

Quarter 2 2024-2025 Operational Plan

Livingstone Shire Council <i>Working together for a thriving Livingstone</i>								
<b>LIVEABLE LIVINGSTONE</b>								
A "Liveable Livingstone" will support and advocate for services for the wellbeing of the people of Livingstone at any age and with any ability.								
Community Plan Goal 1.1 Access to quality housing & healthcare								
Council's role - Advocate & Facilitator								
<b>1.1.1 Foster development to promote a range of housing options by reviewing existing planning and development policies to ensure that Council's development controls facilitate housing choice</b>								
Reference	Performance Measurement			Responsibility	Completion Date	Progress Result	Progress Indicator	Comments
	Performance Indicator	Target	Data Validation Source				Timing	
1.1.1.a	Development of the Emu Park West Residential Subdivision - Stage Two	10 lots developed Stage 2	Land sales	Manager Economy & Places	Q4 (June 2025)	80%	On time	Q2: Council sold this property to a developer on the condition that they finished developing the 10 lots in 2 years. The subdivision is nearing completion. Q1: Due to this property being sold, Council will no longer be developing the Emu Park West Residential Subdivision - Stage Two. The buyer must complete the development of 10 lots with the approvals within 2 years of settlement.
1.1.1.b	Complete structure plan for South of Chandler Road and Kinka Beach	Structure plan completed	Council business papers	Principal Strategic Planner	Q4 (June 2025)	0%	On time	Q2: Awaiting outcome of TLPI process as some of this area is captured in that process. Q1: Project yet to commence due to current priorities and resources available.
1.1.1.c	Undertake a review of the current Planning Scheme and implement necessary changes to ensure long term prosperity within the region	Review of Planning Scheme completed	Council business papers	Manager Development & Environment	Q4 (June 2025)	10%	On time	Q2: Minor amendments to Council for resolution in Feb - studies continuing, minor and major amendments identified for packages. Q1: Various studies either underway or about to commence.
1.1.1.d	Progress actions identified in the Local Housing Action Plan	100% of actions identified for 2024-25 completed	Council business papers	Manager Development & Environment and Manager Economy & Places	Q4 (June 2025)	70%	Rescheduling expected	Q2: LHAP presented for adoption in July 2024 and laid on the table pending further engagement with developers. LHAP to be updated and taken back to Council in Q3 for adoption. Q1: LHAP presented for adoption in July 2024, Council resolved to lay on the table pending a workshop with Councillors.
<b>1.1.2 Align community programs to social needs, funding opportunities and/or partnerships</b>								
Reference	Performance Measurement			Responsibility	Completion Date	Progress Result	Progress Indicator	Comments
	Performance Indicator	Target	Data Validation Source				Timing	
-	Delivered as part of normal business activities	-	-	-	-	-	-	-
<b>Community Plan Goal 1.2 Supporting healthy living at any age</b>								
Council's role - Provider & Facilitator								
<b>1.2.1 Build capacity to improve health and wellbeing in the community by providing fair and reasonable access to services and facilities</b>								
Reference	Performance Measurement			Responsibility	Completion Date	Progress Result	Progress Indicator	Comments
	Performance Indicator	Target	Data Validation Source				Timing	
-	Delivered as part of normal business activities	-	-	-	-	-	-	-
<b>1.2.2 Plan for Livingstone's ageing demographics and partner with regional health and aged care sectors</b>								
Reference	Performance Measurement			Responsibility	Completion Date	Progress Result	Progress Indicator	Comments
	Performance Indicator	Target	Data Validation Source				Timing	
1.2.2.a	Progress actions identified in the Livingstone Senior Needs Analysis 2022	100% of actions identified for 2024-25 completed	Council business papers	Principal Community Development & Engagement Officer	Q4 (June 2025)	25%	On time	Q2: A range of activities and programs were made available to seniors including at our Library and Community Centre. Active Seniors Week held in October with approximately 200 participants across 25 activities. Q1: As per Action Item 2.3 of the Livingstone Senior Needs Analysis 2022, multiple events were held for Seniors Week in August.

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1.2.3 Plan, design and deliver community infrastructure which connects communities and encourages non-vehicular transport								
Reference	Performance Measurement			Responsibility	Completion Date	Progress Result	Progress Indicator	Comments
	Performance Indicator	Target	Data Validation Source				Timing	
-	Delivered as part of normal business activities	-	-	-	-	-	-	-
1.2.4 Take action to enable the implementation of the Active Livingstone Strategy								
Reference	Performance Measurement			Responsibility	Completion Date	Progress Result	Progress Indicator	Comments
	Performance Indicator	Target	Data Validation Source				Timing	
1.2.4.a	Progress actions identified in the Active Livingstone Strategy	100% of actions identified for 2024-25 completed	Council business papers	Principal Community Development & Engagement Officer	Q4 (June 2025)	25%	On time	<p>Q2: Healthy Livingstone Strategy in draft stage. Planning underway for 'Let's Move', a funded program targeting inactive women and girls, which will commence in March. Activities held during school holidays including pickleball. Active Seniors Week held in October with approximately 200 participants across 25 activities.</p> <p>Q1: Sporting activities held during school holidays (including Cricket Colour Blast and mini Olympics). Barmarjee Multisport Precinct Concept Plan review completed and adopted in September. Inaugural Health and Wellness Expo held in September with 400+ attendees. Engagement underway for Healthy Livingstone Strategy.</p>
<p><b>Community Plan Goal 1.3 - Places for active &amp; passive recreation</b>                      Council's role - Provider &amp; Facilitator</p>								
1.3.1 Undertake planning in conjunction with the review of Council's Local Government Infrastructure Plan to provide adequate open space and recreation areas to meet the future growth needs of the Shire								
Reference	Performance Measurement			Responsibility	Completion Date	Progress Result	Progress Indicator	Comments
	Performance Indicator	Target	Data Validation Source				Timing	
1.3.1.a	Progress actions identified in the Sporting Needs Strategy	100% of actions identified for 2024-25 completed	Council business papers	Principal Community Development & Engagement Officer	Q4 (June 2025)	25%	On time	<p>Q2: Healthy Livingstone Strategy in draft stage. Planning underway for 'Let's Move', a funded program targeting inactive women and girls, which will commence in March. Activities held during school holidays including pickleball.</p> <p>Q1: Sporting activities held during school holidays (including Cricket Colour Blast and mini Olympics). Barmarjee Multisport Precinct Concept Plan review completed and adopted in September. Funding secured for active programming for Active Seniors Week (scheduled in October) and Active Women and Girls Program (early 2025). Inaugural Health and Wellness Expo held in September with 400+ attendees. Engagement underway for Healthy Livingstone Strategy.</p>
1.3.2 Optimise community benefit from the use of parklands and facilities by improving the quality, access to, and shared use of, public spaces and facilities for cultural, recreational, and community activities								
Reference	Performance Measurement			Responsibility	Completion Date	Progress Result	Progress Indicator	Comments
	Performance Indicator	Target	Data Validation Source				Timing	
1.3.2.a	Support Keppel Coast Arts to increase patronage of Fig Tree Gallery and Workshop space	15% increase	KCAC Quarterley Report	Manager Community & Cultural Services	Q4 (June 2025)	1,473 visitors	On time	<p>Q2: Averaging 491 visitors per month.</p> <p>Q1: Averaging 672 visitors per month. Annual visitation increase to be provided in Q4.</p>
1.3.2.b	Undertake an assessment of sporting facility support and budget implications	Increased budget efficiencies	Council business paper	Manager Parks and Facilities	Q2 (June 2025)	25%	On time	<p>Q2: Stage 1 continuing.</p> <p>Q1: Stage 1 in progress - developing the assessment criteria.</p>

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1.3.3 Support community groups (including the arts, cultural, sport, and recreation groups) through advocacy and by helping them identify and secure funding streams and develop skills (including networking, governance, engaging volunteers, and business management)								
Reference	Performance Measurement			Responsibility	Completion Date	Progress Result	Progress Indicator	Comments
	Performance Indicator	Target	Data Validation Source				Timing	
1.3.3.a	Diversity in recipients of Council's grant and sponsorship programs	Increase in the number of first time recipients	Council business papers	Principal Community Development & Engagement Officer	Q4 (June 2025)	11	On time	<i>Q2: 11 new applicants across Community Grants, Event Sponsorship and RADF were successful in receiving funds.</i> <i>Q1: 5 applicants for Round 1 of Community Grants 24/25 grants; 4 applicants for Round 1 of Event Sponsorship 24/25; 2 applicants for Round 1 of RADF 24/25 are new applicants (all currently under assessment).</i>
1.3.3.b	Maintain external volunteer programmes and partnership projects	4 projects per year	Volunteer registrations ECM	Coordinator Natural Resource Management	Q4 (June 2025)	3	On time	<i>Q2: Programmes and projects ongoing.</i> <i>Q1: Friends of the Beach volunteer program, Capricornia Catchments Skilling Queenslanders for Work trainee team, Partnership Fox Detection Project.</i>

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THRIVING LIVINGSTONE								
The "Thriving Livingstone" will prioritise the Traditional Owners and the importance of the place and country of Indigenous people; offer a diverse range of cultural activities and events; and develop and sustain a diverse economy.								
Community Plan Goal 2.1 - Recognition, respect and support for Indigenous people, history and culture								
Council's role - Facilitator, Regulator/Provider								
2.1.1 Implement Livingstone's Reconciliation Action Plan to increase Council's organisational and staff capacity to deliver position outcomes for Indigenous people, including the Darumbal and Woppaburra people								
Reference	Performance Measurement			Responsibility	Completion Date	Progress Result	Progress Indicator	Comments
	Performance Indicator	Target	Data Validation Source				Timing	
2.1.1.a	Reconciliation Action Plan adopted by Council	Plan adopted by Council	Council business papers	Principal Community Development & Engagement Officer	Q4 (June 2025)	N/A	On time	Q2: Draft Reconciliation Action Plan still under review. Q1: Draft Reconciliation Action Plan currently under review by Traditional Custodian Groups.
2.1.2 Foster partnerships to celebrate Council's and the community's respect and understanding of the Darumbal and Woppaburra People's relationship with their traditional land and waters through culturally appropriate facilities and services								
Reference	Performance Measurement			Responsibility	Completion Date	Progress Result	Progress Indicator	Comments
	Performance Indicator	Target	Data Validation Source				Timing	
-	Delivered as part of normal business activities	-	-	-	-	-	-	-
Community Plan Goal 2.2 - Diverse business, industry & employment								
Council's role - Provider, Facilitator								
2.2.1 Growth in key sectors identified in the Invest Capricorn Coast Region Economic Development Plan is supported through the development and implementation of action plans by Capricorn Enterprise and other advisory groups								
Reference	Performance Measurement			Responsibility	Completion Date	Progress Result	Progress Indicator	Comments
	Performance Indicator	Target	Data Validation Source				Timing	
2.2.1.a	Growth in Gross Regional Product (%)	Above the Queensland Average	Economy ID	Manager Economy & Places	Q4 (June 2025)	N/A	On time	Q2: No change to previous comment. Q1: GRP% increase published annually.
2.2.2 Foster development of high performing local business capability and diversity								
Reference	Performance Measurement			Responsibility	Completion Date	Progress Result	Progress Indicator	Comments
	Performance Indicator	Target	Data Validation Source				Timing	
2.2.2.a	Progress actions identified in the Livingstone Blueprint for Growth	100% of actions identified for 2024-25 completed	Council business papers	Manager Economy & Places	Q4 (June 2025)	50%	On time	Q2: Hosted local business networking event, commenced workforce planning, hosted three tourism industry sessions, visit from Small Business Commissioner, attended AUKUS event in Biloela. Q1: Action list delivery planning has commenced.
2.2.3 Implement a Council-endorsed priority land development plan to deliver a return on the community's investment in land development to enhance economic and community outcomes								
Reference	Performance Measurement			Responsibility	Completion Date	Progress Result	Progress Indicator	Comments
	Performance Indicator	Target	Data Validation Source				Timing	
2.2.3.a	Council property portfolio development delivers a positive return on investment on capital development	>10% cash return	Council ledger	Manager Economy & Places	Q4 (June 2025)	50%	On time	Q2: Detailed design for Stage 4 Gateway Business and Industry Park being finalised, ROL for Stage 5 application lodged. Q1: Change request for Stage 4 Gateway from 6 to 11 lots in September 2024.
2.2.4 Support the growth of education and employment opportunities for the community								
Reference	Performance Measurement			Responsibility	Completion Date	Progress Result	Progress Indicator	Comments
	Performance Indicator	Target	Data Validation Source				Timing	
-	Delivered as part of normal business activities	-	-	-	-	-	-	-

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Community Plan Goal 2.3 - A welcoming & desirable place to visit								
Council's role - Provider, Facilitator								
2.3.1 Provide support to market Livingstone as a destination for commerce, tourism, and lifestyle								
Reference	Performance Measurement			Responsibility	Completion Date	Progress Result	Progress Indicator	Comments
	Performance Indicator	Target	Data Validation Source				Timing	
2.3.1.a	Activities and performance measures as described in the Capricorn Enterprise Partnership Agreement 2022-2026 are delivered	100% of performance measures reached	Council business papers	Manager Economy & Places	Q4 (June 2025)	N/A	On time	Q2: Tracking above KPI's; tourism visitation and spend has increased. Q1: Report on KPI's to Council in December 2024.
2.3.2 Council provides and maintains infrastructure which encourages business and tourism growth								
Reference	Performance Measurement			Responsibility	Completion Date	Progress Result	Progress Indicator	Comments
	Performance Indicator	Target	Data Validation Source				Timing	
2.3.2.a	Progress actions identified in the Livingstone Open Spaces Framework	100% of actions identified for 2024-25 completed	Council business papers	Manager Economy & Places / Manager Parks and Facilities	Q4 (June 2025)	25%	On time	Q2: No further updates. Q1: Tracking along well with 25% of the actions identified in the framework completed.
Community Plan Goal 2.4 - Arts & cultural activities and facilities that strengthen social connections								
Council's role - Provider, Facilitator								
2.4.1 Deliver events, activities, and performances which bring economic and social benefits to the community								
Reference	Performance Measurement			Responsibility	Completion Date	Progress Result	Progress Indicator	Comments
	Performance Indicator	Target	Data Validation Source				Timing	
2.4.1.a	Increased patronage at Council delivered events, activities and performances	10% increase	Council business papers	Coordinator Communications & Engagement	Q4 (June 2025)	N/A	On time	Q2: Attendance for Quarter 2 was 740. Q1: Attendance for Quarter 1 was 1,560. Q4 report will provide annual increase.
2.4.2 Implement the action plan from the Invest Capricorn Coast Region Events Strategy 2025								
Reference	Performance Measurement			Responsibility	Completion Date	Progress Result	Progress Indicator	Comments
	Performance Indicator	Target	Data Validation Source				Timing	
2.4.2.a	Review the Capricorn Coast Region Events Strategy 2025	New strategy completed	Council business papers	Coordinator Communications & Engagement	Q4 (June 2025)	N/A	To be deferred	Q2: Workshop with Councillors and Capricorn Enterprise determined a new strategy in 2025 was not required due to desired actions being reflected in every day operations and the current strategy remaining relevant. 2025 focus is to continue to support existing events, enable new events and in parallel improve existing venues/facilities and/or seek support for the development of new facilities. The strategy will be revisited in 2026. Q1: Scope of review being developed. Workshop with Councillors held 23rd September to determine event priorities for next ten years.
2.4.3 Foster access, collaboration, community connectedness, wellbeing and creativity by supporting arts and cultural activities within the Shire								
Reference	Performance Measurement			Responsibility	Completion Date	Progress Result	Progress Indicator	Comments
	Performance Indicator	Target	Data Validation Source				Timing	
-	Delivered as part of normal business activities	-	-	-	-	-	-	-

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NATURAL								
A 'Natural Livingstone' will protect, sustainably manage and enhance the natural beauty, landscapes and resources of the country of the Darumbal and Woppaburra people in order to safeguard the sustainability and environmental resilience of the region into the future								
Community Plan Goal 3.1 - Enhanced reuse and recycling of resources								
Council's role - Advocate/Provider, Facilitator								
3.1.1 Enable and support sustainable waste management technologies, services and facilities which provide innovative and compliant solutions to reduce the environment impacts of Council's waste collection and resource recovery options								
Reference	Performance Measurement			Responsibility	Completion Date	Progress Result	Progress Indicator	Comments
	Performance Indicator	Target	Data Validation Source				Timing	
3.1.1.a	Waste Strategy actions completed	100% of actions completed for 2024-25	Council business papers	Principal Waste Officer	Q4 (June 2025)	25%	On time	Q2: Community leadership via advocacy to CQROC for regional collaboration in waste management and ensure sustainable procurement principles are embedded into Council business. Q1: Community leadership via advocacy to CQROC for regional collaboration in waste management and ensure sustainable procurement principles are embedded into Council business.
3.1.1.b	Volume of waste diverted as a percentage of total waste stream collected or received	increase from 25% to 50%	Council business papers	Principal Waste Officer	Q4 (June 2025)	45%	On time	Q2: As per previous comment. Q1: Approximately 45% of waste is being diverted.
3.1.2 Partner with the community to divert and minimise waste and invest in renewable energy								
Reference	Performance Measurement			Responsibility	Completion Date	Progress Result	Progress Indicator	Comments
	Performance Indicator	Target	Data Validation Source				Timing	
-	Delivered as part of normal business activities	-	-	-	-	-	-	
3.1.3 Incentivise the community to invest in reuse, recycling, energy and water saving practices								
Reference	Performance Measurement			Responsibility	Completion Date	Progress Result	Progress Indicator	Comments
	Performance Indicator	Target	Data Validation Source				Timing	
-	Delivered as part of normal business activities	-	-	-	-	-	-	
3.1.4 Promote and develop a resource recovery centre to deliver education and behavioural change								
Reference	Performance Measurement			Responsibility	Completion Date	Progress Result	Progress Indicator	Comments
	Performance Indicator	Target	Data Validation Source				Timing	
-	Delivered as part of normal business activities	-	-	-	-	-	-	
Community Plan Goal 3.2 - Protection of coastlines & waterways								
Council's role - Provider, Advocate, Regulator, Facilitator								
3.2.1 Assess alternative options to increase water sources								
Reference	Performance Measurement			Responsibility	Completion Date	Progress Result	Progress Indicator	Comments
	Performance Indicator	Target	Data Validation Source				Timing	
-	Delivered as part of normal business activities	-	-	-	-	-	-	
3.2.2 Progress and support plans which protect coastal and marine environments								
Reference	Performance Measurement			Responsibility	Completion Date	Progress Result	Progress Indicator	Comments
	Performance Indicator	Target	Data Validation Source				Timing	
3.2.2.a	Actions identified in the Livingstone Reef Guardian Action Plan completed	100% of actions identified for 2024-25 completed	Council business papers	Coordinator Natural Resource Management	Q4 (June 2025)	25%	On time	Q2: Awarding of contracts not yet finalised- planning well underway for Oxford Road. Q1: Commonwealth funded projects underway; Solar Retrofit, Our Living Coast and Oxford Road Water Quality and Habitat project. Contracts to be awarded in Q2.
3.2.2.b	Actions within Shoreline Management Plan implemented	100% of actions within plan implemented within identified timeframes and budget	Council business papers	Principal Sustainability Officer	Q4 (June 2025)	25%	On time	Q2: Council resolutions to consider Emu park main beach, Muskera beach for operational plan - other items below remain. Q1: Projects commenced under Reef Guardian funding at Bangalee and Todd Avenue and Lammermoor Beach Nature Based Resilience Project.

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3.2.3 Collaborate with partners to reduce sediments and nutrients in waterways								
Reference	Performance Measurement			Responsibility	Completion Date	Progress Result	Progress Indicator	Comments
	Performance Indicator	Target	Data Validation Source				Timing	
3.2.3.a	Deliver events or clean-up projects that target effective waste management and pollution control e.g. sediment and erosion control, rubbish clean ups	2 events	ECM Funding Agreements	Coordinator Natural Resource Management	Q4 (June 2025)	0	On time	Q2: Urban stewardship program scheduled for February 2025. Q1: Erosion and Sediment Control Action Plan for Council developed by staff with Water by Design.
3.2.4 Plan Council's response to climate change by implementing the actions in the Coastal Hazard Adaptation Strategy								
Reference	Performance Measurement			Responsibility	Completion Date	Progress Result	Progress Indicator	Comments
	Performance Indicator	Target	Data Validation Source				Timing	
3.2.4.a	Implement recommendations from Our Living Coast Strategy (Coastal Hazard Adaptation Strategy)	100% of actions implemented within identified timeframes and budget	Council business paper	Principal Sustainability Officer	Q4 (June 2025)	25%	On time	Q2: No Change to previous comments. Q1: Annual Action Plan developed and progressing.
3.2.5 Deliver and implement a Livingstone Shire Carbon Strategy								
Reference	Performance Measurement			Responsibility	Completion Date	Progress Result	Progress Indicator	Comments
	Performance Indicator	Target	Data Validation Source				Timing	
3.2.5.a	Review the Low Carbon Livingstone 2030: A Strategy to reduce the Carbon Footprint in Livingstone Shire Council	Review of Strategy completed	Council business paper	Coordinator Natural Resource Management	Q1 (Sept 2024)	100%	Item completed	Q2: As per previous comments. Q1: Review of the Carbon Strategy Meeting Report adopted at 15 October 2024 Ordinary Council Meeting.
3.2.5.b	Implement the actions within the Low Carbon Livingstone 2030: A Strategy to Reduce the Carbon Footprint of Livingstone Shire Council	100% of actions for 2024-2025 implemented within identified timeframes and budget	Data from annual carbon audit	Principal Sustainability Officer	Q4 (June 2025)	25%	On time	Q2: No change to comments. Q1: Solar Street Lights retrofit project underway.
Community Plan Goal 3.3 - Conservation of natural assets Council's role - Provider, Advocate, Regulator, Facilitator								
3.3.1 Recognise, preserve and enhance the region's unique biodiversity								
Reference	Performance Measurement			Responsibility	Completion Date	Progress Result	Progress Indicator	Comments
	Performance Indicator	Target	Data Validation Source				Timing	
3.3.1.a	Actions identified in the Biodiversity Strategy completed	100% of actions implemented within identified timeframes and budget	Council business papers	Coordinator Natural Resource Management	Q4 (June 2025)	25%	On time	Q2: No change to comments. Q1: Ecotourism Destination Accreditation achieved in July 2024. Seven other projects in progress.
3.3.1.b	Rehabilitate six (6) new sites and maintain twelve (12) existing sites on Council controlled land	Six (6) new sites established and twelve (12) existing sites maintained	100% in line with annual programme	Project Officer Natural Resource Management Vegetation Rehabilitation Officer	Q4 (June 2025)	3 new	On time	Q2: No change to comments. Q1: New sites: National Tree Day site Kemp Beach, Lammermoor Beach Outriggers area restoration, Oxford Road reserve restoration.
3.3.1.c	Cycad salvage and mitigation projects - project initiation and maintenance	2 projects completed	Finance One ECM Survey 123	Community Nursery Supervisor	Q4 (June 2025)	2	On time	Q2: No change to comments. Q1: Omya Bajool Marble Mine Project and Clarke Creek Windfarm Project.
3.3.2 Progress and support plans which protect the Shire's natural assets, bushland and local eco-systems								
Reference	Performance Measurement			Responsibility	Completion Date	Progress Result	Progress Indicator	Comments
	Performance Indicator	Target	Data Validation Source				Timing	
-	Delivered as part of normal business activities	-	-	-	-	-	-	-

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3.3.3 Manage threats by collaborating with traditional owners, agencies, community groups and private landholders about land management, protection methods including hazard reduction strategies and conservation policies to ensure the protection of people, property and the environment								
Reference	Performance Measurement			Responsibility	Completion Date	Progress Result	Progress Indicator	Comments
	Performance Indicator	Target	Data Validation Source				Timing	
3.3.3.a	Implement the Bushfire Management Operational Plan	100% of actions implemented within identified timeframes and budget	Bushfire Management Operational Plan / Funding Agreement / Milestone Reports	Coordinator Disaster Management & Community Resilience	Q4 (June 2025)	0	<b>To be deferred</b>	<p><i>Q2: Recruitment for this position will be occurring in Q3.</i></p> <p>Q1: Due to staffing shortages and the lack of a dedicated officer, Bushfire mitigation works have been deferred.</p>



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LEADING LIVINGSTONE								
A 'Leading Livingstone' will provide transparent, accountable leadership which listens to the needs of the Livingstone community and advocates for Livingstone's interests to State and Federal Governments								
Community Plan Goal 4.1 - Innovative & accountable leadership to achieve a shared future								
Council's role - Provider								
4.1.1 Implementation of the Community Plan and Corporate Plan is well co-ordinated across Council and through a delivery mechanism which provides clear line of sight, accountability and performance measurement for all employees								
Reference	Performance Measurement			Responsibility	Completion Date	Progress Result	Progress Indicator	Comments
	Performance Indicator	Target	Data Validation Source				Timing	
4.1.1.a	Individual performance plans in place for eligible employees	75% of eligible employees have a performance plan	Performance Management System reports	Principal Organisational Development and Coordinator HR & Payroll	Q4 (June 2025)	20%	On time	Q2: As at the end of Q2, 20% of eligible employees have a performance agreement set for FY25. Steps are continuing to be taken with areas to increase the number of performance agreements set for remainder of FY25. Q1: As at the end of Q1, 13% of eligible employees have a performance agreement set for FY25. Steps are being taken to increase the number of performance agreements set during Q2.
4.1.1.b	Increase employee attendance (this is a 2024-2025 Organisational KPI)	>95% annualised	HR Reports	Executive Leadership Team	Q4 (June 2025)	94.1%	On time	Q2: Council's annualised attendance rate at the end of Q2 is 94.1%. Q1: Council's annualised attendance rate at the end of Q1 is 94.6%.
4.1.1.c	Corporate Plan reviewed within 6 months of March 2024 election	Corporate Plan adopted	Council business papers	Chief Financial Officer	Q2 (December 2024)	80-85%	On time	Q2: The Corporate Plan 2030, will be replaced with the newly adopted Livingstone Community Plan 2030 from 1 July 2025. Q1: 23 responses received on the draft Community Plan 2030. Draft document to be circulated to Councillors in November, with a view to adopt at December Ordinary Council meeting.
4.1.1.d	Contribute to driving a performance culture through achievement of Operational Plan targets (this is a 2024-2025 Organisational KPI)	90% targets achieved	Operational Plan Report	Executive Leadership Team	Q4 (June 2025)	90.00%	On time	Q2: Of the 63 activities, 57 are either complete or on track and 6 require monitoring. Q1: Of the 63 activities, 56 are either complete or on track and 7 require monitoring.
4.1.2 Council produces and delivers against sustainable financial forecasts as a result of best practice Capital and Asset Management Plans which guide project planning and service delivery across the Shire								
Reference	Performance Measurement			Responsibility	Completion Date	Progress Result	Progress Indicator	Comments
	Performance Indicator	Target	Data Validation Source				Timing	
4.1.2.a	Strategic and Individual Asset Management Plan Improvement items to be actioned as per Improvement Plan timelines	100% of items identified for 2024-2025 completed	Asset Management Steering Committee	Coordinator Assets	Q4 (June 2025)	30%	On time	Q2: Workshops for the criticality management plan and framework were held with asset custodians during October - December 2024 for the Water, Sewer, Roads, Drainage, Bridges and Buildings asset classes. A workshop for the site improvements class will be scheduled for January 2025. This work is on track to be completed within the Works For Queensland funding deadline of 30 June 2025. Council has engaged IINSIGHTS PTY LTD to once again assist in the migration of the footpaths, water, sewer and stormwater asset models from their existing microsoft excel format across to Councils Assetic Predictor modelling software. Progress has been made on the data upload templates for these. Finally IINSIGHTS PTY LTD also completed the development of a fleet asset management model in their modelve platform. An updated asset management plan will be brought to the Council table in the 2025-2026 FY. Q1: Asset Management Steering Committee met on 5 September 2024 and discussed the reprioritisation of SAMP actions for 2024-25 as a result of the changed approach to ERP implementation. All commenced AMP Improvement actions are currently on track.
4.1.2.b	Increase plant / fleet utilisation rates	90%	Conquest	Coordinator Procurement	Q4 (June 2025)	113.70%	Rescheduling expected	Q2: Currently working on new conquest update which will improve the reporting for fleet utilisation and accuracy of reporting. Q1: Results from the utilisation report (October) has identified that a review and reset of utilisation thresholds is required for some types of fleet. This will improve reporting accuracy and allow targeted actions to maintain optimal utilisation (90%-100%).

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4.1.2.c	Contribute to driving a performance culture through achievement of Capital Works targets <i>(this is a 2024-2025 Organisational KPI)</i>	90% targets achieved	Capital Works Report	Executive Leadership Team	Q4 (June 2025)	8.30%	Rescheduling expected	<p>Q2: Overall performance at 32.7% of BR1 budget (\$38.7M). High commitment levels (\$37.7M) should convert to significant spend in Q3/Q4 due to larger projects entering construction phase. 80% of plan is expected.</p> <p>Q1: YTD start very slow with 8.3% of the adopted budget expended. Only 70-80% of budget expected on current progress. Flow on effect on 25/26 under discussion with a view to significant adjustment into 26/27.</p>
4.1.2.d	Deliver cost effective services within approved budget <i>(this is a 2024-2025 Organisational KPI)</i>	Expenditure of Operational budgets are managed to within +/- 5%	Monthly Financial Report	Executive Leadership Team	Q4 (June 2025)	23%	On time	<p>Q2: Overall operating expenditure is at 92.6% of the YTD Budget.</p> <p>Q1: Overall operating expenditure is at 23% of the YTD Budget. Officers are currently preparing Budget Review 1 for consideration of Council in December.</p>
4.1.2.e	Outstanding rates at the end of each quarter (excluding prepayments)	<5%	Monthly Financial Report	Coordinator - Revenue & Rates	Q4 (June 2025)	11.87%	On time	<p>Q2: Overdue Rates &amp; Utilities as a % of Budgeted Revenue is 4.76%; Overdue Rates &amp; Utilities as a % of Revenue Generated is 10.38%.</p> <p>Q1: Rates were due on 25.09.2024 which was later than usual. However still tracking well at 11.87% (was 4% in June 2024).</p>
<b>4.1.3 A continuous improvement focus underpins the organisation, creating a supportive environment for ideas and positive, well-managed change which enhances internal and external outcomes</b>								
Reference	Performance Measurement			Responsibility	Completion Date	Progress Result	Progress Indicator	Comments
	Performance Indicator	Target	Data Validation Source				Timing	
-	Delivered as part of normal business activities	-	-	-	-	-	-	-
<b>4.1.4 Provide leadership and contemporary management systems which drive a coordinated and connected organisation</b>								
Reference	Performance Measurement			Responsibility	Completion Date	Progress Result	Progress Indicator	Comments
	Performance Indicator	Target	Data Validation Source				Timing	
4.1.4.a	Continue to build contemporary leadership capabilities	100% of actions identified for 2024-2025 completed	Framework ELT Reports	Principal Organisational Development	Q4 (June 2025)	45%	On time	<p>Q2: 41 Leaders attended the Co Leadership Forum in December. The CEO shared with the group the Accountability Framework that will be introduced in 2025 for Leaders.</p> <p>14 Leaders attended the Objective Leader Lunch and Learn session (topic: Leading Yourself).</p> <p>Q1: In Q1, 7 managers commenced the Objective Leader leadership program and 1 x Lunch and Learn session (topic: Emotional Intelligence) for Leaders was held.</p>
<b>4.1.5 Promote a values-based culture which appreciates it and empowers its workforce</b>								
Reference	Performance Measurement			Responsibility	Completion Date	Progress Result	Progress Indicator	Comments
	Performance Indicator	Target	Data Validation Source				Timing	
4.1.5.a	Drive employee engagement through demonstrating effective leadership, engagement and collaboration <i>(this is a 2024-2025 Organisational KPI)</i>	>70% Engagement >75% Manager Effectiveness (MEI)	Survey Results	Executive Leadership Team	Q4 (June 2025)	55% 71%	On time	<p>Q2: Council undertook their annual engagement survey in October 2024. Engagement results achieved include: Engagement Score - 55%, Manager Effectiveness Index - 71%. Results have been shared with all staff and work is underway in establishing Culture Teams.</p> <p>Q1: 2024 Annual Engagement Survey closes 18.10.2024, with results available shortly afterwards.</p>
<b>4.1.6 Risk management practices are embedded into decision making process</b>								
Reference	Performance Measurement			Responsibility	Completion Date	Progress Result	Progress Indicator	Comments
	Performance Indicator	Target	Data Validation Source				Timing	
4.1.6.a	Mitigation and risk reduction activities: - are informed by risk assessments - are prioritised based on risk assessments and available resources - are included in strategic and operational plans	100% of Council reporting milestones achieved	Quarterly updates to the LDMG	Local Disaster Coordinator and Coordinator Disaster Management and Community Resilience	Q4 (June 2025)	100%	Item completed	<p>Q2: Item completed.</p> <p>Q1: LDMG meeting conducted on 28 August 2024. LDMG Operational Plan was updated and discussed with the group.</p>
4.1.6.b	Internal Audit - complete audit actions	100% of high and medium risk actions completed within timeframes	Audit committee business papers	Coordinator Governance	Q4 (June 2025)	65%	Rescheduling expected	<p>Q2: A total of four (4) audit actions closed out within reporting period (1xHigh; 2xMedium; 1xLow), of which zero (0) actions were closed out within agreed timeframes.</p> <p>Q1: A total of nine (9) audit action closed out within reporting period (7xHigh; 2xMedium). Five (5) of which were closed out within agreed timeframes.</p>

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4.1.6.c	Council statutory and community policies are current and reviewed within stated timeframes	>90%	Council business papers	Coordinator Governance	Q4 (June 2025)	82%	On time	Q2: Currently there are thirteen (13) documents under review, four (4) have been scheduled to be presented at the February Council meeting. Q1: Of the outstanding policy documents, seven (7) are pending approval or scheduled for adoption at the upcoming Council meeting, and thirteen (13) are currently under review.
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**4.1.7 Recruit and develop a professional, capable and responsive workforce**

Reference	Performance Measurement			Responsibility	Completion Date	Progress Result	Progress Indicator	Comments
	Performance Indicator	Target	Data Validation Source				Timing	
4.1.7.a	Annualised Employee Turnover (excluding retirements & end temp engagements)	<10%	Aurion	Coordinator HR & Payroll	Q4 (June 2025)	14.78%	On time	Q2: Annualised turnover is trending at 17.08%. Excluding retirements/fixed term contracts, turnover is trending at 14.78%. Q1: Annualised turnover is trending at 17.27%. Excluding retirements/fixed term contracts, turnover is trending at 14.98%.
4.1.7.b	Workforce Plan meets current and future business and community expectations	80% of scheduled strategies for 2024-25 implemented	Workforce Plan	Principal Organisational Development	Q4 (June 2025)	65%	On time	Q2: The focus areas of the 2019-2024 Workforce Plan continue to be monitored to ensure 80% target is achieved, with 65% of focus areas on track for completion or completed. Q1: Focus areas for the 2019-2024 Workforce Plan for FY25 have been identified and work has commenced to ensure 80% of these strategies will be achieved.
4.1.7.c	Develop updated Workforce Plan (2025-2030) to align with reviewed Corporate Plan.	Workforce Plan 2025-2030 developed & approved	Workforce Plan	Principal Organisational Development	Q4 (June 2025)	0%	On time	Q2: Revised LSC Community Plan 2030 was adopted at Council on 17 December 2024. Work will commence on development of the Workforce Plan 2025-2030. Q1: Development of the Workforce Plan 2025-2030 will commence once the new Community (Corporate) Plan 2030 is finalised/adopted.
4.1.7.d	High employee satisfaction with organisational programmes and professional development opportunities	80% participant satisfaction rate achieved	Survey Results	Principal Organisational Development	Q4 (June 2025)	86%	On time	Q2: During Q2, 86% of participants who completed a feedback survey were either satisfied or very satisfied with the training. Q1: During Q1, 93% of participants who completed a feedback survey were either satisfied or very satisfied with the training.

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

Reference	Performance Measurement			Responsibility	Completion Date	Progress Result	Progress Indicator	Comments
	Performance Indicator	Target	Data Validation Source				Timing	
4.1.8.a	Zero improvement or prohibition notices issued by WorkSafe Qld	Zero Improvement Notices	WorkSafe Qld	Coordinator Safety	Q4 (June 2025)	0	On time	Q2: Zero improvement notices issued during this quarter. Q1: One Improvement notice (I2070550) received 27th Sept 2024.
4.1.8.b	Local Government Workcare (LGW) external audit findings implemented	100% of actions identified for 2024-25 completed	Audit committee business papers	Coordinator Safety	Q4 (June 2025)	36%	On time	Q2: FY24-25 actions identified are in progress. Currently 36.5% completed. Q1: FY24-25 actions identified are in progress. Currently 20% completed.
4.1.8.c	Proactively contribute to the safety, health and wellbeing of our people (this is a 2024/2025 Organisational KPI)	Reduction in Lost Time Injury Frequency Rate <12.0	WHS Safety Committee	Executive Leadership Team	Q4 (June 2025)	15.78	On time	Q2: There were zero lost time injuries during Q2. The LTIFR has reduced to 15.78. Q1: There were three (3) lost time injuries during Q1. The annualised LTIFR for period ending 30 September 2024 reduced to 21.99. Early reporting and intervention continue to be a focus.

**Community Plan Goal 4.2 - Collaboration & partnerships to advocate for the needs of the community**  
Council's role - Facilitator, Advocate

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

Reference	Performance Measurement			Responsibility	Completion Date	Progress Result	Progress Indicator	Comments
	Performance Indicator	Target	Data Validation Source				Timing	
4.2.1.a	Engage local business and industry in Council procurement process to optimise local spend for economic benefit	Host two (2) Local Industry Forums	Council business papers	Chief Financial Officer	Q4 (June 2025)	0%	On time	Q2: Partnering for Progress: Procurement Breakfast was held on 6 November 2024, with many local businesses in attendance and actively engaging throughout. The next Event is scheduled for October 2025. Q1: Partnering for Progress: Procurement Breakfast Forum is to be held on 6 November 2024.

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

Reference	Performance Measurement			Responsibility	Completion Date	Progress Result	Progress Indicator	Comments
	Performance Indicator	Target	Data Validation Source				Timing	
-	Delivered as part of normal business activities	-	-	-	-	-	-	

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4.2.3 Advocate Council's interests and objectives to government, industry, business, and community to promote the Livingstone region at a national and international level								
Reference	Performance Measurement			Responsibility	Completion Date	Progress Result	Progress Indicator	Comments
	Performance Indicator	Target	Data Validation Source				Timing	
-	Delivered as part of normal business activities	-	-	-	-	-	-	

4.2.4 Actively participate in Central Queensland Regional Organisation of Council's and other regional bodies to promote regional interests and objectives to government, industry, business, and community								
Reference	Performance Measurement			Responsibility	Completion Date	Progress Result	Progress Indicator	Comments
	Performance Indicator	Target	Data Validation Source				Timing	
4.2.4.a	Leadership (Hand over of Chair and Secretary to RRC) of the CQROC Organisation of Councils Ltd	Successful discharge and handover to RRC of company responsibilities compliant to Australian Securities and Investments Commission	Council business papers	Mayor and CEO	Q2 (December 2024)	100%	<b>Item completed</b>	<p><i>Q2: CQROC Handover has occurred - now sitting with Rockhampton Regional Council.</i></p> <p>Q1: CQROC meeting held 23 August 2024 with Board endorsing the commencement of hand over of secretariat duties to Rockhampton Regional Council.</p>

**Community Plan Goal 4.3 - Engagement with the community as advisors & partners**  
 Council's role - Provider

4.3.1 Plan, develop and implement high-quality customer-focused services								
Reference	Performance Measurement			Responsibility	Completion Date	Progress Result	Progress Indicator	Comments
	Performance Indicator	Target	Data Validation Source				Timing	
4.3.1.a	Improve customer experiences through closing out customer service requests on time <i>(this is a 2024-2025 Organisational KPI)</i>	90% close out rate	Pathway	Executive Leadership Team	Q4 (June 2025)	81.18%	<b>On time</b>	<p><i>Q2: Customer Close out rate for the period as 81.21% for the period.</i></p> <p>Q1: Customer close out rate for the period is 81.18%. Work is being undertaken in all areas of Council to improve the overall customer experience.</p>

4.3.2 Commit to open and accountable governance to ensure community confidence and trust in Council and its democratic values								
Reference	Performance Measurement			Responsibility	Completion Date	Progress Result	Progress Indicator	Comments
	Performance Indicator	Target	Data Validation Source				Timing	
4.3.2.a	Percentage of procurement spend with local business	30%	Monthly Financial Report	Coordinator Procurement	Q4 (June 2025)	23%	<b>On time</b>	<p><i>Q2: Due to large capital projects being awarded to companies outside the Shire, this has dropped the percentage to 21%.</i></p> <p>Q1: 23% (\$4.03m) of spend YTD was with businesses located within the Shire boundaries. Target is 30% for this FY, note that is was 29% in 2023-24.</p>

4.3.3 Take actions to enable the use of meaningful tools to engage the community on diverse issues so that the community is well informed and can contribute to decision making								
Reference	Performance Measurement			Responsibility	Completion Date	Progress Result	Progress Indicator	Comments
	Performance Indicator	Target	Data Validation Source				Timing	
4.3.3.a	Annual increase in Total Visit measure rates for Social Pinpoint software	10%	Get Involved Software	Coordinator Communications & Engagement	Q4 (June 2025)	42%	<b>On time</b>	<p><i>Q2: Visitors for Q2 = 5,992 (Q2 2023-24 was 4,224).</i></p> <p>Q1: Visitors for Q1 = 6,431 (Q1 2023-24 was 3,432).</p>

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FUTURE LIVINGSTONE								
A 'Future Livingstone' will become a resilient community prepared for future economic, social, environmental, and infrastructure challenges to ensure Livingstone retains its unique character and thrives into the future								
Community Plan Goal 5.1 - Balanced environmental and development outcomes								
Council's role - Regulator, Facilitator								
5.1.1 Maintain a clear and comprehensive planning vision for the region								
Reference	Performance Measurement			Responsibility	Completion Date	Progress Result	Progress Indicator	Comments
	Performance Indicator	Target	Data Validation Source				Timing	
5.1.1.a	Review and update the Local Government Infrastructure Plan	Council resolution	Council business papers	Coordinator Infrastructure Planning	Q4 (June 2025)	90%	On time	Q2: In December, Council resolved to update the LGIP and notify the Minister requesting a State Interest Check. This is progressing. Q1: Final review of draft LGIP has been completed and will be presented to Council in Q2 for finalisation with the state government.
5.1.2 Balance development within Livingstone Shire in accordance with the community's desired environmental and economic outcomes								
Reference	Performance Measurement			Responsibility	Completion Date	Progress Result	Progress Indicator	Comments
	Performance Indicator	Target	Data Validation Source				Timing	
-	Delivered as part of normal business activities	-	-	-	-	-	-	
5.1.3 Develop a program of master planning, place making and improvement strategies to enhance local identity and lifestyle								
Reference	Performance Measurement			Responsibility	Completion Date	Progress Result	Progress Indicator	Comments
	Performance Indicator	Target	Data Validation Source				Timing	
-	Delivered as part of normal business activities	-	-	-	-	-	-	
5.1.4 Collaborate with partners to understand, nurture and protect Great Keppel Island's environmental values which help showcase its unique tourism potential								
Reference	Performance Measurement			Responsibility	Completion Date	Progress Result	Progress Indicator	Comments
	Performance Indicator	Target	Data Validation Source				Timing	
5.1.4.a	Advocating for the delivery of the Great Keppel Island master plan project priorities	Priority projects commenced	Queensland Government	Manager Economy & Places	Q4 (June 2025)	N/A	On time	Q2: Sewerage Treatment Plant design and construct tender awarded, concept design for Arrivals Plaza completed, detailed design tender due for release January 2025, signage and wayfinding project awarded. Q1: GKI Masterplan progress top priority for State Election priority project list provided to candidates. Sewerage Treatment Plant and Welcoming Plaza projects underway.
Community Plan Goal 5.2 - Connected places, people & services								
Council's role - Regulator, Facilitator								
5.2.1 Implement an integrated transport strategy which encourages alternative transport usage to maximise economic, environmental and liveability outcomes								
Reference	Performance Measurement			Responsibility	Completion Date	Progress Result	Progress Indicator	Comments
	Performance Indicator	Target	Data Validation Source				Timing	
-	Delivered as part of normal business activities	-	-	-	-	-	-	
5.2.2 Reinforce sustainable building design principles								
Reference	Performance Measurement			Responsibility	Completion Date	Progress Result	Progress Indicator	Comments
	Performance Indicator	Target	Data Validation Source				Timing	
-	Delivered as part of normal business activities	-	-	-	-	-	-	
5.2.3 Adopt and implement a Connected Livingstone Strategy to foster investment opportunities in the region								
Reference	Performance Measurement			Responsibility	Completion Date	Progress Result	Progress Indicator	Comments
	Performance Indicator	Target	Data Validation Source				Timing	
-	Delivered as part of normal business activities	-	-	-	-	-	-	

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5.2.4 Integrate technology and innovative solutions into Council's operations and community programs to increase efficiency, provide excellent customer service outcomes, encourage entrepreneurship and community engagement								
Reference	Performance Measurement			Responsibility	Completion Date	Progress Result	Progress Indicator	Comments
	Performance Indicator	Target	Data Validation Source				Timing	
5.2.4.a	Project Merlin - Phases one and two of Council's ERP Business systems transformation project completed	100% of project delivered within timeframe and budget	Portfolio Governance Group Status Report	Chief Information Officer	Q4 (June 2025)	100	Item completed	Q2: The Merlin project closed in Q1. Q1: Project closed and planning underway for remaining systems.
5.2.4.b	Increased usage of online services	Increase	Council business papers	Chief Information Officer	Q4 (June 2025)	30	On time	Q2: 76 Live Agent Chat sessions initiated. Total of online interactions (new users, customer requests, payments, applications, bookings, animal registrations) = 5043. Q1: Online customer service chat function released with great community uptake.
<b>Community Plan Goal 5.3 - Community capacity &amp; resilience in respect of future risk</b>								
Council's role - Provider, Facilitator								
5.3.1 Maintain the ability to respond to disaster events under the disaster management arrangements								
Reference	Performance Measurement			Responsibility	Completion Date	Progress Result	Progress Indicator	Comments
	Performance Indicator	Target	Data Validation Source				Timing	
5.3.1.a	Disaster management plans are fit for purpose and meet community's needs	Local Disaster Management Plan endorsed by Local Disaster Management Group	LDMG Minutes	Coordinator Disaster Management & Community Resilience	Q4 (June 2025)	100%	Item completed	Q2: Item completed. Q1: Local Disaster Management Plan (LDMP) reviewed by Local Disaster Management and endorsed at the 12 June 2024 meeting. The LDMP adopted at the Ordinary Council meeting on 16 July 2024.
5.3.1.b	Number of community engagement activities conducted / events attended to promote the Get Ready Queensland message	2	Council business papers	Coordinator Disaster Management & Community Resilience	Q4 (June 2025)	4	Item completed	Q2: Conducted/attended: Marlborough Lions Xmas in the Park; 2 x Disaster preparedness group tours of the Hub; Get Ready Social Media campaign and kids competition. Q1: Conducted/attended: - Beach Day Out; - 3 x school presentations; and - presentation at the LSC Youth Room.
5.3.2. Enhance the community's preparedness for disaster through community education, training and strong partnerships between Council and other agencies								
Reference	Performance Measurement			Responsibility	Completion Date	Progress Result	Progress Indicator	Comments
	Performance Indicator	Target	Data Validation Source				Timing	
-	Delivered as part of normal business activities	-	-	-	-	-	-	
5.3.3 Plan the response to changes in social, economic and climatic conditions								
Reference	Performance Measurement			Responsibility	Completion Date	Progress Result	Progress Indicator	Comments
	Performance Indicator	Target	Data Validation Source				Timing	
-	Delivered as part of normal business activities	-	-	-	-	-	-	
5.3.4 Partner with agencies to develop programs for the protection of all members within the community								
Reference	Performance Measurement			Responsibility	Completion Date	Progress Result	Progress Indicator	Comments
	Performance Indicator	Target	Data Validation Source				Timing	
-	Delivered as part of normal business activities	-	-	-	-	-	-	