

**2020
TO
2030**



**LIVINGSTONE SHIRE COUNCIL
CORPORATE PLAN**

ACKNOWLEDGEMENT OF COUNTRY

Council acknowledges and pays respect to the Darumbal and Woppaburra people as Traditional Custodians of the land within Livingstone. Council also acknowledges and pays its respects to the Aboriginal and Torres Strait Islander people who now reside within this area.

The Livingstone Shire Council Corporate Plan commits to honouring the history and ongoing contributions of Aboriginal and Torres Strait Islander people to the Livingstone region and the fundamental role they play in shaping our region.

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LIVINGSTONE AT A GLANCE

POPULATION GROWTH



+26%
(2006 - 2016)
LIVINGSTONE

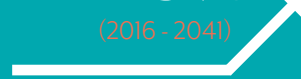
+13.7%
(2006 - 2016)
CENTRAL QLD

+20.5%
(2006 - 2016)
QLD

55,740 estimated residents by 2041



1.6% per year
(2016 - 2041)



AGING POPULATION



RESIDENTS AGED

65+
(2018)

LIVINGSTONE **18.4%**
QLD **15.4%**

42 **51**

2016
LIVINGSTONE
MEDIAN AGE

2041
LIVINGSTONE
MEDIAN AGE

INCOME & HOME OWNERSHIP

69.7%

HOME OWNERSHIP



\$1,875

per month

LIVINGSTONE
MEDIAN MORTGAGE
REPAYMENTS

\$1,733

per month

QUEENSLAND
MEDIAN MORTGAGE
REPAYMENTS

\$1,300

per week

LIVINGSTONE
MEDIAN
INCOME

\$1,402

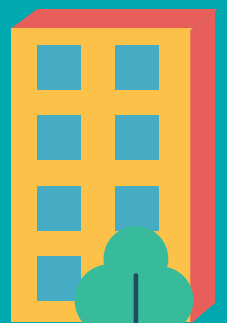
per week

QUEENSLAND
MEDIAN
INCOME

\$380,000

MEDIAN SALE PRICE

LIVINGSTONE



EMPLOYMENT



COMMON OCCUPATIONS LIVINGSTONE | 2016

Technicians & Trade Workers 18.2%

Professionals 15.5%

Clerical & Administrative Workers 12.6%

Community & Personal Service Workers 11.4%

CULTURAL MAKEUP

81.2%

PEOPLE BORN
IN AUSTRALIA

4.4%

PEOPLE
IDENTIFYING AS
ABORIGINAL OR
TORRES STRAIT
ISLANDER

88.1%

PEOPLE SPEAK
ENGLISH AS THEIR
FIRST LANGUAGE



EDUCATION



30.7%

WERE ATTENDING
AN EDUCATIONAL
INSTITUTION IN 2016



ENVIRONMENT

Total protected area (State Forests,
Conservation Parks, Resources Reserves
and National Parks) in Livingstone

754.6km²

FAMILY COMPOSITION



COUPLES WITHOUT CHILDREN 45%

COUPLES WITH CHILDREN 40%

ONE PARENT FAMILIES 14%

OTHER FAMILIES 1%



OUR COMMUNITY

The Livingstone region in Central Queensland comprises coastal and rural areas along the Capricorn Coast which spans over 11,776 square kilometres from north of the Fitzroy River to Ogmoo. The northern part of the region extends west into Mount Gardiner and the Eugene State Forest.

Livingstone is home to more than 37,000 residents. The major centres include the coastal towns of Yeppoon and Emu Park, with the smaller settlements of Byfield, Farnborough, Cawarral, Keppel Sands, Glenlee, Glendale, The Caves, Yaamba, Marlborough, Stanage Bay and Ogmoo making up Livingstone.

The area has an abundance of natural features including countless beaches, picturesque national parks, pristine rainforests and idyllic offshore islands, making it an ideal tourist destination and place to live. Livingstone is characterised by a regional, laidback atmosphere, away from the bustle of Southern Queensland.

The people of the Darumbal nation first occupied the land that is now known as Livingstone. There are six clan groups of the Darumbal nation, who, before European settlement, lived in distinct territorial boundaries but would come together for ceremonial purposes and shared a common language. The Woppaburra people lived on the Keppel Islands off the coast of Livingstone and were sea-faring island specialists living off the island environment and surrounding inshore reefs and ocean.

Non-Indigenous people are recorded to have lived in what is now known as Livingstone from 1853. Livingstone was first established as a Local Government in 1879, and then amalgamated with three other councils to become Rockhampton Regional Council in 2008. After a de-amalgamation process driven by community feedback, Livingstone Shire Council was re-established on 1 January 2014.



BACKGROUND

Livingstone Shire Council's 10-year Corporate Plan is one of the first of its kind in Queensland, built organically from community and broad workforce engagement.

A whole of community planning process was undertaken in 2019 to develop the Livingstone Community Plan: Towards 2050. This plan has provided the foundations from which the newly elected Council will operate. Council remains committed to working diligently to achieve our community's aspirations and respect, protect and promote human rights in our decision making and activities.

Our Corporate Plan 2030, has been developed out of an internal engagement process where organisational leaders reviewed community goals and strategies and established priorities for Council for the next 10-years. The plan provides commitment to progressing our community vision through priority projects, responsive services and accountable and transparent practices.

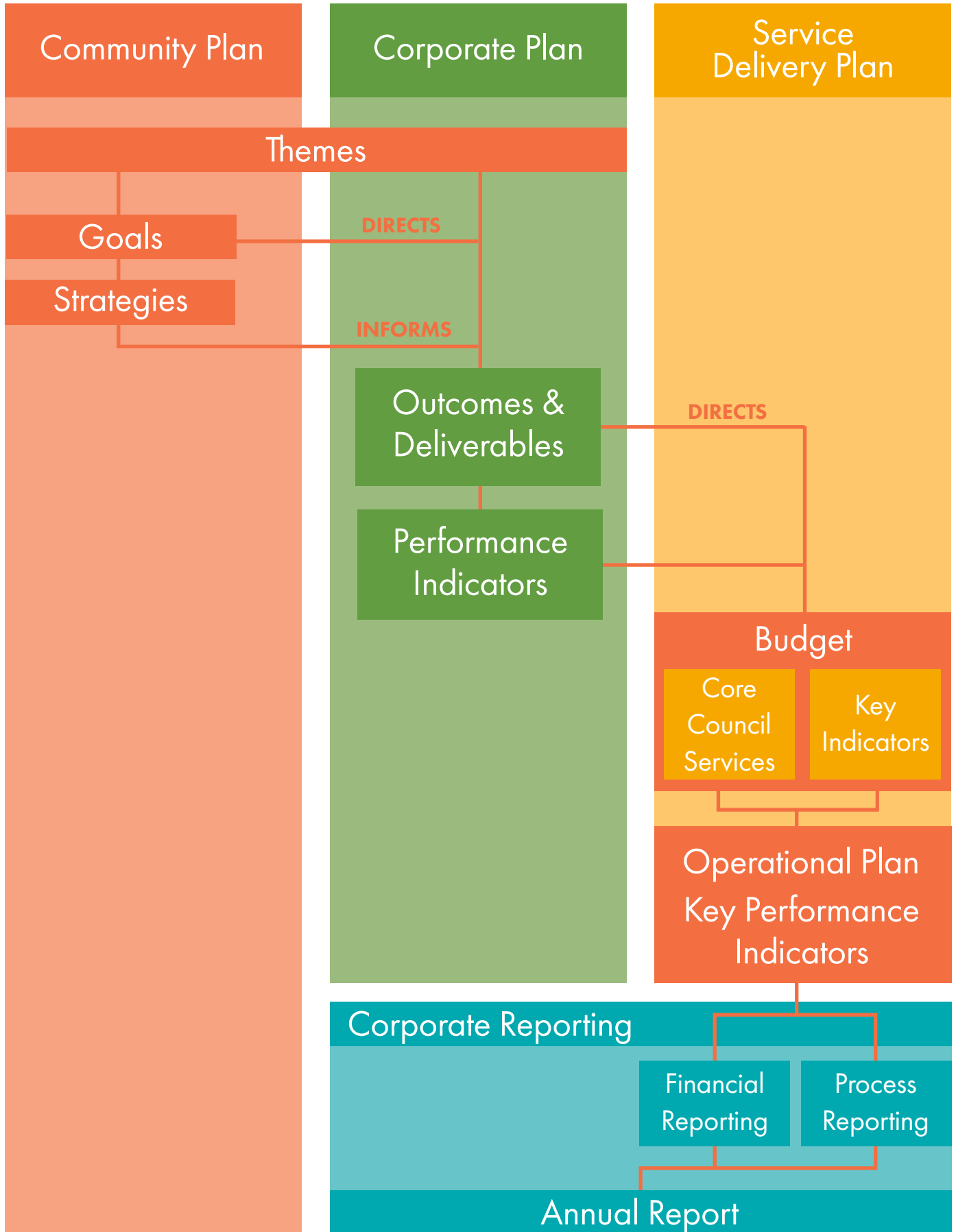
We live in a beautiful Shire that offers so much to residents and visitors alike. Its natural beauty, combined with contemporary recreational opportunities all contribute to Livingstone's unique character.

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



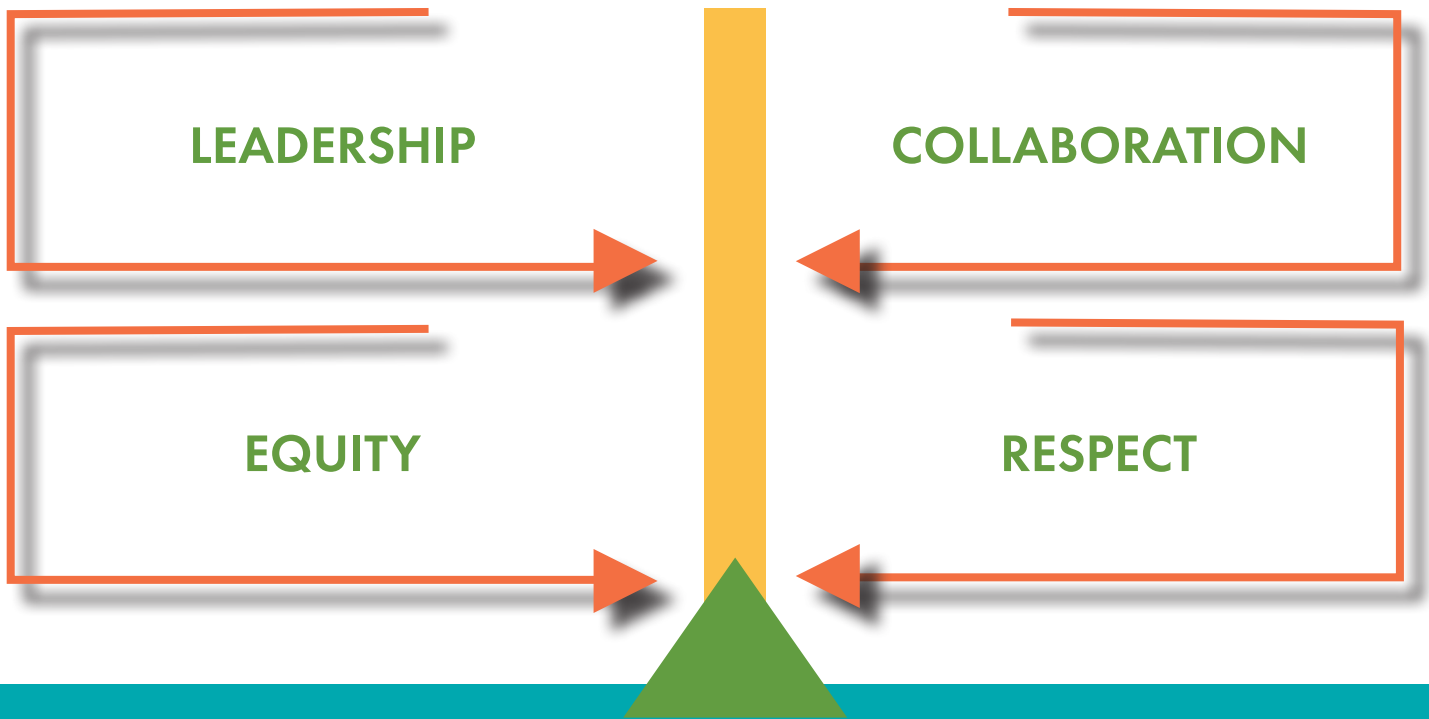
PLAN RELATIONSHIP

Our organisational planning framework links together our mix of plans.



Our Corporate Plan Values compliment both community and organisational values.

Livingstone Community Plan: Towards 2050 **Guiding Values**



CORPORATE PLAN 2030



Livingstone Shire Council
Values and Behaviours

OUR VISION

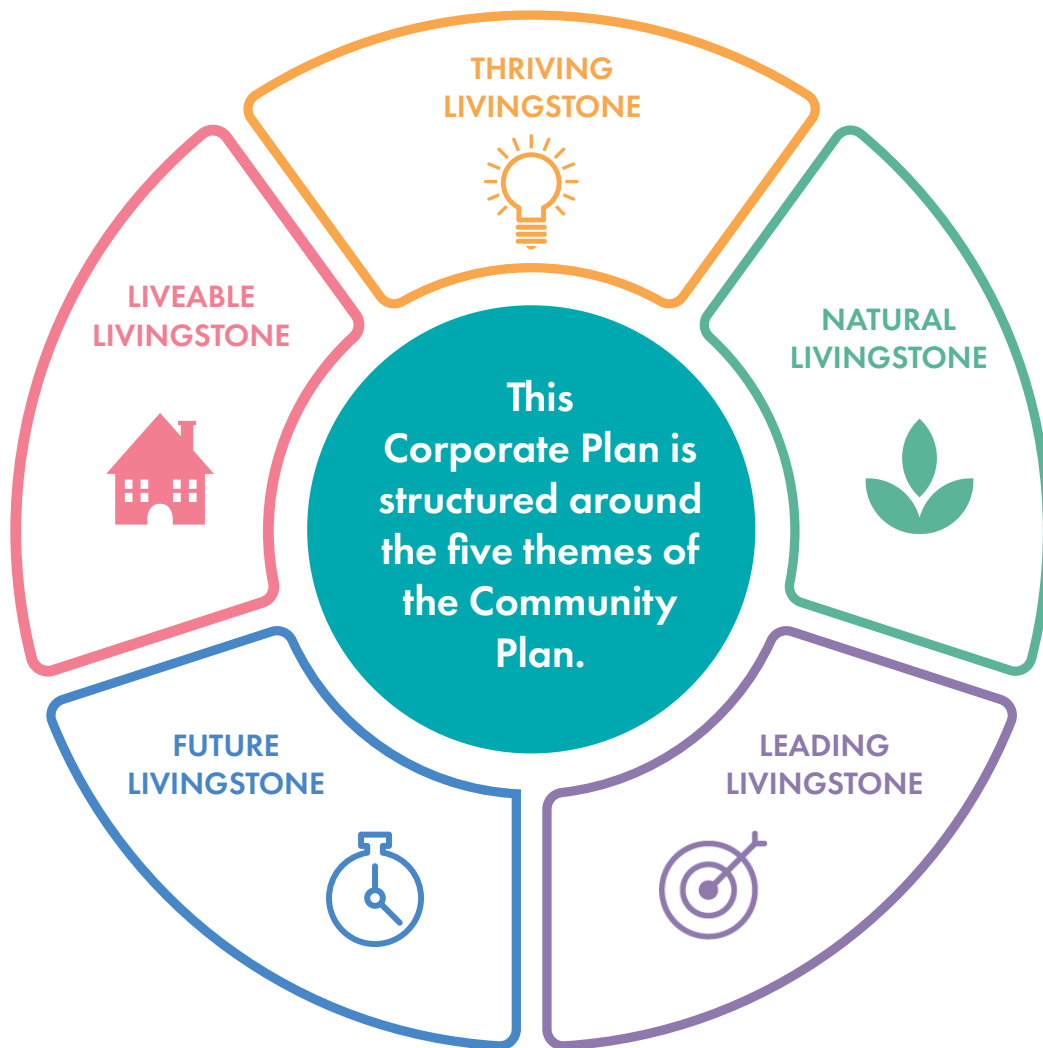
'Working together for a thriving Livingstone'

Council's Corporate Plan centres on the goals of our community and guides strategic direction, operational activities and annual budget.

The plan assists us to monitor performance, remain on track and meet our legislative requirements of the Local Government Act 2009.

The Corporate Plan will be reviewed within six months of each election cycle.

STRUCTURE



FOR EACH THEME, THE CORPORATE PLAN NOMINATES:



LIVEABLE LIVINGSTONE

Statement of Intent

A 'Liveable Livingstone' will support and advocate for services for the wellbeing of the people of Livingstone at any age and with any ability.

Goals

Community Plan Goal 1.1 - Access to quality housing and healthcare

What Council will do to support this goal (outcome and deliverables)

- 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.
- 1.1.2. Align community programmes to social needs, funding opportunities and/or partnerships.

Community Plan Goal 1.2 - Supporting healthy living at any age

What Council will do to support this goal (outcome and deliverables)

- 1.2.1. Build capacity to improve health and well-being in the community by providing fair and reasonable access to service and facilities.
- 1.2.2. Plan for Livingstone's ageing demographics and partner with regional health and aged care sector.
- 1.2.3. Plan, design and deliver community infrastructure which connects communities and encourages non-vehicular transport.
- 1.2.4. Take action to enable the implementation of the *Active Livingstone Strategy*.

Community Plan Goal 1.3 - Places for active and passive recreation

What Council will do to support this goal (outcome and deliverables)

- 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.
- 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.
- 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).

Performance Indicators

- Community strategies and plans implemented
- High community satisfaction with community activities
- Number of community activities delivered
- Number of community groups with lease/permits for Council facilities
- Amount of land which is available for sport to meet current and future needs
- Community engagement in the development and review of Council programmes and community initiatives
- Communication strategy to promote outdoor lifestyle
- Reduction in the proportion of very low and low income households in housing stress (data can be obtained from the Census every five years)
- Retention of diverse income, age and employment groups within the Shire (data can be obtained from the Census every five years)
- Kilometres of pedestrian pathways and cycleways constructed each year



THRIVING LIVINGSTONE

Statement of Intent

A '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.

Goals

Community Plan Goal 2.1 - Recognition, respect and support for Indigenous people, history and culture

What Council will do to support this goal (outcome and deliverables)

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

Community Plan Goal 2.2 - Diverse business, industry and employment

What Council will do to support this goal (outcome and deliverables)

- 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.
- 2.2.2 Foster development of high performing local business capability and diversity.
- 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.
- 2.2.4 Support the growth of education and employment opportunities for the community.

Community Plan Goal 2.3 - A welcoming and desirable place to visit

What Council will do to support this goal (outcome and deliverables)

- 2.3.1. Provide support to market Livingstone as a destination for commerce, tourism, and lifestyle.
- 2.3.2. Council provides and maintains infrastructure which encourages business and tourism growth.

Community Plan Goal 2.4 - Arts and cultural activities and facilities that strengthen social connections

What Council will do to support this goal (outcome and deliverables)

- 2.4.1. Deliver events, activities, and performances which bring economic and social benefits to the community.
- 2.4.2 Implement the action plan from the *Invest Capricorn Coast Region Events Strategy 2025*.
- 2.4.3 Foster access, collaboration, community connectedness, wellbeing and creativity by supporting arts and cultural activities within the Shire.

Performance Indicators

- Progress of implementing the Reconciliation Action Plan
- Employment growth better than state average
- Socio Economic Index for area (SEIFA)
- Number of new businesses
- Visitor numbers
- Volunteer numbers
- Business and community satisfaction of events facilitated
- Gross Regional Product (GRP)
- Growth in the number of different types of business or categories of businesses
- Economic strategies and plans implemented
- New programme initiatives to support local food and agribusiness, flexible work opportunities, tourism and place competitiveness
- Community satisfaction with activities, events and services delivered



NATURAL LIVINGSTONE

Statement of Intent

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.

Goals

Community Plan Goal 3.1 - Enhanced reuse and recycling of resources

What Council will do to support this goal (outcome and deliverables)

- 3.1.1. Enable and support sustainable waste management technologies, services and facilities which provide innovative and compliant solutions to reduce the environmental impacts of Council's waste collection and resource recovery operations.
- 3.1.2 Partner with the community to divert and minimise waste and invest in renewable energy.
- 3.1.3 Incentivise the community to invest in reuse, recycling, energy, and water saving practices.
- 3.1.4 Promote and develop a resource recovery centre to deliver education and behavioural change.

Community Plan Goal 3.2 - Protection of coastlines and waterways

What Council will do to support this goal (outcome and deliverables)

- 3.2.1. Assess alternative options to increase water sources.
- 3.2.2 Progress and support plans which protect coastal and marine environments.
- 3.2.3 Collaborate with partners to reduce sediments and nutrients in waterways.
- 3.2.4 Plan Council's response to climate change by implementing the actions in the *Coastal Hazard Adaption Strategy*.
- 3.2.5 Develop and implement a *Livingstone Shire Carbon Strategy*.

Community Plan Goal 3.3 - Conservation of natural assets and green corridors

What Council will do to support this goal (outcome and deliverables)

- 3.3.1. Recognise, preserve and enhance the region's unique biodiversity.

3.3.2 Progress and support plans which protect the shire's natural assets, bushland and local eco-systems.

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.

Performance Indicators

- Council's resource recovery rate improving against industry benchmark
- Range of recycling facilities delivered and education activities undertaken
- Community waste diversion rate increasing
- Increase incorporation of clean energy and renewable source technologies and solutions
- Number of days of water security (drought management plan)
- Water quality always meets or exceeds Australian Water Quality Drinking standards
- Annual corporate greenhouse gas emissions meet or exceed industry targets
- Thirty (30) per cent reduction in Council's carbon footprint
- Environmental plans and initiatives implemented
- Community satisfaction with environmental activities facilitated by Council



LEADING LIVINGSTONE

Statement of Intent

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.

Goals

Community Plan Goal 4.1 - Innovative and accountable leadership to achieve a shared future

What Council will do to support this goal (outcome and deliverables)

- 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.
- 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.
- 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.
- 4.1.4 Provide leadership and contemporary management systems which drive a co-ordinated and connected organisation.
- 4.1.5 Promote a values-based culture which appreciates and empowers its workforce.
- 4.1.6 Risk management practices are embedded into decision making processes.
- 4.1.7 Recruit and develop a professional, capable, and responsive workforce.
- 4.1.8 Provide for the safety, security, health, and well-being of Council employees and contractors.

Community Plan Goal 4.2 - Collaboration and partnerships to advocate for the needs of the community

What Council will do to support this goal (outcome and deliverables)

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

- 4.2.2 Identify opportunities for alignment between Council's interests and objectives with those of Federal and State Governments.
- 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.
- 4.2.4 Actively participate in Central Queensland Regional Organisation of Councils and other regional bodies to promote regional interests and objectives to government, industry, business and community.

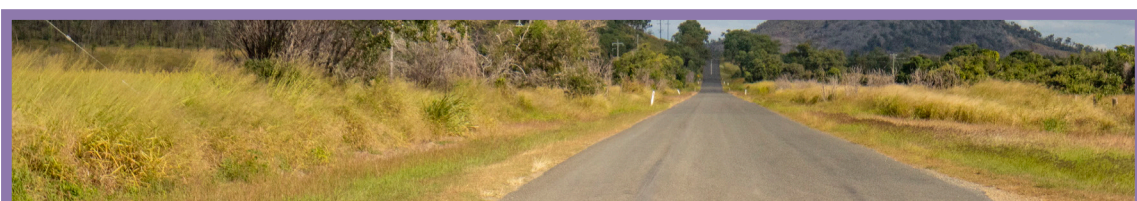
Community Plan Goal 4.3 - Engagement with the community as advisors and partners

What Council will do to support this goal (outcome and deliverables)

- 4.3.1. Plan, develop and implement high-quality customer-focused services.
- 4.3.2 Commit to open and accountable governance to ensure community confidence and trust in Council and its democratic values.
- 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.

Performance Indicators

- Key financial indicators meeting sustainability and operational standards
- Favourable Queensland Treasury Corporate credit rating
- Council's long-term and annual Capital Works Programme delivered on time and on budget
- Employee opinion survey results
- High staff satisfaction with organisational programmes and professional development opportunities
- Effective implementation and performance reporting against the Corporate Plan
- High community satisfaction with council's performance
- Effective implementation of innovative, multi-channel engagement approaches
- Community satisfaction in engagement forums (physical and virtual)



FUTURE LIVINGSTONE

Statement of Intent

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.

Goals

Community Plan Goal 5.1 - Balanced environmental and development outcomes

What Council will do to support this goal (outcome and deliverables)

- 5.1.1. Maintain a clear and comprehensive planning vision for the region.
- 5.1.2 Balance development within Livingstone Shire in accordance with the community's desired environmental and economic outcomes.
- 5.1.3 Develop a programme of master planning, place making and improvement strategies to enhance local identity and lifestyle.
- 5.1.4 Collaborate with partners to understand, nurture and protect Great Keppel Island's environmental values which help showcase it's unique tourism potential.

Community Plan Goal 5.2 - Connected places, people and services

What Council will do to support this goal (outcome and deliverables)

- 5.2.1. Implement an integrated transport strategy which encourages alternative transport usage to maximum economic, environmental, and liveability outcomes.
- 5.2.2 Reinforce sustainable building design principles.
- 5.2.3 Adopt and implement a *Connected Livingstone Strategy* to foster investment opportunities in the region.
- 5.2.4 Integrate technology and innovative solutions into Council's operations and community programmes to increase efficiency, provide excellent customer service outcomes, encourage entrepreneurship and community engagement.

Community Plan Goal 5.3 - Community capacity and resilience in respect of future risk

What Council will do to support this goal (outcome and deliverables)

- 5.3.1. Maintain the ability to respond to disaster events under the disaster management arrangements.
- 5.3.2 Enhance the community's preparedness for disaster through community education, training and strong partnerships between Council and other agencies.
- 5.3.3 Plan the response to changes in social, economic, and climate conditions.
- 5.3.4 Partner with agencies to develop programmes for the protection of all members within the community.

Performance Indicators

- Number of 'open data sets' available to the community
- Agency partnerships and local response strategies which support the Shire
- Local Disaster Management Plan
- Increase digitisation initiatives
- Implementation of the Livingstone Planning Scheme and Local Government Infrastructure Plan (and subsequent twice-year reviews)
- Development is consistent with legislation, best practice and community expectations, guided by relevant plans and strategies
- Council meets or improves on assessment timeframes
- Council's participation in regional collaboration and advisory groups
- Number of activities which educate, provide information and advocate sustainable building design for the community.





WEBSITE

www.livingstone.qld.gov.au



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Livingstone
SHIRE COUNCIL