

# Community Plan 2030





## Acknowledgement of Country

Livingstone Shire Council acknowledges Traditional Owners of Country throughout the Shire and recognises the continuing connection to lands, waters and communities.

We pay our respect to Aboriginal and Torres Strait Islander cultures; and to Elders past and present.

The Livingstone Shire Council Community Plan 2030 commits to honouring the history and ongoing contributions of Traditional Owners to the Livingstone region and the fundamental role they play in shaping our region.

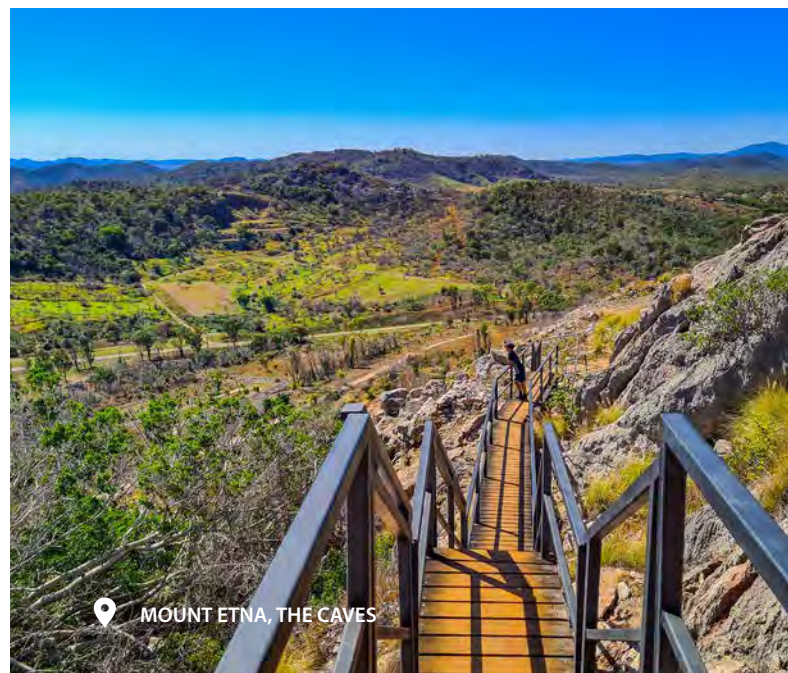
Aboriginal and Torres Strait Islander peoples should be aware that this website may contain images or names of people who have since passed away.

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# Foreword Mayor



Our vision of inspiring communities, advancing opportunities is the foundation stone of our new Community Plan 2030. It will underpin everything we do as a council, ensuring our region and its communities continue to flourish.

In developing this new plan, we reflected on what our community and organisation want to see over the next five years. This has provided clear direction; to ensure Livingstone maintains its relaxed community spirit while celebrating our natural beauty, vibrant culture and thriving economy.

The foundations of the new plan were laid by the whole of community planning process undertaken in 2019 to develop the Livingstone Community Plan: Towards 2050. The new plan is more succinct in nature and represents both a Community Plan and Council's legislatively required Corporate Plan. Council remains committed to working diligently to achieve our community's aspirations set out from that process undertaken in 2019.

The Community Plan 2030 commenced as an internal engagement process where organisational leaders reviewed the outcomes and measures and organisational priorities for the next five years. Councillors then took an active lead role in engaging with the community in determining what is important to residents of the region and how best meet their future vision for the Shire.

The Community Plan 2030 includes four key themes that Council will focus on. These areas are based on what our community and staff have told us were most important. Each area is supported by a range of outcomes, performance measures and key deliverables, so we can hold ourselves accountable for the delivery of the plan.

Our annual Operational Plan and Budgets cascade from our five-year Community Plan and organisational priorities, making meaningful connections to how we delivery our projects and initiatives.

We live in a beautiful Shire that offers so much to residents and visitors alike. Its natural beauty, combined with contemporary recreational opportunities all contribute to Livingstone's unique character.

One challenge we face is supporting developing and growth that complements our Shire, enhances our strong sense of place and encourages staged and sustainable growth to support a strong future for our communities.

We are thrilled to share our Community Plan 2030 with you. We are confident that our shared vision and strong strategic direction will guide us to serve the community to the very best of our abilities.







STONEY CREEK, BYFIELD



## Regional Snapshot



# Meet Our Councillors

Our Council consists of the Mayor and 6 Councillors. Residents have the opportunity to elect Councillors and a Mayor every four years.



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Infrastructure Committee Co-Chair

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# Our Organisation

Livingstone Shire Council is proud to serve the region as we work on building a thriving community together.

Our core values of Teamwork, Potential, Accountability, Community and Positivity drive the way in which operate. These values serve to guide our Community Plan and help Council achieve its goals

Council has a workforce of just over 380 staff and 3 portfolio areas that work together to service the community.

**These are:**





# Our Vision

Council is committed to  
*inspiring communities*  
and *advancing opportunities.*

This means working continuously to ensure our region is welcoming, connected, and resilient with a relaxed community spirit, celebrated for its natural beauty, vibrant culture, and thriving economy.

The Community Plan 2030 is the umbrella under which Council's annual Operational Plan and Budgets are prepared. It defines the strategic direction and vision of the council for a period of five years.

The **Operational Plan** expands the Community Plan into more detailed activities and provides an annual program of works based on identified Community Plan priority areas.

The **Budget** ensures that all identified planned activities are fully funded and that proper consideration is given to ensuring Council remains financially sustainable.

In addition to the Community and Operational Plans, Council has a range of issue specific informing Strategies and Related Plans to support delivering the services, assets and projects required by the community.

Each year the Annual Report provides a scorecard of our achievements against the Community Plan.



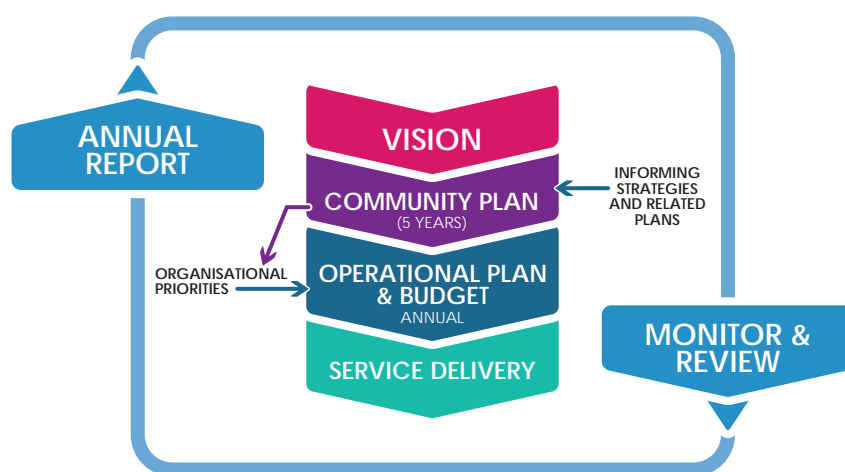
# OUR COMMUNITY PLAN 2030

The Community Plan 2030 (the Plan) is Livingstone Shire Council's (Council) key strategic document.

It provides a clear framework to guide Council in decision making and policy directions, prioritising and delivering services, programs, projects, and facilities to the community.

The Plan has been developed by consolidating the *Livingstone Community Plan: Towards 2050* and the *Corporate Plan 2020-2030* and continues to reflect the intent of the community's aspirations about the future of our region.

Through the engagement undertaken to develop *Livingstone Community Plan: Towards 2050*, Council learnt that residents want the future of Livingstone to be welcoming, connected, resilient with a relaxed community spirit, celebrated for its natural beauty, vibrant culture and thriving economy.



## Strategic Alignment

The Community Plan is part of our broader Strategic Planning Framework. The framework connects our direction with operational service delivery. The relationship between the Vision, Community Plan, Operational Plan, Budget and Corporate Reporting is explained below.

### Annual Operational Plan

Each year, Council adopts an operational plan. It captures key deliverables in that year based on the Community Plan goals and priorities. The annual operational plan supports our annual budget process.

### Annual Report

At the conclusion of each financial year, we produce an annual report that reviews our performance and achievements. The annual report provides our community with concise operational and financial information about our performance against the priorities and service delivery commitments set out in the community and operational plans.

### Quarterly Performance Report

Every three months, a quarterly performance report is prepared and presented to Council. This report outlines performance and progress on priorities identified in the Operational Plan.

### Council Reports

Over the life of the plan, additional progress reports may be submitted to Council detailing specific achievements against the plan as well as organisational performance.



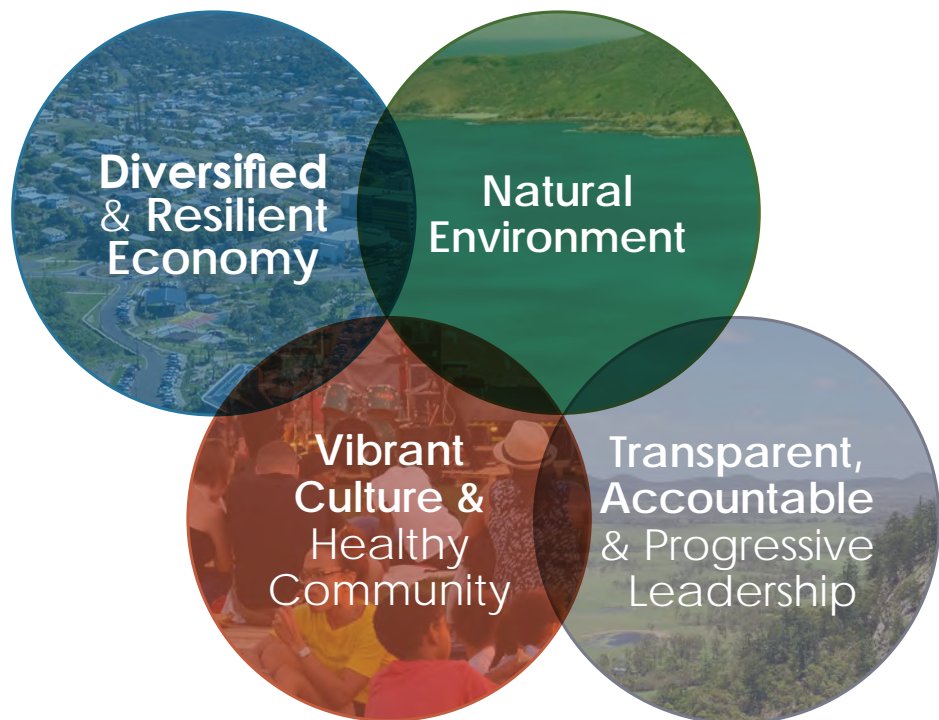
# The Community Plan Explained

Our Community Plan 2030 is structured around four (4) themes or key result areas that describe our aspirations for the future of Livingstone Shire region and the Livingstone Shire Council. The themes are the foundation stones of Council's Community Plan. They indicate what Council will focus on to bring our vision to life and serve the community.

The areas of focus help Council to prioritise service delivery, programs and projects over the next five years.

Each theme contains key intended outcomes which will inform Council's annual Operational Plan and Budget.

**These theme areas are:**





**For each theme area, the Community Plan nominates:**

### A STATEMENT OF INTENT

A concise and focused statement of Council's intended outcomes for that theme area.

### OUR INTENDED OUTCOMES

Clear outcome statements for what Council wants to accomplish.

### OUR MEASURES OF SUCCESS

Important performance indicators that are measurable and demonstrate what success looks like over the life of the plan.

### OUR FOCUS FOR THE NEXT FIVE YEARS

**Existing Strategies** - Council has a range of issue specific informing Strategies and Related Plans to support delivering the services, assets and projects required by the community.

**Supporting Council Services** - The organisational functional area that supports the delivery of services, assets and projects to the community.

**Catalyst Projects** - The key deliverables or projects that are critical in achieving the intended outcomes and lists Council's commitment to the Plan.



# Diversified & Resilient Economy

"Supports a diversified and resilient economy that promotes business innovation, drives sustainable growth and creates jobs."

## OUR INTENDED OUTCOMES

- » Promote, and value diverse business, industry, and employment.
- » Optimise visitation and tourism opportunities.
- » Promote the Livingstone Shire as a welcoming and desirable location for commerce, tourism, and lifestyle.

### OUR MEASURE OF SUCCESS

MEASURE	DEFINITION	BASELINE	INTERIM (2026-27)	TARGET 2030
<b>GRP GROWTH</b> (GROSS REGIONAL PRODUCT)	Measures the total value of all final goods and services produced in the local economy	2022-23 \$1.86 billion, +5.7% increase (change from previous year)	Maintain or improve from baseline	Maintain or improve from baseline
<b>GROWTH IN EMPLOYMENT</b>	Measures the change (%) of the employed labour force	Census 2021 – 95.7%, +3.6% from Census 2016	Maintain or improve from baseline	Maintain or improve from baseline
<b>BUSINESS GROWTH</b>	Measures the change (%) in the number of GST registered businesses	June 2023 – 3,203 GST registered businesses. +196 increase in businesses, +6.52% (change from June 2022)	To be documented / established in 2025–26	To be documented / established in 2025–26
<b>VISITOR GROWTH</b>	Measures the change (%) in the number visitors to the Shire	1,213,000, +5.8% increase (change from June 2022) To be established in 24–25	Maintain or improve from baseline	Maintain or improve from baseline
<b>POPULATION GROWTH RATIO</b>	Measures the change in population growth	2.17% from 2023-24 Current Year Financial Sustainability Statement	Maintain or improve from baseline	Maintain or improve from baseline



# OUR FOCUS FOR THE NEXT 5 YEARS

## Our Existing Strategies



[Blueprint 2030 Economic Growth and Investment Strategy](#)



[CQROC Defence Strategy](#)



[Priority Projects 2023/24](#)

## Supporting Council Services

- » Economy and Places

## Catalyst Projects

- » Northern corridor development
- » Gateway Business and Industry Park
- » Causeway Lake Restoration Masterplan
- » Yeppoon Town Centre Rejuvenation
- » Capricorn Coast Homemaker Centre Stage Two
- » Great Keppel Island Master plan and Council led rejuvenation projects
- » Yeppoon Aquatic Centre

## What you can do to help

*"Encourage interstate and overseas friends to come and visit you in Livingstone."*

*"Share your skills with others."*

*"Buy locally and support small business in your area."*

*"Enrol in a course"*

*"Businesses can invest locally, create local supply chains and employ local residents"*

*"Plan a staycation"*







# Natural Environment

"Promote, protect and sustainably manage the natural beauty, landscapes and resources of the region for future generations."

## OUR INTENDED OUTCOMES

- » Encourage community and business to adopt sustainable practices.
- » Value and protect Livingstone's pristine natural environment through robust planning and policies.
- » Improve resource recovery through innovative solutions for a circular economy.
- » Provide reliable and sustainable water services, ensuring high quality water supply and effective wastewater treatment.

### OUR MEASURE OF SUCCESS

MEASURE	DEFINITION	BASELINE	INTERIM (2026-27)	TARGET 2030
 <b>RESOURCE RECOVERY AND REUSE</b>	Measures the percentage of collected waste materials that are recycled, reused or repurposed	To be documented / established in 2025-26	Maintain or improve from baseline	Better than or equal to industry benchmark
 <b>COASTLINE PRESERVATION</b>	Reduction in the risk assessment ratings for the special places and infrastructure exposed to coastal hazards impacts	To be documented / established in 2025-26	Maintain or improve from baseline	Maintain or improve from baseline
 <b>WATER QUALITY</b>	Zero reports of e-coli	0	0	0
 <b>REDUCE CARBON EMISSIONS</b>	Measures the reduction in carbon emissions	27,346 t CO2-e/year	Reduction from baseline	Reduce by 30%

# OUR FOCUS FOR THE NEXT 5 YEARS

## Our Existing Strategies



[Livingstone Open Spaces Framework](#)



[Low Carbon Livingstone 2030 Strategy](#)



[Our Living Coast: Coastal Hazard Adaptation Strategy](#)



[Our Living Environment: Biodiversity strategy](#)



[Shoreline Management Plan](#)



[Reef Guardian Action Plan](#)



[Management of Resource Recovery and Waste in Livingstone Shire to 2030](#)

## Supporting Council Services

- » Natural Resource Management
- » Waste Services
- » Water Supply & Sewerage Operations

## Catalyst Projects

- » Fig Tree Creek Integrated Catchment Plan
- » Heat stress risk management plan for flying foxes
- » Local Laws Review
- » Development of a Resource Recovery and Education/Behavioural Change Centre
- » Recycled Water Upgrade at the Capricorn Coast Memorial Gardens

## What you can do to help

*"Start up, or contribute to, community vegetable gardens."*

*"Look into renewal energy sources for your home."*

*"Think about ways to reduce energy use in your home including LED light bulbs, water saving shower heads, and improved insulation."*

*"Take action at home to recycle and minimise waste."*

*"Leave your car at home. Try to integrate walking, cycling and business in your day-to-day routine."*



# Vibrant Culture & Healthy Community

"Fostering a vibrant and healthy community that is safe, connected and enhances the wellbeing of its members while supporting high quality life"

## OUR INTENDED OUTCOMES

- » Deliver strategic land use, infrastructure planning and urban design activities that support growth, liveability, and sustainability.
- » Create vibrant community spaces to encourage community activation.
- » Provide diverse and inclusive cultural, sporting and recreation opportunities to encourage community participation and that contribute to wellbeing.
- » Deliver well planned, efficient, safe and sustainable transport network.
- » Enhance community health and wellbeing, safety, and natural disaster resilience.

## What you can do to help

*"Go outside! Take advantage of Livingstone's stunning walks and swimming pools."*

*"Support your local sporting team."*

*"Join a club and get involved in activities you care about or volunteer to support your community."*

*"Respect Indigenous cultural heritage and country."*

*"Share your skills with community groups."*

*"Volunteer or offer your skills to community festivals, markets, performances or other events."*

*"Learn First Aid or become a volunteer with the State Emergency Services or Emergency Volunteering Crew."*

*"Have a disaster Action Plan in place."*

*"Drive safely and consider other road users including pedestrians and cyclists"*

# OUR FOCUS FOR THE NEXT 5 YEARS

## Our Existing Strategies



[Active Livingstone Strategy](#)



[Bushfire Management Plan 2020-22](#)



[Livingstone Open Spaces Framework](#)



[Capricorn Coast Region Events Strategy 2025](#)



[Livingstone 5-year Housing Demand Analysis](#)



[2023 Sporting Needs Analysis](#)



[Principal Cycle Network Plan](#)



[Livingstone Shire Planning Scheme](#)



[Waste in Livingstone Shire to 2030](#)

## Supporting Council Services

- » Community Partnerships
- » Libraries
- » Parks & Open Spaces
- » Facilities
- » Disaster Management & Community Resilience
- » Development Assessment
- » Development Engineering
- » Growth Management
- » Built Environment
- » Infrastructure Planning
- » Infrastructure Design
- » Urban Operations
- » Rural Operations

## Catalyst Projects

- » Reconciliation Action Plan
- » Shire Cultural Audit
- » Arts & Cultural Strategic Plan
- » Review of Local Government Infrastructure Plan
- » Review of Livingstone Shire Planning Scheme
- » Improved maritime infrastructure at Rosslyn Bay Boat Harbour
- » East West Connector



## Vibrant Culture &amp; Healthy Community Continued

## OUR MEASURE OF SUCCESS

MEASURE	DEFINITION	BASELINE	INTERIM (2026-27)	TARGET 2030
<b>SOCIO-ECONOMIC INDEX FOR AREA (SEIFA)</b>	Measures the relative level of socio-economic disadvantage and/or advantage based on a range of Census characteristics	2021 Index:- 1005	Maintain or improve from baseline	Maintain or improve from baseline
<b>EVENT AND ACTIVITY PARTICIPATION</b>	Measures the participation in events and activities funded, supported, or delivered by council	To be documented/ established in 2025-26	Maintain or improve from baseline	Maintain or improve from baseline
<b>COMMUNITY FACILITIES VISITATION</b>	Measures the number of visitation across the network of Council-owned community facilities	To be documented/ established in 2025-26	Maintain or improve from baseline	Maintain or improve from baseline
<b>PERCEPTION OF SAFETY</b>	Measures the percentage of people who feel safe in the neighbourhood during the day	To be documented/ established in 2025-26	Maintain or improve from baseline	Maintain or improve from baseline
<b>ACCESSIBILITY TO THE ACTIVE TRANSPORT NETWORK</b>	Measures the kilometres of new cycleways, pathways and footpaths constructed each year	108 Kilometres at 30 June 2023	Maintain or improve from baseline	Maintain or improve from baseline
<b>INCREASE IN THE ROAD NETWORK</b>	Kilometres of new road corridors	1,382 Kilometres at 30 June 2024	Improve from baseline	Improve from baseline
<b>RESIDENTIAL GROWTH MANAGEMENT</b>	Measures the percentage of new residential lots approved within the Priority Infrastructure Areas	To be documented/ established in 2025-26	Maintain or improve from baseline	Maintain or improve from baseline









# Transparent, Accountable & Progressive Leadership

"Providing transparent and accountable leadership in local government."

## OUR INTENDED OUTCOMES

- » Ensure communities are engaged, heard and informed.
- » Advocate and collaborate with state and federal governments in the best interest of the community.
- » Be responsive, trusted and provide positive customer experiences.
- » Harness technology to enhance responsiveness to the changing nature of work and the needs of the community.
- » Sustainably manage finances, assets and resources through strong governance.
- » Foster a safe, inclusive, capable, and empowered workforce committed to delivering their best.

## OUR MEASURE OF SUCCESS

MEASURE	DEFINITION	BASELINE	INTERIM (2026-27)	TARGET 2030
 <b>CUSTOMER EXPERIENCE</b>	Measure how customers rate their experience with Council /	To be documented/ established in 2025-26	Maintain or improve from baseline	At least 90% customer satisfaction rating
<b>EMPLOYEE TURNOVER</b> (EXCLUDING RETIREMENTS & TEMP ENGAGEMENTS)	Percentage of employees leaving Council within a certain period of time	12.5%	Maintain or improve from baseline	Improve from baseline
 <b>FINANCIAL SUSTAINABILITY</b>	Measures the level of financial sustainability risk	Five (5) out of six (6) measures are within the target risk tolerance	Maintain or improve from baseline	Each financial sustainability measures within the relative target risk tolerance.



## OUR FOCUS FOR THE NEXT 5 YEARS

### Our Existing Strategies



[CQROC Defence Strategy](#)



[Strategic Asset Management Plan](#)



[Budget and Operational Plans](#)

### Supporting Council Services

- » Office of the CEO
- » Executive Support
- » Communications & Engagement
- » Accounting
- » Revenue & Rates
- » Procurement & Fleet Services
- » Governance
- » Project Management Office
- » Asset Management
- » Human Resources & Payroll
- » Safety
- » Organisational Development
- » ICT services
- » Customer Support
- » Systems & Administration

### Catalyst Projects

- » ICT Transformation projects
- » Australian Defence Force – Permanent Presence in CQ
- » Council CBD Precinct Hub
- » CQROC initiatives

### What you can do to help

*"Participate in community engagement activities."*

*"Vote in elections"*

*"Engage with local and state Government about the issues that matter to you are about your region."*

*"Come to Council meetings"*

*"Talk to Council staff and Councillors."*

*"Select digital and paperless service options where available to increase the efficiency of service delivery (and reduce impact on the environment"*

*"Provide timely and constructive feedback to help us improve the way we work"*

*"Be respectful when interacting with our people. We are here to help and want to achieve good outcomes for the community"*



An aerial photograph of the Livingstone Shire Council area, including a residential suburb, a large forested park, a river, a marina with boats, and a coastal area with a beach and ocean. The entire image is covered with a semi-transparent teal overlay.

# Community Plan

2030



Livingstone  
SHIRE COUNCIL