protect the shire's natural assets, bushland and local eco-systems											
Reference	Operational Plan Action Item for 2020/21	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Fourth Quarter Progress Comments
		Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
3.3.2.a	Expand controls for weed pest management	Identified actions completed	100% of identified actions for 2020-21 undertaken	Council business papers	Pest Management	Q4(June 2021)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	Pest management activities are scheduled, on track and within budget. The scheduled Main Roads Contract completed and additional funding completed.
3.3.2.b	Develop and implement a Heat Stress Risk Management Plan for Flying Fox colonies within the Shire	Heat Stress Management Plan for Flying Fox colonies	LDMG subplan completed	LDMG meeting minutes	Natural Resource Management	Q4(June 2021)	Rescheduling expected	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	Draft Management Plan completed and to be presented to Environmental and Regulatory taskforce Q1 2021/22 for endorsement.



**3.3.3 Manage threats by collaborating with traditional owners, agencies, community groups and private landholders about land management, protection methods including hazard reduction strategies and conservation policies to ensure the protection of people, property, and the environment.**

Reference	Operational Plan Action Item for 2020/21	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Fourth Quarter Progress Comments
		Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
3.3.3.a	Vector breeding locations identified and managed to reduce potential impacts on the community	Vector control sites monitored weekly  Vector surveys undertaken each month between 1 October 2020 and 31 May 2021	100% of control sites monitored  100 (20 x 5 months) vector surveys undertaken	Council business papers	Pest Management	Q4(June 2021)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	Light traps are being monitored for mosquito activity weekly.
3.3.3.b	Undertake bushfire mitigation actions to reduce risk on Council owned properties	Identified actions completed	100% of identified actions for 2020-21 undertaken	Council business papers	Disaster Management	Q4(June 2021)	On time	Budget on track	Benefits to be achieved	Identified risk/s within appetite	Final progress report to Queensland Reconstruction Authority has been submitted. Final close out report to be completed and submitted prior to 30 September 2021.
3.3.3.c	Develop and implement a Bushfire Management Plan and Policy	Bushfire Management Policy	100% completed and adopted by Council	Council business papers	Disaster Management	Q4(June 2021)	Item completed	Budget on track	Item completed - benefits achieved	Identified risk/s within appetite	Bushfire Management Plan has been endorsed by Local Disaster Management Group in Q3. Bushfire Management Plan 2020 -2022 has been uploaded on Council's public website: <a href="https://www.livingstone.qld.gov.au/your-council/publications-and-media/plans-strategies-and-reports">https://www.livingstone.qld.gov.au/your-council/publications-and-media/plans-strategies-and-reports</a> .

**Leading Livingstone**

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

**4.1.1 Implementation of the Community Plan and Corporate Plan is well co-ordinated across Council and through a delivery mechanism which provides clear line of sight, accountability, and performance measurement for all employees.**

Reference	Operational Plan Action Item for 2020/21	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Fourth Quarter Progress Comments
		Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
4.1.1.a	Define and develop an integrated Corporate Planning Framework	Draft framework developed	Draft framework endorsed by ELT	Council business papers	Governance	Q3(March 2021)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	The organisational accountability and responsibility matrix has been developed for the Corporate Plan. This defines the role and responsibility for the execution of the strategies, actions, and reporting requirements. The majority of the proposed content to be included in the framework has been shared and discussed with Councillors during the 2020-21 budget development process. In consultation with Councillors and key stakeholders within the organisation, a review of the 2021-22 budget development process will be facilitated in the Q1 of 2021-22. This outcomes of these sessions will be incorporated into the final guidelines.
4.1.1.b	Embed the Integrated Service Planning Framework	Four-year Service Delivery Plans completed	Service Delivery Plans adopted by Council	Council resolution	Business Transformation	Q3(March 2021)	On time	Within operational allocation	Item completed - benefits achieved	Identified risk/s within appetite	Service plans were completed in February 2020. Councillors reviewed all service plans as part of budget deliberations. A schedule is in place over the course of the 2021-22 financial year to facilitate a systematic review of existing service levels and business practices to identify potential improvements to efficiency and effectiveness.
4.1.1.c	Facilitate regular organisational performance management and recognition review process	Percentage of leaders undertaking regular performance and recognition discussions	70%	Internal survey	Human Resources	Q2(December 2020)	To be deferred	Within operational allocation	Benefits to be achieved	Identified risk/s being managed	Due to staff movements, the Performance Management System has been deferred to next year.

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

Reference	Operational Plan Action Item for 2020/21	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Fourth Quarter Progress Comments
		Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
4.1.2.a	Sustainable financial position maintained	Key financial indicators meeting sustainability and operational standards	Financial indicators are equal to or better than the adopted/revised budget	Adopted/ (revised) Budget Measures of financial Sustainability report	Accounting	Q4(June 2021)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	The 2021-22 Budget included the adoption of an estimated financial position for year ending 30 June 2021. These results are indicative only and finalised as part of the financial reporting and disclosure requirements for the 2020-21 financial year. Estimated 30 June 2021 result: - Operating Surplus Ratio (Target >10%) : 1.8% (21Q2: 0.5%; 21Q1: 0.6%) - Net Financial Liabilities Ratio (Target <60%): 24.4% (21Q2: 33.5%; 21Q1: 38%) - Asset Sustainability Ratio (Target >90%) : 61.8% (21Q2: 72.5%; 21Q1: 77.9%).
4.1.2.b	Capital works projects are delivered on time and on budget	Percentage of projects completed this financial year within approved (adopted/revised) budgets	100% of projects completed within adopted/revised budgets	Monthly Portfolio Governance Group status report	Project Management Office	Q4(June 2021)	Rescheduling expected	Budget underspent	Benefits won't be achieved	Identified risk/s being managed	90/271 capital projects were practically/financially completed as at 30 June 2021. The forecast spend to 30 June 2021 is \$30.6 million, which is below the 21Q2 budget of \$36.82M. Resourcing issues such as labour, timber, steel and concrete supply continues to disrupt project schedules and estimates. This trend is expected to continue and should be considered in future capital works planning.
4.1.2.c	Implement Strategic Asset Management Plan identified actions for 2020-21	High priority improvement actions implemented	100% of high priority actions implemented	Asset Management Steering Committee business papers	Asset Management	Q4(June 2021)	Rescheduling expected	Within operational allocation	Benefits to be achieved	Identified risk/s being managed	A number of high priority actions will be delivered in early 2021/22 with the Strategic Asset Management Plan and Policy adopted by Council in July 2021.

4.1.2.d	Review and update Asset Management Plans for Roads, Water, Sewer, Fleet and Building asset classes	Asset Management Plans updated	Asset Management Plans adopted by Council	Council resolution	Asset Management	Q4(June 2021)	Rescheduling expected	Within operational allocation	Benefits to be achieved	Identified risk/s being managed	Water and Sewer AMP's have been updated and are with Manager Assets for review. These will be presented to Council early in the 21/22 financial year.
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**4.1.3 A continuous improvement focus underpins the organisation, creating a supportive environment for ideas and positive, well-managed change which enhances internal and external outcomes.**

Reference	Operational Plan Action Item for 2020/21	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Fourth Quarter Progress Comments
		Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
4.1.3.a	Implement the continuous improvement deliverables as outlined in Service Delivery Review Action Plans	Percentage of planned actions completed	100% of actions identified for 2020-21 completed	Council business papers	Business Transformation	Q4(June 2021)	Rescheduling expected	Within operational allocation	Benefits in doubt	Identified risk/s being managed	Project Merlin resourcing has put BT delivery 'ON HOLD'. Completion of actions by teams has been similarly affected. A schedule is in place over the course of the 2021-22 financial year to facilitate a systematic review of existing service levels and business practices to identify potential improvements to efficiency and effectiveness.
4.1.3b	Communities of Practice are established and have developed a program of activities to promote best practice, test new ideas, solve challenges, innovate and assist in ongoing improvement and provision of quality services	Established Communities of Practice have an ELT endorsed program of work	100% of Communities of Practice have a clear program of work	Council business papers	Organisational Development	Q4(June 2021)	To be deferred	Within operational allocation	Benefits won't be achieved	Identified risk/s within appetite	Communities of Practice have been put on hold indefinitely due to a number of other conflicting LSC priorities. Very limited benefits were realised from these sessions.

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

Reference	Operational Plan Action Item for 2020/21	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Fourth Quarter Progress Comments
		Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
4.1.4.a	Design and deliver the Leadership Development Program	Leadership Development Program and actions identified for 2020-21	100% of actions identified for 2020-21 completed	Council business papers	Organisational Development	Q4(June 2021)	Rescheduling expected	Within operational allocation	Benefits to be achieved	Identified risk/s being managed	The Leadership Development Program has been deferred, with further development of the Program in 21/22.

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

Reference	Operational Plan Action Item for 2020/21	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Fourth Quarter Progress Comments
		Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
4.1.5.a	Undertake staff satisfaction survey	Employee satisfaction rating	50% of employees participate in survey	Survey	Organisational Development	Q2(December 2020)	Item completed	Budget on track	Benefits to be achieved	Identified risk/s within appetite	Over 50% of employees participated in the survey.

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

Reference	Operational Plan Action Item for 2020/21	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Fourth Quarter Progress Comments
		Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
4.1.6.a	Deliver a compliant and effective internal audit function	Percentage of audit plan complete	100%	Audit, Risk & Business Improvement Committee Meeting minutes	Executive Office	Q4(June 2021)	Rescheduling expected	Within operational allocation	Benefits in doubt	Identified risk/s not being managed	Internal Audit position has been vacant since 2020. The Audit Committee is currently considering proposals from invited firms to provide the Internal Audit function.
4.1.6.b	Undertake the Enterprise Risk Management Capability Advancement project	Project completed within allocated budgets and timeframes	100% of project completed	Project Control Group minutes	Governance	Q4(June 2021)	Rescheduling expected	Within operational allocation	Benefits in doubt	Identified risk/s within appetite	Work has commenced on this project, the Risk & Governance Officer has reviewed the Risk Register scheduled meetings with the risk owners. This project will be completed 2021/22. The project scope will be reviewed in consultation with the CEO, members of the executive team and the Audit, Risk and Improvement Committee in 2021/22. Council remains compliant with legislative requirements and oversight on existing approaches provided by the audit committee.

4.1.7 Recruit and develop a professional, capable, and responsive workforce.											
Reference	Operational Plan Action Item for 2020/21	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Fourth Quarter Progress Comments
		Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
4.1.7.a	Recruitment and selection process completed in a timely manner.	Average time taken to appoint an applicant	30 days	Aurion	Human Resources	Q4(June 2021)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	68% of recruitment processes were completed within 30 days (19 out of 28 recruitment processes).
4.1.7.b	Develop an inclusion and diversity action plan as part of the Workforce Plan	Actions identified for 2020-21	100% of actions identified for 2020-21 completed	Council business papers	Organisational Development	Q4(June 2021)	Rescheduling expected	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	Work will continue in 21/22 as part of LSC Workforce Plan, inline with Shape Consulting Review.
4.1.8 Provide for the safety, security, health and well-being of Council employees and contractors.											
Reference	Operational Plan Action Item for 2020/21	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Fourth Quarter Progress Comments
		Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
4.1.8.a	Review internal safe work documentation for currency, compliance and relevance	Percentage of documentation reviewed	80%	Council business papers	Safety	Q4(June 2021)	Rescheduling expected	Within operational allocation	Benefits to be achieved	Identified risk/s being managed	Key documents identified in audit have been reviewed and updated, with some still awaiting sign off and return to Governance.
4.1.8.b	Finalise all actions from the Workplace Health and Safety Audit 2018	Actions identified for 2020-21	100% of actions identified for 2020-21 completed	Safety Committee meeting minutes	Safety	Q4(June 2021)	Item completed	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	All current Safety Actions closed.
4.1.8.c	Implement a health and well-being strategy	Strategy developed and actions identified for 2020-21	100% of actions identified for 2020-21 completed	Safety Committee Meeting minutes	Safety	Q4(June 2021)	Item completed	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	A range of health and wellbeing initiatives have been introduced within Council, including Mental First Health Training and Awareness, Fitness Passport and Livingsafe Safety Newsletter to help promote healthier lifestyles.
4.1.8.d	Provide a safe work environment for employees and encourage a proactive approach to Work Health and Safety	Lost Time Injury Frequency Rate (12 month moving average)	Reduction in LTIFR	Safety Committee Meeting minutes	Safety	Q4(June 2021)	Item completed	Within operational allocation	Item completed - benefits achieved	Identified risk/s within appetite	LTIFR continues to trend downwards.
4.2.1 Build and maintain strong, collaborative, and co-operative relationships across all levels of government, industry, business and community.											
Reference	Operational Plan Action Item for 2020/21	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Fourth Quarter Progress Comments
		Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
4.2.1.a	Undertake a review of Council's advisory committee and external committee representation	Undertake review	100% of review completed	Council business papers	Executive office	Q4(June 2021)	On time	Budget on track	Benefits to be achieved	Identified risk/s within appetite	Review undertaken following the appointment of Cr Rhodes Watson in March 2021.
4.2.2 Identify opportunities for alignment between Council's interests and objectives with those of Federal and State Governments.											
Reference	Operational Plan Action Item for 2020/21	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Fourth Quarter Progress Comments
		Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
4.2.2.a	Develop an advocacy plan to outline Council's strategic advocacy priorities	Advocacy Plan developed	Advocacy with relevant stakeholders is maximised	Council business papers	Executive Office	Q4(June 2021)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	Regional priorities have been identified and submitted to CQROC to lead advocacy effort. Shire based priorities are the subject of ongoing discussion with councillors, including a survey issued in July 2021.

4.2.3 Advocate Council's interests and objectives to government, industry, business, and community to promote the Livingstone region at a national and international level.											
Reference	Operational Plan Action Item for 2020/21	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Fourth Quarter Progress Comments
		Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
4.2.3.a	Submit motions to the Local Government Association of Queensland and National General Assembly of Local Government annual conferences that provide an opportunity for Council to promote change to policies or processes to further the interests of the Shire and Queensland in general	Number of motions passed at conference	100% submitted motions passed	Council business papers	Executive Office	Q4(June 2021)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	10 motions prepared for 2020 LGAQ Annual Conference. All 10 motions passed.
4.2.3.b	Advocate to limit the adverse impacts of the Shoalwater Bay Military Training Area expansion project by seeking improved economic outcomes for the Shire	Improved economic outcomes for the Shire are maximised	Opportunities maximised	Stakeholder meeting minutes	Executive Office	Q4(June 2021)	On time	Within operational allocation	Benefits in doubt	Identified risk/s being managed	Federal Minister has responded to Mayor's correspondence regarding impacts.
4.2.4 Actively participate in Central Queensland Regional Organisation of Council's and other regional bodies to promote regional interests and objectives to government, industry, business, and community.											
Reference	Operational Plan Action Item for 2020/21	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Fourth Quarter Progress Comments
		Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
4.2.4.a	Participation in CQROC activities that advocate for improved economic outcomes for the Central Queensland region	Improved economic outcomes for the region are maximised	Opportunities maximised	Stakeholder meeting minutes	Executive Office	Q4(June 2021)	On time	Budget on track	Benefits to be achieved	Identified risk/s within appetite	CQROC meeting held in Yeppoon on 31 May 2021, next meeting is scheduled for 20 August 2021 in Gladstone. Livingstone's advocacy priorities have been submitted and CQ Defence Capability Study has been initiated.
4.3.1 Plan, develop and implement high-quality customer-focused services.											
Reference	Operational Plan Action Item for 2020/21	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Fourth Quarter Progress Comments
		Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
4.3.1.a	Undertake a review of the online services available to the community to reduce need for customer to have to print forms/applications	Increase in the number of services available online	Review completed and 100% of actions identified for 2020-21 completed	Council business papers	Manager Customer Engagement	Q4(June 2021)	Item completed	Within operational allocation	Item completed - benefits achieved	Identified risk/s within appetite	Council's online platform continues to grow in popularity and prime activities are available to the public (applications, animal registration, customer enquiry or request etc). Project Merlin will cater for future needs over the coming year regarding Online Service options with input from Manager.
4.3.1.b	Reduce the number of customer service requests noted as under long term investigation	Reduction in long term customer service requests	10% reduction per annum	Pathway	Manager Customer Engagement	Q4(June 2021)	Item completed	Within operational allocation	Item completed - benefits achieved	Identified risk/s within appetite	There was a fifty-three (53) per cent reduction in Customer Requests noted as Under Investigation Long Term. For the 2020 period (347) and for the 2021 (185).
4.3.2 Commit to open and accountable governance to ensure community confidence and trust in Council and its democratic values.											
Reference	Operational Plan Action Item for 2020/21	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Fourth Quarter Progress Comments
		Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
4.3.2.a	Manage Council meeting agendas and minutes in accordance with legislative obligations	Agendas and minutes are published with legislative timeframes	100% of legislative obligations are met	Council business papers and IT systems	Executive Support	Q4(June 2021)	On time	Budget on track	Benefits to be achieved	Identified risk/s within appetite	All Agenda and Minutes Created within Legislative Timeframes.
4.3.2.b	Undertake a review of Council's Local and Subordinate Law to design, restructure, modernise and refine local laws to address future community standards and safety needs	Review undertaken within budget and timeframe	100% of review completed within budget	Council resolution	Local Laws	Q4(June 2021)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	Several Draft Local Laws have been provided to Council by contracted solicitors Mackays Law.

4.3.3 Take actions to enable the use of meaningful tools to engage the community on diverse issues so that the community is well informed and can contribute to decision making.											
Reference	Operational Plan Action Item for 2020/21	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Fourth Quarter Progress Comments
		Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
4.3.3.a	Conduct a strategic review of the community Engagement Framework	Strategic review completed	Strategic Engagement Plan adopted by Council and implemented	Council resolution	Customer Engagement	Q2(December 2020)	Rescheduling expected	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	This is now planned for the next reporting year.
4.3.3.b	Involve and collaborate with the community in the development of the 2021-22 budget	Engagement activities conducted	100% of required engagement activities completed	Engagement documentation including website	Chief Financial Officer	Q4(June 2021)	On time	Within operational allocation	Item completed - benefits achieved	Identified risk/s within appetite	During Q4, budget information was made available for public comment through the "2021-22 Budget Consultation Paper", online budget survey, budget simulation tool and a facilitated workshop with a variety of Community Voice Panel members. This process assisted Council to address community priorities in the drafting of the budget and operational plan, and also change the way in which the budget outcomes were shared with the community.
4.3.3.c	Continue to conduct community engagement on a diverse range of issues	Engagement activities conducted	Increase in the number of community engagement activities (annual)	Engagement documentation including website	Customer Engagement	Q4(June 2021)	Item completed	Within operational allocation	Item completed - benefits achieved	Identified risk/s within appetite	Eleven (11) general public and closed stakeholder engagement activities undertaken. These ranged from Draft Budget and Marlborough Signage/Pool Master planning to Cathne Lane, Waste Strategy and Community Organisations Census.

**Future Livingstone**  
**A 'Future Livingstone' will become a resilient community prepared for future economic, social, environmental, and infrastructure challenges to ensure Livingstone retains its unique character and thrives into the future.**

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

Reference	Operational Plan Action Item for 2020/21	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Fourth Quarter Progress Comments
		Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
5.1.1.a	Identify and prioritise rolling amendments to the Livingstone Planning Scheme 2018 and report Council to advance amendment process	Amendments adopted by Council for public consultation	100% proposed amendments completed and adopted by Council for public consultations	Planning Scheme	Strategic Planning	Q4(June 2021)	Item completed	Budget on track	Item completed - benefits achieved	Identified risk/s within appetite	Package three amendments were completed in Q2 - with the commencement of the changes to the planning scheme commencing on 15 February 2021.
5.1.1.b	Review and amend the Local Government Infrastructure Plan	Revised LGIP informs the ten year Capital Works Program	Review completed and adopted by Council	Council resolution	Infrastructure Planning	Q4(June 2021)	Rescheduling expected	Budget underspent	Benefits to be achieved	Identified risk/s within appetite	Legislation requires LGIP review to be completed by 2023. Project is well within target timeframes. Operational budget underspent due to delays in phase one of the project - PAM update. Budget to be transferred from consultancy allocations to cover expenditure in 2021/22 budget.

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

Reference	Operational Plan Action Item for 2020/21	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Fourth Quarter Progress Comments
		Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
5.1.2.a	Finalise the structure plan for the West Emu Park Development Area	Structure Plan completed	30% complete	Council business papers	Strategic Planning	Q4(June 2021)	On time	Budget on track	Item completed - benefits achieved	Identified risk/s within appetite	The nine (9) week project commenced on 26 April and was scheduled to be completed in the first two weeks of July. Internal stakeholders were presented with the Draft Options by consultants, Milford Planning on 15 July 2021. Feedback was sought and the document will be distributed the week of 19 July for final comments.
5.1.2.b	Progress a future land use investigation of opportunities and constraints for the Panorama Drive area	Identified 2020-21 actions completed	100% of action items completed	Council business papers	Strategic Planning	Q4(June 2021)	Rescheduling expected	Budget underspent	Benefits to be achieved	Identified risk/s being managed	The project management of the Panorama Drive project has been staggered to allow other Priority Projects to progress. The third meeting to refine the Scope is set for 2 August 2021. Following this the scope will be completed and in the 2021/2022 financial year the study will be undertaken in the same manner as West Emu Park.

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

Reference	Operational Plan Action Item for 2020/21	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Fourth Quarter Progress Comments
		Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
5.1.3.a	Deliver Shire entryway and Place Branding Signs	Project completed within allocated budgets and timeframes	100% of project completed	Monthly Portfolio Governance Group status report	Economic Development	Q4(June 2021)	Rescheduling expected	Budget underspent	Benefits in doubt	Identified risk/s being managed	Design completed awaiting Department of Transport and Main Roads approvals.
5.1.3.b	Deliver place making enhancements to Marlborough Township	Project completed within allocated budgets and timeframes	100% of project completed	Monthly Portfolio Governance Group status report	Economic Development	Q4(June 2021)	Rescheduling expected	Budget on track	Benefits to be achieved	Identified risk/s being managed	Improvements to Lions Park including shade structure, pathway and lighting to be completed July/August 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	Operational Plan Action Item for 2020/21	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Fourth Quarter Progress Comments
		Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
5.1.4.a	Support natural area restoration	Number of activities	1 activity per annum	Council business papers	Natural Resource Management	Q4(June 2021)	Item completed	Within operational allocation	Item completed - benefits achieved	Identified risk/s within appetite	Activity completed. Funding currently being sought for feral goat management on Great Keppel Island to support natural restoration.

5.2.1 Implement an integrated transport strategy which encourages alternative transport usage to maximise economic, environmental, and liveability outcomes.											
Reference	Operational Plan Action Item for 2020/21	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Fourth Quarter Progress Comments
		Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
5.2.1.a	Plan and provide accessible and well connected footpaths, cycleways and associated facilities within the Shire	Annual inspections of footpaths and cycle paths prior to finalising capital and operational works program	100% of footpaths and cycleways inspected over a 12 month period	Council business papers	Community Assets	Q2(December 2020)	Item completed	Within operational allocation	Item completed - benefits achieved	Identified risk/s within appetite	Completed.
5.2.1.b	Deliver the Annual Road and Drainage Operational Works Program	Planned maintenance program completed within allocated budgets and timeframes	100% of planned maintenance work completed within budget	Council business papers	Construction & Maintenance	Q4(June 2021)	Rescheduling expected	Budget underspent	Benefits to be achieved	Identified risk/s within appetite	Of the 80 projects adopted in 2020-21, 75 projects were completed by 30 June 2021 whilst 5 projects commenced prior to 30 June but will continue into 2021-22.
5.2.1.c	Undertake a comprehensive revaluation and detailed asset condition assessment of the road and bridge asset classes	Asset Revaluation including condition assessment completed for identified asset classes	100% of actions identified for 2020-21 completed within budget and timeframes	Asset Management Steering Committee	Community Assets	Q3(March 2021)	Rescheduling expected	Within operational allocation	Benefits to be achieved	Identified risk/s being managed	Road and Drainage valuation will be finalised July 2021.
5.2.1.d	Investigate options for installation of electric vehicle charging points throughout the Shire	Review of electric vehicle charging points	Locations identified for electric vehicle charging points	Stakeholder meeting minutes	Economic Development	Q4(June 2021)	Rescheduling expected	Within operational allocation	Benefits in doubt	Identified risk/s within appetite	Ongoing advocacy for private investment in Electric Vehicle Charging Stations continues.
5.2.2 Reinforce sustainable building design principles.											
Reference	Operational Plan Action Item for 2020/21	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Fourth Quarter Progress Comments
		Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
5.2.2.a	Ensure compliance with relevant building and plumbing codes and regulations	Peer review of approvals	12	Internal papers	Building and Plumbing	Q4(June 2021)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	Review of Building Approvals completed Internally. Review of Plumbing Approvals completed externally by Rockhampton Regional Council.
5.2.3 Adopt and implement a Connected Livingstone Strategy to foster investment opportunities in the region.											
Reference	Operational Plan Action Item for 2020/21	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Fourth Quarter Progress Comments
		Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
5.2.3.a	Implement the Capricorn Coast Smart Region Strategy identified action plan	Identified 2020-21 action plan items completed	70% of actions identified for 2020-21 completed	Council business papers	Economic Development	Q4(June 2021)	Item completed	Within operational allocation	Item completed - benefits achieved	Identified risk/s within appetite	Smart city assets operational.
5.2.4 Integrate technology and innovative solutions into Council's operations and community programs to increase efficiency, provide excellent customer service outcomes, encourage entrepreneurship and community engagement.											
Reference	Operational Plan Action Item for 2020/21	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Fourth Quarter Progress Comments
		Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
5.2.4.a	Commence the implementation of an integrated business system solution	Project completed within allocated budget and timeframe	100% of projects delivered within timeframe and budget	Monthly Portfolio Governance Group status report	ICT	Q4(June 2021)	On time	Budget on track	Benefits to be achieved	Identified risk/s within appetite	Implementation Phase 1 underway and on track.



5.3.1 Maintain the ability to respond to disaster events under the disaster management arrangements.											
Reference	Operational Plan Action Item for 2020/21	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Fourth Quarter Progress Comments
		Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
5.3.1.a	Plan and conduct an annual disaster exercise involving Council, the community, other entities and State agencies	Annual exercise conducted	Annual disaster exercise is conducted to improve disaster management preparedness	Post-exercise evaluation report sourced from participants and observer feedback	Disaster Management	Q4(June 2021)	Item completed	Within operational allocation	Item completed - benefits achieved	Identified risk/s within appetite	Exercise Buli undertaken on 10 November 2020; fifty (50) attendees. Exercise Operation Lock Down undertaken on 16 December 2020; eighteen (18) attendees.
5.3.1.b	Develop business continuity sub-plans that outlines the appropriate actions to take in the event that a significant disruption occurs	All sub-plans for identified areas are completed	All sub-plans for identified areas up to 3 - 5 days completed	Council business papers	Governance	Q4(June 2021)	Rescheduling expected	Within operational allocation	Benefits to be achieved	Identified risk/s being managed	Discussions with the Executive Leadership Team have identified business continuity as a priority area and have decided that this will be project for 2021/22. An external provider will be appointed to assist with the development of a strategy and implementation plan.
5.3.1.c	Validate Council can continue business operations in the unlikely event of an incident impacting the organisation	Annual exercise conducted	Annual BCP exercise is conducted to improve business continuity preparedness	Post-exercise evaluation report sourced from participants and observer feedback	Governance	Q4(June 2021)	Rescheduling expected	Within operational allocation	Benefits to be achieved	Identified risk/s being managed	The Executive Leadership Team have identified a scenario for the annual exercise. The annual exercise will be conducted upon the appointment of an external provider to test the strategy and implementation plan. Council continues to update and review its preparedness in response to pandemics and will progress this as a priority in Q1 of 2021-22.
5.3.2. Enhance the community's preparedness for disaster through community education, training and strong partnerships between Council and other agencies.											
Reference	Operational Plan Action Item for 2020/21	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Fourth Quarter Progress Comments
		Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
5.3.2.a	Install storm tide markers in prominent locations	Storm tide markers installed	Storm tide marker locations identified	Council business papers	Disaster Management	Q4(June 2021)	To be deferred	Budget underspent	Benefits won't be achieved	Identified risk/s within appetite	Due to competing priorities in 2020/2021 this project was not completed. Signage design and consultation is required. Budget has been allocated in 2021/2022 to undertake this project.
5.3.2.b	Local Disaster Management Group	Quarterly meetings held	Minimum 4 meetings per annum	LDMG minutes	Disaster Management	Q4(June 2021)	Item completed	Within operational allocation	Item completed - benefits achieved	Identified risk/s within appetite	Local Disaster Management Group Meetings with quorum held on 26 August, 25 November and 24 February and 26 May.
5.3.3 Plan the response to changes in social, economic, and climatic conditions.											
Reference	Operational Plan Action Item for 2020/21	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Fourth Quarter Progress Comments
		Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
5.3.3.a	Review the Environmental Sustainability Policy to incorporate a policy position on climate change.	Policy adopted	Policy developed and adopted by Council	Council resolution	Sustainability	Q4(June 2021)	Item completed	Within operational allocation	Item completed - benefits achieved	Identified risk/s within appetite	Climate Change has been incorporated into the Environmental Sustainability Policy as a key principle. The policy has been adopted by Council and is now being implemented.
5.3.3.b	Continue to monitor and respond as necessary to the coronavirus (COVID-19) pandemic to support the community and local economy	Impacts on the Shire are minimised	Response opportunities maximised	Stakeholder meeting minutes	Executive Office	Q4(June 2021)	On time	Within operational allocation	Benefits to be achieved	Identified risk/s within appetite	Local Disaster Coordinator continues to act as liaison point for State communications regarding COVID and sharing with members. ELT instituted daily COVID meetings again in June/July while Queensland was on heightened alert.
5.3.4 Partner with agencies to develop programs for the protection of all members within the community.											
Reference	Operational Plan Action Item for 2020/21	Performance Measurement			Responsibility	Completion Date	Progress Indicators				Fourth Quarter Progress Comments
		Performance Indicator	Target	Source of Validation Data			Timing	Budget	Scope	Risk	
5.3.4.a	Take action to expand CCTV network	Number of CCTV cameras available	CCTV network expanded	Council business papers	Facilities	Q4(June 2021)	To be deferred	Budget underspent	Benefits to be achieved	Identified risk/s being managed	CCTV Budget allocations are in the adopted 2021/22 capital budget.