

# COMMUNITY PLAN 2030 **SNAPSHOT**

Our Community Plan supports Council's vision of *inspiring communities, advancing opportunities* by defining the strategic direction for the next five years.



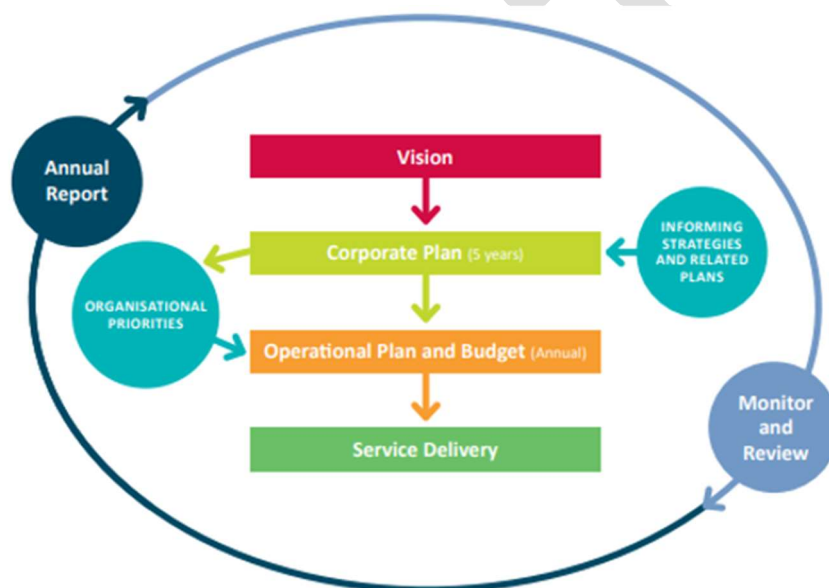
## Our Community Plan 2030

The Community Plan 2030 (the Plan) is Livingstone Shire Council's (Council) key strategic document. It provides a clear framework to guide Council in decision making and policy directions, prioritising and delivering services, programs, projects, and facilities to the community.

The Plan has been developed by consolidating the *Livingstone Community Plan: Towards 2050* and the *Corporate Plan 2020-2030* and continues to reflect the intent of the community's aspirations about the future of our region. Through the engagement undertaken to develop *Livingstone Community Plan: Towards 2050*, Council learnt that residents want the future of Livingstone to be welcoming, connected, resilient with a relaxed community spirit, celebrated for its natural beauty, vibrant culture and thriving economy.

### Strategic Alignment

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



#### Annual Operational Plan

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

#### Annual Report

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

#### Quarterly Performance Report

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

#### Council Reports

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

## The Community Plan Explained

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

The areas of focus help Council to prioritise service delivery, programs and projects over the next five years. Each theme contains key intended outcomes which will inform Council's annual Operational Plan and Budget. These theme areas are:



For each theme area, the Community Plan nominates:

### **A STATEMENT OF INTENT**

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

### **OUR INTENDED OUTCOMES**

Clear outcome statements for what Council wants to accomplish.

### **OUR MEASURES OF SUCCESS**

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

### **OUR FOCUS FOR THE NEXT FIVE YEARS**

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

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

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

**Community commitments** - Specific community/locality orientated commitments from the 2024 term of councillors. This also highlights how the community can contribute to towards the outcomes.

## Focus Theme One – ‘Diversified & Resilient Economy’

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

### Our intended outcomes

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

### Our Measures of Success

Measure	Definition	Baseline	Interim (2026-27)	Target 2030
<b>Gross Regional Product (GRP) growth</b>	Measures the total value of all final goods and services produced in the local economy	2022-23\$1.86 billion, +5.7% increase (change from previous year)	Maintain or improve from baseline	Maintain or improve from baseline
<b>Growth in employment</b>	Measures the change (%) of the employed labour force	Census 2021 – 95.7%, +3.6% from Census 2016	Maintain or improve from baseline	Maintain or improve from baseline
<b>Business Growth</b>	Measures the change (%) in the number of GST registered businesses	June 2023 – 3,203 GST registered businesses. +196 increase in businesses, +6.52% (change from June 2022)	To be established in 24–25	To be established in 24–25
<b>Visitor growth</b>	Measures the change (%) in the number visitors to the Shire	1,213,000, +5.8% increase (change from June 2022) To be established in 24–25	Maintain or improve from baseline	Maintain or improve from baseline

### Our focus for the next five years

#### Our existing strategies

- [Blueprint 2030 – Livingstone Shire Council Economic Growth and Investment Strategy](#)
- [Local Housing Action Plan](#)
- [CQROC Defence Strategy](#)
- [Priority Projects 2023/24](#)

#### Supporting Council services

- Economy and Places

#### Catalyst Projects

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

## Focus Theme Two – ‘Natural Environment’

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

### Our intended outcomes

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

### Our Measures of Success

Measure	Definition	Baseline	Interim (2026-27)	Target 2030
<b>Resource recovery and reuse</b>	Measures the percentage of collected waste materials that are recycled, reused or repurposed	To be established in 24–25	Maintain or improvement from baseline	Better than or equal to industry benchmark
<b>Coastline preservation</b>		To be established in 24–25	Maintain or improvement from baseline	Maintain or improvement from baseline
<b>Water quality</b>	Zero reports of e-coli	0	0	0

### Our focus for the next five years

#### Our existing strategies

- Livingstone Open Spaces Framework
- [Low Carbon Livingstone 2030 Strategy](#)
- [Our Living Coast: Coastal Hazard Adaptation Strategy](#)
- [Our Living Environment: Biodiversity strategy](#)
- [Shoreline Management Plan](#)
- [Reef Guardian Action Plan](#)
- [Management of Resource Recovery and Waste in Livingstone Shire to 2030](#)

#### Supporting Council services

- Public Environment
- Natural Resource Management
- Waste Services
- Water Supply & Sewerage Operations

#### Catalyst Projects

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

## Focus Theme 3 – ‘Vibrant Culture & Health Community’

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

### Our Intended Outcomes

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

### Our Measures of Success

Measure	Definition	Baseline	Interim (2026-27)	Target 2030
<b>Socio-Economic Index for area (SEIFA)</b>	Measures the relative level of socio-economic disadvantage and/or advantage based on a range of Census characteristics	2021 Index:- 1005	Maintain or improve from baseline	Maintain or improve from baseline
<b>Event and activity participation</b>	Measures the participation in events and activities funded, supported, or delivered by council	To be established in 24–25	Maintain or improve from baseline	Maintain or improve from baseline
<b>Community facilities visitation</b>	Measures the number of visitation across the network of Council-owned community facilities	To be established in 24–25	Maintain or improve from baseline	Maintain or improve from baseline
<b>Perception of safety</b>	Measures the percentage of people who feel safe in the neighbourhood during the day	To be established in 24–25	Maintain or improve from baseline	Maintain or improve from baseline
<b>Accessibility to the active transport network</b>	Measures the kilometres of new cycleways, pathways and footpaths constructed each year	108 Kilometres at 30 June 2023	Maintain or improve from baseline	Maintain or improve from baseline

<b>Increase in the sealed rural road network</b>	Kilometres of new sealed rural roads	331 Kilometres at 30 June 2023	Maintain or improve from baseline	Maintain or improve from baseline
<b>Residential Growth Management</b>	Measures the percentage of new residential lots approved within the Priority Infrastructure Areas	To be established in 24–25	Maintain or improve from baseline	Maintain or improve from baseline

## Our focus for the next five years

### Our existing strategies

- [Active Livingstone Strategy](#)
- Community Needs Assessment and Gap Analysis of Senior Citizens
- Senior Needs Analysis
- [Bushfire Management Plan 2020-22](#)
- [Open Space and Recreation Strategy](#)
- [Capricorn Coast Region Events Strategy 2025](#)
- [Livingstone 5-year Housing Demand Analysis](#)
- [2023 Sporting Needs Analysis](#)
- [Principal Cycle Network Plan](#)
- [Local Government Infrastructure 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

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

## Focus Theme Four – ‘Transparent, Accountable and Progressive Leadership’

“Providing transparent and accountable leadership in local government.”

### Our intended outcomes

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

### Our Measures of Success

Measure	Definition	Baseline	Interim (2026-27)	Target 2030
<b>Customer satisfaction</b>	Measure how customers rate their experience with Council /	To be established in 24–25	Maintain or improve from baseline	At least 90% customer satisfaction rating
<b>Employee Turnover (excluding retirements &amp; temp engagements)</b>	Percentage of employees leaving Council within a certain period of time	12.5%	Maintain or improve from baseline	Improve from baseline
<b>Financial sustainability</b>	Measures the overall level of financial sustainability risk	Lower Risk (2022-23 Financial Statement Closing Report)	Maintain or improve from baseline	Maintain or improve from baseline

### Our focus for the next five years

#### Our existing strategies

- CQROC Defence Strategy
- [Strategic Asset Management Plan](#)
- Asset Management Plans (Fleet, Buildings, Water, Sewer, Roads, Footpaths)
- Long Term Financial Forecast

#### Supporting Council services

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

#### Catalyst Projects

- Australian Defence Force – Permanent Presence in CQ
- Council CBD Precinct Hub
- CQROC initiatives