



ORDINARY MEETING

AGENDA

17 FEBRUARY 2026

Your attendance is required at an Ordinary meeting of Council to be held in the Council Chambers, 4 Lagoon Place, Yeppoon on 17 February 2026 commencing at 9:00 AM for transaction of the enclosed business.

Alastair Dawson
INTERIM CHIEF EXECUTIVE OFFICER
12 February 2026

Next Meeting Date: 3 March 2026

Please note:

In accordance with the *Local Government Regulation 2012*, please be advised that all discussion held during the meeting is recorded for the purpose of verifying the minutes. This will include any discussion involving a Councillor, staff member or a member of the public.

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1 OPENING

Acknowledgement of Country

“I would like to take this opportunity to respectfully acknowledge the Darumbal People. The traditional custodians and elders past, present and emerging of the land on which this meeting is taking place today.”

Opening Prayer

Councillor Pat Eastwood is scheduled to deliver an opening prayer.

2 ATTENDANCE

Members Present:

Mayor, Councillor Adam Belot
Deputy Mayor, Councillor Pat Eastwood
Councillor Glenda Mather
Councillor Rhodes Watson
Councillor Lance Warcon
Councillor Andrea Friend

Apolologies:

Councillor Wade Rothery

Officers in Attendance:

Alastair Dawson – Interim Chief Executive Officer
Michael Kriedemann – General Manager Infrastructure
Katrina Paterson – General Manager Communities and Environment
Andrea Ellis – General Manager Corporate Services
Kristy Mansfield - Chief People and Performance Officer
Graham Scott – Project Director Blueprint Livingstone

3 LEAVE OF ABSENCE / APOLOGIES

3.1 LEAVE OF ABSENCE FOR COUNCILLOR WADE ROTHERY

File No: GV14.4.1

Attachments: Nil

Responsible Officer: Alastair Dawson - Interim Chief Executive Officer

SUMMARY

Councillor Wade Rothery has requested leave of absence from the 14 February to the 28 February 2026 due to personal reasons.

RECOMMENDATION

THAT leave of absence be granted to Councillor Wade Rothery.

4 CONFIRMATION OF MINUTES OF PREVIOUS MEETING

Minutes of the Ordinary Meeting held 3 February 2026

5 DECLARATION OF INTEREST IN MATTERS ON THE AGENDA

6 DEPUTATIONS

6.1 9AM - DEPUTATION - ROTARY CLUB CAPRICORN COAST

File No: fA2214
Attachments: Nil
Responsible Officer: Alastair Dawson - Interim Chief Executive Officer
Author: Renee Dwyer - Executive Assistant to the Mayor

SUMMARY

Rotary Club of Capricorn Coast will present to Council a proposed Statue Bay to Roslyn Bay Walk.

OFFICER'S RECOMMENDATION

THAT the deputation be received and the vision of the Rotary Club of Capricorn Coast Walk to be discussed by Councillors at a future workshop.

6.2 9:30AM - DEPUTATION - LOCK THE GATE ALLIANCE

File No: fA2214
Attachments: Nil
Responsible Officer: Alastair Dawson - Interim Chief Executive Officer
Author: Lynda Bayliss - Executive Support Officer

SUMMARY

Lock the Gate Alliance will present to Council the results of a community survey they conducted.

OFFICER'S RECOMMENDATION

THAT the deputation be received.

BACKGROUND

Lock the Gate is a national grassroots organisation made up of more than 240,000 supporters and around 140 local groups.

Lock the Gate's Vision – healthy, empowered communities which have fair, democratic processes available to them to protect their land and water and deliver sustainable solutions to food and energy needs.

Lock the Gate's Mission – protect Australia's natural, cultural and agricultural resources from inappropriate mining and to educate and empower all Australians to demand sustainable solutions to food and energy production.

In 2025, Lock the Gate (in partnership with the Mackay Conservation Group and Whitsunday Conservation Council) conducted a community door knock and survey of 500 people across Central Queensland (Airlie Beach to Yeppoon).

Results of this survey can be utilised by Council to compliment Council's recent Community Views survey results and inform Council's understanding of community interests and priorities.

7 BUSINESS ARISING OR OUTSTANDING FROM PREVIOUS MEETINGS

7.1 BUSINESS OUTSTANDING TABLE FOR ORDINARY COUNCIL MEETING

File No: fA2206
Attachments: 1. **Business Outstanding Table - February 2026**[↓](#)
Responsible Officer: Alastair Dawson - Interim Chief Executive Officer

SUMMARY

The Business Outstanding table is used as a tool to monitor outstanding items resolved at previous Council or Committee Meetings. The current Business Outstanding table for the Ordinary Council Meeting is presented for Councillors' information.

OFFICER'S RECOMMENDATION

THAT the Business Outstanding table for the Ordinary Council Meeting be received.

7.1 - BUSINESS OUTSTANDING TABLE FOR ORDINARY COUNCIL MEETING

Business Outstanding Table - February 2026

Meeting Date: 17 February 2026

Attachment No: 1

***Please note that the notes contained within the Business Outstanding Table are correct at the time of the Agenda being published.**

Item	Date	Report Title	Resolution	Comments
1	18/10/2024	Request for Trustee Lease over Part of Reserve for Park and Recreation - Lot 132 SP132348 at Cobraball Road, Bondoola (Bondoola Fire Brigade)	<p>THAT Council resolve:</p> <ol style="list-style-type: none"> that the exception mentioned in section 236(1)(b)(i) of the Local Government Regulation 2012 may apply in its dealing with the State of Queensland (represented by Queensland Fire Department) over part of Reserve for Park and Recreation – Lot 132 SP132348 at Cobraball Road, Bondoola; pursuant to section 236(2) of the Local Government Regulation 2012 to apply section 236(1)(b)(i) of the Local Government Regulation 2012 in its dealing with The State of Queensland (represented by Queensland Fire Department) over part of Reserve for Park and Recreation – Lot 132 SP132348 at Cobraball Road, Bondoola; and to provide a twenty (20) year trustee lease to The State of Queensland (represented by Queensland Fire Department) over an area of land in the north eastern corner of Reserve for Park and Recreation – Lot 132 SP132348 at Cobraball Road, Bondoola at a nominal rental of \$1 per annum plus Goods and Services Tax to delegate to the Chief Executive Officer, pursuant to section 257(1)(b) of the Local Government Act 2009, to negotiate the terms and conditions of the trustee lease provided to the State of Queensland (represented by the Queensland Fire Department), and the CEO notifies Councillors of the ongoing negotiations of the lease. to waive the development application fees for Development Permit for a Material Change of Use for Emergency Services and Operational Works for Clearing of native vegetation. 	<p>13 January 2026</p> <p>Property has not received correspondence from the State regarding the suitability of the proposed site for a trustee lease for the Bondoola Rural Fire Brigade's operations.</p>

***Please note that the notes contained within the Business Outstanding Table are correct at the time of the Agenda being published.**

Item	Date	Report Title	Resolution	Comments
2	18/03/2025	Proposed Acquisition of Land - Mulambin Road Relocation	<p>THAT Council resolves to:</p> <ol style="list-style-type: none"> 1. Receive and note the contents of this report; 2. Delegates authority under section 257 of the Local Government Act 2009 to the Chief Executive Officer to negotiate and finalise all matters relating to the acquisition of land for road purposes; and 3. In exercising this delegation, the Chief Executive Officer ensures compliance with Council's 'Acquiring Land and Easements for Infrastructure Services Procedure'. 	<p>12 Jan 2026</p> <p>Waiting for owner's legal representative to contact Council.</p>
3	17/06/2025	Permit to Occupy Application – Adjacent to 6 Flood Road Milman (Lot 4 RP848806)	That pursuant to s2.18.1(d) and s2.18.11 of Livingstone Shire Council's Meeting Procedures Policy the matter lay on the table pending consideration of a DA to return to a Council Meeting at a later date.	<p>12 Jan 2026</p> <p>This matter was discussed at the Briefing Session on 2 December 2025 and Officers will wait for the development assessment appeal to be finalised until the current Permit to Occupy and the additional Road Closure application is progressed.</p>
4	15/07/2025	Long Beach Access	THAT pursuant to s2.18.1(d) and s2.18.11 of Livingstone Shire Council's Meeting Procedures Policy the matter lay on the table pending a briefing session to discuss costings and to return to a future Council Meeting.	<p>9 Dec 2025</p> <p>Report to be presented at March/April 2026 meeting.</p>
5	19/08/2025	Notice of Motion - Councillor Rhodes Watson - 9 Casey Drive	THAT the CEO be authorised to make enquiries regarding cost of acquisition of a portion of land adjoining council's existing block of land, Lot 906 on SP320084, 28 Oxford Road Yeppoon to be turned into a unique nature reserve for all to enjoy, on the proviso no commitment to acquire the land is made without further approval by Council.	<p>6 February 2026</p> <p>The stormwater channel is sitting with LGIP and can be excised through the development application processes.</p> <p>This will no longer be on the Business Outstanding Table.</p>

***Please note that the notes contained within the Business Outstanding Table are correct at the time of the Agenda being published.**

Item	Date	Report Title	Resolution	Comments
7	16/09/2025	Road Reserve Acquisition	<p>THAT Council resolve to delegate authority under s 257 of the Local Government Act 2009 to the Chief Executive Officer to negotiate and finalise all matters relating to the acquisition of land for road purposes from Lot 3 RP610365 (118 Barmaryee Road Barmaryee). In exercising this delegation, the Chief Executive Officer is to comply with Council's 'Acquiring Land and Easements for Infrastructure Services Procedure'</p> <p>And</p> <p>THAT funding for the design and construction of the road be confirmed through the budget review process in late 2025.</p>	<p>08 Jan 2026 Engineering survey and concept design of the new road is complete. Initial discussions with the land owner has occurred and are ongoing.</p>
8	09/10/2025	Tender responses to Capricorn Homemaker Stage 2 selective tender	<p>That Council resolve to:</p> <p>(a) approve the tenderer detailed in the section, Evaluation and overview of proposals, number (2) of this report to advance to preferred tender stage; and</p> <p>(b) delegate to the CEO to enter contract negotiations with the preferred tenderer to advance the development of the Capricorn Coast Homemaker 2.</p>	<p>8 Dec 2025 Due diligence underway, expected completion March/April 2026, no further updates will be provided until complete.</p>
9	Ordinary Council 27/10/2025	Notice of Motion - Cr Lance Warcon - Bell Park Master Plan	<p>THAT Council resolves to request Officers to prepare a report outlining the options for the creation of a master plan for Bell Park at Emu Park, which outlines plans for creation of resources sought by the community, including the consideration of a half basketball court, all abilities toilet facilities at the Skate Park, resolution of car park drainage issues, completion of works to repair the Heritage listed tower on site and other facilities as may be identified through a community consultation program in the area.</p>	<p>4 February 2026 A consultant has been engaged to complete a Conservation Management Plan for Bell Park with a final report to be finalised mid to late March 2026. This will no longer be on the Business Outstanding Table.</p>

***Please note that the notes contained within the Business Outstanding Table are correct at the time of the Agenda being published.**

Item	Date	Report Title	Resolution	Comments
10	Ordinary Council 27/10/2025	Petition - 80 acres to 10 acres. Development Permit for a material change of use. Dwelling house and reconfiguring a Lot 1 Lot into 2 Lots. D-221-2025 - 739 Keppel Sands Road Tungamull.	That pursuant to s2.18.1(d) and s2.18.11 of Livingstone Shire Council's Meeting Procedures Policy the matter lay on the table due to the intent of the petition not being clear. Council to contact head petitioner to clarify intent and write to all signatories.	<p>4 Dec 2025 Executive Support has contacted the head petitioner to arrange submission of a new petition that clearly outlines the intended purpose. All signatories will need to be provided again on the revised petition.</p> <p>10 Feb 2026 A response has been received from head petitioner. The do not wish to resubmit petition. This will no longer be on the Business Outstanding Table and will be lifted from the table on 17 February 2026.</p>
11	Ordinary Council 16/12/2025	Notice of Motion - Cr Glenda Mather - Requesting Report on Drainage Issue - Lammermoor Sands Estate	<p>THAT an Engineering and Environmental report be provided, addressing the unmanageable waterway which services this estate from Red Emperor Drive, through Starfish Drive, Seashell Court through the culverts under Chandler Road.</p> <p>The report is to contain, but not limited to, information addressing:</p> <ul style="list-style-type: none"> • the current and long term maintenance of this waterway • who pays • options to upgrade • future impacts from increased volumes when neighbouring estates come on board • possible property subsidence • permanent pooling of stagnant water due to poor drainage / mosquito breeding 	<p>4 February 2026 A report on this matter will be tabled at the March Ordinary Meeting of Council. Originally, this was proposed for the February meeting but delayed due to disaster recovery work priorities.</p>

***Please note that the notes contained within the Business Outstanding Table are correct at the time of the Agenda being published.**

Item	Date	Report Title	Resolution	Comments
12	Ordinary Council 16/12/2025	Notice of Motion - Mayor Adam Belot - Owners Consent for Development Applications	<p>THAT Council write to the relevant Minister/s seeking a review of the requirements for owners consent on all development applications to assist in avoiding these types of unnecessary disputes; AND</p> <p>THAT Council considers this to be presented with other motions at the 2026 LGAQ Annual Conference.</p>	<p>10 February 2026 Letter to be drafted for Mayor to sign.</p>
13	Ordinary Council 16/12/2025	Notice of Motion - Cr Glenda Mather - Additional Permanent and Work Unit in Pest Management	THAT pursuant to s2.18.1(d) and s2.18.11 of Livingstone Shire Council's Meeting Procedures Policy the matter lay on the table pending a review to return to the Council Meeting in March.	<p>13 Jan 2026 Report to return to the Ordinary Council Meeting in March 2026</p>
14	Ordinary Council 16/12/2025	Notice of Motion - Cr Andrea Friend - Pedestrian pathway at the Rhys Yore/Fig Tree Creek bridge	THAT Council resolves to undertake a report with costings, and a business case to be established for a pedestrian pathway. Located at the Rhys Yore/ Fig Tree Creek bridge.	<p>8 Jan 2026 A structural assessment of the bridge is being organised in parallel with a planned Level 3 bridge assessment. Officers are working on reviewing other parts of the Notice.</p>

***Please note that the notes contained within the Business Outstanding Table are correct at the time of the Agenda being published.**

Item	Date	Report Title	Resolution	Comments
15	Ordinary Council 20/01/2026	Notice of Motion - Cr Pat Eastwood - Recognition of volunteer services - Lammermoor Native Gardens	THAT Council delegate to the CEO to organise a sustainable and long-lasting bench seat and plaque acknowledging the contribution of the founders of Friends of Lammermoor Native Gardens, Jean (John) and Fran Rivory.	<p>04 Feb 2026</p> <p>The Natural Resource Management team will work with the group to agree on a suitable seat, plaque and seat location. Due to lead times associated with sourcing the seat and preparing the plaque, this process is expected to take a couple of months to complete.</p> <p>Once the seat has been installed, a ceremony and associated communications will be arranged to recognise and celebrate the founders Jean (John) and Fran Rivory.</p> <p>This will no longer be on the Business Outstanding Table.</p>
16	Ordinary Council 03/02/2026	Land acquisition Part Lot 508 on SP 166188	<p>THAT Council authorises the CEO to initiate discussions with the owner of Lot 500 on SP166188 to acquire a small portion of land on the northern boundary to allow public access to Zilizie Bay; AND</p> <p>THAT Council authorises the CEO to undertake the property transactions to acquire the land.</p>	<p>04 Feb 2026</p> <p>Contact details for owner's representative sent to CEO for initial discussion.</p>

7.2 LIFTING MATTERS LAYING ON THE TABLE

File No: GV13.04.06
Attachments: Nil
Responsible Officer: Alastair Dawson - Interim Chief Executive Officer

SUMMARY

This report is being presented to Council in order for the stated matter to be formally lifted from the table prior to being dealt with at this meeting.

OFFICER'S RECOMMENDATION

THAT Council resolves that the following report which is currently 'laying on the table' within the Business Outstanding Table awaiting return to a Council meeting, be lifted from the table to be dealt with later in this meeting:

- Petition - 80 acres to 10 acres. Development Permit for a material change of use. Dwelling house and reconfiguring a Lot 1 Lot into 2 Lots. D-221-2025 - 739 Keppel Sands Road Tungamull

BACKGROUND

This matter was presented at the Council Meeting on 27 October 2025, at which time Council resolved to lay the matter on the table as the petition did not clearly outline its purpose. Contact was made with the head petitioner to arrange submission of a revised petition, with all signatories to be provided again that clearly outlines the intended purpose. The head petitioner has since confirmed that the petition will not be resubmitted and the matter can be closed.

COMMENTARY

This matter is now requested to be formally lifted from the table so it can be closed.

8 PRESENTATION OF PETITIONS

8.1 PETITION - 80 ACRES TO 10 ACRES. DEVELOPMENT PERMIT FOR A MATERIAL CHANGE OF USE. DWELLING HOUSE AND RECONFIGURING A LOT 1 LOT INTO 2 LOTS. D-221-2025 - 739 KEPPEL SANDS ROAD TUNGAMULL.

File No: fA2222

Attachments: 1. Petition - Allan Jenner - D-221-2025 [↓](#)

Responsible Officer: Alastair Dawson - Interim Chief Executive Officer

SUMMARY

This petition was presented at the Council Meeting on 27 October 2025, at which time Council resolved to lay the matter on the table as the petition did not clearly outline its purpose. Contact was made with the head petitioner to arrange submission of a revised petition, with all signatories to be provided again that clearly outlines the intended purpose. The head petitioner has since confirmed that the petition will not be resubmitted and the matter can be closed.

Council has received the following petition from Alan Jenner objecting to – “80 acres to 10 acres. Development Permit for a material change of use. Dwelling house and reconfiguring a Lot 1 Lot into 2 Lots”.

RECOMMENDATION

THAT the petition be withdrawn and removed from the business outstanding table.

Council Meeting Standing Orders:

2.9 Petitions

2.9.1 Any petition presented to a Meeting must:

- (a) be in legible writing or typewritten and contain a minimum of ten (10) signatures;
- (b) include the name and contact details of the principal petitioner (id est, one person who is the organiser and who will act as the key contact for the issue);
- (c) include the postcode of all petitioners, and
- (d) have the details of the specific request/matter appear on each page of the petition.

2.9.2 Only valid petitions in accordance with the Petitions Guideline will generally be accepted by Council. Other petitions will be received at the discretion of Council, if deemed appropriate.

2.9.3 The only motions which will be moved in relation to a petition are that:

- (a) the petition be received and referred to a Council briefing; or
- (b) the petition be received and its contents noted.

**8.1 - PETITION - 80 ACRES TO 10
ACRES. DEVELOPMENT PERMIT FOR
A MATERIAL CHANGE OF USE.
DWELLING HOUSE AND
RECONFIGURING A LOT 1 LOT INTO 2
LOTS. D-221-2025 - 739 KEPPEL
SANDS ROAD TUNGAMULL.**

Petition - Allan Jenner - D-221-2025

Meeting Date: 17 February 2026

Attachment No: 1

Petition to Livingstone Shire Council Form

Office of the Mayor & CEO

Enquiries: 07 4913 5000 / 1300 790 919 Email: enquiries@livingstone.qld.gov.au

Address: PO Box 2292 YEPPOON QLD 4703



PRIVACY NOTICE Requesting or signing a petition is not anonymous. Livingstone Shire Council is collecting the personal information you supply on this form for the purpose of processing petitions. Your name, address, email address and signature may be published on Council Meeting agendas, Council's website or other publications. By submitting this information you acknowledge and accept that your personal information will be used by Council, agents and contractors acting on behalf of Council for the purpose of petitions. You agree that Council, agents and contractors are entitled to publish the information provided including your personal information for the purpose of petitions.

All fields marked * are mandatory and must be filled appropriately in order for the petition to be considered a properly completed

Principal Petitioner Details

Name* ALAN M. JENNER Address* 699 Keppel sands RD Tunga mall mirulq2017@gmail.com
 Daytime Phone Number* 0429 300024 Email → Signature* All Jenner

Petition Request

We the undersigned request that Council give consideration to: 80 acres to 10 acres
Development Permit for a material change of use
Dwelling house and reconfiguring a lot 1 Lot into 2 Lots

Petitioner Details and Signatures

(If space for further signatures is required, a copy of this page must be used each time. Photocopies of signatures will not be accepted.)

Date*	Name*	Address*	Signature*
29-9-25	A. Jenner	699 Keppel sands RD	All Jenner
29-9-25	S. COLF	78 BOTOS RD CARRAWAL	S. Colf
29-9-25	A. Sellers	518 KEPPEL SANDS RD	A. Sellers
30/9/25	R. BETHAK	699 KEPPEL SANDS RD	R. Bethak
1 " "	K. DAVSIE	687 " "	K. Davsie
3-10-25	Y Kemp	741 Keppel Sands Rd	Y Kemp
3-10-25	C. Sculley	695 Keppel sand RD	C. Sculley
4/10/25	B. S. BLENT	78 Boto's Rd Carrawal	B. S. Blent
4-10-25	P. J. BULMAN	56 CARRAWAL RD, TUNGMALL	P. J. Bulman
4-10-25	ROHAN THOMSON	569 KEPPEL SANDS RD	Rohan Thomson
4-10-25	Noel Sawtell	631 Keppel Sands	Noel Sawtell
4-10-25	Shane Hunt	663 Keppel Sands rd	Shane Hunt
4-10-25	Gerris A HUNT	663 Keppel sand rd.	Gerris A Hunt
4.10.25	GLENN KAVANAGH	120 HIGGINS RD.	G. Kavanagh
4-10-25	Matthew Linney	765 Keppel Sands rd.	Matthew Linney
4/10/25	Michael Loader	14 Roder St	Michael Loader
4/10/25	P. Vandenberg	3 Hijazin sort Rs.	P. Vandenberg

Please include number of pages

Page _____ / _____

*Combined MCU for Dwelling House and Ancillary Building & Reconfiguring a Lot (1 Lot into 2 Lots)
Over Common Property situated at 739 Keppel Sands Road, Tungamull*

into 2 Lots and a Material Change of Use (MCU) for a dwelling house as shown in **Figure 3** below, and the proposal plan is in **Appendix B**.

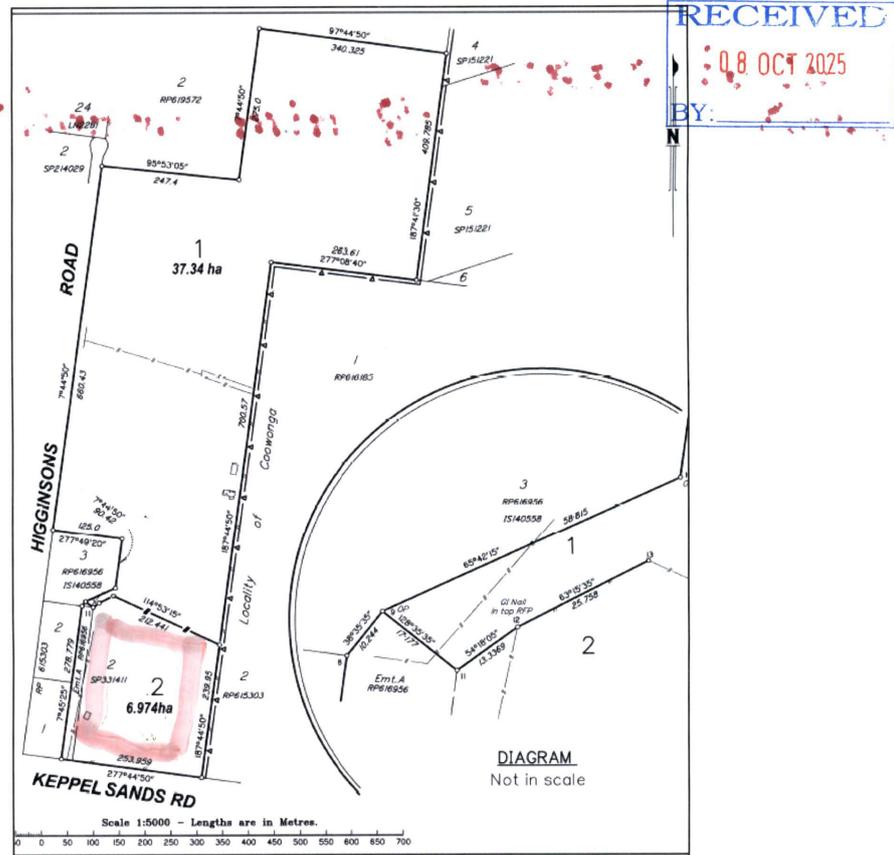


Figure 3: An extract of the Proposal Plan showing proposed Lot 1 and Lot 2 of subject development

The proposed realignment will create two lots with areas of 37.34ha for proposed Lot 1 & 6.974ha for proposed Lot 2. There is an existing easement as shown on SmartMap attached in **Appendix C**.

7 SERVICES & INFRASTRUCTURE

Water –Water tank and water bore are available for water supply for existing Lots 1 & 2. Dams are available for water supply as well. The proposed dwelling house shall have a water tank and a water bore exists towards the Keppel Sands Road frontage of proposed Lot 2. Please refer to the Service location diagram ref: 23060.SLD.01C attached in **Appendix D** of this submission.

Sewer –Septic tanks are provided on site for sewerage disposal to the existing lots. The proposed dwelling house shall have a septic tank for sewerage disposal. Please refer to the Service location diagram ref: 23060.SLD.01C attached in **Appendix D** of this submission.

*Combined MCU for Dwelling House and Ancillary Building & Reconfiguring a Lot (1 Lot into 2 Lots)
Over Common Property situated at 739 Keppel Sands Road, Tungamull*

Electricity & Telecommunication –Electrical overhead is available for electricity supply to the site. The site has Telstra connection. Please refer to the site map in **Appendix D** of this submission.

Stormwater – The area of the site is 44.32ha. Therefore, the proposed development shall have enough permeable area for stormwater dispersal.

8 STATUTORY FRAMEWORK

Section 8 of the report details the statutory planning framework relevant to the subject development. **Table 2** outlines the applicable State Mapping for consideration in this report and identifies any aspect of the development required to be referred to a concurrence agency for assessment through the State Assessment Referral Agency. As shown in **Table 2**, this application may not be referred to SARA for further assessment since the proposed dwelling house is not close to the State-controlled road.

Table 2 – STATE MAPPING OVERVIEW	
State Planning Policy	<p>BIODIVERSITY</p> <ul style="list-style-type: none"> • MSES - Regulated vegetation (intersecting a watercourse) • MSES - Regulated vegetation (category B) • MSES - Regulated vegetation (essential habitat) • MSES - Wildlife habitat (endangered or vulnerable) • MSES - Regulated vegetation (category R) <p>NATURAL HAZARDS RISK AND RESILIENCE</p> <ul style="list-style-type: none"> • Flood hazard area - Local Government flood mapping area • Bushfire prone area

8.1 STATE PLANNING POLICY

The SPP was released on 3 July 2017. It is a state planning instrument made under Chapter 2 Part 2, Section 10 of the PA2016. The SPP outlines 17 state interests that must be considered in every planning scheme across Queensland. These state interests are arranged under five broad themes:

- liveable communities and housing
- economic growth
- environment and heritage
- safety and resilience to hazards
- infrastructure.

As prescribed in Section 26(2)(a)(ii) of the Planning Regulation, the SPP represents an assessment benchmark and the assessment manager must have regard to SPP's, if it is not identified and addressed in the council's planning scheme.

The proposed development is to be assessed under the *Livingstone planning scheme, 2018* and as such the proposal will be assessed against the assessment benchmarks in the SPP to the extent of any inconsistency (as set out by Section 8 of the Act).

The SPP Interactive Mapping System (IMS) indicates that the subject site is located within the following overlays; refer to **Figure 4**.

To change min 80 acres to 10 Acres

Proposed Development

Make a submission from
18 September 2025
to **13 October 2025**

**Development Permit for a
Material Change of Use - Dwelling
House and Reconfiguring a
Lot (1 Lot into 2 Lots)**

Where: 739 Keppel Sands Road,
Tungamull

On: Lot 0 on SP331411, Lot 1 on SP331411
and Lot 2 on SP331411

Approval sought: Development
Permit - Material Change of Use and
Reconfiguring a Lot

Application ref: D-221-2025

**You may obtain a copy of the
application and make a submission to:**

The Assessment Manager
Livingstone Shire Council
PO Box 2292

Yeppoon QLD 4703

Email: devadmin@livingstone.qld.gov.au

Phone: 1300 790 919

www.livingstone.qld.gov.au

T2801433-IV38-25

Public notification requirements are in
accordance with the *Planning Act 2016*

9 NOTICES OF MOTION

9.1 NOTICE OF MOTION - CR GLENDA MATHER - LEUCAENA CONTROL

File No: qA86737

Attachments:

1. NoM - Cr Glenda Mather - Control of Leucaena [↓](#)
2. Leucaena Network Code of Practice Queensland [↓](#)

Responsible Officer: Katrina Paterson - General Manager Communities and Environment
Alastair Dawson - Interim Chief Executive Officer

SUMMARY

Councillor Glenda Mather has submitted a 'Notice of Motion' in relation to control of widespread leucaena.

COUNCILLOR RECOMMENDATION

THAT

1. Council's senior Pest Management Officer is invited to a future workshop or other suitable forum to address Council on the extensive proliferation of the weed leucaena, on the road reserves within the shire; and
2. this first-hand knowledge of the problem to be the formulation of a long-term plan to stem the spread of the weed, and assist landholders to also treat their own properties where the spread has originated from the road reserves; and
3. this information presentation be included within the budget discussions and decisions.

BACKGROUND

Despite its intended benefits, Leucaena has become out of control, blocking waterways, creeks, roads, and choking pastures.

Council's road reserves have been and will continue to be the focus of control and removal, and adjacent land-owners are also suffering contamination, as well as the costs to control and eradicate it.

Some landowners have offered to treat infestations on these boundaries where Council has responsibility, if Council were to off-set costs to the landowner with some solution.

OFFICER COMMENTARY

In the Livingstone Shire Council Biosecurity Plan, Feral Leucaena is listed within the category of Asset Protection, with the management objective - Minimise the impact on particular assets by reducing or containing infestations.

This category means we determine locations for control based on the strategic value of the work, for example in locations where assets are affected such as roadside safety and stormwater infrastructure or high value environmental sites. The Biosecurity Plan is found here: [Livingstone Shire Council Biosecurity Plan 2025-2029](#)

Feral Leucaena is Locally declared within Local Law No. 3 (Community and Environmental Management) 2011, and Subordinate Local Law No. 3 (Community and Environmental Management) 2011., this allows it to be treated as an invasive species like declared invasive species under the Queensland Biosecurity Act 2014.

However, Leucaena is also a pasture crop used in grazing enterprises so in situations where it is cropped it must be grown in accordance with the Leucaena Network Queensland Code of Practice (Attachment 2).

Council undertakes control of Feral Leucaena on Main Roads within the Shire under contract to the Department of Transport and Main Roads. Leucaena control projects on Council controlled land are undertaken based on available resources and strategic value to protect key assets. Council have been assisted by Capricornia Catchments Skilling Queenslanders for Work trainees to undertake basal bark control work in some key sites and on bushfire management trails.

The distribution of Leucaena is considered widespread however there remain some parts of the Shire where it is more restricted or scattered. The formulation of a long-term management plan for Leucaena would require mapping of the extents of infestation across the Shire, prioritisation of infestations for strategic control work and costings for the delivery of control activities based on the mapped priority areas.

Priority would be given to reducing or containing infestations if;

- only minor infestation exists so control would result in an area becoming clean;
- high environmental values are threatened such as environmental reserves and areas bordering National Parks;
- public safety is at risk due to impairment of road visibility, pathway security or fire hazard;
- stormwater infrastructure including natural waterflow paths are blocked to the extent that flooding of homes or public roads is a risk.

A budget allocation would be required to formulate the management plan which would identify the resources necessary to achieve recommended priority projects.

**9.1 - NOTICE OF MOTION - CR
GLENDA MATHER - LEUCAENA
CONTROL**

**NoM - Cr Glenda Mather - Control of
Leucaena**

Meeting Date: 17 February 2026

Attachment No: 1

Mr Alastair Dawson
Interim Chief Executive Officer
Livingstone Shire Council
PO Box 2292
Yeppoon Q 4703

31 January 2026

Notice of Motion

Initiative to control widespread leucaenia

Dear Sir,

I wish to submit this Notice of Motion in relation to the widespread infestation of leucaenia in Council's road reserves, and adjoining private properties.

May this be included in the first available agenda, where I wish to move the following:

"That Council's senior Pest Management Officer be invited to a future workshop or other suitable forum to address Council on the extensive proliferation of the weed leucaenia, on the road reserves within the shire.

That this first-hand knowledge of the problem to be the formulation of a long term plan to stem the spread of the weed, and assist landholders to also treat their own properties where the spread has originated from the road reserves.

Further, this information presentation be included within the budget discussions and decisions."

Background:

For those familiar with the introduction of leucaenia and its intended benefits, have now come to realize that it has become out of control, blocking waterways, creeks, roads, and choking pastures.

Due to its growth and favour with the seasons, it has become out of control, and money is being poured into managing it.

Council's road reserves have been, and will continue to be the focus of control and removal, and due to all efforts being in vain under current practices, adjacent land-owners are also suffering the contamination, as well as the costs to control and eradicate it.

Some landowners have offered to treat infestations on these boundaries where Council has responsibility, if Council were to off-set costs to the landowner with some solution.

The invitation for the Pest Manager to address the table, is to give members a first-hand, unbiased account of what the Council is facing if not addressed.

Additional help will require additional budget to tackle an approved plan, but to ignore the consequences is not an option.

Many thanks,

Glenda Mather Clr

**9.1 - NOTICE OF MOTION - CR
GLENDAMATHER - LEUCAENA
CONTROL**

**Leucaena Network Code of Practice
Queensland**

Meeting Date: 17 February 2026

Attachment No: 2

CODE OF PRACTICE



"Promotes the responsible establishment and management of combined leucaena grass pastures."

Best Management CODE OF PRACTICE for Establishing and Managing Leucaena Pastures

Preamble

Leucaena (*Leucaena leucocephala* subspecies *glabrata*), when planted with improved grass species provides a sustainable forage grazing system in northern Australia. Leucaena has been grown commercially in Queensland since the late 1970s. The Queensland Government recognises that leucaena is a valuable forage when managed properly, but it constitutes a threat to the natural environment if not contained in those areas in which it has been planted, or controlled in those areas that it has invaded.

Weed Potential

The most significant weed trait of leucaena is its potential to form dense thickets in ungrazed areas over time. Any ripe seed that escapes flower-eating caterpillars and bruchid beetles can stay viable in the soil for several years.

The current major weed impact comes from ungrazed 'common' leucaena (*L. leucocephala* subspecies *leucocephala*). This has been naturalised in coastal and urban areas of Northern Australia for more than 100 years - long before the release of commercial cultivars for grazing. However, it must be noted that commercial cultivars of subspecies *glabrata* have similar weed potential. When planted as ungrazed ornamentals in urban areas, plants can contribute to the weed threat. Commercial leucaena pastures must not be allowed to contribute to the weed problem.

Purpose of the Leucaena Code of Practice

The Best Management Code of Practice (CODE) targets those features of leucaena that pre-dispose it to weediness and advocates management to limit their impact. It aims to promote the responsible, sustainable and productive development of combined leucaena/grass pastures. It is essential that the CODE be adopted by all landowners who have leucaena on their properties.

The use of leucaena for any purpose other than as a highly managed and well contained forage for animal production is not supported by industry bodies and Government agencies and should be discouraged.

CODE OF PRACTICE

Principles of the Best Management Code of Practice

Plant leucaena ONLY if you intend to manage it and are prepared to accept responsibility to control leucaena that establishes outside the planted area on your property, including watercourses.

This can be achieved by adopting the following practices:

1. Do not plant leucaena in areas where rivers, creeks and flood channels can disperse seed pods/seed. If leucaena becomes a restricted or regulated plant under a Wild Rivers declaration, growers must comply with the relevant Wild Rivers Code
2. Keep leucaena at least 20m away from external fence lines
3. Maintain a buffer strip of strong grass pasture between leucaena plantings and creeks or boundary fences
4. Fully fence leucaena paddocks to avoid the unlikely risk of stock spreading ripe seed
5. Graze or cut leucaena to keep it within the reach of animals and minimise seedset
6. Chemically manage leucaena escapes with Access
7. Establish and manage vigorous grass in the inter-rows to:
 - a. provide competition to minimise establishment of volunteer leucaena seedlings
 - b. minimize the risk of seed being transported during heavy rain
 - c. productively utilize fixed nitrogen the system produces
 - d. maintain ground cover and prevent soil erosion
8. Maintain the practice of:
 - a. regularly monitoring creeks and major watercourses to detect any escaped leucaena seedlings and plants
 - b. controlling all plants detected adjacent to property boundaries
 - i. on creek banks and other adjoining areas where cattle do not normally have access
 - ii. on public roadsides (after first obtaining a permit from Main Roads or Local Council)
9. Comply with local laws (weed declarations etc) and assist Local Government agencies to identify any escaped leucaena so that action can be taken to control it
10. Promote the responsible management of leucaena in accordance with this Code
11. Keep abreast of best practice developments in the management of leucaena.

Leucaena must be grown to this Best Management
LEUCAENA CODE OF PRACTICE

www.leucaena.net

9.2 NOTICE OF MOTION - CR ANDREA FRIEND - INSTALLATION OF E-SCOOTERS, SCOOTERS, E-BIKES, AND BICYCLES SIGNAGE**File No:** qA86737**Attachments:** 1. NoM - Cr Andrea Friend - Installation of E-Scooters, Scooters, E-Bikes, and Bicycles Signage [u](#)**Responsible Officer:** Katrina Paterson - General Manager Communities and Environment
Alastair Dawson - Interim Chief Executive Officer

SUMMARY

Councillor Andrea Friend has submitted a 'Notice of Motion' in relation to the installation of signage, for E-Scooters, Scooters, E-Bikes, and Bicycles to be walked not ridden in the vicinity of James Street, between Mary and Hill Streets.

COUNCILLOR RECOMMENDATION

THAT Council Resolves to install signage that clearly indicates that all E-Scooters, Scooters, E-Bikes, Bicycles, and Skateboards are to be walked through, and not ridden, the vicinity of James Street between Mary and Hill Street.

BACKGROUND

There have been many incidents of near misses and actual contact with pedestrians and those riding E-Scooters, Scooters, E-Bikes, Bicycles, and Skateboards in the vicinity of James Street. Many elderly people who are leaving the local shops are most at risk.

Over the Christmas period QPS Officers ran an educational campaign targeting those riders who may have been travelling too fast or without a helmet. We thank QPS, for their support. Council rangers do not have the authorisation through subordinate local laws to enforce these matters.

A solution would be to place signage in this area and request that those riding these devices must not ride but walk through this precinct.

OFFICER COMMENTARY

As personal mobility devices are regulated under Queensland State legislation, it is recommended Council adopt State-approved PMD messaging as the primary education tool.

- Install temporary, highly visible signage at known hotspots and access points (e.g. A-frame signs, corflute signs).
- Distribute flyers through Council facilities (libraries, customer service centres).
- Provide posters to high-traffic community and commercial premises.



**9.2 - NOTICE OF MOTION - CR
ANDREA FRIEND - INSTALLATION OF
E-SCOOTERS, SCOOTERS, E-BIKES,
AND BICYCLES SIGNAGE**

**NoM - Cr Andrea Friend - Installation of
E-Scooters, Scooters, E-Bikes, and
Bicycles Signage**

Meeting Date: 17 February 2026

Attachment No: 1

Acting Chief Executive Officer
Livingstone Shire Council
Yeppoon Q 4703

Notice of Motion

Installation of E-Scooter, Scooter, E-Bikes, and Bicycle Signage

Dear Mr. Dawson,

I wish to submit the following Notice of Motion in relation to the Installation of signage, for E-Scooters, Scooters, E-Bikes, and Bicycles to be walked not ridden in the vicinity of James Street, between Mary and Hill Streets. To be included in the councils ordinary meeting dated the 17th of February 2026.

That Council Resolves to

'Install signage that clearly indicates that all E-Scooters, Scooters, E-Bikes, Bicycles, and Skateboards are to be walked through, and not ridden, the vicinity of James Street between Mary and Hill Street'.

History: There have been many incidents of near misses and actual contact with pedestrians and those riding E-Scooters, Scooters, E-Bikes, Bicycles, and Skateboards in the vicinity of James Street. Many elderly people who are leaving the local shops are most at risk.

Over the Christmas period QPS Officers ran an educational campaign targeting those riders who may have been travelling too fast or without a helmet. We thank QPS, for their support. Council rangers do not have the authorisation through subordinate local laws to enforce these matters.

A solution would be to place signage in this area and request that those riding these devices must not ride but walk through this precinct.

Councillor Andrea Friend
Livingstone Shire Council

Livingstone Shire Council – 4 Lagoon Place, Yeppoon. Ph: 0459392411
Email: andrea.friend@livingstone.qld.gov.au



Web: www.livingstone.qld.gov.au | Like us www.facebook.com/livingstoneshirecouncil

10 QUESTIONS ON NOTICE

10.1 QUESTIONS ON NOTICE - CR ANDREA FRIEND - E-SCOOTERS, SCOOTERS, E-BIKES, BICYCLES AND SKATEBOARDS LOCAL LAWS

File No:	qA81490
Attachments:	1. QoN - Cr Andrea Friend - Micromobility Devices Local Laws ↓
Responsible Officer:	Katrina Paterson - General Manager Communities and Environment Alastair Dawson - Interim Chief Executive Officer
Author:	Lynda Bayliss - Executive Support Officer Oliver Gough - Council Ranger

SUMMARY

Councillor Andrea Friend has asked the following Question On Notice for the Council Meeting on 17 February 2026, as follows:

1. What authority and jurisdiction do Council Rangers have to enforce the correct use of E-Scooter, Scooter, E-Bikes, Bicycle, and Skateboards?
2. Does council have the authority to ban E-Scooter, Scooter, E-Bikes, Bicycle, and Skateboards from specific areas?

RECOMMENDATION

As personal mobility devices are regulated under Queensland State legislation, it is recommended Council adopt State-approved PMD messaging as the primary education tool.

- Install temporary, highly visible signage at known hotspots and access points (e.g. A-frame signs, corflute signs).
- Distribute flyers through Council facilities (libraries, customer service centres).
- Provide posters to high-traffic community and commercial premises.

OFFICER COMMENTARY

The use of e-scooters, e-bikes, bicycles, scooters and skateboards is governed by State legislation.

State law applies by default (Queensland Road Rules and Personal Mobility Devices legislation).

Council currently has no powers under local laws or delegated authority to regulate or enforce the use of personal mobility devices and e-bikes.

Enforcement responsibility sits with Queensland Police Service (QPS).

Council's involvement is limited to education, and referral to QPS, rather than enforcement.

A State review of PMD and e-bike safety laws is underway (report due March 2026). Until outcomes are known, Council should avoid new local regulation and instead focus on education using State-approved messaging.



**10.1 - QUESTIONS ON NOTICE - CR
ANDREA FRIEND - E-SCOOTERS,
SCOOTERS, E-BIKES, BICYCLES AND
SKATEBOARDS LOCAL LAWS**

**QoN - Cr Andrea Friend - Micromobility
Devices Local Laws**

Meeting Date: 17 February 2026

Attachment No: 1

Acting/Chief Executive Officer
Mr. Alastair Dawson
Livingstone Shire Council
Yeppoon Q 4703

Questions on Notice

Dear Mr. Dawson,

I wish to submit the following 'Questions on Notice' in relation to Council jurisdiction and enforcement of the use of E-Scooter, Scooter, E-Bikes, Bicycle, and Skateboards. May these QON be included for the Ordinary Meeting dated the 17th of February 2026.

Q1. What authority and jurisdiction do council rangers have to enforce the correct use of these devices?

Q2. Does council have the authority to ban these devices from specific areas?

Kind Regards
Councillor Andrea Friend
Livingstone Shire Council

Livingstone Shire Council – 4 Lagoon Place, Yeppoon. Ph: 0459392411
Email: andrea.friend@livingstone.qld.gov.au



Web: www.livingstone.qld.gov.au | Like us www.facebook.com/livingstoneshirecouncil

10.2 QUESTIONS ON NOTICE - CR ANDREA FRIEND - DIRT BIKES AND VEHICLES IN THE VICINITY OF KEPPEL COVE ESTATE AND TIMBERS BEACH ZILZIE

File No: qA81490

Attachments: 1. QoN - Cr Andrea Friend - Dirt Bikes Keppel Cove and Timbers Beach [↓](#)

Responsible Officer: Katrina Paterson - General Manager Communities and Environment
Alastair Dawson - Interim Chief Executive Officer

Author: Lynda Bayliss - Executive Support Officer
Oliver Gough - Council Ranger

SUMMARY

Councillor Andrea Friend has asked the following Question On Notice for the Council Meeting on 17 February 2026, as follows:

1. Who is the responsible authority to monitor dirt bike activity in the area of Keppel Cove and Timbers Beach Zilzie?
2. What powers do Livingstone Shire Council Rangers have to stop or monitor dirt bike activity in the area of Keppel Cove and Timbers Beach Zilzie?
3. Do Council Rangers undertake activities to educate the public and if necessary fine riders or motorists, including dirt bike activity in the area of Keppel Cove and Timbers Beach Zilzie?
4. Does council or QPS undertake surveillance within this area?
5. What signage is erected to notify the public of the illegal access and use of dirt bike activity in the area of Keppel Cove and Timbers Beach Zilzie?

RECOMMENDATION

Ongoing and future actions - Council will continue to:

- Maintain Ranger patrols in the area - Take enforcement action where illegal vehicle use is observed and the registered operator can be identified.
- Encourage community members to report illegal dirt bike activity directly to QPS when it is occurring, as this allows officers with appropriate stop powers to respond.
- Work collaboratively with QPS to improve enforcement outcomes.
- Expand education with targeted messaging - LSC message board/ Local Facebook/community pages (where applicable).

OFFICER COMMENTARY

The Queensland Police Service (QPS) is the primary authority responsible for stopping and intercepting motorbikes and other vehicles. Council Rangers have a role in monitoring compliance with local laws, particularly in areas where vehicle access is prohibited. While Rangers do not have powers to stop moving vehicles, they do undertake patrols, observe illegal activity, gather information, and take enforcement action where permitted.



Private property (M&S International).
 Council has been granted entry to access the Coastal reserve and beach area by crossing this land, otherwise access is closed to members of the public.
 Regulated & Patrolled by QPS.

Reserve for Beach Protection & Coastal Management (LSC).
 No prescribed access point for the public to legally enter, unless they are on foot and have authorisation to cross private property.
 Considered a “No Access area” for all unauthorised vehicles.
 Regulated & Patrolled by LSC



Council actions to date:

- Conduct random weekly patrols and monthly weekend patrols in the Keppel Cove and Timbers Beach area.
- Undertake community education to inform residents and visitors of vehicle access restrictions.
- Issue Penalty Infringement Notices where illegal vehicle use is observed, and the registered operator can be identified.
- Installed signage at main access points advising that vehicle access is prohibited and that fines apply. Additional signage was previously installed along the beach; however, this signage was vandalised and destroyed by offenders.

Queensland Police involvement:

QPS have attended the area on multiple occasions and retain the authority to stop riders, conduct compliance checks, and take enforcement action under relevant legislation.





Ongoing actions:

- Ranger patrols in the area – Taking enforcement action where illegal vehicle use is observed and the registered operator can be identified.
- Working collaboratively with QPS to improve enforcement outcomes.
- Encouraging community members to report illegal dirt bike activity directly to QPS when it is occurring, as this allows officers with appropriate stop powers to respond.

**10.2 - QUESTIONS ON NOTICE - CR
ANDREA FRIEND - DIRT BIKES AND
VEHICLES IN THE VICINITY OF
KEPPEL COVE ESTATE AND TIMBERS
BEACH ZILZIE**

**QoN - Cr Andrea Friend - Dirt Bikes
Keppel Cove and Timbers Beach**

Meeting Date: 17 February 2026

Attachment No: 1

Acting/Chief Executive Officer
Mr. Alastair Dawson
Livingstone Shire Council
Yeppoon Q 4703

Questions on Notice

Dear Mr. Dawson,

I wish to submit the following 'Questions on Notice' in relation to Dirt Bikes and Vehicles in the Vicinity of Keppel Cove Estate and Timbers Beach Zilzie. May these QON be included for the Ordinary Meeting dated the 17th of February 2026.

History: Having been notified of questionable behavior by dirt bike riders in the Zilzie Area, I have been requested to bring up this issue at the next council meeting. In order, to include this an item on the agenda, I request the following questions on notice be tabled with response from council officers. Understanding, that this has been a long term, continuous, and an ongoing concern it would be beneficial for the responses to be made public.

Q1. Who is the responsible authority to monitor dirt bike activity in the area of Keppel Cove and Timbers Beach Zilzie?

Q2. What powers do Livingstone Shire Council Rangers have to stop or monitor dirt bike activity in the area of Keppel Cove and Timbers Beach Zilzie?

Q3. Do Council Rangers undertake activities to educate the public and if necessary fine riders or motorists including dirt bike activity in the area of Keppel Cove and Timbers Beach Zilzie?

Q4. Does council or QPS undertake surveillance within this area?

Q5. What signage is erected to notify the public of the illegal access and use of dirt bike activity in the area of Keppel Cove and Timbers Beach Zilzie?

Kind Regards
Councillor Andrea Friend
Livingstone Shire Council

Livingstone Shire Council – 4 Lagoon Place, Yeppoon. Ph: 0459392411
Email: andrea.friend@livingstone.qld.gov.au



Web: www.livingstone.qld.gov.au | Like us www.facebook.com/livingstoneshirecouncil

11 COMMITTEE REPORTS

Nil

12 AUDIT, RISK AND IMPROVEMENT COMMITTEE REPORTS

Nil

13 REPORTS

13.1 MONTHLY FINANCIAL REPORT FOR THE PERIOD ENDING 31 JANUARY 2026

File No: FM12.14.1

Attachments: 1. [Monthly Financial Report - January 2026](#)

Responsible Officer: Andrea Ellis - General Manager Corporate Services
Alastair Dawson - Interim Chief Executive Officer

Author: Damien Cross - Coordinator Accounting Services
Jessica Crane - Financial Accountant

SUMMARY

The purpose of this report is to seek Council's adoption of the Livingstone Shire Council Monthly Financial Report for the Period Ending 31 January 2026.

OFFICER'S RECOMMENDATION

THAT Council receive the Livingstone Shire Council Monthly Financial Report for the period ending 31 January 2026 (Attachment 1).

BACKGROUND

The attached Financial Report collates financial data within Council's Finance One and Pathway systems. The report presented includes:

1. Financial Position and Performance Snapshot
2. Financial Reports
3. Capital Expenditure
4. Capital Projects Detail Report
5. Glossary

The attached financial information presents the year-to-date position of the Council's financial performance to 31 January 2026. Commitments are excluded from the reported operating & capital expenditures.

All variances are reported against the 2025-26 Budget Revision 1 (BR1), adopted by the Council on 16 December 2025.

COMMENTARY

The financial report compares actual performance against the Council's 2025-26 Revised Budget 1 and identifies significant variances or areas of concern. It also provides information about additional areas of financial interest to Council and reinforces sound financial management practices throughout the organisation.

The Council's monthly report (attachment 1) contains the commentary and analysis, and for the sake of brevity, will not be repeated in this cover report.

Additional commentary is disclosed within the report, as the year-to-date variance exceeds \$100,000 and 10% of the budget.

1. Financial Position and Performance Snapshot – summary of the main financial operating results, capital expenditure and capital revenue, cash holdings, borrowings and a summary of financial performance indicators of year-to-date results. Indicators are based on achieving benchmark results. These have been aligned to the sustainability measures in the Financial Management (Sustainability) Guideline 2025.
2. Financial Reports –

- a. Month and year-to-date results for operating activities, supplemented by commentary where either a major positive or negative variance exists and supporting graphical summaries or results, or previous information requests.
 - b. Balance sheet items with movement from the previous month, compared against the full-year budget, supplemented by commentary where either a major positive or negative variance exists and supporting graphical summaries of results, or where details were previously provided.
3. Capital Expenditure – summary of the overall portfolio of programs, including capital revenue streams.
 4. Capital Projects Detail Report – details of all current capital projects listed by portfolio and business units.
 5. Glossary – updated to reflect the current financial performance indicators.

Procurement

Current Contracts >\$200,000 (GST exclusive)

In accordance with section 237 of the *Local Government Regulation 2012*, Council publishes the details of all contracts valued \$200,000 or more. These details are available on the Council's website (<https://www.livingstone.qld.gov.au/doing-business/business-and-regulations/contracts-and-tenders>) and on the public notice board at Yeppoon Town Hall. In January 2026, three (3) contracts over the prescribed value were established via purchase order.

Current Tenders

At the end of January 2026, there were three (3) open tenders, nil (0) selective tenders, two (2) tenders evaluated, three (3) preferred tenderer status, and three (3) contracts awarded. The table below is a summary of current tenders to promote oversight of the progress by Councillors.

Once all contract award documentation is completed, the contract details will be added to the published contract listing.

January 2026 - Open Tenders		
2026.002	Preferred Supplier Arrangement (PSA) - Supply and Delivery of Precast Concrete Pipes	
2026.003	Preferred Supplier Arrangement (PSA) - Specialised Plant Hire	
2026.004	Design & Construction of Replacement of Williamson Creek (West) Pedestrian Footbridge & Approaches	
January 2026 - Selective Tenders		
<i>Nil Selective Tenders released for January 2026</i>		
January 2026 - Tenders Evaluation		
2025.026	PSA for Provision of Consultancy Services - Blueprint Livingstone	
2025.022	RPQS for Provision of AV Technician Services	
January 2026 - Preferred Tenderer Status		
2025.010	Homemaker Stage 2 - Land Sale	
2025.004	Great Keppel Island Arrivals Plaza Leasehold	
2025.021	Management & Operations of Livingstone Shire Aquatic Facilities	
January 2026 - Contracts Awarded		
	Successful Tenderer/s	Contract Value (exc GST)
2025.018	1. Altus Traffic Pty Ltd 2. Avada Traffic Pty Ltd 3. Evolution Traffic Management Pty Ltd	Preferred Supplier Arrangement (PSA) Schedule of Rates only
2025.023	Betta Group of Companies QLD Pty Ltd	\$374,402.69
2025.009	1. Libertatem Holdings Pty Ltd T/as Tanners Bitumen & Asphalt 2. Boral Resources QLD Pty Ltd T/as Boral Asphalt	Preferred Supplier Arrangement (PSA) Schedule of Rates only

Status Legend:

Open – tender has been publicly advertised, and suppliers are preparing and submitting tender responses. Officers and Councillors are to apply probity by directing all enquiries to the procurement team while the tender is open.

Evaluation – the tender is under evaluation by the tender evaluation panel. Officers outside of the evaluation panel and Councillors are restricted from this process.

Contract Award – the evaluation process is completed, and the approval process to award the contract is underway.

Non-Award – a decision is made not to award the contract, as the submission/s received are deemed unsuitable.

Contract – contract issued by letter of award.

PREVIOUS DECISIONS

The 2025-26 Budget Revision 1 was adopted by Council on 16 December 2025.

ACCESS AND INCLUSION

This report, once adopted by Council, will be made publicly available on Council's website.

ENGAGEMENT AND CONSULTATION

Information has been provided by the Council's Procurement and Revenue units for inclusion in this report.

HUMAN RIGHTS IMPLICATIONS

Section 4(b) of the *Human Rights Act 2019* requires public entities such as the Council *to act and make decisions in a way compatible with human rights*.

There are no foreseen human rights implications associated with the adoption of this monthly report.

BUDGET IMPLICATIONS

The Monthly Financial Report shows the Council's financial position in relation to the 2025-26 Budget Revision 1.

LEGISLATIVE CONTEXT

In accordance with Section 204 of the *Local Government Regulation 2012*, a financial report is to be presented to Council on at least a monthly basis.

Section 170 of the *Local Government Regulation 2012*, states that council may by resolution amend the budget for a financial year at any time, so long as it complies with all the requirements under section 169, which are essentially all the same material as an annual budget except for decision regarding rates and utility charges which can only be adopted as part of the annual budget process.

LEGAL IMPLICATIONS

There are no anticipated legal implications because of this report.

STAFFING IMPLICATIONS

There are no staffing implications because of this report.

RISK ASSESSMENT

Regular robust reporting of the Council's financial results assists in creating a framework of financial responsibility within the Council and provides sound long-term financial management of the Council's operations.

Council continues to have a working capital facility of \$10 million, which is a tool available to manage operating liquidity requirements if required.

CORPORATE PLAN REFERENCE

Transparent, Accountable and Progressive Leadership

Community Plan Outcome - 4.5 Sustainably manage finances, assets and resources through strong governance

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

CONCLUSION

The Monthly Financial Report for the period ending 31 January 2026 provides a comprehensive overview of Council's financial performance and position relative to the 2025-26 BR1. The report highlights a favourable year-to-date operating surplus, strong liquidity with approximately 17 months of unrestricted cash coverage, and continued alignment with key financial sustainability indicators. While capital expenditure is tracking below budget expectations, the Council retains sufficient financial capacity to meet operational and strategic commitments. This report supports informed decision-making and reinforces the Council's commitment to transparent and responsible financial management.

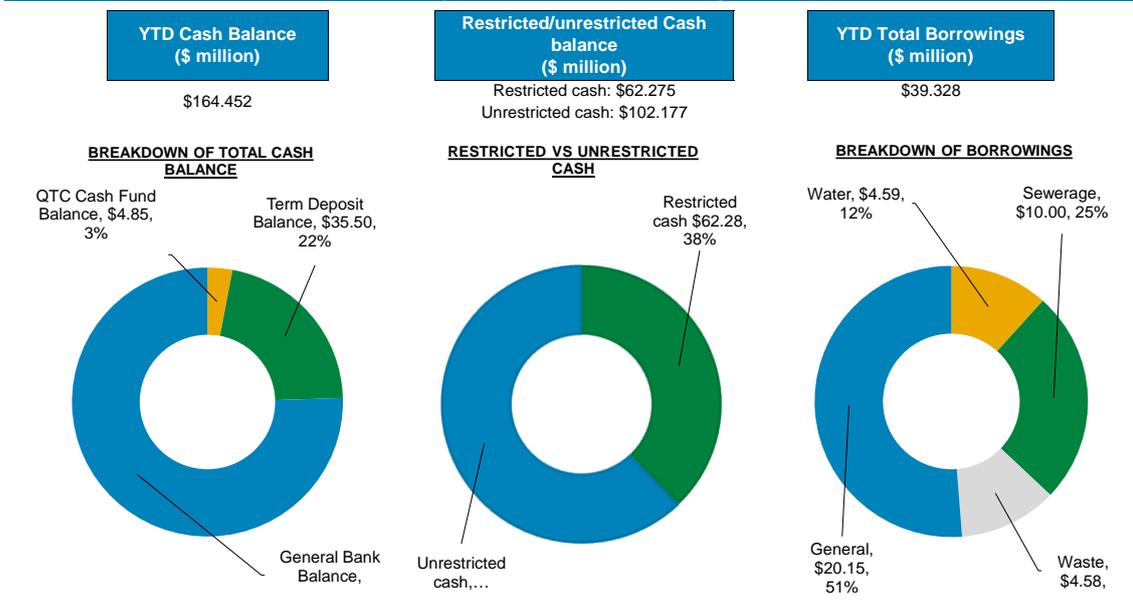
**13.1 - MONTHLY FINANCIAL REPORT
FOR THE PERIOD ENDING 31
JANUARY 2026**

**Monthly Financial Report - January
2026**

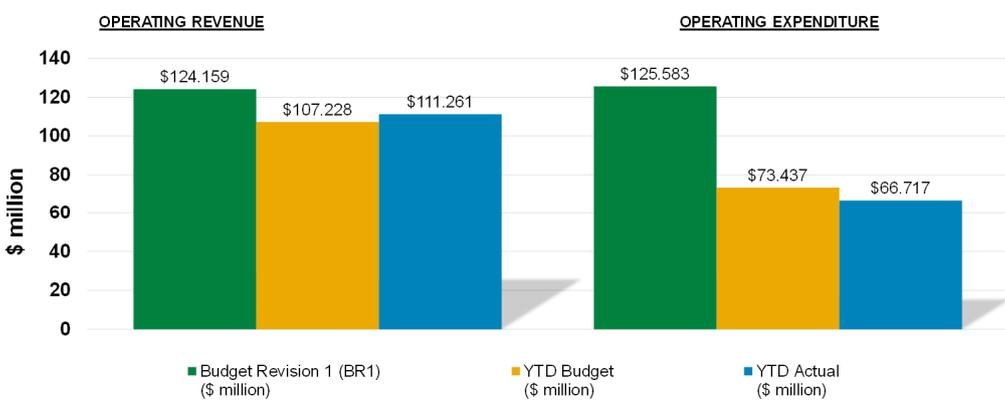
Meeting Date: 17 February 2026

Attachment No: 1

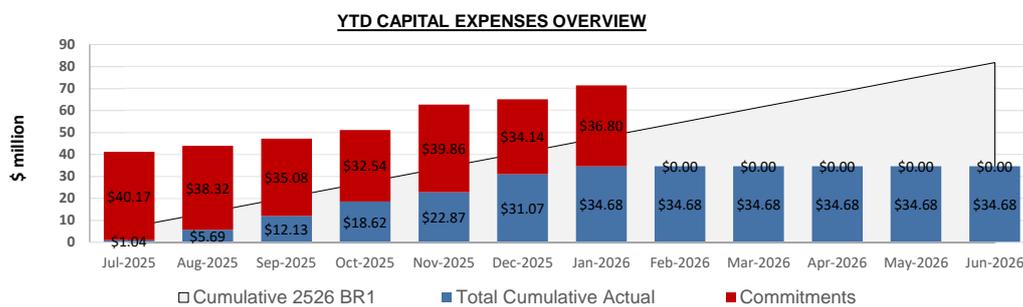
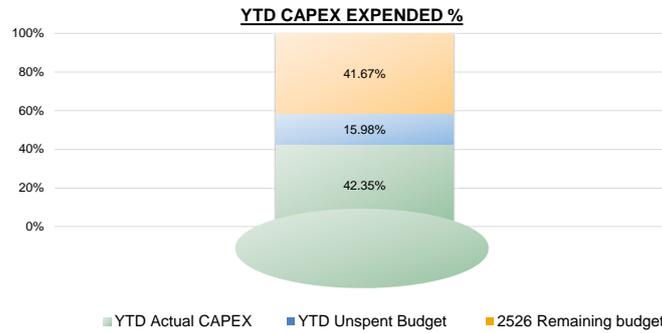
1. Financial Position and Performance Snapshot
Livingstone Shire Council
For the period ended 31 January 2026



Operating results	Budget Revision 1 (BR1) (\$ million)	YTD Budget (\$ million)	YTD Actual (\$ million)	YTD Var (\$ million)	YTD Var (%)
Operating Revenue	\$124.159	\$107.228	\$111.261	\$4.033	3.76%
Operating Expenditure	\$125.583	\$73.437	\$66.717	-\$6.719	-9.15%
Operating Surplus/(Deficit)	-\$1.424	\$33.791	\$44.543	\$10.752	31.82%



Capital results	Budget Revision 1 (BR1) (\$ million)	YTD Budget (\$ million)	YTD Actual (\$ million)	YTD Var (\$ million)	YTD Var (%)
Capital Revenue	\$38.707	\$22.579	\$16.283	-\$6.296	-27.89%
Capital Expenditure	\$81.875	\$47.760	\$34.678	-\$13.082	-27.39%



Ratio	YTD Actual	FY Budget	Tier 4 Target	Commentary to key points *
Council-Controlled Revenue Ratio (%)	✓91.93%	✓85.40%	Contextual	The majority of the Council's budgeted revenue is attributed to rates revenue. This ratio is favourable due to the levy of the half-yearly General Rates & Utility (including first quarter water consumption) Charges during January.
Population Growth Ratio (%)	Data not available	✓2.17%	Contextual	
Operating Surplus Ratio (%)	✓40.04%	✗-1.15%	0% - 10%	The ratio being 40.04% indicates Council's YTD result is an operational surplus and this YTD surplus assists in meeting quarterly loan repayments.
Operating Cash Ratio (%)	✓58.39%	✓26.90%	Greater than 0%	The ratio being 58.39% indicates that Council has the ability to self-fund capital expenditure from surplus funds from core operations.
Unrestricted Cash Expense Cover Ratio (months)	✓16.96	✓16.00	> 4 months	Council has sufficient unconstrained cash to meet ongoing and emergent financial demands for 16.96 months. Council has access to a \$10m QTC working capital facility, which is equivalent to 1.51 months of cover.
Asset Sustainability Ratio (%)	✓117.43%	✓122.60%	>90%	This ratio indicates the extent to which Council's existing infrastructure assets are being replaced as they reach the end of their useful lives.
Asset Consumption Ratio (%)	✓67.37%	✓76.70%	> 60%	Council's infrastructure assets have been consumed by 67.37% compared to what it would cost to build a new asset with the same benefit to the community.
Asset Renewal Funding Ratio (%)	⚠ 86.98%	✓93.60%	Contextual	This ratio measures the ability of Council to fund projected infrastructure asset renewal/replacements into the future. The ratio being 86.98% is below the budgeted position, with the phasing of capital project expenditures having an affect on the calculation of this ratio on a monthly basis.
Leverage Ratio (times cover)	✓0.61	✓1.10	0 - 3 Times	The ratio being 0.61 indicates the Council has limited capacity to manage unforeseen financial shocks & meet loan repayments.

2. Financial Reports

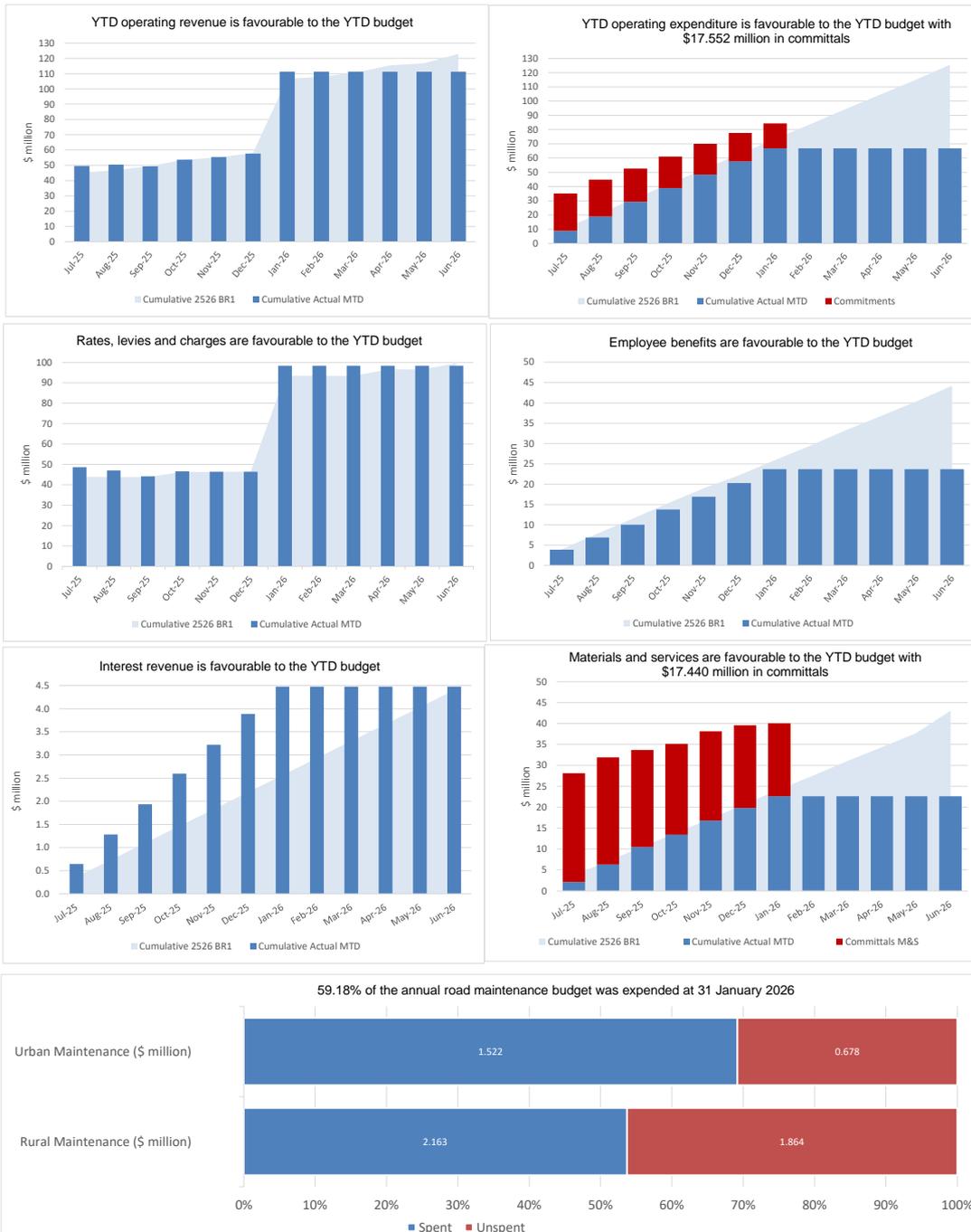
Operating Result for the period ending 31/01/2026

Month (\$ million)				YTD 58.3%				FY	
Actual	2526 BR1	Variance ¹	>\$100K & 10%	Actual	2526 BR1	Variance ¹	>\$100K & 10%	% of Actual YTD	2526 BR1
(\$ million)	(\$ million)	(\$ million)		(\$ million)	(\$ million)	(\$ million)		%	(\$ million)
Operating revenue									
52.004	46.938	5.066	✓	98.364	93.449	4.915	⇔	99%	99.555
0.750	0.569	0.181	✓	3.915	3.984	(0.069)		56%	6.932
0.104	0.310	(0.206)	*	0.783	2.170	(1.387)	*	21%	3.719
(0.008)	0.225	(0.233)	*	2.621	4.230	(1.609)	*	32%	8.142
0.594	0.367	0.227	✓	4.480	2.566	1.914	✓	102%	4.400
0.171	0.109	0.062		1.098	0.830	0.268	✓	78%	1.412
53.615	48.517	5.097	✓	111.261	107.228	4.033	⇔	90%	124.159
Operating expenses									
(3.454)	(3.676)	0.222	⇔	(23.707)	(25.892)	2.184	⇔	54%	(44.224)
(2.799)	(4.050)	1.251	✓	(22.588)	(27.141)	4.553	✓	49%	(46.368)
(0.171)	(0.175)	0.004		(1.244)	(1.225)	(0.018)		59%	(2.102)
(2.740)	(2.740)	0.000		(19.178)	(19.179)	0.000		58%	(32.890)
(9.164)	(10.641)	1.477	✓	(66.717)	(73.437)	6.719	⇔	53%	(125.583)
44.451	37.876	6.574	✓	44.543	33.791	10.752	✓		(1.424)

- ¹ Positive numbers represent under expenditure or additional revenue
- ✓ Major positive variance, comment required
- *
- ⇔ Major negative variance, comment required
- ⇔ Within expectations, no comment required

Areas to note

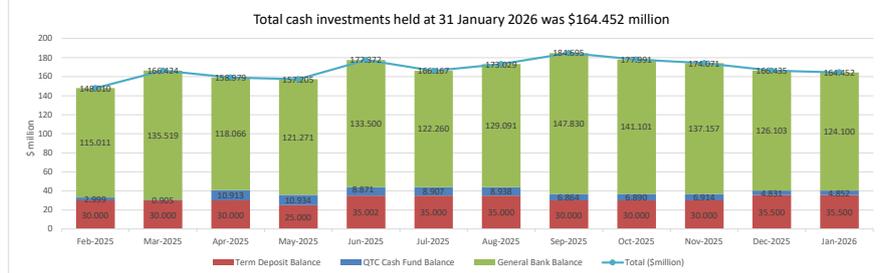
Rates, levies and charges	Year to date (YTD) actuals are favourable to the YTD budget mostly due to a budget timing variance, which relates to the timing of the application of rates discounts. Rates were levied in January 2026 and due for payment on 4 March 2026.
Sales revenue	YTD sales revenue is unfavourable to the YTD budget. This unfavourable variance is mainly due to budget timing variances on the submission of Council's progress payment claims to the Department of Transport and Main Roads. Council finance officers are investigating this variance with Infrastructure Portfolio council officers with a view to recognise revenue for unbilled works where claims are yet to be processed.
Operating grants and subsidies	The YTD unfavourable variance to budget is mostly due to the Financial Assistance Grant. A portion of the 2025-26 financial year allocation of this grant was prepaid and received in cash by Council in late June 2025 and recognised as operational revenue in the 2024-25 financial year. It is unknown whether there will continue to be a prepayment of the 2026-27 financial year allocation in June 2026. The phasing of the Financial Assistance grant will be considered as part of the 2025-26 Revised Budget #2 review.
Interest received	The YTD favourable variance to budget is mostly due to the Council's total cash balance being higher than YTD budget expectations and current YTD underspend budgets in the capital works program. This budget will be reviewed further as part of the 2025-26 Revised Budget #2.
Other income	The year-to-date Other Income is favourable to the budgeted expectations, mainly due to commercial rent/revenue. This is mostly a budget timing variance with some invoices issued in advance of the rental period. Another contributing factor to this favourable variance is other recoveries at the Yeppoon waste facility.
Employee benefits	There are a small number of variances which are the main contributing factors to this favourable variance. Staff training is gaining momentum but remains under the YTD budget. Total employee costs in the Corporate Services and Communities Portfolios are under the YTD budget, which is in part due to vacant positions being at various stages of the recruitment cycle.
Materials & services	The major contributing factor to the YTD favourable budget variance is the timing of expense recognition. Supplier invoices for waste collection services, landfill, bulk water, and waste levy for January are still to be received and taken up as expenditure at the time of preparing this report.



Statement of Financial Position for the period ending 31/01/2026				
	Month-end Actual	Last month Actual	Movement	Full Year 2526 BR1
	(\$ million)	(\$ million)	(\$ million)	(\$ million)
Cash and cash equivalents	164,453	166,436	(1,983)	139,343
Receivables	51,208	8,018	43,190	9,832
Inventories	1,344	1,282	0,062	2,122
Land held for development or sale	2,958	2,958	0,000	5,005
Contract assets	4,701	5,622	(0,921)	0,000
Other assets	2,247	3,099	(0,852)	5,199
Property, plant & equipment	1,318,732	1,321,027	(2,295)	1,475,521
Intangibles	0,027	0,033	(0,006)	0,000
Capital works in progress	75,123	71,996	3,127	0,000
TOTAL ASSETS	1,620,793	1,580,471	40,322	1,637,022
Payables	6,665	10,428	(3,763)	6,212
Contract liabilities	27,816	27,640	0,176	19,426
Borrowings	39,328	39,164	0,164	35,864
Provisions	20,077	19,954	0,123	21,264
Other liabilities	1,802	1,955	(0,153)	1,488
TOTAL LIABILITIES	95,688	99,141	(3,453)	84,254
Asset revaluation surplus	0,000	367,829	(367,829)	405,894
Retained surplus	1,525,105	1,113,502	411,603	1,146,875
TOTAL COMMUNITY EQUITY	1,525,105	1,481,330	43,775	1,552,769

Areas to note	
Cash and cash equivalents	\$62.275 million of the \$164.453 million of total cash and cash equivalents is externally restricted cash funds. Council has sufficient unconstrained cash to meet ongoing and emergent financial demands for approximately 17 months.
Receivables	The large \$43.190 million increase in receivables relates to generation of second half year rates and utility notices and first quarter water consumption notices. General rates have been issued in February and are due for payment on 4 March 2026.
Contract Assets	Contract assets are raised when the Council has completed its obligations for funding and is awaiting payment. Contract asset balances have decreased during January as a result of capital grant funding been applied to capital projects.
Other assets	The decrease in other assets compared to the previous month is mostly due to the release of prepaid expenditure during January.
Property, plant and equipment	The decrease in property, plant & equipment compared to the previous month is mostly due to the recognition of depreciation expense for the month of January.
Capital works in progress	The increase in capital works in progress compared to the previous month is mostly due to capital expenditure incurred during January. Refer to the capital projects detail report for further details on capital expenditure incurred year-to-date.
Payables	The decrease in Payables during January is mostly due to the reduction in the value of prepaid General Rates & Utility Charges given that second half-yearly rates notices were generated in Council's financial systems during January.

Cash and Cash Equivalents



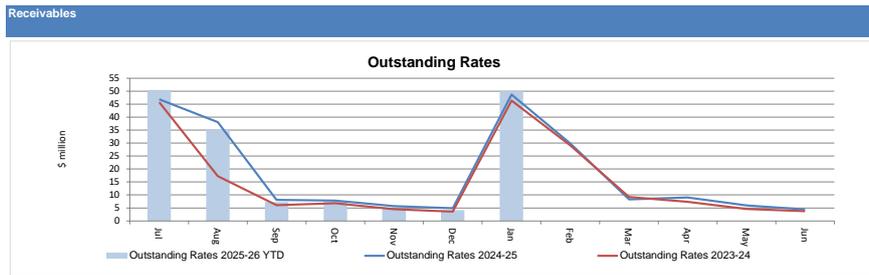
Investments are held with the Council's general banker, the Commonwealth Bank (CBA) and in the Queensland Treasury Corporation (QTC) Capital Guaranteed Cash Fund. Council's interest earning rate as at 31 January 2026 is 4.08% p.a. (net of 0.12% administration fees) with the QTC and 4.10% p.a. with CBA. In January 2026, the weighted average interest rate was 4.20%, which is above the target rate of 4.10% (the target rate is the RBA Cash Rate of 3.60% plus 0.50%). The weighted average interest rate includes the interest rates the Council earns on term deposits.

Term deposit rates are monitored regularly by Council officers to identify investment opportunities to ensure Council maximises its interest earnings, balanced against the need to invest cash for a fixed term.

In December Council rolled over a Term deposit for \$10 million with Great Southern Bank at 4.70% for 12 months, which is estimated to yield \$0.473 million in total interest over the term of the deposit. In addition to this, the Council also rolled over a Term deposit for \$18 million with Rabo Bank at 4.55% for 12 months, which is estimated to yield \$0.819 million in total interest over the term of the deposit.

The amount of interest earned from month to month is indicative of both the interest rate and the surplus cash balances held, the latter of which is affected by the Council's cash flow requirements monthly, as well as the rating cycle.

Cash needed for day-to-day requirements is deposited with the QTC or with the CBA. Interest rates from both facilities are monitored regularly by the Council's finance officers to maximise interest earnings.

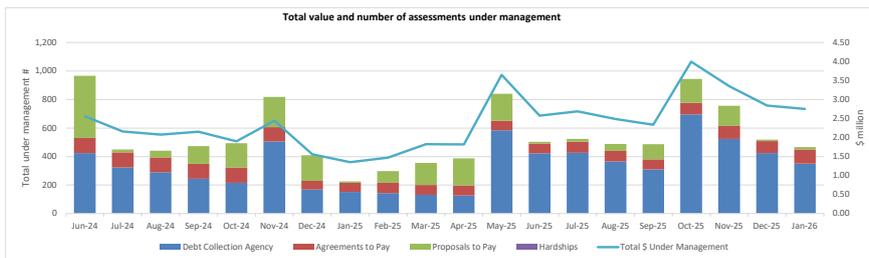


Ageing of Rates Receivable at Month End		(\$ million)	
Total Rates Outstanding		\$50,024	
Less: Current and Prepayment		-\$43,475	
Total Eligible for Collection		\$6,550	
Current	\$4,259	65.02%	
1 years	\$1,235	18.85%	
2 years	\$0,570	8.70%	
3 years	\$0,281	4.29%	
4 years	\$0,047	0.72%	
5 years	\$0,158	2.41%	
Total Eligible for Collection	\$6,550	100.00%	

Total receivables under management as at January 2026 are \$2.753 million, which is more than the \$1.353 million as at January 2025. Ratepayers have the option to enter into formal payment arrangements, preventing legal action being progressed by Council's debt collection agency. Council resolved to charge 7% per annum on overdue rates and utility charges in 2025-26, applied monthly, on all overdue balances, including those under a formal payment agreement. This percentage rate has remained the same since the 2018-19 Financial Year and Council have ensured that this has remained unaffected by recent large increases in CPI.

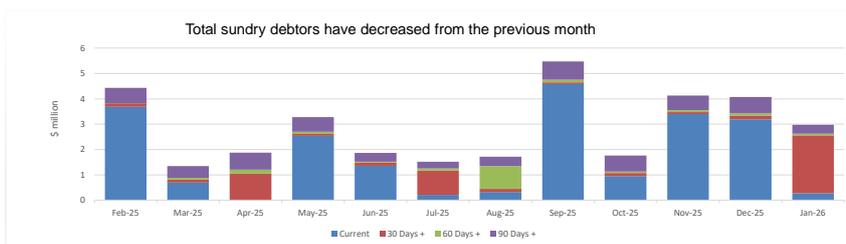
Of the 18799 rateable assessments, 466 (2.48% of ratepayers) are currently under management.

	as at January 2025		as at January 2026	
	#	\$ million	#	\$ million
Debt Collection Agency	152	0.902	351	2.118
Agreements to pay	64	0.430	98	0.037
Proposals to Pay	9	0.020	17	0.598
Council Hardship	0	-	0	-
Total under management	225	\$1.353	466	\$2.753



Council officers are committed to working with any ratepayer who is experiencing difficulty in paying their rates & charges and strongly encourage anyone in this position to make early contact with Council. Under the provisions of the Local Government Regulation 2012, the Council has the authority to recover outstanding rates and charges via a land sale process where the amounts have been overdue for three or more years. Commercial and Vacant Land are eligible after one year of arrears.

Outstanding Sundry Trade Debtors
 Total Sundry Trade Debtors Outstanding at Month End (\$ million) **\$2.978**



There has been an increase in sundry debtors 30 Days + during January. This is mostly due to debtors raised with Transport & Main Roads which Council officers are progressing.

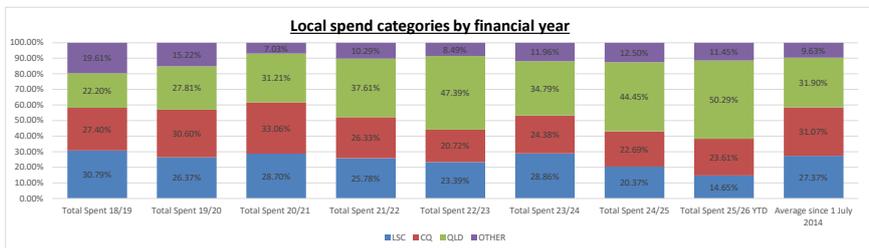
Payables
Procurement

Council strongly supports locally owned and operated businesses, including those with an office or branch in our region. Council is able to report on direct local spend for both operational and capital expenditure in addition to employee salaries & wages.

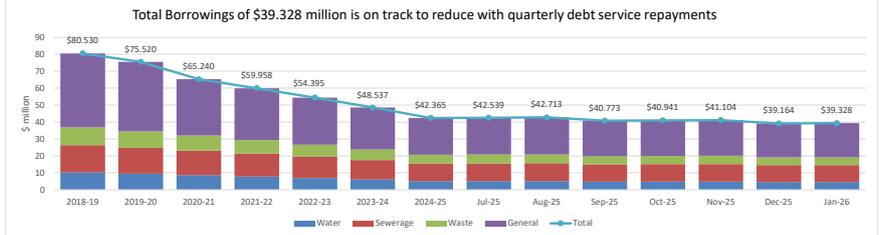
Total expenditure with businesses located within the Shire boundaries, in the current financial year to date, is 14.65% or \$10.969 million

	YTD Spend (\$ million)	YTD Spend (%)
LSC - Business located within the shire boundaries.	10.969	14.65%
CQ - Business completely set up and run outside of LSC boundaries but within the Central Queensland region.	17.676	23.61%
QLD - Business based outside of Central Queensland but within Queensland.	37.659	50.29%
OTHER - Business based outside of Queensland.	8.573	11.45%
	74.878	100.0%

The bar graph below summarises the allocation by local spend categories for the previous seven (7) financial years. Since 1 January 2014 Council has procured, on average, 58.43% of materials & services from within the greater Central Queensland area, which includes Livingstone Shire Council.



Borrowings



Debt Position	YTD Actual (\$ million)	2526 BR1 (\$ million)
Total Debt held as at 1 July 2025	42.365	42.365
New borrowings drawn down in 2025-26	0.000	0.000
Interest & administrative charges	1.173	1.921
Total debt service payments	(4.211)	(8.422)
Total Debt held at reporting period	39.328	35.864

In-line with Council's debt policy, a debt service payment of \$2.105 million (being approximately \$1.944 million repayment of principal and \$0.161 million interest and administrative charges) is to be paid quarterly during 2025-26. Interest accrues monthly, calculated on a daily basis, until the next debt service payment. No new borrowings are budgeted to be drawn down throughout the 2025-26 financial year.

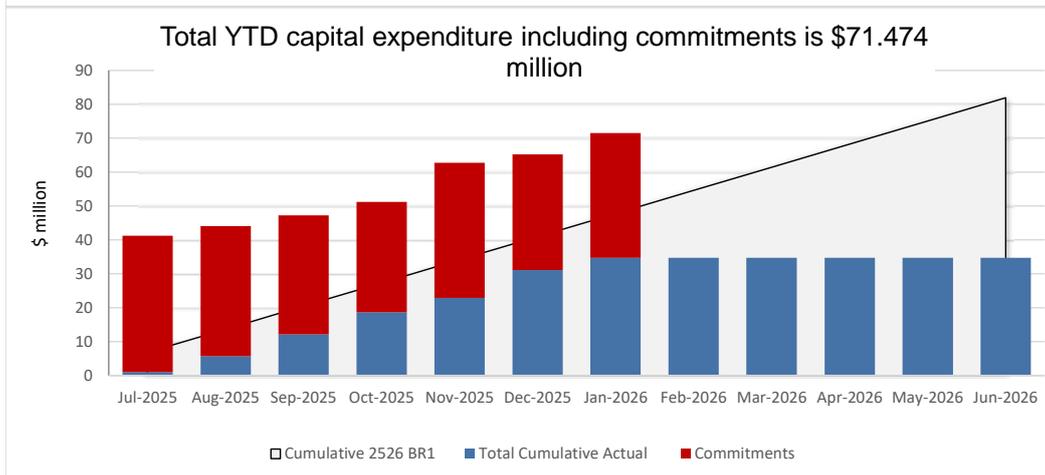
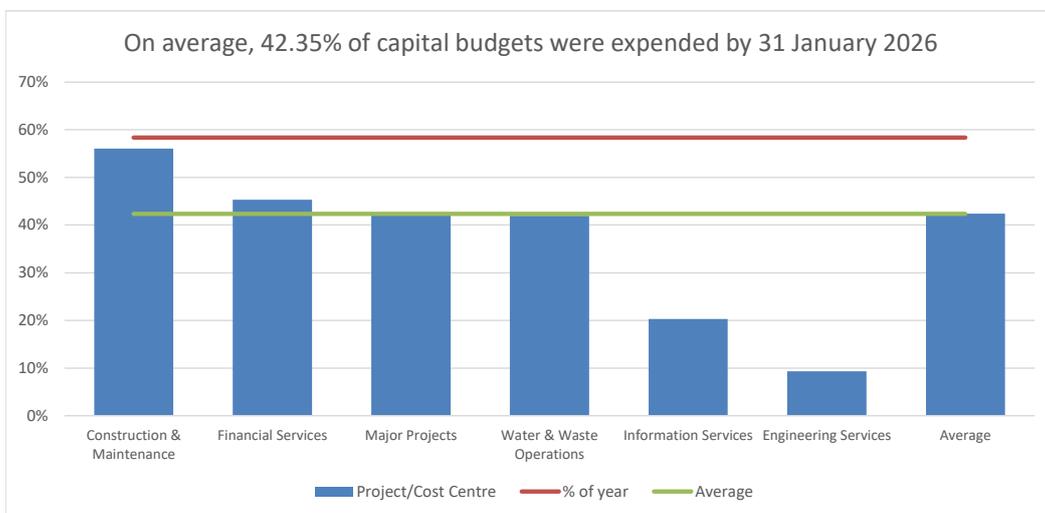
As of 31 January 2026, the weighted average interest rate of all Council debt is approximately 4.73%.

The Department of Local Government, Water & Volunteers has approved a working capital facility of \$10,000 million on a permanent basis subject to an annual review by the Queensland Treasury Corporation in consultation with the department. Council has not accessed the available funds in the working capital facility.

3. Capital Expenditure

Capital revenue and expenditure report (all projects) for period ending 31/01/2026

Month (\$ million)			YTD 58.3%		Full year (\$ million)
Actual	2526 BR1	Variance	Actual	% of Full year Budget	2526 BR1
Capital expenditure					
3.396	6.445	(3.049)	32.536	43.35%	75.052
0.209	0.378	(0.169)	2.141	31.39%	6.823
3.604	6.823	(3.218)	34.678	42.35%	81.875
Capital Revenue					
0.000	2.883	(2.883)	10.493	30.3%	34.594
0.403	0.343	0.060	5.660	137.6%	4.113
0.049	0.000	0.049	0.130	0.0%	0.000
0.451	3.226	(2.774)	16.283	42.1%	38.707



4. Capital Projects Detail Report

Capital Project Description	ANNUAL BUDGETED EXPENDITURE \$'000	YEAR TO DATE ACTUAL EXPENDITURE \$'000	YEAR TO DATE ACTUAL EXPENDITURE AS % OF ANNUAL BUDGET %	ANNUAL BUDGETED REVENUE \$'000	YEAR TO DATE ACTUAL REVENUE \$'000
Corporate Services	4,351	1,825	42.0%	0	130
Financial Services	3,770	1,707	45.3%	0	130
(R)-Fleet Renewal Annual Program	3,620	1,691	46.7%	0	130
(U) FC-Fuel Pods Yeppoon and Caves Depot	150	16	10.7%	0	0
Information Services	581	118	20.3%	0	0
(N)-CIT-Server Replacement Program	350	0	0.0%	0	0
(R) CIT-Firewall Replacements	120	118	98.2%	0	0
(R) CIT-Switches-Routers-UPS replacement	100	0	0.0%	0	0
(R)-CIT-Misc Minor Replacements	11	0	0.0%	0	0
Infrastructure	72,829	31,904	43.8%	34,501	10,457
Engineering Services	4,112	385	9.4%	280	17
(N) Barmaryee & Limestone Crk Connection(Trunk Road D)	500	16	3.3%	0	0
(N) RC-RC-Limestone Ck Rd Adelaide Pk Rd	196	35	17.7%	0	0
(N)-DESIGN-BS-Bangalee Bus Shelter	0	4	0.0%	0	0
(N)-Design-Jeffries St Cudlesac 24-065	3	5	149.6%	0	0
(N)-DESIGN-NC-Phillips Clements Fountain	10	7	65.5%	0	0
(N)-DESIGN-PW-Rail Trail to Pines	280	116	41.5%	280	17
(N)-DESIGN-RS-Seal parking Pattison St Swimming Complex	12	0	0.0%	0	0
(N)-Design-UC PW Kinka Bch shared path	0	11	0.0%	0	1
(N)-Design-UC PW Matthew F Drv shared Pa	0	1	0.0%	0	(2)
(N)-PW-Minor Access Works Program 25-26	50	0	0.0%	0	0
(N)-T-123-Land Acquisition-18 Mulambin Rd	1,497	2	0.1%	0	0
(N)-UC-PW--Rail Trail-Rockhampton-Yeppoon	0	0	0.0%	0	0
(R) Barmaryee Road upgrade to sealed ro	50	54	109.3%	0	0
(R)- PR Pavement rehab Matthew Flinders	146	29	20.0%	0	0
(R)-Design-24-059-Cobraball Road upgrade	0	7	0.0%	0	0
(R)-DESIGN-HZ-Inverness Reticulation 24-046	530	0	0.0%	0	0
(R)-Design-Queen St Upgrade (Mary to Hill St)	0	5	0.0%	0	0
(R)-Design-RC-James & Arthur St Intersection	140	7	5.3%	0	0
(R)-Design-RC-Mt Chalmers Road upgrade t	0	8	0.0%	0	0
(R)-DESIGN-SP-SEW-Farnborough Stage 1 SEW-68	35	32	93.7%	0	0
(R)-DESIGN-SP-SEW-Farnborough Stage 2 SE	61	1	1.5%	0	0
(R)-PR 26-020 MFD Cooee Bay C/Park-Wreck Point Lookout	25	17	68.8%	0	0
(R)-SC-SEW-83 Shaw Ave SPS, upgrade, civil	150	0	0.3%	0	0
(R)-WN-Mt Chariton Pipeline Replacement	100	0	0.0%	0	0
(R)-WN-Waterpark Ck to Kellys Mains Renewal	50	0	0.0%	0	0
(R)-WN-Woodbury to Saint Fatihns HOBAS Mains	100	0	0.0%	0	0
(U)-DESIGN-Homemaker Stage 2 est\$20k	160	0	0.0%	0	0
(U)-DESIGN-PW-Mulambin Shared Path 22-091	0	6	0.0%	0	0
(U)-DESIGN-SW-Wood St Emu Park 22-102	18	4	22.9%	0	0
(U)-SEW-60 15-040 Arthur St Sewer Passive	0	15	0.0%	0	0
Major Projects	50,512	21,478	42.5%	29,662	8,658
(N) SEW-Taroombal South Sewerage PFTI Passive	5,500	2,325	42.3%	4,432	148
(N)-DESIGN-RES-Lammermoor Water Booster	30	20	67.1%	0	0
(N)-E&P-Gateway Stage 4 est.\$2.2M	3,000	138	4.6%	0	0
(N)-GKI Boardwalk ca.\$4M funded	500	110	22.0%	1,379	(30)
(N)-GKI Gateway Arrival Precinct Planning	4,500	428	9.5%	5,092	203
(N)-GKI Wayfinding signage.\$250K funded	281	230	81.8%	441	432
(N)-SP-GKI WWTP - Public Amenities	300	1	0.3%	437	0
(N)-SP-GKI WWTP - STP	7,000	4,270	61.0%	6,392	2,838
(N)-W&R-Caves Waste Transfer Station Upg	0	0	0.0%	0	0
(N)-W&R-Emu Park Transfer Station Upg	388	391	100.8%	0	0
(N)-W&R-Yeppoon Landfill Cell extension	6,189	744	12.0%	1,672	(502)
(R) Hinz Ave Upgrade to Seal - 24-053	91	8	9.1%	0	0
(R) RC-BDG-Doonside Rd Canal Ck Ch6325 T	0	0	0.0%	0	0
(R) SN-2425 Sewer Relining Program Passive	1,000	435	43.5%	300	13
(R)-RC-BDG-Werribee Rd Replace Timber Bridge	328	314	95.8%	161	154
(R)-SPS42-Rosslyn St - Wet Well Replacement	300	55	18.3%	0	0
(R)-UC BDG 25-033 Williamson Creek Footbridge	300	49	16.3%	0	0
(R)-UC BDG Adelaide Pk bridge replacement	43	5	12.0%	0	0
(R)-WN-Coorooman Creek Mains Renewal Program	0	8	0.0%	0	0
(R)-WP-Meikleville Reservoir Roof Replacement	16	16	100.0%	0	0
(U)-DESIGN-EPSLC Revetment wall 24-036	150	69	46.0%	127	76
(U)-FC-Yeppoon Aquatic Centre Upgrade	12,349	8,200	66.4%	5,850	3,250
(U)-RC-Greenlake Rd Artillery Int Upgrade	5,909	3,067	51.9%	1,978	1,855
(U)-SP-Emu Pk STP Process Upgrade 19-128	450	389	86.5%	285	204
(N)-Pineapple Drv Ext Construction	1,000	0	0.0%	1,000	0
(N)-EWC Stage 1 Road Corridor Constr (T-70)	0	0	0.0%	0	0
(N)-EWC Neils Rd Int. Design	289	97	33.6%	115	17
(N)-Pineapple Drv Ext Design	200	52	26.1%	0	0
(N)-EWC Stage 1 Road Road Corridor Design (T-70)	400	56	14.0%	0	0
Water & Waste Operations	1,090	457	41.9%	0	0
(N)-Rookwood Weir Water Allocation	0	0	0.0%	0	0
(N)-WC-Kellys Off Stream Storage Increase Capacity	70	0	0.0%	0	0
(R) Kinka Beach Road Manhole Replacement 1115141	75	0	0.0%	0	0
(R) SEW-Passive Sewer Renewals \$200K	0	0	0.0%	0	0
(R) SN Manhole Refurbishment	125	24	19.4%	0	0
(R) WN-Water Property Service Annual Program	54	75	138.2%	0	0
(R)-ICT-SCADA System Upgrade & Replacement	105	84	79.9%	0	0
(R)-SN-Sewer Jump up priority annual program	15	3	19.5%	0	0
(R)-SP-Active Sewer Renewals \$200K	350	132	37.8%	0	0
(R)-WN-Water Main Replacements	0	10	0.0%	0	0
(R)-WN-WMR- Water Meter Replacement Annual program	38	31	81.9%	0	0
(R)-WN-WV&H Valves & Hydrants Annual Program	108	44	40.8%	0	0
(R)-WP-Active Water renewals	150	53	35.2%	0	0
Construction & Maintenance	17,114	9,585	56.0%	4,559	1,783
(N) SEW-126-127 SMG-Arthur St Trunk Sewer	0	0	0.0%	0	0
(N) UC-SW-Whitman St Stormwater Sump	35	69	196.9%	0	0
(N)-BS- Clayton Rd and Keppel Dve bus stop	3	3	96.4%	0	0
(N)-Design-UC PW Adelaide Pk and Braithw	0	0	0.0%	0	(11)
(N)-Ocean Park LATM 22-061 one-lane slow points	70	68	97.1%	0	0

Capital Project Description	ANNUAL BUDGETED EXPENDITURE \$'000	YEAR TO DATE ACTUAL EXPENDITURE \$'000	YEAR TO DATE ACTUAL EXPENDITURE AS % OF ANNUAL BUDGET %	ANNUAL BUDGETED REVENUE \$'000	YEAR TO DATE ACTUAL REVENUE \$'000
(N)-PW-Braithwaite Road Shared Path	0	0	0.0%	0	0
(N)-PW-Minor Access Works Program 24-038	0	44	0.0%	0	0
(N)-RC-NC-Farnborough Rd 19-013 Blackspot	30	25	81.8%	13	13
(N)-RC-PW-Byfield Footpath	330	21	6.4%	0	0
(N)-RC-PW-Cawarral School Footpath 23-128 STIP	504	226	44.8%	467	188
(N)-Taranganba State PS Bus Shelters	0	0	0.0%	0	(123)
(N)-UC-PW-Farnborough State footpath	0	0	0.0%	0	(31)
(N)-UC-PW-Yeppoon State PS footpath 23-121 STIP	16	31	196.8%	11	134
(N)-UC-NC-Guardrail Program 2324 --\$60K	239	3	1.1%	205	0
(N)-UC-NC-Scenic Hwy 22-166 Blackspot	350	557	159.1%	469	443
(N)-UC-NC-VinEJones Drv Car Parking 17-011	306	0	0.0%	0	0
(N)-UC-PW-Clayton Rd-Lyndall Dr Lammermoor	768	662	86.2%	0	0
(N)-UC-PW-Yeppoon Precinct East 22-050	1,447	801	55.3%	758	303
(N)-UC-RF - Bicycle racks \$56.5K	40	33	82.6%	13	13
(N)-UC-SL Reef Guardian Solar Retrofit	136	123	89.8%	44	30
(N)-UC-Yeppoon State HS carpark	40	42	105.1%	25	0
(R) (FW) Racecourse Rd floodway upgrade	0	1	0.0%	0	0
(R) UC-RF-Guardrail Annual Program	0	0	0.0%	0	0
(R) WC-WMR Rosslyn Bay Trunk 17-114	680	2	0.3%	0	0
(R)-Design-RC-Dawson Rd upgrade to sealed 22-008	80	22	27.4%	0	0
(R)-PW-Heaslip Stairs-Replace Timber Stairs	84	3	3.0%	0	0
(R)-RC-FS-Beach access program 2526	100	0	0.0%	0	0
(R)-RC-FS-Keppel Sands Beach Access 8 \$25k	0	1	0.0%	0	0
(R)-RC-FS-Lammermoor North LB12 Beach access	73	32	43.6%	100	100
(R)-RC-GR-Rural Resheet Program 2526	2,250	1,487	66.1%	338	0
(R)-RC-PR-Cawarral Road, Cawarral (Ch2320-3020)	0	(5)	0.0%	0	0
(R)-RC-PR-Etna Creek Road (Ch1900-3400)	844	13	1.6%	800	0
(R)-RC-PR-Pavement Rehabilitation Program	1,406	3	0.2%	0	0
(R)-UC-IN-Inlet Renewal Program 2526	50	6	11.5%	0	0
(R)-UC-RS-Urban Reseal Program 2425 25-010	600	212	35.3%	261	261
(R)-UC-RS-Urban Reseal Program 2526 26-001	1,850	1,916	103.6%	0	0
(R)-UC-SW-Renewal Program-\$305K	11	11	96.4%	0	0
(R)-WC-WMR-Water Main Replace Annual Pro	0	0	0.0%	0	0
(R)-WP-Brae St Flinders Nth and Elma St	0	0	0.0%	0	0
(R)-WP-WMR-Farnborough Rd 200mm Water Main	650	0	0.0%	0	0
(U) RC-Normanby St 22-020 est \$7.339m	3,031	2,409	79.5%	555	462
(U) SC-SEW-55 SRM-Hartley Street sewer	243	185	76.0%	0	0
(U) UC-SW-8-10 Industrial Ave drainage upgrade	4	4	100.0%	0	0
(U)-MC-Wadallah Creek Crossing 24-030	569	542	95.3%	500	0
(U)-SEW-71-SGM-Scenic Hwy 375 dia gravity	275	14	4.9%	0	0
(U)-SN-Mary St sewer realignment 21-082	0	23	0.0%	0	0
(U)-UC-SL-Streetlighting Program 25-26	0	0	0.0%	0	0
Communities & Environment	4,695	949	20.2%	93	35
Environment & Facilities	4,381	931	21.3%	93	35
(N) FC-Paramount Park Playground Rockyview	0	4	0.0%	0	0
(N) FC-Playground Shade Station Quarter	50	44	88.8%	0	0
(N) FC-Thwaite Park Amenities block est\$	88	15	16.8%	27	27
(N)-FC-BBQ Reef Guardian Solar Retrofit	41	0	0.0%	40	0
(N)-FC-Changing Places Amenity Kerr Park	420	70	16.6%	0	0
(R) FC-30 Raymond Tce renovation est	100	2	1.9%	0	0
(R) FC-Yeppoon Cemetery Memorial Parklan	46	16	34.6%	0	0
(R)-COM-Emu Park Air Strip est\$65k	3	3	100.0%	0	0
(R)-FC- Yeppoon Kracken Deck Replacement	370	14	3.8%	0	0
(R)-FC-2526 Switchboard renewals	139	7	5.4%	0	0
(R)-FC-Barmaryee Netball Courts Repairs	55	0	0.0%	0	0
(R)-FC-Barmaryee Sports Field LED Lighting	175	24	13.6%	0	0
(R)-FC-BBQ Annual Program Renewals 2526	20	0	0.0%	0	0
(R)-FC-Beaman Park Amenity Upgrade LRCI4	425	20	4.8%	0	0
(R)-FC-CCTV Appleton Park	30	0	0.0%	0	0
(R)-FC-Cordingley St Basketball Stadium	30	0	0.0%	0	0
(R)-FC-Emu Park Anzac Gatehouse repaint	60	0	0.0%	0	0
(R)-FC-Emu Park Arbour Replacement	150	83	55.4%	0	0
(R)-FC-Emu Park Hall Air Con	30	20	65.5%	0	0
(R)-FC-Keppel Sands Caravan Park Rhizopod	150	0	0.0%	0	0
(R)-FC-Lagoon Building 'A' Air Con Replacement	248	228	91.9%	0	0
(R)-FC-Lagoon Chlorinator Replacement	550	235	42.7%	0	0
(R)-FC-Lagoon Filter Sock Replacement	35	20	57.8%	0	0
(R)-FC-Lagoon Place Admin Building Carpet	28	0	0.0%	0	0
(R)-FC-Library LED Lighting; Yeppoon & Emu Park	29	0	0.0%	0	0
(R)-FC-Parks Furniture & Fixtures Annual	75	0	0.0%	0	0
(R)-FC-Playground Equipment Annual Renewal	30	0	0.0%	0	0
(R)-FC-Station-PWD Automatic Door	40	27	66.6%	0	0
(R)-FC-Travelling Irrigator Cooes Bay	25	16	64.4%	0	0
(R)-FC-UV Sterilisation Toddler Pool Yeppoon Lagoon	35	0	0.0%	0	0
(R)-FC-Wreck Point Repairs	80	0	0.0%	0	0
(R)-FC-Yeppoon Town Hall Air Con	600	27	4.5%	0	0
(R)-FC-Ypn Lagoon Pebblecrete	0	0	0.0%	0	0
(R)-FC-Ypn Stage Repairs	60	0	0.0%	0	0
(R)-Yeppoon Senior Citizens relocation	25	14	55.8%	0	0
(U) FC Don Ireland Aquatic Centre Amenit	15	22	145.6%	0	0
(U)-FC-Yeppoon Kraken Feature Upgrade	50	0	0.0%	0	0
(N)-FC-CCTV network expansion 2526	50	0	0.0%	25	8
(R) FC-Ice machine Depot Cordingley St	23	20	86.9%	0	0
Economic Development	315	18	5.6%	0	0
(N)-Entryway and Place-Branding Sign	75	14	18.5%	0	0
(N)-Gateway Stage 5	140	0	0.0%	0	0
(N)-Normanby St Streetscape Project	100	4	3.6%	0	0
Grand Total	81,875	34,678	42.4%	34,593	10,623

5. Glossary

Key Terms	
Operating Result	Total operating revenue less total operating expenses
Total Operating Expenditure	All council expenses minus capital items such as: - losses on disposal of assets, and - impairment losses - depreciation on right of use assets - interest on finance leases associated with right of use assets - other capital expenditure items as identified by Council
Total Operating Revenue	All council income minus capital items such as: - capital grants, subsidies, contributions and donations - gains on disposal of assets - other capital revenue items as identified by Council
Definition of Ratios	
Financial Capacity	
Council-Controlled Revenue Ratio (%)^g	
Council-controlled revenue is an indicator of a council's financial flexibility, ability to influence its operating income, and capacity to respond to unexpected financial shocks.	$\frac{\text{Net rates, levies and charges} + \text{Total Fees \& charges}}{\text{Total operating revenue}}$
A higher council- controlled revenue indicates a stronger ability to generate operating revenue without relying on external sources. Councils with a high ratio generally have a healthy rate base and are better able to respond to unexpected financial obligations such as natural disaster recovery.	
A lower council-controlled revenue ratio indicates that a council has limited capacity to influence its operating revenue and that it is more reliant on external (and usually less reliable) sources of income such as operating grant funding, sales and recoverable works contracts, and rental income.	
Population Growth Ratio (%)^g	
Population growth is a key driver of a council's operating income, service needs and infrastructure requirements into the future.	$\frac{\text{Prior year estimated population}}{\text{Previous year estimated population}} \quad -1$
A growing council population indicates a greater capacity to generate its own source revenue through rates as well as statutory charges. Population growth also puts additional pressure on councils to invest in new community infrastructure to support service needs.	
Operating Performance	
Operating Surplus Ratio (%)^{g,h}	
This is an indicator of the extent to which operating generated cover operational expenses. Any operating surplus would be available for capital funding or other purposes.	$\frac{\text{Operating result}}{\text{Total operating revenue}}$
An operating surplus ratio above 0% is an indication that council is managing its finances within its existing funding envelope and generating surplus funds for capital funding or other purposes.	
An operating surplus ratio below 0% is an indication that a council's operating expenses exceed its revenue. An operating deficit in any one year is not a cause for concern, if over the long term, a council achieves a balanced operating result or small surplus. Operating deficits over the long term affect a council's ability to internally fund its capital requirements and other initiatives as and when they fall due, potentially requiring external funding support.	
Operating Cash Ratio (%)^g	
The operating cash ratio is a measure of councils ability to cover its core operational expenses and generate a cash surplus excluding depreciation, amortisation and finance costs.	$\frac{\text{Operating result} \text{ add Depreciation and amortisation} \text{ add finance costs}}{\text{Total operating revenue}}$
A positive operating cash ratio indicates that a council is generating surplus cash from its core operations, which suggests that council has the ability to self-fund its capital expenditure requirements.	
A negative operating cash ratio is a significant indicator of financial sustainability challenges and potential future liquidity issues, as all other things being equal, a negative result means that a council's cash position is declining and revenues are not offsetting the cost of core operational requirements.	
Liquidity	
Unrestricted Cash Expense Cover Ratio (months)^g	
The unrestricted cash expense cover ratio is an indicator of the unconstrained liquidity available to a council to meet ongoing and emergent financial demands, which is a key component to solvency. It represents the number of months a council can continue operating based on current monthly expenses.	$\frac{(\text{Total Cash and Equivalents} \text{ add Current investments} \text{ add available ongoing QTC working capital facility limit} \text{ less Externally Restricted Cash})}{(\text{Total Operating Expenditure} \text{ less Depreciation and amortisation} \text{ less Finance Costs})}$
A higher unrestricted cash expense cover ratio indicates that a council has sufficient free cash available to contribute to the cost of future planned and unplanned expenditures such as infrastructure investment or disaster recovery. An excessively high ratio may be indicative of cash hoarding, poor cash management, or large upcoming capital investment requirements.	
A low ratio suggests limited unconstrained liquidity available to council to use for capital investment or in an emergency. For councils with efficient cash management practices and strong borrowing capacity, this is not a concern. Where a council also has a negative operating cash ratio, a very low or negative unrestricted cash expense cover ratio is an indicator of potential solvency concerns.	

Net Financial Liability Ratio (%)*	
<p>This is an indicator of the extent to which the net financial liabilities of Council can be serviced by operating revenues. A ratio greater than zero (0) implies liabilities exceed current assets.</p> <p>This ratio is no longer reported against under the new financial management sustainability guideline.</p>	$\frac{\text{Total Liabilities} - \text{Current Assets}}{\text{Total operating revenue}}$
Asset Management	
Asset Sustainability Ratio (%)#	
<p>The asset sustainability ratio approximates the extent to which the infrastructure assets managed by a council are being replaced as they reach the end of their useful lives.</p> <p>An asset sustainability ratio close to 100% suggests that a council is spending enough on the renewal of its assets to compensate for the deterioration in its asset base as loosely proxied by its reported depreciation, with outcomes too far below this level being potentially indicative of underspending against capital replacement requirements.</p>	$\frac{\text{Capital expenditure on replacement of Infrastructure Assets (Renewals)}}{\text{Depreciation expenditure on Infrastructure Assets}}$
Asset Consumption Ratio (%)#	
<p>The asset consumption ratio approximates the extent to which council's infrastructure assets have been consumed compared to what it would cost to build a new asset with the same benefit to the community.</p> <p>The minimum target of 60% indicates that a council's assets are being broadly consumed in line with their estimated useful lives.</p> <p>Councils with lower than target ratio will need to invest more in those assets (in terms of replacement or maintenance) to ensure they are maintained at a standard that will meet the needs of their communities. On the other hand, if the ratio is much higher than the target ratio, councils may need to revisit their asset management plans to asset their current service levels or whether their estimates of the assets useful lives are appropriate.</p>	$\frac{\text{Written down replacement cost of depreciable infrastructure assets}}{\text{Current replacement cost of depreciable infrastructure assets}}$
Asset Renewal Funding Ratio (%)#	
<p>The asset renewal funding ratio measures the ability of a council to fund its projected infrastructure asset renewal/replacements in the future.</p> <p>Ideally, the asset renewal funding ratio should be as close to 100% as possible, as this indicates that a council is appropriately funding and delivering the entirety of its required capital program as outlined by its asset management plans.</p> <p>A ratio that is too far in excess of 100% indicates capital spending above and beyond what is proposed by a council's asset management plans. A ratio that is too far below 100% may indicate an underfunded capital program and therefore a potentially increasing infrastructure backlog and asset failures. Either scenario suggests a mismatch between a council's capital requirements and forecast capital program, whether due to poor planning and/or limited resources or skills to deliver the assets required by the community.</p>	$\frac{\text{Total of Planned Capital Expenditure on Infrastructure Asset Renewals over 10 years}}{\text{Total of Required Capital Expenditure on Infrastructure Asset Renewals over 10 years}}$
Debt Servicing Capacity	
Leverage Ratio (times cover)#	
<p>The leverage ratio is an indicator of a council's ability to repay its existing debt. It measures the relative size of the councils debt to its operating performance.</p> <p>A higher leverage ratio indicates an increasingly limited capacity to support additional borrowings due to already high debt levels and/or decreasing operational performance, while a lower ratio indicates the opposite.</p> <p>A lower leverage ratio is not itself a guarantee that further debt will be approved for a council, while councils with higher leverage ratios are not necessarily precluded from having additional borrowings approved due to other mitigating circumstances.</p>	$\frac{\text{Book Value of Debt}}{\text{Total Operating Revenue less Total Operating Expenditure add Depreciation and Amortisation add finance costs}}$
<small>*Financial Management (Sustainability) 2013 legislated ratios #Financial Management (Sustainability) 2023 legislated ratios</small>	

6. Reference Material

Local government sustainability framework	https://www.statedevelopment.qld.gov.au/local-government/for-councils/finance/local-government-sustainability-framework Sustainability Framework Financial Management (Sustainability) Guideline Risk Framework Frequently Asked Questions
Budget 2025-26	https://www.livingstone.qld.gov.au/current-budget
Estimated Resident Population (ERP)	https://profile.id.com.au/livingstone/population-estimate

13.2 OPERATIONAL PLAN 2025-2026 Q2 PROGRESS REPORT

File No:	CM4.6.2
Attachments:	1. Quarter 2 2025-2026 Operational Plan
Responsible Officer:	Poala Santini - Coordinator Governance Andrea Ellis - General Manager Corporate Services Alastair Dawson - Interim Chief Executive Officer
Author:	Ursula Sleeman - Governance Officer

SUMMARY

The 2025-2026 Operational Plan progress report for Quarter 2 as of 31 December 2025 is presented, pursuant to Section 174(3) of the Local Government Regulation 2012.

OFFICER'S RECOMMENDATION

THAT Council receives the Quarter 2 2025-2026 Operational Plan Performance Report as of 31 December 2025.

BACKGROUND

In accordance with the *Local Government Act 2009*, Council is required to adopt an Operational Plan each year. The 2025–2026 Operational Plan plays an important role in Council's strategic planning process, outlining the key projects and priorities aimed at progressing the goals of the Community Plan 2030.

The *Local Government Act 2009* requires that the Chief Executive Officer must provide a written report on Council's progress in implementing the Operational Plan at least quarterly at Council meetings.

The 2025–2026 Operational Plan details the major programs and expected outcomes to be delivered throughout the financial year, aligning with the long-term objectives of the Community Plan 2030.

COMMENTARY

The Operational Plan 2025-2026 Q2 Progress Report outlines the progress made on key activities that Council aims to deliver throughout the year. Each action item has a status to indicate its current stage of progress. Table 1 presents a summary of performance to 31 December 2025, measured against the progress indicators.

The attached Operational Plan Quarter Performance Report December 2026 provides a status update and commentary for each action item, summarising the progress of activities undertaken during the first quarter of the 2025-2026 financial year.

Status of Planned Activities

Status		Diversified & Resilient Economy	Natural Environment	Vibrant Culture & Healthy Community	Transparent, Accountable & Progressive Leadership	Total
On Track / Complete	✓	14	14	21	33	82
Requires Monitoring	⚠	2	1	3	4	10
Off Track	✗	0	0	0	1	1
Total		16	15	24	38	93

Of the 93 activities, 82 (88%) are on track, 10 (11%) require monitoring and 1 (1%) is currently off track.

Two items have been completed in Quarter 2:

- 3.1.10 Placemaking and Urban Design Program - purchase, deliver, install and promote public Christmas decorations – *Cost for installation and removal higher than budgeted*
- 4.4.3 Progress Information Services Project portfolio - Conquest uplifts advanced within agreed timelines - *Conquest Asset Management system migrated to the Cloud*

One item continues to be identified as being 'Off Track' in Quarter 2:

- 4.6.4 Proactively contribute to the safety, health and wellbeing of our people – *no LTI's reported in this quarter. LTIFR as at end of December is 14.30 – required to be less than 12.*

PREVIOUS DECISIONS

The 2025-2026 Operational Plan was adopted by Council on 9 June 2025.

ACCESS AND INCLUSION

The activities in this report are undertaken in accordance with the commitments and principles within Council's Inclusive Community Policy.

ENGAGEMENT AND CONSULTATION

Consultation has taken place with internal stakeholders.

HUMAN RIGHTS IMPLICATIONS

Section 4(b) of the *Human Rights Act 2019* requires public entities such as Council "to act and make decisions in a way compatible with human rights." There are no foreseen human rights implications associated with the 2025-2026 Operational Plan Performance Report for Quarter 1.

BUDGET IMPLICATIONS

The activities in the Operational Plan 2025-2026 are funded from the 2025-2026 Annual Budget.

LEGISLATIVE CONTEXT

Section 104(5) of the *Local Government Act 2009* and section 174 of the *Local Government Regulation 2012* require a Local Government to prepare an Operational Plan that aligns with the annual budget and supports the delivery of the Community Plan.

Section 174 of the *Local Government Regulation 2012* states:

(3) The chief executive officer must present a written assessment of the local government's progress towards implementing the annual operational plan at meetings of the local government held at regular intervals of not more than 3 months.

LEGAL IMPLICATIONS

There are no legal implications associated with this matter.

STAFFING IMPLICATIONS

Activities listed in the Operational Plan 2025-2026 are managed by the responsible Council areas. The status and comments for each activity in the attached report are provided by the relevant area. Although the delivery of the plan itself is dependent on staff resources and some significant activities relate to people issues, there are no direct impacts on staff resulting from this report.

RISK ASSESSMENT

The risk of not delivering against Council's Operational Plan is that Council does not achieve the commitments set out in the longer-term Community Plan. Each significant activity has

associated risks which are managed by the relevant area and reported on through the performance reports.

Legislation requires Council to discharge its responsibilities in a way that is consistent with the annual operational plan and the operational plan sets out a specific level of detail what Council is planning to deliver and prioritise in the current financial year. The budget has been developed around the operational plan to match the required expenditure with available revenue sources.

CORPORATE PLAN REFERENCE

Transparent, Accountable and Progressive Leadership

Community Plan Outcome - 4.5 Sustainably manage finances, assets and resources through strong governance

The Operational Plan 2025-2026 is a key strategic document that outlines the key objectives for Council's annual program and aligns with the budget.

CONCLUSION

Quarterly reporting against the 2025-2026 Operational Plan is a statutory requirement and informs Council and the community on the performance of Council against yearly programs and activities in line with Council's Community Plan 2030.

13.2 - OPERATIONAL PLAN 2025-2026 Q2 PROGRESS REPORT

Quarter 2 2025-2026 Operational Plan

Meeting Date: 17 February 2026

Attachment No: 1

Quarter 2 - 2025-2026 Operational Plan

Diversified & Resilient Economy															
OP Ref	5 Year Delivery Program 2025-2030	Council's Role	Performance Measure	Performance Measure Target				Responsible Officer	Delivery Year					Comments	Status ✔ ⚠ ✘
				2025-26	Baseline	Interim (2026-27)	2030		1	2	3	4	5		
1.1 Promote, and value diverse business, industry, and employment															
1.1.1	Gross Regional Product (GRP) growth	Facilitator	Measures the total value of all final goods and services produced in the local economy	Maintain or improve from baseline	2022-23 \$1.86 billion, +5.7% increase (change from previous year)	Maintain or improve from baseline	Maintain or improve from baseline	S: GM Strategic Growth B: Mgr Econ Growth & Planning P: Economic Develop Officer O: -	✔	✔	✔	✔	✔	Q2: GRP is reported annually, expected notification May 2026. Q1: GRP is reported annually, expected notification May 2026.	✔
1.1.2	Progress actions identified in the Livingstone 2030 Blueprint for Growth: - Partner with industry bodies to identify workforce needs - Develop targeted marketing materials to promote tourism, liveability, and investment opportunities - Establish a structured and efficient customer relationship management system - Advocate for local business development and improvement	Provider	100% of actions identified for 2025-26 completed	100%	100%	Maintain or improve from baseline	Maintain or improve from baseline	S: GM Strategic Growth B: Mgr Econ Growth & Planning P: - O: Economic Develop Officer	✔	✔	✔	✔	✔	Q2: Investment prospectus ready for design, investment and workforce attraction video filming completed, Monitor CRMS is being utilised to track engagement. Q1: Investment prospectus draft commenced and RFQ for investment and workforce attraction video completed. Monitor CRMS system onboarding commenced. Commitment to the Small Business Friendly program renewed.	✔
1.1.3	Completion of Stage 4 of the Gateway Business and Industry Park	Provider	Project completed in 2025-26 within allocated budget and timeframe	100%				S: GM Transport & Utilities B: Mgr Major Projects P: Mgr Major Projects O: -	✔					Q2: Tender for construction was awarded late December 2025 completion target June/July 2026. Q1: Tender 'for construction' expected to be released early October 2025 with completion target end of financial year 2026.	✔
1.1.4	Gateway Business and Industry Park - Sale of Commercial Land	Provider	Development delivers a positive return on investment on capital development	>10% margin				S: GM Strategic Growth B: Mgr Econ Growth & Planning P: Mgr Econ Growth & Planning O: -		✔				Q2: Stage 4 construction to commence January 2025, Stage 5 lot layout being revised. Q1: Stage 4 (11 lots) Operational Works approved, civil construction tender to be released September 2025. Stage 5 (10 lots) ROL stopped the clock to re-design new Depot lot to fit concept design.	✔
1.1.5	Capricorn Coast Homemaker 2 - Sale of Commercial Land	Provider	Contract negotiations for Capricorn Homemaker 2 site	25% of contract conditions completed		Contract negotiations for Capricorn Homemaker 2 site completed		S: GM Strategic Growth B: Mgr Econ Growth & Planning P: Mgr Econ Growth & Planning O: -	✔	✔				Q2: Preferred tenderer undertaking due diligence expected completion April 2026. Q1: EO and Selective Tender process completed. Selective tender closed 22/09/25.	✔
1.1.6	Development Incentives and Support Strategy focused on attracting future growth industries to establish within the priority infrastructure area (PIA)	Provider Regulator Facilitator Advocate	Number of applications utilising incentives and support	Development Incentives Support Strategy completed				S: GM Strategic Growth B: Mgr Econ Growth & Planning P: - O: Economic Develop Officer	✔					Q2: Other priorities have delayed further progress. Q1: Research phase commenced.	⚠
1.1.7	Provide procurement opportunities which support local suppliers and businesses	Provider	Percentage of procurement spend with local business	30%	29%	Maintain or improve from baseline	Maintain or improve from baseline	S: GM Corporate Services B: Mgr Financial Serv P: - O: Coord Procurement & Fleet Serv	✔	✔	✔	✔	✔	Q2: Q2: Continue to refresh PSA and RPQS. 67 new suppliers have approached council since July 2025. Q1: Local Content for July 2025 - 17%. Attended 'Meet the Buyer' in Rockhampton. Discussions with 14 suppliers and contractors interested in	✔
1.2 Optimise visitation and tourism opportunities															
1.2.1	Visitor growth	Facilitator	Measures the % change in the number visitors to the Capricorn Coast and Rockhampton region	Maintain or improve from baseline	833,000 + 0.8% increase (annual change from June 2023)	Maintain or improve from baseline	Maintain or improve from baseline	S: GM Strategic Growth B: Mgr Econ Growth & Planning P: - O: Economic Develop Officer	✔	✔	✔	✔	✔	Q2: December 2025 visitor statistics not available until Q3 Q1: 842,000 domestic visitors +6.8% increase (annual change December 2024)	✔

Quarter 2 - 2025-2026 Operational Plan

Diversified & Resilient Economy															
OP Ref	5 Year Delivery Program 2025-2030	Council's Role	Performance Measure	Performance Measure Target				Responsible Officer	Delivery Year					Comments	Status ✓⚠✗
				2025-26	Baseline	Interim (2026-27)	2030		1	2	3	4	5		
1.2.2	Activities and performance measures as described in the Capricorn Enterprise Partnership Agreement 2022-26 are delivered	Facilitator	Capricorn Enterprise 6 monthly KPI report	100% of performance measures reached				S: GM Strategic Growth B: Mgr Econ Growth & Planning P: - O: Economic Develop Officer	✓					Q2: Next report not due until Q3 Q1: Six monthly KPI report was presented to Council in August 2025.	✓
1.2.3	Capricorn Enterprise Partnership Agreement 2026-30 completed	Facilitator	New agreement 2026-30 completed	100%				S: GM Strategic Growth B: Mgr Econ Growth & Planning P: - O: Economic Develop Officer	✓					Q2: New agreement drafted for Council consideration in Q3 Q1: Review of existing agreement commenced.	✓
1.2.4	Partner with Queensland Government to deliver Council led projects in the Great Keppel Island masterplan: - Sewerage Treatment Plant (STP) constructed by December 2025; and - Arrivals Plaza constructed by June 2026	Provider	100% of Council led projects constructed within budget and timeframes	Great Keppel Island STP and Arrivals Plaza constructed				S: GM Transport & Utilities B: Mgr Major Projects P: Strategic & Planning Advisor O: -	✓					Q2: Contractor for sewerage treatment plant (STP) progressing well with completion due date in September 2026. Arrivals Plaza construction tender awarded during Q2 and contractor due to mobilise to site in early February 2026 with completion due date in September 2026. Q1: Contractor for sewerage treatment plant (STP) mobilised to site and progressing works. Arrivals Plaza 80% detailed design completed, community engagement completed and 'for construction' tender to be released late September 2025. Sewerage Treatment Plant: 100% detail design completed for four packages of work; the remaining package of work has had 60% detail design completed. The contractor is seeking to mobilise to the site in mid to late August 2025. Arrivals Plaza: 50% detail design	⚠
1.3 Promote the Livingstone Shire as a welcoming and desirable location for commerce, tourism, and lifestyle															
1.3.1	Growth in employment	Facilitator	Measures the change (%) of the employed labour force	Maintain or improve from baseline	Census 2021 – 95.7%, +3.6% from Census 2016	Maintain or improve from baseline	Maintain or improve from baseline	S: GM Strategic Growth B: Mgr Econ Growth & Planning P: - O: -	✓	✓	✓	✓	✓	Q2: June 2025 Unemployment rate was 3.3% Q1: December 2024 Unemployment rate was 2.9%.	✓
1.3.2	Business Growth	Facilitator	Measures the change (%) in the number of GST registered businesses	Maintain or improve from baseline	Increase by 6.52% from previous year	To be documented/ established in 2025–26	To be documented/ established in 2025–26	S: GM Strategic Growth B: Mgr Econ Growth & Planning P: - O: -	✓	✓	✓	✓	✓	Q2: 3,503 businesses as at June 2025 Q1: Change measured annually .	✓
1.3.3	Population Growth Ratio	Facilitator	Measures the change in population growth	Maintain or improve from baseline	2.17% from 2023-24 Current Year Financial Sustainability Statement	Maintain or improve from baseline	Maintain or improve from baseline	S: GM Strategic Growth B: Mgr Econ Growth & Planning P: - O: -	✓	✓	✓	✓	✓	Q2: 2.3% from 22/23 estimated resident population of 42,849 as at 30 June 2024 (ABS) Q1: Change measured annually.	✓
1.3.4	Create an Investment Attraction Video and marketing collateral	Provider Advocate	Project completed within allocated budget and timeframe	100%				S: GM Strategic Growth B: Mgr Econ Growth & Planning P: Mgr Econ Growth & Planning O: Economic Develop Officer	✓					Q2: Filming completed late December 2025. Q1: Investment and workforce attraction RFQ out to market.	✓
1.3.5	Create a Five year Welcome and Destination signage program	Provider	Strategy completed within allocated budget and timeframe	100%				S: GM Strategic Growth B: Mgr Econ Growth & Planning P: Mgr Econ Growth & Planning O: Economic Develop Officer	✓					Q2: Lions Yeppoon Welcome sign completed. Major tourist sign planned for deliver by Q4. Q1: Consultancy awarded, priority signs being reviewed for design. Lions Yeppoon Welcome sign to be revamped.	✓

Quarter 1 - 2025-2026 Operational Plan

Natural Environment															
OP Ref	5 Year Delivery Program 2025-2030	Council's Role	Performance Measure	Target				Responsible Officer	Delivery Year					Comments	Status ✓△✗
				2025-26	Baseline	Interim (2026-27)	2030		1	2	3	4	5		
2.1 Encourage community and business to adopt sustainable practices															
2.1.1	Reduce carbon emissions	Provider	Measures the reduction in carbon emissions	Reduction from baseline	27,346 t CO ₂ -e/year	Reduction from baseline	Reduce by 30%	S: GM Communities B: Mgr Develop & Environment P: NRM & Sustainability Officer O: Coord NRM	✓	✓	✓	✓	✓	Q2: Initiatives to reduce Council's carbon footprint include landfill gas flaring, solar street lights and solar BBQ. Increases to carbon storage is achieved through native tree planting supported by the Council's Community Nursery. Q1: Long term project – undertaking small pilot projects, street lighting and solar BBQ.	✓
2.1.2	Document and establish a measurement system to enable frequent reporting on carbon emissions	Provider	Measurement system implemented	Baseline to be established				S: GM Communities B: Mgr Develop & Environment P: NRM & Sustainability Officer O: Coord NRM	✓					Q2: Procurement of a provider for the carbon measurement system is underway Q1: Council has joined the climate alliance with other Councils – awaiting appointment of regional analyst.	✓
2.1.3	Maintain community volunteer programs and external partnerships	Provider	Volunteer numbers and hours worked in identified sites	Maintain baseline	115 Volunteers (35,810 hours)	Maintain baseline	Maintain baseline	S: GM Communities B: Mgr Develop & Environment P: Vegetation Rehab Tech Officer O: Coord NRM	✓	✓	✓	✓	✓	Q2: Ongoing - new volunteer applications will be progressed in Q3. Further development of volunteer programs are being planned that include future park, beach, and natural resource volunteering opportunities. Q1: Ongoing – friend of the beach program and skilling Queenslanders for work traineeships. Council has identified a need for a centralised approach to managing volunteer and is looking to resource this with a part time officer. During Q1, and the absence of a role to coordinate onboarding and management of volunteers, Council had paused taking on any new applications for volunteers.	✓
2.1.4	Actions identified in the Livingstone Reef Guardian Action Plan completed: - Our Living Coast Restoration: Bangalee and Todd Avenue Project; - Oxford Street Water Quality and Habitat Restoration Project; and - Yeeppoon Solar Retrofit Project	Provider	Actions identified for 2025-26 completed	100% of actions identified for 2025-26 completed	100% of actions identified for 2025-26 completed	100% of actions identified for 2026-27 completed	100% of actions identified completed	S: GM Communities B: Mgr Develop & Environment P: NRM & Sustainability Officer O: Coord NRM	✓	✓	✓	✓	✓	Q2: Reef Guardian Project at Oxford Road is improving Fig Tree Creek water quality, increasing native habitats and providing shady spaces for public use. Our Living Coast projects recognise the role community plays in caring for our coasts and enhances the health of sand dune ecosystems supporting significant wildlife such as sea turtles. Q1: Reef Guardian action plan projects underway – Oxford Street and Farnborough Beach.	✓
2.1.5	Deliver events or clean-up projects that target sustainable practices and pollution control e.g. sediment and erosion control, rubbish clean ups	Provider	Conduct post-event/project surveys to measure satisfaction levels of participants	75% satisfaction		80% satisfaction	85% satisfaction	S: GM Communities B: Mgr Develop & Environment P: NRM & Sustainability Officer O: Coord NRM	✓	✓	✓	✓	✓	Q2: Great Northern Clean Up and Reef Clean events complete with the support of community groups and volunteers. The Community Nursery supports tree planting projects to help minimise erosion and stop sediment runoff to the Reef. Lex Sample Park waterway project underway to improve water quality and habitat in the Fig Tree Creek catchment. Q1: Partner with Landcare and other community groups – preparing for the Great Northern clean up in October '25.	✓

Quarter 1 - 2025-2026 Operational Plan

Natural Environment															
OP Ref	5 Year Delivery Program 2025-2030	Council's Role	Performance Measure	Target				Responsible Officer	Delivery Year					Comments	Status ✓△✗
				2025-26	Baseline	Interim (2026-27)	2030		1	2	3	4	5		
2.1.6	Establishing an urban flying fox roost monitoring program across four roosts	Provider	Monthly monitoring of roosts	12 inspections across 4 roosts		12 inspections across 4 roosts	12 inspections across 4 roosts	S: GM Communities B: Mgr Develop & Environment P: NRM Project Officer O: Coord NRM	✓	✓	✓	✓	✓	Q2: Grant application approved for education program, roost management tasks but excludes support for proactive monitoring. An alternative model for resourcing the monitoring program is being developed Q1: Flying Fox Management Plan complete – obtaining support from the State through a State grant application underway.	✓
2.2 Value and protect Livingstone's pristine natural environment through robust planning and policies															
2.2.1	Coastline preservation	Facilitator	Reduction in the risk assessment ratings for the special places and infrastructure exposed to coastal hazard impacts	Establish baseline	To be documented / established in 2025-26	Maintain or improve from baseline	Maintain or improve from baseline	S: GM Communities B: Mgr Develop & Environment P: NRM & Sustainability Officer O: Coord NRM	✓	✓	✓	✓	✓	Q2: Projects underway at Emu Park Main Beach, Musklers Beach and Putney Beach. Grant application submitted for repair of damage from TC Alfred Q1: 2 Semp's and Management plans to be undertaken this year.	✓
2.2.2	Document and establish a measurement system to enable frequent reporting on coastline preservation activities	Provider	Measurement system established and implemented	100%				S: GM Communities B: Mgr Develop & Environment P: NRM Project Officer O: Coord NRM	✓					Q2: Delayed due to resource constraints, Shoreline Erosion studies currently underway may identify suitable monitoring programs for Council. Q1: Scoping of the measurement system to be undertaken with Infrastructure department.	△
2.2.3	Development of Site Management Plans for Emu Park Main Beach, Musklers Beach and Cooee Bay Main Beach	Provider	Two Site Management plans created	100%		One Site Management plan to be created		S: GM Communities B: Mgr Develop & Environment P: NRM Project Officer O: Coord NRM	✓	✓				Q2: GKI SEMP contractor engaged, Musklers Beach SEMP yet to engage contractor, Emu Park Main Beach Foreshore Plan contractor selected. Q1: Council has been approved funding for Great Keppel Island and Musklers Beach Shoreline Erosion Management Plans, in addition to securing funding for the design of the Emu Park Surf Club seawall.	✓
2.2.4	Development of Site Management Plans for Bangalee and Todd Avenue foreshores	Provider	Site Management plans created in 2026-27			100%		S: GM Communities B: Mgr Develop & Environment P: NRM Project Officer O: Coord NRM		✓				Q2: Project planning underway Q1: Reef Guardian Project which focuses on the implementation of nature-based solutions to protect sand dunes and natural habitats. This project is expected to be completed in March 2026.	✓
2.2.5	Development of Site Management Plans for Kinka, Zilzie and Lammermoor beaches	Provider	Site Management plans created in 2027-28					S: GM Communities B: Mgr Develop & Environment P: NRM Project Officer O: Coord NRM			✓			Q2: Commenced budget preparation for 2026-27 Q1: Nature Based solutions project completed at Lammermoor Beach access.	✓

Quarter 1 - 2025-2026 Operational Plan

Natural Environment															
OP Ref	5 Year Delivery Program 2025-2030	Council's Role	Performance Measure	Target				Responsible Officer	Delivery Year					Comments	Status ✓⚠✗
				2025-26	Baseline	Interim (2026-27)	2030		1	2	3	4	5		
2.2.6	Actions identified in the Biodiversity Strategy completed ie Deliver bi-annual Sustainable Livingstone Expo and Develop and implement erosion and sediment control initiative	Provider	Actions identified for 2025-26 implemented within identified timeframes and budget	100%	2 actions completed	Actions identified implemented within timeframes and budget	Actions identified implemented within timeframes and budget	S: GM Communities B: Mgr Develop & Environment P: NRM Project Officer O: Coord NRM	✓	✓	✓	✓	✓	Q2: Biodiversity Study underway to support the Planning Scheme review, Maintenance of Ecotourism destination accreditation, Staff training for erosion and sediment control practices, Community Nursery is vital to support revegetation of local native species and allow habitat restoration for the wildlife of our region. Community nursery and NRM team protect and propagate endangered species such as the Marlborough Blue cycad. Q1: Erosion & sediment control matters presented to Councillors on 5 August 2025. Officers currently planning for Sustainable Expo.	✓
2.3 Improve resource recovery through innovative solutions for a circular economy															
2.3.1	Resource recovery and reuse	Provider	Measures the percentage of collected waste materials that are recycled, reused or repurposed	66%	64%	68%	75%	S: GM Transport & Utilities B: Mgr Water & Waste P: - O: Super Waste Serv	✓	✓	✓	✓	✓	Q2: Percentage will be determined at the end of the financial year. Q1: Percentage will be determined at the end of financial year.	✓
2.3.2	Complete a mid-term review of the Management of Resource Recovery and Waste 2030 Strategy	Provider	Strategy reviewed and updated document presented to Council for adoption	100%				S: GM Transport & Utilities B: Mgr Water & Waste P: - O: Principal Waste Officer	✓					Q2: Officers from the Waste Team have completed a review and will discuss with Council in Q3. Q1: Officers from the Waste Team have completed a review and will discuss with Council in Q3. State Government Waste Strategy being updates. Councils strategy will be reviewed and updated at this time.	✓
2.4 Provide reliable and sustainable water services, ensuring high-quality water supply and effective wastewater treatment															
2.4.1	Water quality	Provider	Zero reports of e-coli	0	0	0	0	S: GM Transport & Utilities B: Mgr Water & Waste P: - O: Coord Water & Sewerage Process Operations	✓	✓	✓	✓	✓	Q2: Zero reports of e-coli in Q2 Q1: Zero reports of e-coli in Q1.	✓

Quarter 1 - 2025-2026 Operational Plan

Vibrant Culture & Healthy Community															
OP Ref	5 Year Delivery Program 2025-2030	Council's Role	Performance Measure	Target				Responsible Officer	Delivery Year					Comments	Status ✔ ⚠ ✖
				2025-26	Baseline	Interim (2026-27)	2030		1	2	3	4	5		
3.1 Deliver strategic land use, infrastructure planning and urban design activities that support growth, liveability, and sustainability															
3.1.1	Residential Growth Management	Facilitator	Measures the percentage of new residential lots approved within the Priority Infrastructure Areas	Target established	To be documented/ established in 2025-26	Maintain or improve from baseline	Maintain or improve from baseline	S: GM Strategic Growth B: Mgr Econ Growth & Planning P: - O: Principal Strategic Planner	✔	✔	✔	✔	✔	Q2: Reported annually. Q1: Reported annually.	✔
3.1.2	Undertake a review of the current Planning Scheme and implement necessary changes to ensure long term prosperity within the region	Provider	Project to be completed by December 2028	25% of project to be completed	N/A	50% of project to be completed		S: GM Strategic Growth B: Mgr Econ Growth & Planning P: - O: Principal Strategic Planner	✔	✔	✔			Q2: Consultant appointed to undertake economic and population study, land supply analysis, housing needs assessment, Livingstone Housing Strategy and embedding the TLPI into a planning scheme amendment. Q1: Industrial and centres study completed. Biodiversity underway, Scheme Supply Fund application submitted for economic and population study, land supply analysis, housing needs assessment, Livingstone Housing Strategy and embedding the TLPI into a planning scheme amendment.	✔
3.1.3	Masterplanning for new showgrounds/event space completed	Provider	Project to be completed in 2027-28					S: GM Strategic Growth B: Mgr Econ Growth & Planning P: Mgr Econ Growth & Planning O: -			✔			Q2: Being led by Blueprint team, Council workshop completed Q2. Q1: Councillor workshop planned for October 2025.	✔
3.1.4	Concept Design of Council civic centre and library	Advocate	Project to be completed in 2027-28					S: GM Communities B: Mgr Develop & Environment P: Mgr Develop & Environment O: -			✔			Q2: Architect and consulting team appointed. Stakeholder engagement to commence January 2026. Q1: Civic centre design RFQ to be released October 2025. This does not include a new library. \$100k funded under Works for Queenstand 2024-27.	✔
3.1.5	East-West Connector Feasibility Study/Business Case completed	Provider	Feasibility/Business Case completed within allocated budget and timeframe	100%				S: GM Strategic Growth B: Mgr Engineering Serv P: - O: -	✔					Q2: Study complete. Q1: AECOM East West Link Feasibility Study complete.	✔
3.1.6	Northern Corridor Structure Planning and service options feasibility study	Provider	Structure planning and feasibility study completed	Assessment of options completed and next steps determined				S: GM Strategic Growth B: Mgr Econ Growth & Planning P: - O: Principal Strategic Planner	✔					Q2: Final report completed December 2025, Council to endorse January 2026, Q1: Draft structure plan completed and infrastructure options report being finalised.	✔
3.1.7	Develop design guidelines to support the Yeppeon town revitalisation	Provider	Guidelines Developed and adopted	100%				S: GM Strategic Growth B: Mgr Econ Growth & Planning P: Mgr Econ Growth & Planning O: -	✔					Q2: Normanby Street and Yeppeon Town Centre revitalisation (first block of Normanby Street) landscape design to be used as a benchmark. Q1: Scheduled to commence late 2025/early 2026.	✔
3.1.8	Placemaking and Urban Design Program - Street Tree Strategy and Parkscaoping	Provider	Develop a street tree strategy	100%				S: GM Communities B: Mgr Parks & Facilities P: Mgr Parks & Facilities O: Coord Parks & Open Spaces	✔					Q2: Will be tasked to Coordinator Open Spaces upon commencement mid February. Q1: Not yet commenced -Coordinator Open Spaces once recruited, will work with internal stakeholders to develop a survey for staff and users.	✔
3.1.9	Deliver Destination and Welcome Signage as per Placemaking and Urban Design Program	Provider	2 signs installed	100%				S: GM Strategic Growth B: Mgr Econ Growth & Planning P: Mgr Econ Growth & Planning O: Economic Develop Officer	✔					Q2: Lions Welcome to Yeppeon sign re-vamp completed, major tourist sign to be delivered by Q4. Q1: Two designs completed - eight to go.	✔

Quarter 1 - 2025-2026 Operational Plan

Vibrant Culture & Healthy Community															
OP Ref	5 Year Delivery Program 2025-2030	Council's Role	Performance Measure	Target				Responsible Officer	Delivery Year					Comments	Status ✓⚠✖
				2025-26	Baseline	Interim (2026-27)	2030		1	2	3	4	5		
3.1.10	Placemaking and Urban Design Program - purchase, deliver, install and promote public Christmas decorations	Provider	Project completed within allocated budget and timeframe	100%				S: GM Communities B: Mgr Comm & Cultural Serv P: - O: Coord Comm Develop & Events	✓					Q2: Completed. Cost for installation and removal higher than budgeted. Q1: Design complete, decorations ordered and delivered.	✓
3.1.11	Undertake planning scheme amendments to reflect zone and mapping changes	Provider	Project completed within allocated budget and timeframe	100%				S: GM Strategic Growth B: Mgr Econ Growth & Planning P: - O: Principal Strategic Planner	✓					Q2: Consultant appoint to undertake a range of studies to inform a Housing Strategy, major amendment and incorporation of TLPI into 10 year planning scheme review. Q1: Minor amendment zone changes in ten areas impacting 235 properties that already had approvals for development. These changes reduced the levels of assessment to provide an additional 320 lots for housing and 539 dwellings on approved sites for relocatable home parks. Temporary Planning Local Instrument (TLPI) was approved in May 2025 changing the zoning in three areas to allow for residential development.	✓
3.1.12	Undertake review and amendment of: - Capricorn Municipal Development Guidelines; - Livingstone Planning Scheme; - Local Government Infrastructure Plan; and - Adopted Infrastructure Charges Resolution	Provider	Report received by Council	100%				S: GM Communities B: Mgr Develop & Environment P: - O: Coord Develop Engineering	✓					Q2: Q1: Scoping being undertaken.	✓
3.2 Create vibrant community spaces to encourage community activation															
3.2.1	Event and activity participation	Facilitator	Measures the participation in events and activities funded, supported, or delivered by Council	Target established	To be established in 2025-26	Maintain or improve from baseline	Maintain or improve from baseline	S: GM Communities B: Mgr Comm & Cultural Serv P: - O: Coord Comm Develop & Events	✓	✓	✓	✓	✓	Q2: Scoping continuing. Q1: Scoping being undertaken.	⚠
3.2.2	Document and establish a measurement system to enable frequent reporting on event and activity participation	Provider	Measurement system established and implemented	100%				S: GM Communities B: Mgr Comm & Cultural Serv P: Mgr Comm & Cultural Serv O: Coord Comm Develop & Events	✓					Q2: Scoping continuing. Q1: Scoping being undertaken.	⚠
3.2.3	Conduct a service level review for parks mowing and roadside slashing	Provider	Report presented to Council by December 2025	100%				S: GM Communities B: Mgr Parks & Facilities P: - O: Coord Parks & Open Spaces	✓					Q2: Consultant appointed December 2025. Stakeholder engagement to commence in February. Q1: Work has commenced in developing a scope of work and a report was presented at the October briefing session prior to procuring a consultant.	✓
3.3 Provide diverse and inclusive cultural, sporting and recreation opportunities to encourage community participation and that contribute to wellbeing															
3.3.1	Community facilities visitation	Facilitator	Measures the number of visitation across the network of Council-owned community facilities	Target established	To be documented/ established in 2025-26	Maintain or improve from baseline	Maintain or improve from baseline	S: GM Communities B: Mgr Comm & Cultural Serv P: - O: Mgr Comm & Cultural Serv	✓	✓	✓	✓	✓	Q2: Approx 41,000. Measurement system testing continuing. Q1: Approx 35,000 First draft of internal measurement system complete. Staff testing in July and August. Drafts for external provider measurement underway for testing in September.	✓

Quarter 1 - 2025-2026 Operational Plan

Vibrant Culture & Healthy Community															
OP Ref	5 Year Delivery Program 2025-2030	Council's Role	Performance Measure	Target				Responsible Officer	Delivery Year					Comments	Status ✓⚠✗
				2025-26	Baseline	Interim (2026-27)	2030		1	2	3	4	5		
3.3.2	Document and establish a measurement system to enable frequent reporting on specific community facilities	Provider	Measurement system established and implemented.	100%				S: GM Communities B: Mgr Parks & Facilities P: Coord Facilities Management O: Coord Facilities Management	✓					Q2: Not yet commenced. Coordinator appointed December. Engagement to commence in February. Q1: Not yet commenced—Coordinator Facilities once recruited will work with internal stakeholders to develop a survey for staff and users.	✓
3.3.3	Evaluate accessibility of Council buildings and public spaces. Engage an Accessibility consultant to evaluate accessibility performance of Council buildings and public spaces	Provider	Project completed within allocated budget and timeframe	100%				S: GM Communities B: Mgr Parks & Facilities P: Coord Facilities Management O: -	✓					Q2: Not yet commenced due to resourcing constraints. Recruitment of a consultant is underway. Q1: Not yet commenced.	✓
3.4 Deliver well planned, efficient, safe and sustainable transport network															
3.4.1	Increase in the road network	Provider	Kilometres of new roads	1,390km as at 30 June 2026	1,382km as at 30 June 2024	Maintain or improve from baseline	Maintain or improve from baseline	S: GM Transport & Utilities B: Manager Civil Works P: - O: -	✓	✓	✓	✓	✓	Q2: To be reported at the end of the financial year. Q1: To be reported at the end of the financial year. No comments.	✓
3.4.2	Accessibility to the active transport network	Provider	Measures the kilometres of new cycleways, pathways and footpaths constructed each year	110km as at 30 June 2026	108km as at 30 June 2024	Improve from baseline	Improve from baseline	S: GM Transport & Utilities B: Manager Civil Works P: - O: -	✓	✓	✓	✓	✓	Q2: To be reported at the end of the financial year. Q1: To be reported at the end of the financial year. No comments.	✓
3.5 Enhance community health and wellbeing, safety, and natural disaster resilience															
3.5.1	Perception of Safety	Facilitator	Measures the percentage of people who feel safe in the neighbourhood during the day.	Target established	To be documented/ established in 2025-26	Maintain or improve from baseline	Maintain or improve from baseline	S: GM Communities B: Mgr Comm & Cultural Serv P: - O: -	✓	✓	✓	✓	✓	Q2: First survey completed with baseline established. Results available to internal and external. Q1: Will be incorporated into the Community Views survey	✓
3.5.2	Socio-Economic Index for Area (SEIFA)	Facilitator	Measures the relative level of socio-economic disadvantage and/or advantage based on a range of Census characteristics	Maintain or improve from baseline	2021 Index: 1005	Maintain or improve from baseline	Maintain or improve from baseline	S: GM Communities B: Mgr Comm & Cultural Serv P: - O: -	✓	✓	✓	✓	✓	Q2: no new data released. Q1: 970 in the 4th quintile (ie in the second most advantaged quintile).	✓
3.5.3	Develop a Bushfire Mitigation strategy for the whole of Shire	Provider	Adoption by Council	30 June 2026				S: GM Communities B: Coord Disaster Man & Comm Res P: - O: Bushfire Resilience Officer	✓					Q2: Q1: New Coordinator DM & CR commenced in July and reviewing to determine appropriate strategic direction to be undertaken in Q2.	⚠
3.5.4	Develop an Animal Management Strategy	Provider	Adoption by Council	50% of strategy completed				S: GM Communities B: Mgr Develop & Environment P: - O: Coord Comm Compliance	✓	✓				Q2: Q1: Research being undertaken to benchmark against other councils.	✓

Quarter 1 - 2025-2026 Operational Plan

Transparent, Accountable and Progressive Leadership															
OP Ref	5 Year Delivery Program 2025-2030	Council's Role	Performance Measure	Target			Responsible Officer	Delivery Year					Comments	Status ✔△✘	
				2025-26	Baseline	Interim (2026-27)		2030	1	2	3	4			5
4.1 Ensure communities are engaged, heard and informed															
4.1.1	Document and establish a measurement system to enable frequent reporting on the number of interactions with Council media and communication items published	Provider	Number of interactions and items published	Establish Baseline		Maintain or improve from baseline	Maintain or improve from baseline	S: GM Communities B: Mgr Comm & Cultural Serv P: Strategic Comms Lead Advisor O: -	✔	✔	✔			Q2: Q1: Published – 120 (18 media releases; 67 facebook posts; 32 instagram posts, 3 new Get Involved pages). Interactions – 4,657 Views – 728,881 Review of current measurement system underway.	✔
4.1.2	Develop an understanding of community sentiment around environmental, social, and economic factors to ensure informed Council decision-making based on community feedback	Facilitator	Conduct Community Views Survey	Establish Baseline		Improve from baseline	Improve from baseline	S: GM Communities B: Mgr Comm & Cultural Serv P: Strategic Comms Lead Advisor O: -	✔	✔	✔	✔	✔	Q2: First survey completed to establish baseline. Results available for internal and external. Q1: Community Views Survey Provider engaged and initial kick off meeting held.	✔
4.1.3	Monitor satisfaction levels of attendees at Local Industry Forums in Council procurement process to optimise local spend for economic benefit	Facilitator	Conduct post-event survey to measure satisfaction level of attendees	70% satisfaction		80% satisfaction	90% satisfaction	S: GM Corporate Services B: Mgr Financial Services P: Coord Procurement & Fleet Serv O: -	✔	✔	✔	✔	✔	Q2: New supplier Breakfast schedule for July 2026. Q1: To be scheduled November 2025. Attended 'Meet the Buyer' event in Rockhampton. Discussions occurred with 14 suppliers and contractors interested in obtaining work for council.	△
4.2 Advocate and collaborate with state and federal governments in the best interest of the community															
4.2.1	In collaboration with the Central to Defence Working Group Develop a business case to attract Defence Industry to establish in Central Queensland	Advocate	Defence Industry Attraction Business Case completed	100%				S: GM Strategic Growth B: Mgr Econ Growth & Planning P: - O: Economic Develop Officer	✔					Q2: Business case at 50% with 9 projects going through multi-criteria options analysis. Community project update session scheduled for February 2026. Q1: \$1M State REFF funding to support the project. Forge Advisory appointed Project Managers and Deloitte appointed to prepare the business case. Regional stakeholder engagement commences July 2025.	✔
4.2.2	Partner with State Government and Rockhampton Regional Council to deliver a northern corridor structure plan	Provider	Structure plan complete and embedded into the Planning Scheme	50%		100%		S: GM Communities B: Mgr Develop & Environment P: Mgr Develop & Environment O: -	✔	✔				Q2: Structure plan and infrastructure servicing options is complete. Going to Council for endorsement January 2026. Q1: Structure plan final document is near completion.	✔
4.2.3	Review advocacy priority projects documentation	Provider	Advocacy document reviewed and updated annually and adopted by Council	100% reviewed and updated		100% reviewed and updated	100% reviewed and updated	S: GM Strategic Growth B: Mgr Econ Growth & Planning P: - O: Economic Develop Officer	✔	✔	✔	✔	✔	Q2: Draft priority projects document completed. Requires design and Council review. Q1: Review of existing priority projects being undertaken.	✔
4.3 Be responsive, trusted and provide positive customer experiences															
4.3.1	Customer experience	Provider	Measure how customers rate their experience with Council	Establish Baseline	To be documented/ established in 2025-26	Maintain or improve from baseline	Maintain or improve from baseline	S: GM Communities B: Mgr Comm & Cultural Serv P: - O: Coord Customer Support	✔	✔	✔	✔	✔	Q2: Continuing Review of current measurement system Q1: Review of current measurement system underway.	✔

Quarter 1 - 2025-2026 Operational Plan

Transparent, Accountable and Progressive Leadership															
OP Ref	5 Year Delivery Program 2025-2030	Council's Role	Performance Measure	Target				Responsible Officer	Delivery Year					Comments	Status
				2025-26	Baseline	Interim (2026-27)	2030		1	2	3	4	5		
4.3.2	Establish an approach to document a measurement system to enable frequent reporting on customer experience	Provider	Approach endorsed by Council	100%				S: GM Communities B: Mgr Comm & Cultural Serv P: Coord Customer Support O: -	✓					Q2: Customer Support and internal stakeholders continuing to understand existing measurement tools and potential for integrations and improvements. Internal working group investigating options. Q1: Customer Support and internal stakeholders working together to understand existing measurement tools and potential for integration and improvements. Internal working group meeting scheduled for August. A report will be presented outlining approach options for endorsement by...	✓ ⚠ ✗
4.3.3	Improve customer experiences through closing out customer service requests on time (Organisational KPI)	Provider	Customer service request (CSR) close out rate	90%	81.18%	Maintain or improve from baseline	Maintain or improve from baseline	S: Chief Executive Officer B: GM Communities P: - O: Mgr Comm & Cultural Serv	✓	✓	✓	✓	✓	Q2: Period close out rate; 78.15% Work continues via Customer Support and IT on measurement tools and full integration improvements for close out. Q1: Customer Support and IT working together to understand existing measurement tools and potential for integration and improvements. Internal working group meeting scheduled for August.	✓
4.4 Harness technology to enhance responsiveness to the changing nature of work and the needs of the community															
4.4.1	Improve rate payment optimisation platforms by transitioning to a customer led experience	Provider	Reduction in the number of manual applications for direct debit	10% reduction from baseline	476	15% reduction from baseline		S: GM Corporate Serv B: Mgr Financial Serv P: Coord Revenue Serv O: -	✓	✓				Q2: Invitation to Quote issued; includes customer driven payment options/direct debit. Closes January 2026. Q1: Reviewing current process for opportunities utilising existing software.	✓
4.4.2	Progress Information Services Project portfolio - Finance One upgraded to CIA SAAS platform	Provider	Project completed by June 2026 within allocated budget and timeframe	100%				S: GM Corporate Serv B: Chief Information Officer P: Coord ICT Projects O: -	✓					Q2: Planning is underway for the second Phase of this modernisation program. Q1: On track for the first phase of the Finance SaaS project activity in November 2025.	✓
4.4.3	Progress Information Services Project portfolio - Conquest uplifts advanced within agreed timelines	Provider	Project completed by June 2026 within allocated budget and timeframe	100%				S: GM Corporate Serv B: Chief Information Officer P: Coord ICT Projects O: -	✓					Q2: Completed. Q1: Conquest Asset Management system migration to the Cloud platform has been completed as of 1st September 2025.	✓
4.4.4	Upgrade CRM User Interface to Pathway UX.	Provider	Project completed by 2025 - 26 within allocated budget and timeframe	100%				S: GM Corporate Serv B: Chief Information Officer P: - O: Coord IT	✓					Q2: Completed. Q1: Planning currently for delivery of training in October 2025 to support rollout.	✓
4.4.5	Develop a longer term digital strategy	Provider	Strategy Developed and delivered to ELT	100%				S: GM Corporate Serv B: Chief Information Officer P: Chief Information Officer O: -	✓					Q2: Longer term Strategy with key stakeholder input required is still in progress. Q1: Longer term strategy is currently on track for delivery December 2025 with workshop sessions planned with Leadership team members and key...	✓

Quarter 1 - 2025-2026 Operational Plan

Transparent, Accountable and Progressive Leadership															
OP Ref	5 Year Delivery Program 2025-2030	Council's Role	Performance Measure	Target				Responsible Officer	Delivery Year					Comments	Status
				2025-26	Baseline	Interim (2026-27)	2030		1	2	3	4	5		
4.4.6	Design the optimal data management, integration and visualisation architecture for LSC	Provider	Design to be completed by 2026 - 27	50%		50%		S: GM Corporate Serv B: Chief Information Officer P: Chief Information Officer O: -	✓	✓				Q2: Progressing toward delivering a design for a replacement solution to modernise the existing reporting platform. Q1: Currently on track to deliver a replace and provide modernised reporting platform for improving access to data for business owners.	✓
4.4.7	Continue strengthening our Cyber Security posture	Provider	Ensuring alignment with the best practice and industry advice	80%	80%	Asset renewal for Firewall and ASD Essential 8	Maintain baseline	S: GM Corporate Serv B: Chief Information Officer P: - O: Coord IT	✓	✓	✓	✓	✓	Q2: All controls have now been implemented for the first level of maturity and planning is progressing for the subsequent phase of ASD Essential Eight maturity uplift to increase Council's cyber security posture. Q1: Seven out of the Eight control domains have been implemented from the ASD Essential Eight. Due to complete before Dec 2025.	✓
4.4.8	Increase public use of online services	Facilitator	Increase of 10% of customers using digital channels	Establish Baseline				S: GM Communities B: Mgr Comm & Cultural Serv P: - O: Coord Customer Support	✓	✓	✓	✓	✓	Q2: 2,444 Q1: 2,163 *Measurement is how many times a 'self-service' option is used (eg Snap Send Solve, online services).	✓
4.5	Sustainably manage finances, assets and resources through strong governance														
4.5.1	Financial sustainability	Facilitator	Measures the level of financial sustainability risk	Maintain or improve from baseline	Five (5) out of six (6) measures are within the target risk tolerance	Maintain or improve from baseline	Each financial sustainability measure within the relative target risk tolerance	S: Chief Executive Officer B: GM Corporate Serv P: - O: Manager Financial Serv	✓	✓	✓	✓	✓	Q2: 26RB1 5-year average results forecasts five (5) out of six (6) measures are forecast to be within the target risk tolerance. The 5-year average is the average results from the audited financial statements for the period 2021-22 to 2024-25, and 2025-26 Revised Budget 1. Q1: Council remains committed to ensuring long-term financial sustainability through responsible resource management, strategic planning, and continuous improvement in operational efficiency.	✓
4.5.2	Contribute to driving a performance culture through achievement of Operational Plan targets (Organisational KPI)	Provider	Operational Plan targets achieved	90%	80%	Maintain or improve from baseline	Maintain or improve from baseline	S: Chief Executive Officer B: GM Corporate Serv P: - O: Coord Governance & Risk	✓	✓	✓	✓	✓	Q2: 82 targets (88%) are currently on track. Q1: 82 targets (88%) are currently on track.	✓
4.5.3	Contribute to driving a performance culture through achievement of Capital Works targets (Organisational KPI)	Provider	Capital delivery (Actual spend vs Original Adopted Budget)	90%	29%	Maintain or improve from baseline	Maintain or improve from baseline	S: Chief Executive Officer B: GM Corporate Serv P: - O: Principal PMO	✓	✓	✓	✓	✓	Q2: Total expenditure YTD + Commitments is \$65M vs BR1 revised forecast \$81.9. On track for 80%+ performance. Q1: Total expenditure YTD + Commitments is \$47M. Q1 is typically lower than average. Second quarter will be revised as part of BR1. 24-25 annualised performance was 80.8%. Total projects commitments for	✓
4.5.4	Deliver cost effective services within approved operating budget (Organisational KPI)	Provider	Expenditure of Operational budgets are managed to within +/- 5%	Maintain or improve from baseline	95%	Maintain or improve from baseline	Maintain or improve from baseline	S: Chief Executive Officer B: GM Corporate Serv P: - O: Mgr Financial Serv	✓	✓	✓	✓	✓	Q2: Total operational expenditure is reported in the December 2025 Monthly Finance Report at 46% of the 2025-26 Revised Budget 1. Q1: Total operational expenditure is reported in the September 2025 Monthly Financial Report at 24% of the 2025-26 budget.	✓

Quarter 1 - 2025-2026 Operational Plan

Transparent, Accountable and Progressive Leadership															
OP Ref	5 Year Delivery Program 2025-2030	Council's Role	Performance Measure	Target			Responsible Officer	Delivery Year					Comments	Status	
				2025-26	Baseline	Interim (2026-27)		2030	1	2	3	4			5
4.5.5	Improve alignment of Council adopted strategies and plans with the Community Plan 2030 - "Golden Thread Project"	Provider	Number of existing strategies and plans reviewed	20%	Number of adopted strategies/plans for review to be documented / established in 2025-26	50%	100%	S: Chief Executive Officer B: GM Corporate Serv P: GM Corporate Serv O: -	✓	✓	✓	✓	✓	Q2: No action has progressed during this quarter whilst the focus has been on resetting the strategic vision. A revised corporate plan will be presented to Council for feedback at January Briefing Session, with a view to adopt in February. Q1: Information collection has commenced to support the review of existing strategic documents pertaining to Communities.	✓
4.5.6	Timely collection of levied rates and charges	Provider	Outstanding rates at the end of each quarter (excluding prepayments)	<5%	4.04%	<5%	<5%	S: GM Corporate Serv B: Mgr Financial Serv P: - O: Coord Revenue Serv	✓	✓	✓	✓	✓	Q2: Overdue Rates & Utilities as a % of Budgeted Revenue 4.08%; Q1: Overdue Rates & Utilities as a % of Budgeted Revenue 4.14%; Revenue Generated 8.7%.	✓
4.5.7	Strengthening governance and control systems through the establishment of an efficient and effective internal audit function	Provider	Completion of high and medium risk actions within timeframes	80%	65%	Maintain or improve from baseline	Maintain or improve from baseline	S: GM Corporate Serv B: GM Corporate Serv O: Coord Governance & Risk	✓	✓	✓	✓	✓	Q2: 43% of high and medium audit actions were closed within the agreed timeframes for Q2, with a total of 7 high and medium audit actions closed. Q1: 85% high and medium audit actions closed within agreed timeframes. Currently there are 32 open audit actions - 6 high and 12 medium and 14 low. 0% for the month of July. 1 high risk audit action was completed which was outside of the timeframe. Currently there are 16 open audit actions - 7 high	⚠
4.5.8	Maintain currency of adopted Policy documents	Provider	Council statutory and community policies are current and reviewed within stated timeframes	>90%	>90%	Maintain or improve from baseline	Maintain or improve from baseline	S: GM Corporate Serv B: GM Corporate Serv P: - O: Coord Governance & Risk	✓	✓	✓	✓	✓	Q2: 88% of statutory and community policy documents have been reviewed within the required timeframes. Q1: 93% of statutory and community policy documents had been reviewed within the required timeframe, with 5 documents overdue for review.	⚠
4.5.9	Undertake rating structure review	Provider	Report and presentation to Council	Q2 Dec 2025				S: GM Corporate Serv B: Mgr Financial Serv P: Coord Revenue Serv O: -	✓					Q2: Rating Structure Review currently being undertaken; Budget Workshop scheduled 24 February 2026. Q1: Developing scope of works / Specification details for RFQ.	✓
4.6 Foster a safe, inclusive, capable, and empowered workforce committed to delivering their best															
4.6.1	Employee Turnover (excluding retirements and temporary engagements)	Provider	Percentage of employees leaving Council within a certain period of time	12.5%	10.98%	Maintain or improve from baseline	Improve from baseline	S: Chief Executive Officer B: Chief Human Resources Officer P: - O: -	✓	✓	✓	✓	✓	Q2: Rolling 12 mth Turnover Excluding Retirements and Temporary Engagements Turnover is 12.73% (Total Turnover is 16.16% for reporting period) October 2025 - 0.8% November 2025 - 1.1% December 2025 - 0.8% Q1: Rolling 12 month turnover is 18.9% July 2025 - 1.7% August 2025 - 0% September 2025 - 1.7%	⚠
4.6.2	Increase employee attendance (Organisational KPI)	Provider	Annualised attendance	95%	94.80%	Maintain or improve from baseline	Maintain or improve from baseline	S: Chief Executive Officer B: Chief Human Resources Officer P: - O: -	✓	✓	✓	✓	✓	Q2: Average attendance for reporting period is 94.9%. Q1: Average attendance 93.7% 94.3% (Period 23/06 - 20/07). Percentage based on last pay day for the month).	✓

Quarter 1 - 2025-2026 Operational Plan

Transparent, Accountable and Progressive Leadership															
OP Ref	5 Year Delivery Program 2025-2030	Council's Role	Performance Measure	Target				Responsible Officer	Delivery Year					Comments	Status ✔⚠❌
				2025-26	Baseline	Interim (2026-27)	2030		1	2	3	4	5		
4.6.3	Drive employee engagement through demonstrating effective leadership, engagement and collaboration (Organisational KPI)	Provider	Increase average organisational culture score	58.5%	53.5%	Maintain or improve from baseline	Improve from baseline	S: Chief Executive Officer B: Chief Human Resources Officer P: - O: -	✔	✔	✔	✔	✔	Q2: No survey to be conducted in 25-26 FY. Q1: Last survey completed in October 2024.	✔
4.6.4	Proactively contribute to the safety, health and wellbeing of our people (Organisational KPI)	Provider	Reduction in Lost Time Injury Frequency Rate	<12.0	26.07	Maintain or improve from baseline	Improve from baseline	S: Chief Executive Officer B: Chief Human Resources Officer P: - O: -	✔	✔	✔	✔	✔	Q2: No LTI's reported in this quarter. LTIFR as of end of December = 14.30 Q1: LTIFR as of end of September = 14.37 1 x LTI recorded in July. 2 x LTI recorded in August. 2 x LTI recorded in September. LTIFR at EOY= 10.56 EOEY as of end of July = 7.02	❌
4.6.5	Zero improvement or prohibition notices issued by WorkSafe Qld	Provider	Zero improvement notices	0	6	Maintain baseline	Maintain baseline	S: Chief Human Resource Officer B: Chief Human Resource Officer P: - O: Coord Safety	✔	✔	✔	✔	✔	Q2: No Improvement notices issued this quarter. Q1: No Improvement Notices issued this quarter. 2 x Improvement Notices issued 15/07/2025. Inadequate Risk Assessment revision. Lack of Confined Space rescue trained personnel.	✔
4.6.6	Local Government Workcare (LGW) external audit findings implemented	Provider	100% of actions identified for delivery year completed	100%	100%	Maintain baseline		S: Chief Human Resource Officer B: Chief Human Resource Officer P: - O: Coord Safety	✔	✔	✔			Q2: 100% of actions identified for delivery completed. Q1: Baseline Dust monitoring conducted 23rd and 24th of September. 10 x Respirable dust exposure. 10 x Personal noise exposure. 1 x Welding fume exposure. 1 x Inhalable dust exposure. Baseline dust monitoring delayed due to repeat inclement weather events. Nov 2024 Jan 2025 Jun 2025 Rescheduled to commence 23/24 Sept 2025. On track to be completed FY26.	✔
4.6.7	Work Health and Safety Strategy actions implemented	Provider	100% of actions identified for delivery year completed	100%	100%	Maintain baseline		S: Chief Human Resource Officer B: Chief Human Resource Officer P: - O: Coord Safety	✔	✔				Q2: 93% of actions completed. 1 open action in progress. Q1: First Aid Risk Assessments completed to date: James Street Council offices. Cordingley Street Depot. Parks and Open Spaces- Emu Park. Transport and Utilities- Urban Operations. Transport and Utilities- Rural Operations First Aid Risk Assessments ongoing. Hazard Identification and Risk Management Training under development. On track to be completed FY26.	✔
4.6.8	Research, scope and identify a fit for purpose Learning Management System	Provider	Project to be delivered in 2028-29				Project delivered within budget and timeframe	S: Chief Human Resource Officer B: Chief Human Resource Officer P: - O: Principal Org Develop Advisor				✔		Q2: Initial reconnaissance work has begun, including sourcing demonstrations with suppliers of Learning Management Systems to understand further the functions and benefits of an LMS system. Q1: This project has not yet commenced. This project of scoping and identifying the need for an LMS is on track to be completed in FY26.	✔

Quarter 1 - 2025-2026 Operational Plan

Transparent, Accountable and Progressive Leadership																
OP Ref	5 Year Delivery Program 2025-2030	Council's Role	Performance Measure	Target				Responsible Officer	Delivery Year					Comments	Status ✓△✗	
				2025-26	Baseline	Interim (2026-27)	2030		1	2	3	4	5			
4.6.9	Transitioning organisation to an online performance appraisal system	Provider	Performance appraisal system successfully implemented	100%				S: Chief Human Resource Officer B: Chief Human Resource Officer P: - O: Principal Org Develop Advisor	✓						Q2: The Organisational Development Team continues to oversee the PULSE Performance Module to ensure it remains fully operational and ready for both immediate use by employees, and in preparation for finalisation of FY26 reviews and setting FY27 reviews. Q1: PULSE Performance Module has been successfully implemented. Organisational Development continues to provide support to stakeholders in using the system, and maintain and administratively manage the system in readiness for end of review process in June 2026. The PULSE performance review system has been implemented for employees to set FY26 reviews. OD and HR continue to work with employees to assist in navigating the system and embedding the training.	✓
4.6.10	Individual performance plans in place for eligible employees	Provider	75% of eligible employees have a performance plan	75%	78%	Maintain or improve from baseline	Improve from baseline	S: Chief Human Resource Officer B: Chief Human Resource Officer P: - O: Coord HR & Payroll	✓	✓	✓	✓	✓	Q2: 78% of eligible employees as at end of Q2 have a performance review set in the PULSE System for FY26. Q1: 71% of eligible employees as at end of Q1 have a performance review set in the PULSE System for FY26. 20% of eligible employees have a performance review set or pending acceptance in the PULSE system.	✓	
4.6.11	Develop updated Workforce Plan (2025-2030) to align with new Corporate Plan	Provider	Workforce Plan 2025-2030 Developed and approved	100%				S: Chief Human Resource Officer B: Chief Human Resource Officer P: - O: Principal Org Develop Advisor	✓					Q2: A supplier has been engaged to undertake this initial phase of the workforce plan, focusing on data gathering and analysis. Following receipt of the supplier's report, the the Principal Org Development will lead the next steps in developing and finalising the plan. Q1: This work has not yet commenced. Initial work will commence in Q2. Initial discussions have commenced between Acting Chief HR Officer and Principal OD with regard to the approach of developing the Workforce Plan.	✓	
4.6.12	Enterprise bargaining negotiations (x3 agreements)	Facilitator	New certified agreement in effect (certified) by 30.09.2025	30-Sep-25				S: Chief Human Resource Officer B: Chief Human Resource Officer P: - O: Coord HR & Payroll	✓					Q2: In-Principle Agreement reached. Drafting of single agreement is now completed with Access Period and Ballot to be finalised by mid-February. Q1: Negotiations progressing. In principle agreement reached on a number of matters. Work progressing on drafting a single agreement. Negotiations between parties continue to be had, and progress made.	✓	

13.3 CORPORATE PLAN 2025-2030

File No:	fA90030
Attachments:	1. Corporate Plan 2025-2030 ↓
Responsible Officer:	Alastair Dawson - Interim Chief Executive Officer
Author:	Andrea Ellis - General Manager Corporate Services

SUMMARY

The amended Corporate Plan 2025–2030 presents a refined and contemporary strategic direction for Council, strengthening alignment between organisational priorities, community expectations, and legislative requirements. The revised Plan adopts new Vision and Mission statements, reframes Council’s strategic themes as Critical Success Factors, and incorporates the outcomes of Council’s recent strategic reset.

The updated structure provides clearer strategic intent, improved focus on measurable outcomes, and stronger integration with the broader strategic planning framework. The amendments ensure that the Corporate Plan remains relevant, deliverable, and capable of guiding sustainable regional development over the next five years. This report seeks Council’s endorsement of the amended document and formal repeal of the previously adopted Community Plan 2030.

OFFICER’S RECOMMENDATION

That Council:

- a) repeal the *Community Plan 2030* as adopted on 21 January 2025; and
- b) Adopts the amended *Corporate Plan 2025-2030* pursuant to section 104(5) of the *Local Government Act 2009* and sections 165 and 166 of the *Local Government Regulation 2012*, noting that implementation commenced in the 2025-26 financial year as the first financial year that is covered by the plan.

BACKGROUND

The revised Corporate Plan 2025-2030 presents a clearer and more contemporary strategic direction for Council. It formally adopts new Vision and Mission statements, strengthening the organisation’s identity and guiding principles. The document also incorporates the recent strategic reset, ensuring Council’s long-term priorities are aligned with contemporary community expectations and organisational capability.

While the structure retains the familiar four themes, these are now reframed as Critical Success Factors, sharpening their purpose and aligning them more closely with how Council measures progress. To improve consistency with statutory requirements, the Plan’s content has been realigned with legislative terminology, enhancing clarity and ensuring coherence across all integrated planning documents.

Key sections have been retitled to strengthen outcome orientation: “Our Intended Outcomes” is now “Our Strategic Direction”, reflecting the key result areas Council seeks to influence, and “Our Measures of Success” becomes “Our Performance Indicators,” providing clearer guidance for monitoring and reporting.

Finally, a comprehensive validation of the listed strategies and catalyst projects has been undertaken to confirm relevance, feasibility, and alignment with the strategic reset, ensuring the Plan is deliverable and positioned to support sustainable regional outcomes

PREVIOUS DECISIONS

Council resolved to adopt the Community Plan 2030 on 17 December 2024

An amendment was made on 21 January 2025 to reflect the inclusion of the East-West Connector.

ENGAGEMENT AND CONSULTATION

Engagement activities for the development of the amended corporate plan included:

- (a) Leveraging off the extensive community engagement undertaken to develop the *Livingstone Community Plan – Towards 2050*; and
- (b) Internal engagement with 78 employees.
- (c) Community engagement survey with 23 responses
- (d) Community Views survey responses
- (e) Councillor and staff workshops.

BUDGET IMPLICATIONS

The Corporate Plan is a core component of our broader Strategic Planning Framework, aligning long-term organisational direction with operational service delivery. By setting priorities over a five-year period, the Corporate Plan guides both immediate and future financial decision-making. These strategic priorities directly inform annual operational planning, ensuring that key deliverables are supported through the annual budget process.

This alignment enables Council to allocate resources efficiently in the short term while also shaping long-term financial forecasting, investment planning, and sustainable management of assets and services. As a result, each planning cycle not only drives organisational outcomes but also has clear fiscal implications for both current-year budgeting and long-term financial sustainability.

LEGISLATIVE CONTEXT AND LEGAL IMPLICATIONS

In accordance with s165 and s166 of the *Local Government Regulation 2012*, Council is required to develop a 5-year Corporate Plan the contents of which must:

- (a) Outline the strategic direction of the local government; and
- (b) State the performance indicators for measuring the local government's progress in achieving its vision for the future local government area.

Section 165 *Local Government Regulation 2012* also states the corporate plan can also be amended by resolution at any time (3) and that responsibilities must be discharged in a way that is consistent with the corporate plan (4).

RISK ASSESSMENT

Council maintains a cautious appetite for governance and strategic risk, with a tolerance for *balanced* decision-making where risks are understood, controlled, and aligned with endorsed strategic priorities. Adoption of the amended Corporate Plan 2025–2030 presents several manageable risks, along with opportunities to strengthen organisational alignment and accountability.

Strategic and Governance Risk:

There is a risk that inadequate alignment between the Corporate Plan and supporting operational documents (including service plans, budgets, and workforce planning) may lead to inconsistent implementation or diluted strategic focus. This risk is mitigated through Council's integrated planning framework, which requires annual operational planning to reflect the priorities and performance indicators set out in the Corporate Plan.

Financial and Resourcing Risk:

Given that the Corporate Plan shapes financial forecasting and investment decisions, there is a risk that emerging priorities or external factors (e.g., economic conditions, legislative changes) may affect Council's ability to deliver all identified strategies within expected timeframes. The annual budget cycle, long-term financial planning, and quarterly performance reviews provide mechanisms to monitor and adjust resourcing as required.

Operational and Organisational Capability Risk:

Implementation of revised strategic directions requires organisational capacity and clear internal communication. There is a risk that staff understanding or capability gaps could impact effective delivery. This is mitigated through structured internal engagement, ongoing workforce development, and the alignment of accountability mechanisms with the Plan's performance indicators.

Reputational and Community Expectation Risk:

While the Plan reflects extensive engagement and contemporary direction-setting, there remains a risk that community expectations evolve or diverge from strategic priorities over the five-year period. This is mitigated through regular performance reporting, future community engagement processes, and the legislative ability to amend the Plan by Council resolution.

Opportunities:

The revised Corporate Plan provides opportunities to strengthen governance maturity, improve organisational cohesion, and enhance transparency in reporting. It also positions Council to respond more effectively to strategic shifts, community outcomes, and operational demands through the adoption of clearer performance indicators and contemporary strategic direction.

CORPORATE PLAN REFERENCE

Transparent, Accountable and Progressive Leadership

Community Plan Outcome - 4.5 Sustainably manage finances, assets and resources through strong governance

13.3 - CORPORATE PLAN 2025-2030

Corporate Plan 2025-2030

Meeting Date: 17 February 2026

Attachment No: 1



LIVINGSTONE SHIRE COUNCIL



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 Corporate Plan 2025-2030 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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LIVINGSTONE SHIRE COUNCIL



Foreword Mayor



Livingstone Shire is entering an exciting new chapter. Our refreshed Corporate Plan 2025–2030 sets a clear, practical direction for the next five years, guided by our bold vision: “a prosperous region for families, business and future generations.” This plan reflects our mission of Building our Community for a Better Tomorrow. It brings together our strategic thinking in a concise, community-focused framework that will anchor decisions, investments, and service delivery.

This plan is more than a policy document—it is a strategic reset shaped through collaboration between Councillors, staff, and the community. We have listened carefully to what matters most: safeguarding the character and natural beauty that make Livingstone unique, strengthening our local economy and opportunities for business, and ensuring our communities remain welcoming, connected, and resilient as we grow.

The Corporate Plan is organised around four themes that translate our vision into action:

- » Diversified & Resilient Economy – creating the conditions for sustainable growth, encouraging innovation and enterprise, and promoting Livingstone as a place to invest, visit, and build a future.
- » Natural Environment – protecting and enhancing our landscapes, coastline, and biodiversity, supporting responsible resource use, and advancing a circular economy and reliable water services.
- » Vibrant Culture & Healthy Community – planning well for housing and infrastructure, shaping inviting places and active transport, and supporting inclusive cultural, sporting, and recreational opportunities that strengthen wellbeing and disaster resilience.
- » Transparent, Accountable & Progressive Leadership – delivering responsive customer experiences, strong governance, and digital transformation, with open reporting so our community can see progress and performance.

To ensure clarity and accountability, measurable outcomes accompany each theme. Annual Operational Plans and Budgets will cascade from this strategy so that day-to-day work directly contributes to long-term goals. Quarterly performance reporting and our Annual Report will track delivery, enabling us to adapt and improve where needed.

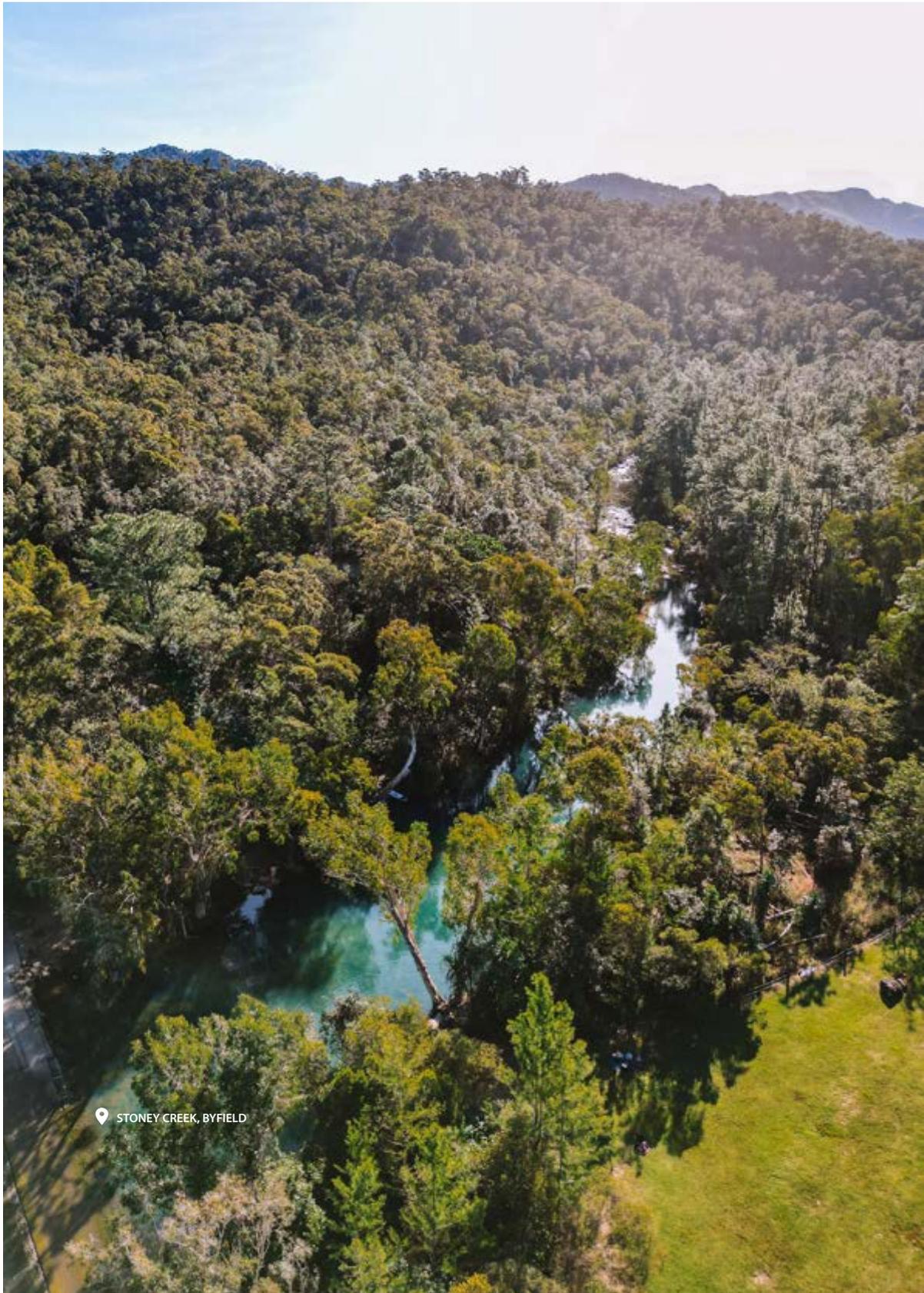
This plan also aligns with the broader work that is shaping our region’s future—evidence-led initiatives such as Blueprint Livingstone, coastal and environmental strategies, and priority projects that support economic diversification and liveability. Together, these efforts ensure we grow in ways that honour our identity: relaxed in spirit, proud of our heritage, and ambitious for what we can achieve.

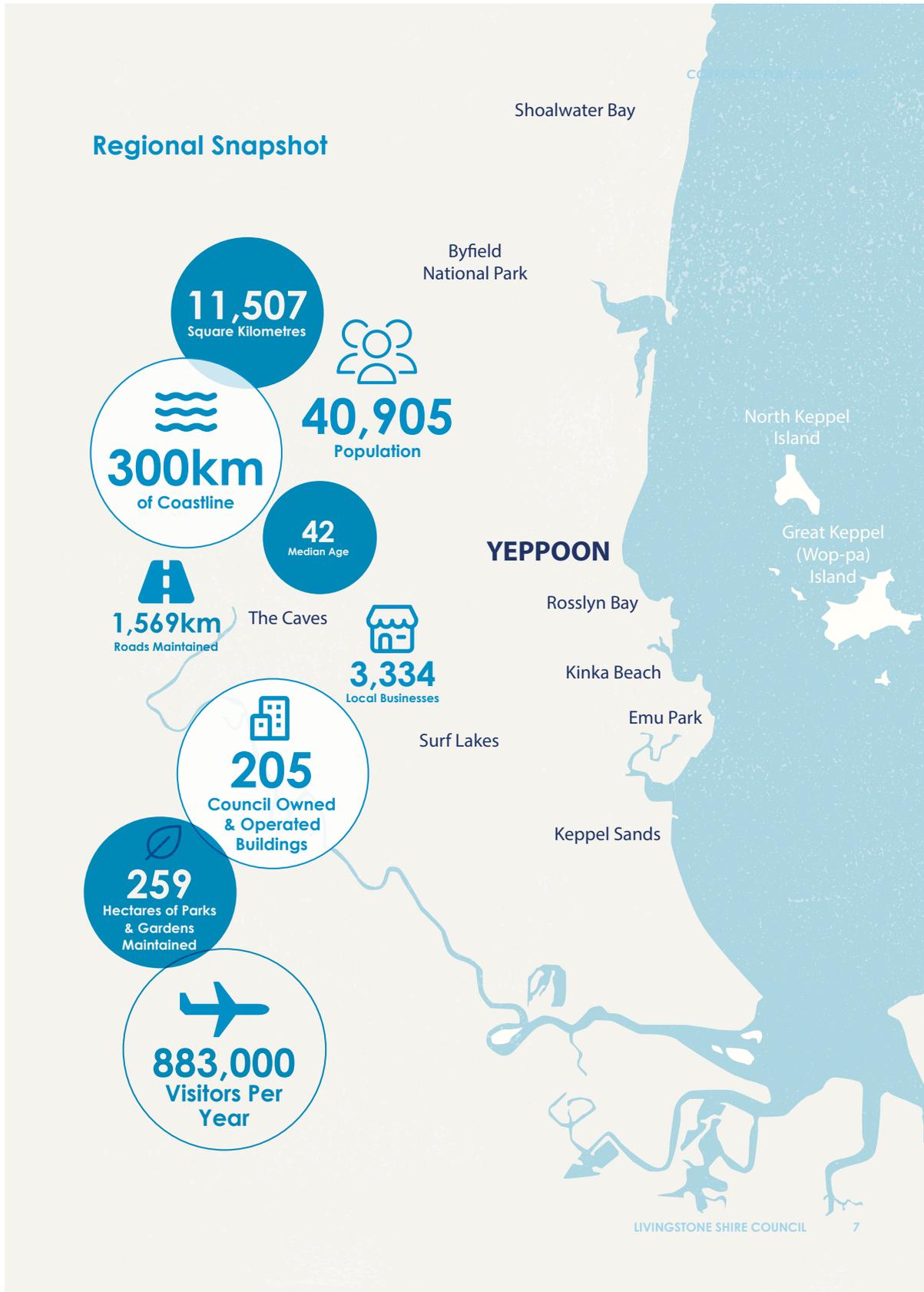
We recognise the opportunities and challenges ahead—from infrastructure needs and housing supply to climate resilience, cost pressures, and workforce attraction. The Corporate Plan sets out a disciplined, transparent approach to tackling these issues: making smart choices, partnering effectively across government and industry, and focusing on outcomes that matter to residents and businesses.

Above all, this is a plan for people. It is about creating opportunity while preserving the lifestyle we value, investing in the places we share, and stewarding our natural assets for future generations. With clear priorities, measurable results, and a commitment to open engagement, Council is ready to deliver.

I invite our community to stay involved—share your ideas, participate in engagement, and hold us to account on the goals we have set. Together, we can build a future that is prosperous, sustainable, and inclusive for families, business, and the generations to come.







LIVINGSTONE SHIRE COUNCIL

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.



Cr Adam Belot (Mayor)
Ph: 0427 311 430
Email: mayor@livingstone.qld.gov.au



Cr Pat Eastwood (Deputy Mayor)
Development & Environment
Committee Portfolio
Ph: 0437 410 833
Email: pat.eastwood@livingstone.qld.gov.au



Cr Wade Rothery
Development & Environment
Committee Portfolio
Ph: 0427 875 446
Email: wade.rothery@livingstone.qld.gov.au



Cr Andrea Friend
Recreation & Culture
Committee Portfolio
Ph: 0459 392 411
Email: andrea.friend@livingstone.qld.gov.au



Cr Lance Warcon
Recreation & Culture
Committee Portfolio
Ph: 0475 106 990
Email: lance.warcon@livingstone.qld.gov.au



Cr Glenda Mather
Infrastructure Committee Portfolio
Ph: 0437 647 573
Email: glenda.mather@livingstone.qld.gov.au



Cr Rhodes Watson
Infrastructure Committee Portfolio
Ph: 0448 403 243
Email: rhodes.watson@livingstone.qld.gov.au



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 400 staff and 4 portfolio areas that work together to service the community.

These are:



LIVINGSTONE SHIRE COUNCIL

Our Vision

*A prosperous Region for Families,
Business and Future Generations.*

Livingstone Shire is entering a new chapter—one defined by a strategic reset and a bold, shared vision: “a prosperous region for families, business and future generations.” Guided by our mission of “building our community for a better tomorrow”, we are committed to fostering collaboration, delivering innovative solutions, and creating sustainable outcomes that strengthen our community and enhance quality of life for all. Our community spirit remains relaxed and inclusive, while our natural beauty, vibrant culture, and economic vitality continue to be celebrated and strengthened through purposeful planning and investment.

The Corporate Plan 2025 -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 Corporate Plan into more detailed activities and provides an annual program of works based on identified Corporate 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 Corporate 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 Corporate Plan.

GREAT KEPPEL ISLAND 

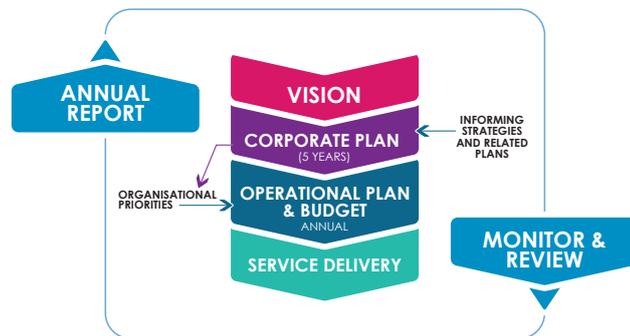
OUR CORPORATE PLAN 2025-2030

The Corporate Plan 2025-2030 (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 Corporate Plan 2025–2030 represents a strategic reset for Livingstone Shire, consolidating the Livingstone Community Plan: Towards 2050 and the Community Plan 2020–2030 into a unified, forward-looking framework. While streamlined in structure, the plan continues to reflect the community's aspirations for the future of our region.

Through the original engagement process that shaped the Towards 2050 plan, Council gained deep insight into what matters most to residents: a region that is welcoming and connected, resilient and relaxed in spirit, and celebrated for its natural beauty, vibrant culture, and thriving economy. These values remain central to our refreshed vision—"a prosperous region for families, business and future generations"—and guide our renewed strategic direction.



Strategic Alignment

The Corporate Plan is part of our broader Strategic Planning Framework. The framework connects our direction with operational service delivery. The relationship between the Vision, Corporate 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 Corporate Plan strategic direction. 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.



Our Corporate Plan is built around four critical success factors—these represent the most important areas for Livingstone Shire and Council to achieve success. These themes form the foundation of the Plan, guiding what Council will focus on to deliver our vision and serve the community.

They provide a clear framework for prioritising services, programs, and projects over the next five years. Each success factor includes key result areas and measurable performance indicators, which shape Council’s annual Operational Plan and Budget. The four critical success factors are:



CORPORATE PLAN 2025-2030



For each key result area, the Corporate Plan nominates:

A STATEMENT OF INTENT

A concise and focused statement of Council's intended outcomes for each critical success factor.

OUR STRATEGIC DIRECTION

Clear outcome statements for what Council wants to accomplish.

OUR PERFORMANCE INDICATORS

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.



OUR STRATEGIC DIRECTION

- » Streamlined processes, elimination of red tape, and smart resource allocation to maximise value for ratepayers and opportunity for Business diversity and growth.
- » 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.

	MEASURE	DEFINITION	BASELINE	INTERIM (2026-27)	TARGET 2030
OUR PERFORMANCE INDICATORS	GRP GROWTH (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
	GROWTH IN EMPLOYMENT	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
	BUSINESS GROWTH	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
	VISITOR GROWTH	Measures the change (%) in tourism total sales in the Shire	2023-24 \$347.52 million, -2.59% decrease (change from 2022-23 to 2023-24)	Improve from baseline	Improve from baseline
	POPULATION GROWTH RATIO	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 Existing Strategies

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

 [CQROC Defence Strategy](#)

Supporting Council Services

- » Economic Development
- » Blueprint Livingstone (project)

Catalyst Projects

- » East-West Connector
- » Council CBD Precinct Hub
- » 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

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.”



OUR STRATEGIC DIRECTION

- » Creating opportunity to protect and value Livingstone’s natural resources for future generations, whilst encouraging sustainable consumption of resources across our region.
- » 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 PERFORMANCE INDICATORS

MEASURE	DEFINITION	BASELINE	INTERIM (2026-27)	TARGET 2030
RESOURCE RECOVERY AND REUSE	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
COASTLINE PRESERVATION	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
WATER QUALITY	Zero reports of e-coli	0	0	0
REDUCE CARBON EMISSIONS	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](#)
-  [Flying Fox Roost Management Plan](#)
-  [Biosecurity Plan 2024-2029](#)

Supporting Council Services

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

Catalyst Projects

- » Fig Tree Creek Integrated Catchment Plan
- » Local Laws Review

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 STRATEGIC DIRECTION

- » Strategic investments and development to create sustainable revenue streams that support quality community services.
- » 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 Strategy](#)
-  [Livingstone Open Spaces Framework](#)
-  [Capricorn Coast Region Events Strategy 2025](#)
-  [2023 Sporting Needs Analysis](#)
-  [Principal Cycle Network Plan](#)
-  [Livingstone Shire Planning Scheme](#)

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

- » Social Infrastructure Plan
- » Review of Local Government Infrastructure Plan
- » Review of Livingstone Shire Planning Scheme
- » Improved maritime infrastructure at Rosslyn Bay Boat Harbour
- » Chandler Road connection to Tanby Road

LIVINGSTONE SHIRE COUNCIL

Vibrant Culture & Healthy Community Continued

OUR PERFORMANCE INDICATORS

MEASURE	DEFINITION	BASELINE	INTERIM (2026-27)	TARGET 2030
SOCIO-ECONOMIC INDEX FOR AREA (SEIFA)	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
PERCEPTION OF SAFETY	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
ACCESSIBILITY TO THE ACTIVE TRANSPORT NETWORK	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
RESIDENTIAL GROWTH MANAGEMENT	Measures the percentage of new residential lots created	17,538 residential rateable properties as at 30 June 2025	1.5% per annum increase	% equal to or greater than 450 lots per annum

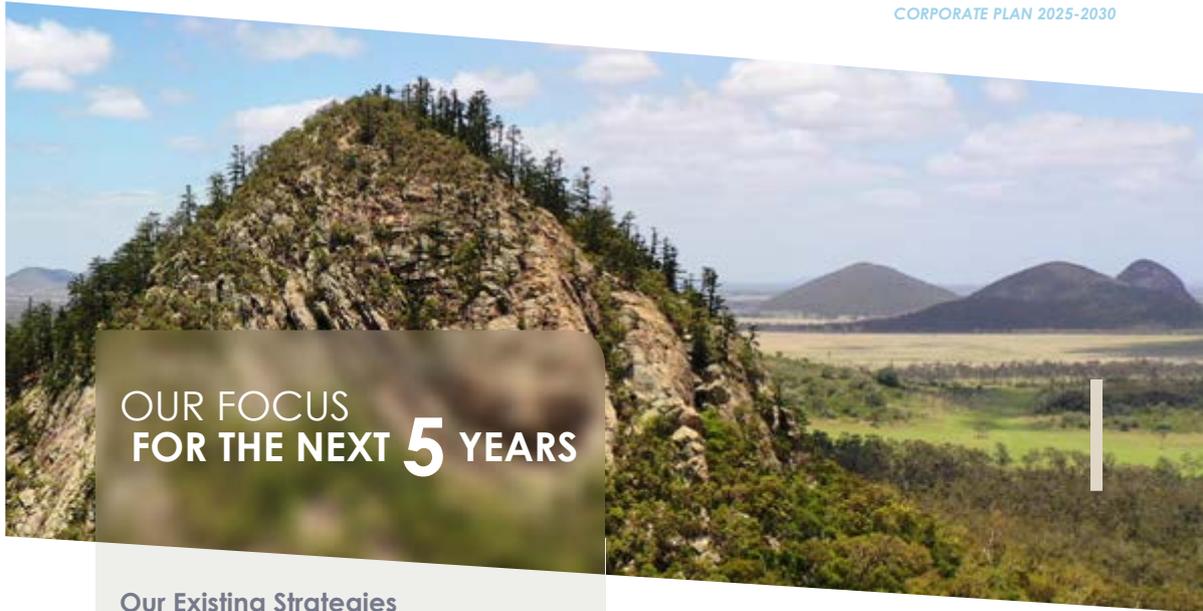




OUR STRATEGIC DIRECTION

- » Responsive, accessible and high-quality services that address the evolving needs of residents and businesses.
- » 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 PERFORMANCE INDICATOR	MEASURE	DEFINITION	BASELINE	INTERIM (2026-27)	TARGET 2030
	CUSTOMER EXPERIENCE	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
	EMPLOYEE TURNOVER (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
	FINANCIAL SUSTAINABILITY	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](#)
-  [Workforce Plan](#)
-  [Workplace Health & Safety Strategy](#)
-  [ICT Digital Strategy & Roadmap](#)

Supporting Council Services

- » Office of the CEO
- » Executive Support
- » Strategic Communications & Engagement
- » Accounting Services
- » Revenue Services
- » Procurement & Fleet Services
- » Governance & Risk
- » Portfolio Management Office
- » Strategic Asset Management
- » Human Resources & Payroll
- » Safety
- » Organisational Development

- » Systems of Work
- » Information and Technology services
- » Digital Transformation & Innovation
- » Customer Support
- » Systems & Quality Assurance
- » Policy & Planning

Catalyst Projects

- » Digital Transformation and Strategy Projects
- » 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 and 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”



13.4 REQUEST FOR TRUSTEE LEASE OVER PART OF RESERVE FOR WATER PURPOSES - LOT 5 SP157082, HAWKE STREET, EMU PARK

File No: qA84192
Attachments: 1. [Aerial and Site Proposal](#)
Responsible Officer: Sharon Sommerville - Manager Parks and Facilities
Katrina Paterson - General Manager Communities and Environment
Author: Christine Macdonald - Principal Property Officer
Alison Morris - Property Officer

SUMMARY

Queensland Police Service have enquired with Council about entering into a trustee lease over part of Reserve for Water Purposes at 46-48 Hawke Street, Emu Park, described as Lot 5 SP157082, for a new telecommunications tower for enhancement of the Queensland Police Service's communication network.

OFFICER'S RECOMMENDATION

THAT Council resolve:

1. that the exception mentioned in Section 236(1)(b)(i) of the *Local Government Regulation 2012* may apply in its dealing with Queensland Police Service over part of Lot 5 SP157082;
2. pursuant to section 236(2) of the *Local Government Regulation 2012* to apply section 236(1)(b)(i) of the *Local Government Regulation 2012* in its dealing with Queensland Police Service over part of Lot 5 SP157082;
3. to provide a ten (10) year trustee lease to Queensland Police Service at a nominal rental of \$1.00 plus GST per annum, in accordance with section 236(5) of the *Local Government Regulation 2012* over part of Lot 5 SP157082; and
4. to delegate to the Chief Executive Officer, pursuant to section 257(1)(b) of the *Local Government Act 2009*, to negotiate the terms and conditions of the trustee lease provided to Queensland Police Service.

BACKGROUND

Council has received a request from Queensland Police Service (QPS) in relation to an area of approximately 60 square metres adjacent to existing telecommunication towers on Reserve for Water Purposes, located at 46-48 Hawke Street, Emu Park, described as Lot 5 SP157082, to establish a new telecommunications tower. Refer to Attachment One for an aerial identifying the area of interest within the reserve.

QPS is seeking a ten year trustee lease over the reserve to establish a 6m x 10m chain-link fenced compound, including a 10ft containerised building and concrete slab for a 23-30m tower comprising 2 microwave dishes and a single base antenna fitted for the enhancement of the QPS communication network.

The matter was discussed at a briefing session on 27 January 2026 where there was general agreement to the proposal.

PREVIOUS DECISIONS

The matter has not been considered previously.

ENGAGEMENT AND CONSULTATION

The Department of Resources and Mines, Manufacturing and Regional and Rural Development has been consulted and have no objection to the proposal. Whilst the proposed use is inconsistent with the reserve purpose, the inclusion of the facility into the

land management plan being prepared for the reserve, with a trustee lease following will satisfy requirements of the *Land Act 1994*.

Internal stakeholder engagement has been undertaken, and the following comments were provided:

COMMUNITIES AND ENVIRONMENT

Duty Planner

The site is located within the Special Purpose zone and Telecommunications facility is code assessable. A Development Application has been received. The special purpose zone supports structures up to 25m height. The development location is mapped as Scenic Amenity, however there are very few acceptable outcomes that are relevant or reasonably applicable to the development. The development location avoids the landslide hazard area. The following codes are applicable to the development:

- Special Purposes Zone Code,
- Scenic Amenity Overlay Code,
- Development Works Code.

A development application has been received, which is consistent with the zone. There does not seem to be any evident inconsistencies based on the zone and existing use of the site.

Acting Coordinator Development Engineering

Development Engineering Department has no objection and no further comment regarding this proposal.

Coordinator Public Environments

No problem from a Public Environments perspective. There would be requirements (Permit) from the Built Environment section, being building and plumbing. The Duty Planner should cover off on the building requirements.

Coordinator Community Development and Events

The Community Development and Events Team have no objection to this proposal. We are not aware of any current or proposed future community projects or programs which would be impacted by the development of this site and are supportive of activities aimed at improving community safety.

Sustainability and NRM Officer

Looking at the property and location of this telecommunication tower if no vegetation is to be removed and/or impacted NRM have no comments. If vegetation were to be removed it would be ideal to identify the extent of clearing required.

Bushfire Resilience & Recovery Officer

Disaster Management and Community Resilience have no objection to this application and support the enhancement of Queensland Police Service's communication network. Consideration should be made to ensure that the lease agreement incorporates a requirement for the maintenance of the site to limit the impacts of natural hazards including bushfire on this site, and subsequent effects to neighbouring communications assets. Site two would be the most ideal positioning of this asset to allow for the track to be utilised when both planned and unplanned fires occur in this area.

INFRASTRUCTURE

Manager Water & Waste Operations

No issues or questions from us with option 2 if they can just let Council know when they plan to commence works onsite so we can let the operations teams know.

Manager Engineering Services

Happy to go with the advice of Manager Water & Waste Operations.

Manager Construction & Maintenance

I will leave this to Water and Waste to provide comment.

BUDGET IMPLICATIONS

There is no foreseeable budget implications associated with the consideration of this matter. Costs associated with the transaction will be borne by the trustee lessee.

LEGISLATIVE CONTEXT AND LEGAL IMPLICATIONS

Under section 236(1)(b)(i) of the *Local Government Regulation 2012* (Exceptions for valuable non-current asset contracts), a local government may dispose of a valuable non-current asset if the disposal is to a government agency.

Pursuant to section 236(2) of the *Local Government Regulation 2012*, an exception mentioned in subsection 236(1)(b)(i) applies to a local government disposing of a valuable non-current asset only if, before the disposal, the local government has decided, by resolution, that the exception may apply to the local government on the disposal of a valuable non-current asset other than by tender or auction.

Under section 236(5) of the *Local Government Regulation 2012*, the exception mentioned in subsection 236(1)(b)(i) does not require a local government to ensure the consideration for the disposal is equal to, or more than the market value of the land as required in section 236(4) of the *Local Government Regulation 2012*.

Under section 257(1)(b) of the *Local Government Act 2009*, A local government may, by resolution, delegate a power under the Act or another Act to the Chief Executive Officer.

RISK ASSESSMENT

One risk in not providing a trustee lease to Queensland Police Service is that the Queensland Police Service will be required to find an alternative location for its telecommunications tower and associated equipment, which could have a negative impact on the effectiveness and timeliness of Queensland Police Service enhancing its communication network servicing the Emu Park area.

CORPORATE PLAN REFERENCE

Vibrant Culture and Healthy Community

Community Plan Outcome - 3.5 Enhance community health and wellbeing, safety, and natural disaster resilience.

Providing a trustee lease to Queensland Police Service will assist the government agency to enhance its communication network within the Emu Park service area.

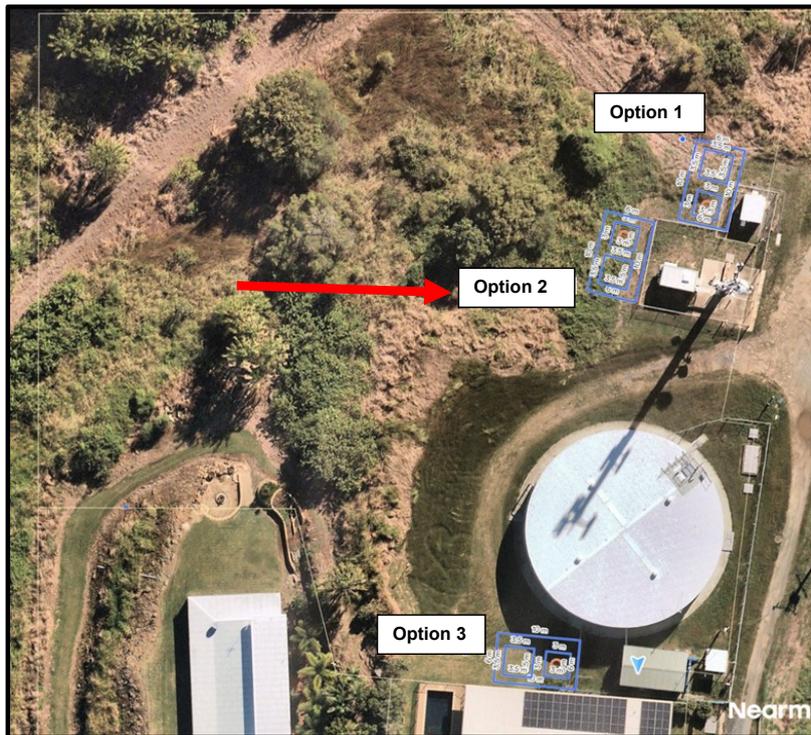
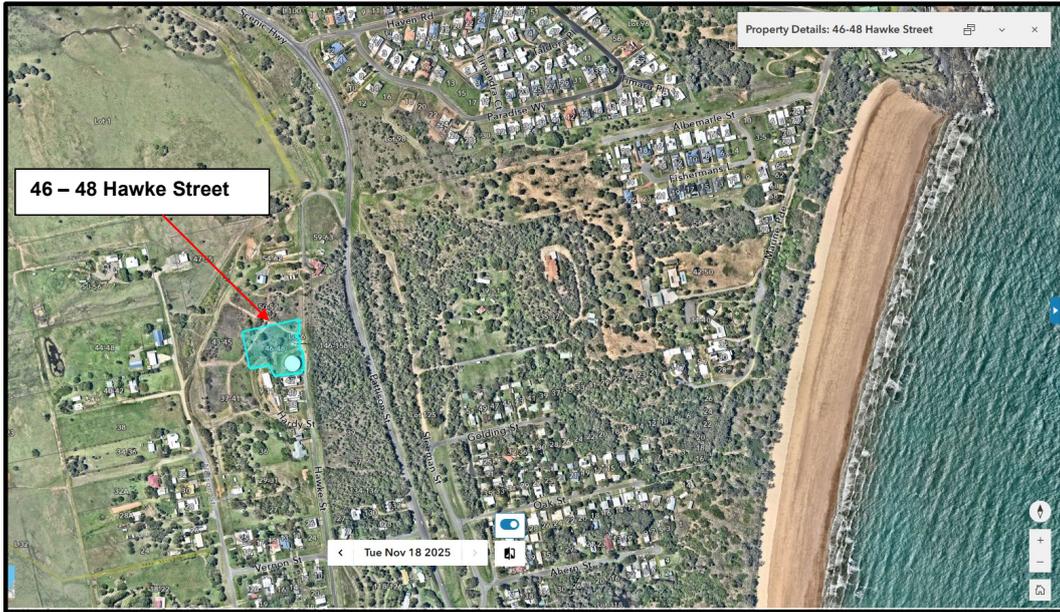
**13.4 - REQUEST FOR TRUSTEE LEASE
OVER PART OF RESERVE FOR
WATER PURPOSES - LOT 5 SP157082,
HAWKE STREET, EMU PARK**

Aerial and Site Proposal

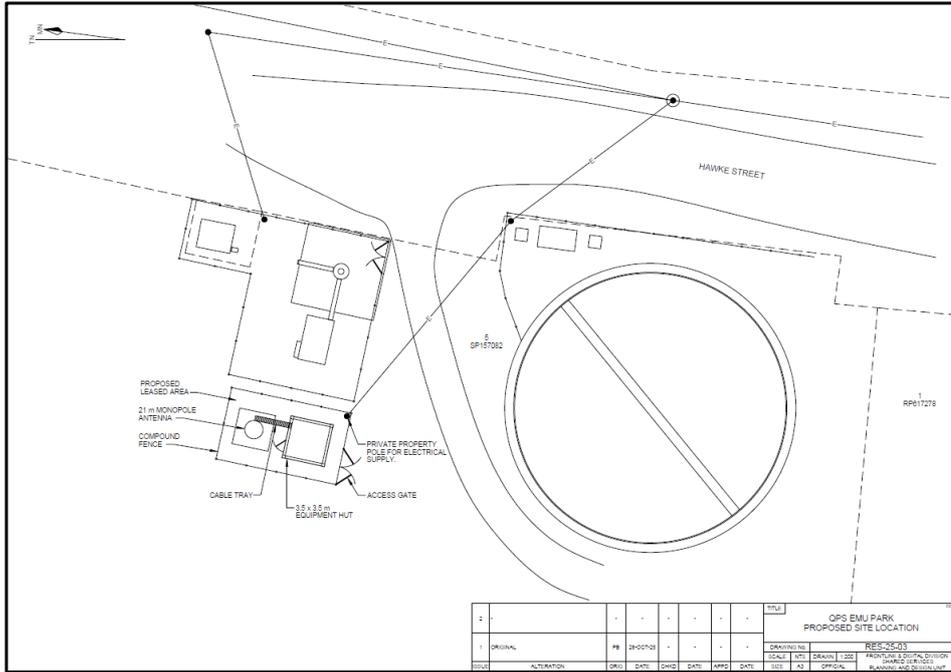
Meeting Date: 17 February 2026

Attachment No: 1

Request for Trustee Lease over part of Reserve for Water Purposes - 46-48 Hawke Street, Emu Park (Lot 5 SP157082)



Proposed Site Plan - Part of Lot 5 SP157082



14 URGENT BUSINESS/QUESTIONS

Urgent Business is a provision in the Agenda for members to raise questions or matters of a genuinely urgent or emergent nature, that are not a change to Council Policy and cannot be delayed until the next scheduled Council or Committee Meeting.

15 CLOSED SESSION

In accordance with the provisions of section 254J of the *Local Government Regulation 2012*, a local government may resolve to close a meeting to the public to discuss confidential items, such that its Councillors or members consider it necessary to close the meeting.

RECOMMENDATION

THAT the meeting be closed to the public to discuss the following items, which are considered confidential in accordance with section 254J of the *Local Government Regulation 2012*, for the reasons indicated.

16.1 Request for Views - Application to Extend Rolling Term Lease, The Keppels described as Lot 39 LN2681

This report is considered confidential in accordance with section 254J(3)(i), of the *Local Government Regulation 2012*, as it contains information relating to a matter that local government is required to keep confidential under a law of, or formal arrangement with, the Commonwealth or a State.

16.2 Proposed Acquisition of Land - Water Supply Reservoir

This report is considered confidential in accordance with section 254J(3)(h), of the *Local Government Regulation 2012*, as it contains information relating to negotiations relating to the taking of land by the local government under Acquisition of Land Act 1967.

16 CONFIDENTIAL REPORTS

16.1 REQUEST FOR VIEWS - APPLICATION TO EXTEND ROLLING TERM LEASE, THE KEPPELS DESCRIBED AS LOT 39 LN2681

File No: fA88938

Attachments:

1. Correspondence from the Department
2. Aerials, Survey plan and lease conditions

Responsible Officer: Sharon Sommerville - Manager Parks and Facilities
Katrina Paterson - General Manager Communities and Environment

Author: Monica Heaslip - Executive Support Officer (Acting)
Alison Morris - Property Officer
Christine Macdonald - Principal Property Officer

This report is considered confidential in accordance with section 254J(3)(i), of the *Local Government Regulation 2012*, as it contains information relating to a matter that local government is required to keep confidential under a law of, or formal arrangement with, the Commonwealth or a State.

SUMMARY

The Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development is seeking Council's views, requirements, or objections to an application to extend Rolling Term Lease, The Keppels described as Lot 39 LN2681.

16.2 PROPOSED ACQUISITION OF LAND - WATER SUPPLY RESERVOIR**File No:** fA91265**Attachments:**

1. **Proposed Reticulation Zones**
2. **Water Master Plan Phase 3 Report**
3. **Sawmill Reservoir - Locality Map**
4. **Acquiring Land and Easements for Infrastructure Services Procedure**

Responsible Officer: **Michael Kriedemann - General Manager Infrastructure**
Alastair Dawson - Interim Chief Executive Officer**Author:** **Sean Fallis - Manager Engineering Services**

This report is considered confidential in accordance with section 254J(3)(h), of the *Local Government Regulation 2012*, as it contains information relating to negotiations relating to the taking of land by the local government under Acquisition of Land Act 1967.

SUMMARY

This report seeks Council approval to proceed with the acquisition of land for a proposed Water Supply Reservoir in the Bondoola area.

17 CLOSURE OF MEETING