

Health and Wellbeing Strategic Framework

2017 to 2026

Released Under RTI Act 2009

Health and Wellbeing Strategic Framework 2017 to 2026

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Contents

Summary.....	3
Goal	4
Objectives.....	4
The need for action	4
Unhealthy behaviours.....	4
Broad view – influencing behaviour	5
Multi-strategy approach	5
Pathway to a healthier Queensland.....	5
Monitoring performance and reporting	7
Related strategies and plans.....	9

Figures

Figure 1 Broad view: factors and strategies that influence healthy behaviours.....	10
Figure 2 Pathway to a healthier Queensland – medium to long-term outcomes.....	11

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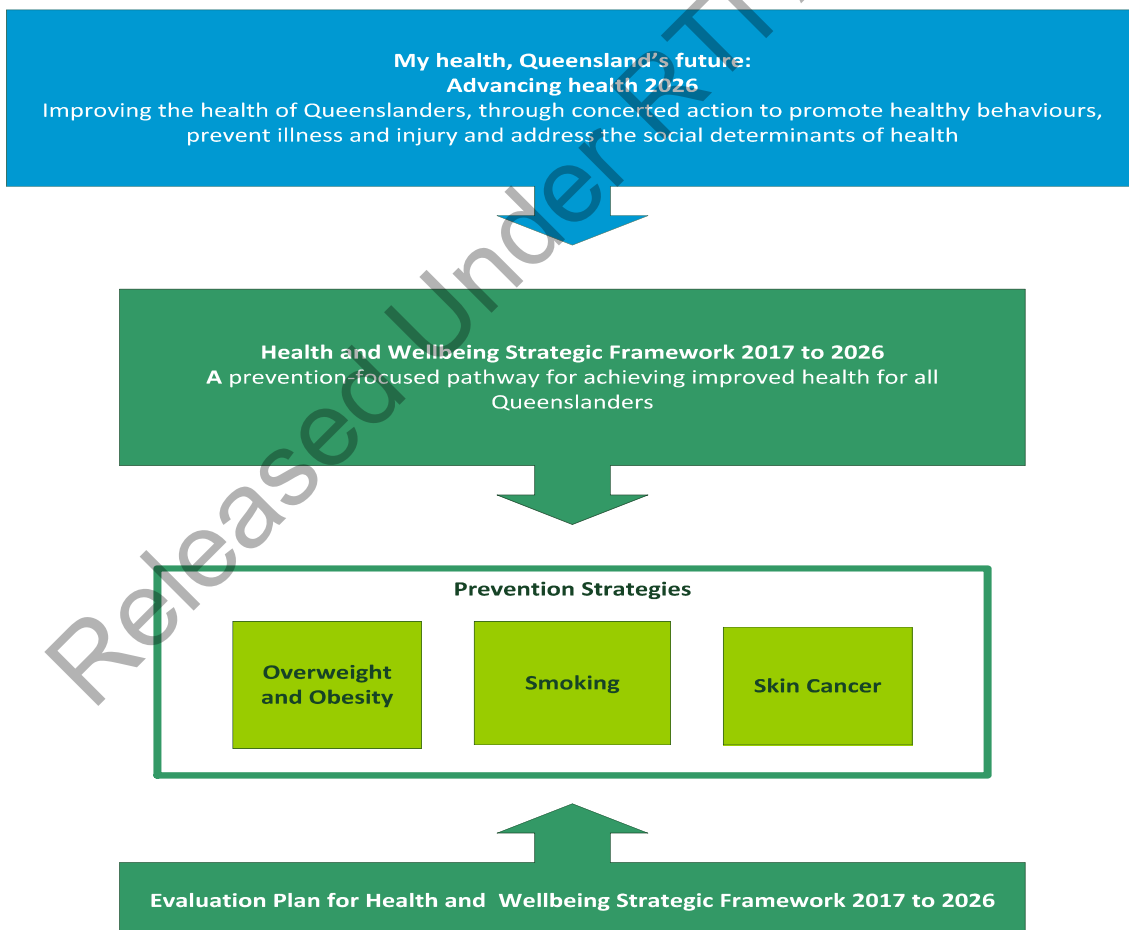
Summary

An important aim of any health system is to promote, maintain and restore a healthy society. Improving the population's health and wellbeing has direct benefits and also leads to greater productivity, a stronger economy, better quality of life, reduced inequalities and less demand on health and social services.

My Health, Queensland's Future: Advancing health 2026 sets an ambitious vision of making Queenslanders among the healthiest people in the world.¹ Effective prevention and health promotion is vital to achieving the vision.

The *Health and Wellbeing Strategic Framework 2017 to 2026* provides a prevention-focused pathway for the improved health for all Queenslanders. The framework focuses on the key modifiable behaviours of unhealthy eating, physical inactivity, tobacco smoking, and unsafe sun exposure.

The strategic framework promotes integrated and complementary actions across multiple strategies which have been shown to make a difference. Progress towards the achievement of ambitious 2020 and 2026 targets will be monitored and reported.



Goal

To increase the proportion of Queenslanders who adopt healthy behaviours and reduce unhealthy behaviours.

Objectives

Healthy environments—to create healthier places where people live, work, learn and play to support Queenslanders to live healthier lives.

Empowered people—to empower Queenslanders with the knowledge, skills, positive attitudes and motivation to live healthy lives; and promote community norms and values consistent with better health and wellbeing.

The need for action

While many Queenslanders are living longer due to gains in average life expectancy—living longer can also mean spending more time with illness that is largely caused by chronic diseases such as cardiovascular disease, type 2 diabetes, high blood pressure, and some cancers.²

Tobacco smoking, poor diet, physical inactivity, overweight and obesity all significantly contribute to chronic diseases and reduced life expectancy in Queensland.

Chronic disease impacts on the health system, the health and wellbeing of the community, and the economy. Health expenditure costs in Queensland associated with chronic diseases were estimated to be \$9.6 billion in 2011–12 (most recent estimate).²

The financial benefits to the Australian economy of realistic reductions in the prevalence of chronic disease risk factors have been conservatively estimated to be \$2.3 billion over the lifetime of the 2008 population.³ Two-thirds would result from reduced health sector costs, and one-third from financial benefits associated with reduced workforce productivity losses and household costs.

Unhealthy behaviours

Reducing unhealthy behaviours and increasing healthy habits across the population is an effective way of reducing the chronic disease burden.

The most significant unhealthy behaviours are tobacco smoking, poor diet and physical inactivity. Skin cancer prevention remains a priority as Queensland has the highest rates of melanoma in the nation, with Australian rates alongside New Zealand, the highest in the world.

Unhealthy behaviours and diseases are not equally distributed across the population, with socioeconomically disadvantaged groups and Aboriginal and Torres Strait Islanders having a higher burden of disease.²

Broad view – influencing behaviour

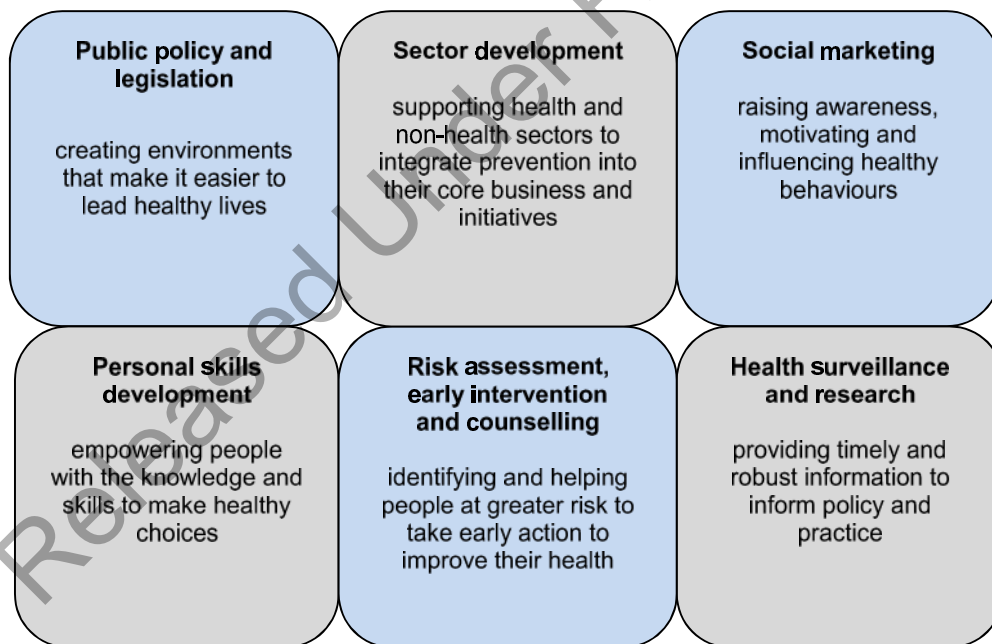
Many factors combine to influence human behaviour. The relationships between these factors and environments are often complex and cumulative.⁴

Behaviours are shaped by individual characteristics such as genetics, knowledge, skills and attitudes, as well as the places where people live, socioeconomic status, education level, and relationships with family, peers and the wider community.⁴

Other influencing factors include social and cultural norms and values; megatrends (e.g. globalisation, digital technology and demand for personalised services); regulations, policies and facilities in our schools, workplaces and neighbourhoods; and government policies and legislation that influence social and physical environments. Figure 1 shows this complex interplay.

Multi-strategy approach

A multi-strategy approach which recognises and is responsive to broader societal factors can significantly contribute to the achievement of healthy behaviour change. The six integrated strategies below are informed by evidence-based recommendations for influencing broad and sustainable health improvements.



Pathway to a healthier Queensland

Achieving behavioural change is often difficult and complex.⁴ Tangible improvement towards healthy behaviours is incremental and evidence of change accumulates over the medium to long term. Figure 2 is the pathway (or program logic model) for incremental change and improved health and social outcomes.

For the period 2017 to 2020, prevention strategies have been developed to tackle overweight and obesity, smoking, and skin cancer. They include analysis of the latest prevalence data and 10-year trends, as well as action plans with universal and targeted actions to be delivered over the coming years.

The Queensland Government is also creating an independent health promotion commission. Once established, this statutory body will bring new insights and innovative ways of working. The commission will supplement the efforts of agencies already involved in improving the health and wellbeing of children and families.

Guiding principles for the implementation of strategies and actions include:

- Using a systems approach which engages sectors outside the health system, identifies key leverage points and facilitates new opportunities to improve health.
- Building capacity by developing individual skills, strengthening community action and enabling organisations to create healthy environments and empowered people.
- Reducing inequity through addressing the differences in health status in the community by recognising and responding to the needs of those groups whose health is poorest, and who are most likely to miss out on opportunities to be healthy.
- Building knowledge by developing effective ways to share information and measure collective impact.

Stronger partnerships and deeper engagement with a range of agencies and sectors will inform, guide and facilitate implementation. Key agencies and sectors include:

- Proposed Queensland health promotion commission
- Australian Government
- Queensland Government departments and agencies
- Local government
- Hospital and Health Services
- Aboriginal community-controlled health services
- Primary Health Networks
- health research networks
- non-government organisations
- academia, education and training
- industry and businesses.

Monitoring performance and reporting

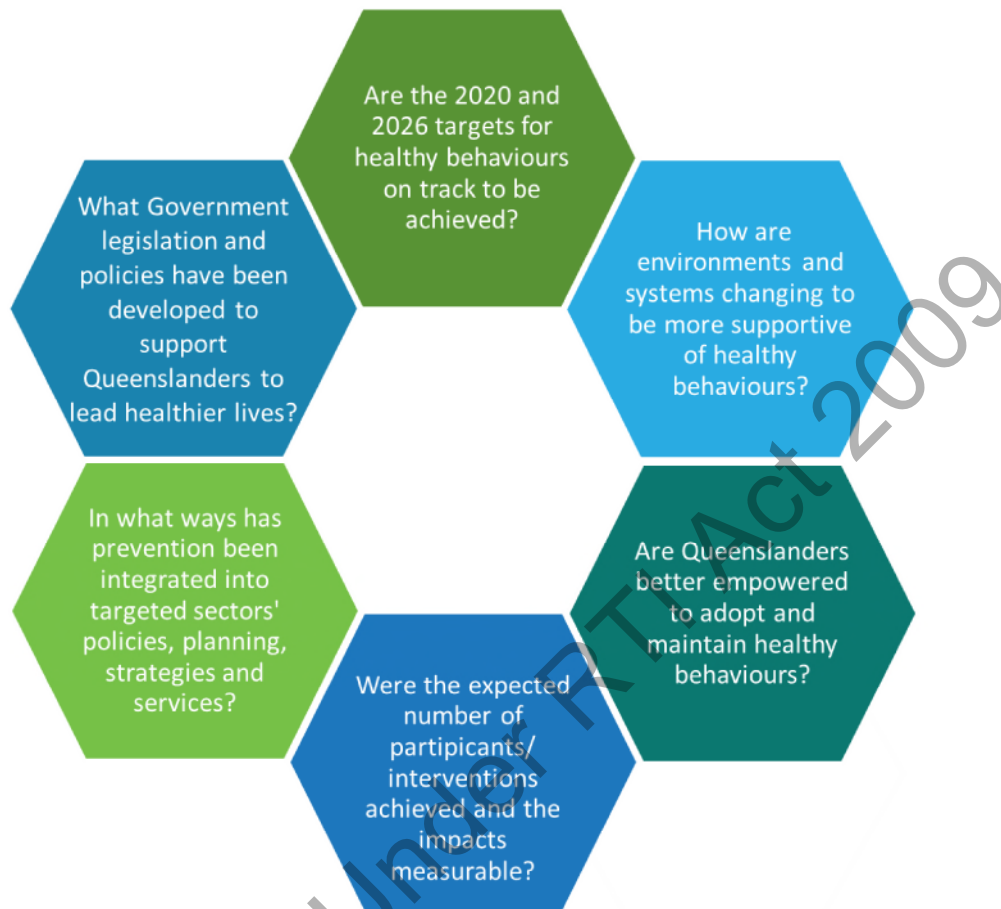
A *Performance Measurement Strategy* will be used to monitor and report on the outputs, impacts and outcomes of the *Health and Wellbeing Strategic Framework 2017 to 2026*.

Specific childhood and adult targets have been set for 2020 and 2026. These targets are ambitious but essential for achieving improved health and wellbeing in Queensland.

		2020 Targets	Numbers needed to reach 2020 Targets*	2026 Targets	Numbers needed to reach 2026 Targets*
Children	Reduced overweight and obesity	23% overweight or obese (2014: 24%)	47,000 fewer overweight or obese children	22% overweight or obese	106,000 fewer overweight or obese children
	Improved physical activity	43% children active every day (2014: 39%)	154,000 more children active every day	47% children active every day	344,000 more children active every day
	Increased fruit consumption	74% eating recommended fruit serves daily (2014: 67%)	265,000 more children eating recommended fruit serves daily	80% eating recommended fruit serves daily	591,000 more children eating recommended fruit serves daily
	Increased vegetable consumption	7% eating recommended vegetable serves daily (2014: 6%)	25,000 more children eating recommended vegetable serves daily	8% eating recommended vegetable serves daily	82,000 more children eating recommended vegetable serves daily
	Improved sun protection	51% practicing sun protection behaviours (2014: 47%)	186,000 more children using 30+ sunscreen, wearing broad brimmed hats and wearing protective clothing	56% practicing sun protection behaviours	415,000 more children using 30+ sunscreen, wearing broad brimmed hats and wearing protective clothing
Adults	Reduced daily smoking	10% smoking daily (2014: 14%)	157,000 fewer adults smoking daily	8% smoking daily	277,000 fewer adults smoking daily
	Reduced overweight and obesity	55% overweight or obese (2014: 58%)	114,000 fewer overweight or obese adults	52% overweight or obese	255,000 fewer overweight or obese adults
	Improved physical activity	65% physically active (2014: 60%)	217,000 more adults becoming active	71% physically active	474,000 more adults becoming active
	Increased fruit consumption	64% eating recommended fruit serves daily (2014: 58%)	231,000 more adults eating recommended fruit serves daily	70% eating recommended fruit serves daily	515,000 more adults eating recommended fruit serves daily
	Increased vegetable consumption	11% eating recommended vegetable serves daily (2014: 10%)	41,000 more adults eating recommended vegetable serves daily	13% eating recommended vegetable serves daily	136,000 more adults eating recommended vegetable serves daily
	Improved sun protection	24% practicing sun protection behaviours (2015: 22%)	87,000 more adults using 30+ sunscreen, wearing broad brimmed hats and wearing protective clothing	26% practicing sun protection behaviours	194,000 more adults using 30+ sunscreen, wearing broad brimmed hats and wearing protective clothing

* *Than there would have been if no behaviour change had occurred since 2014 (2015 for sun protection) baseline.*

The Performance Measurement Strategy also addresses the key evaluation questions below.



An annual progress report will be produced within three months of the end of each financial year. The Department uses various channels to share information including the online Queensland Survey Analytics System (QSAS), conferences, forums, teleconferences and reports published on the Queensland Government website.

The biennial Report of the Chief Health Officer of Queensland also provides a publicly available assessment of the health status of the population.

Related strategies and plans

The *Health and Wellbeing Strategic Framework 2017 to 2026* also works in tandem with other health strategies and plans that address issues such as mental health, health protection, alcohol and drug use, or the specific needs of population groups. These include:

- ***National Strategic Framework for Chronic Conditions*** provides national direction applicable to a broad range of chronic conditions by recognising that there are often similar underlying principles for the prevention and management of many chronic conditions.
- ***My health, Queensland's future: Advancing health 2026*** gives a focus and process to identify and harness advances critical to the future wellbeing of Queenslanders.
- ***Immunisation Strategy 2017–2022*** (draft) provides a state-wide framework for addressing vaccine-preventable disease in Queensland.
- ***Making Tracks towards closing the gap in health outcomes for Indigenous Queenslanders by 2033; policy and accountability framework*** articulates the vision for closing the health gap by 2033.
- ***Making Tracks investment strategy 2015–2018*** builds on the achievements of previous years and details key actions that will be undertaken by the Queensland Government.
- ***Queensland Sexual Health Strategy 2016–2021*** aims to support optimal reproductive health and healthy and safe sexual experiences, and provide services responsive to the needs of all Queenslanders. It is supported by:
 - HIV Action Plan 2016–2021
 - Hepatitis B Action Plan 2016–2021
 - Hepatitis C Action Plan 2016–2021
 - North Queensland Aboriginal and Torres Strait Islander Sexually Transmissible Infections Action Plan 2016–2021
- ***Queensland Mental Health, Drug and Alcohol Strategic Plan 2014–2019*** sets a path towards improving mental health and wellbeing for all Queenslanders. It is supported by:
 - Queensland Alcohol and Other Drugs Action Plan 2015–17
 - Early Action: Queensland Mental Health Promotion, Prevention and Early Intervention Action Plan 2015–17
 - Queensland Suicide Prevention Action Plan 2015–17
 - Queensland Rural and Remote Mental Health & Wellbeing Action Plan 2016–18
 - Queensland Aboriginal and Torres Strait Islander Social and Emotional Wellbeing Action Plan 2016–18.

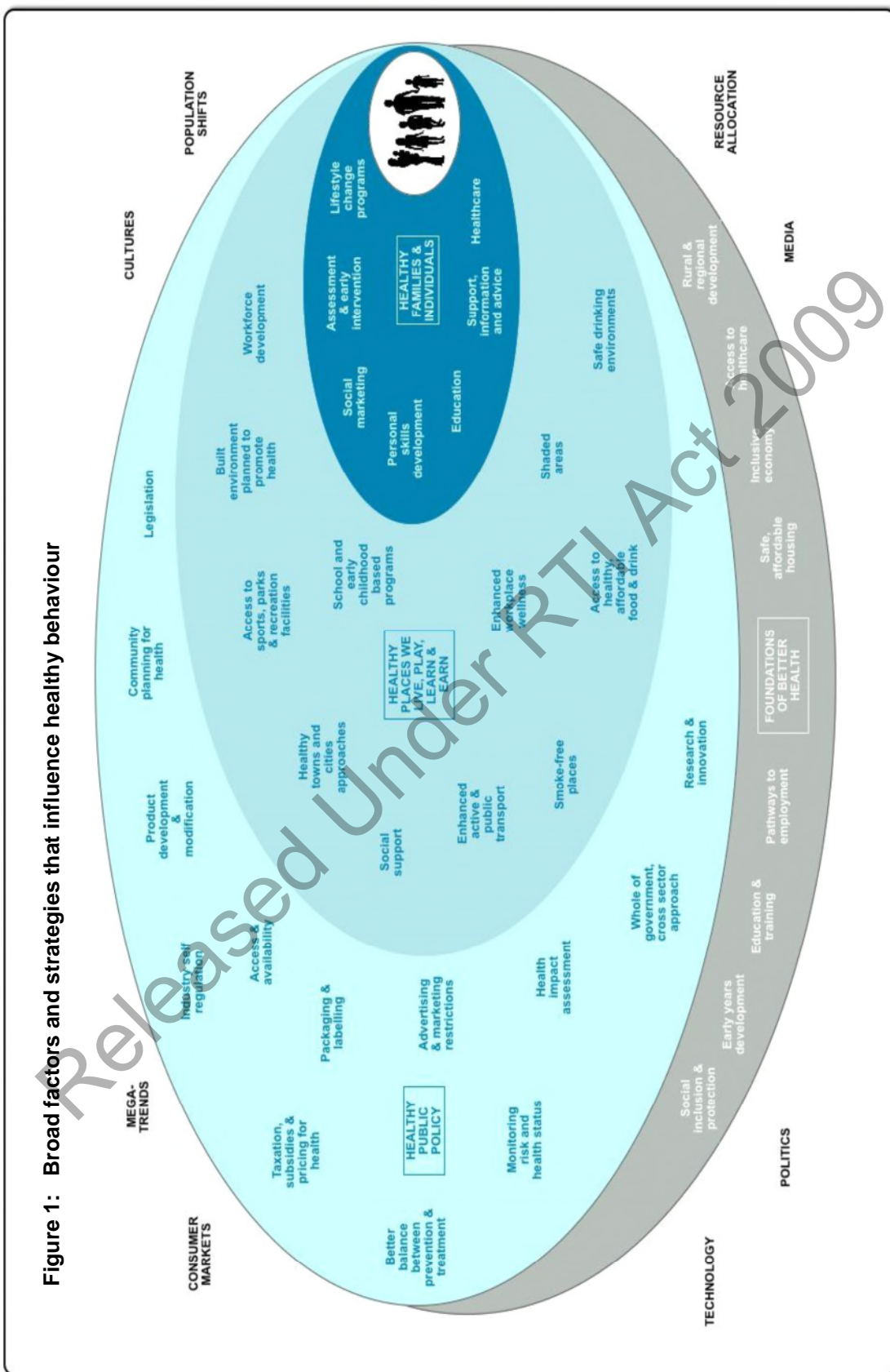
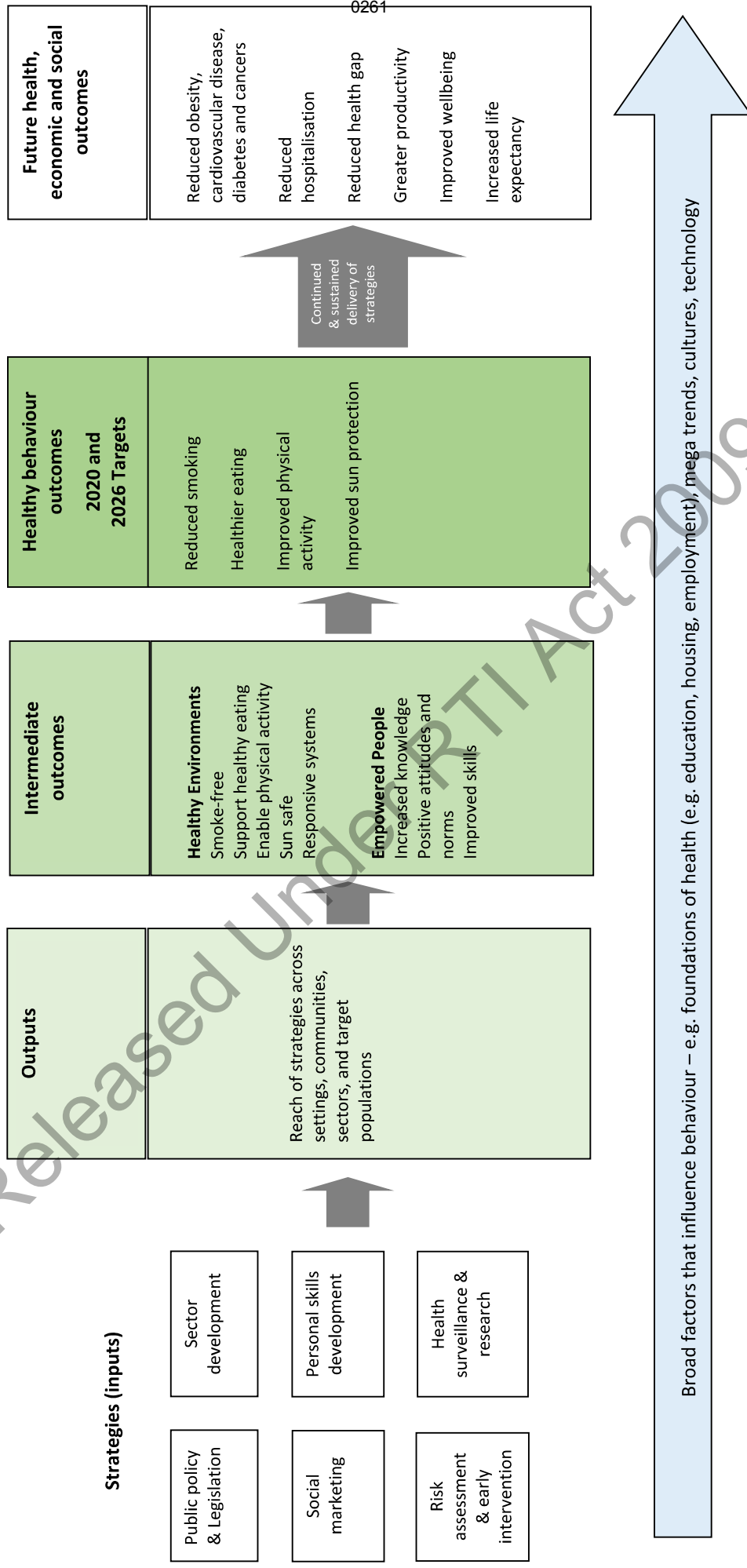


Figure 2: Pathway to a healthier Queensland – medium to long-term outcomes

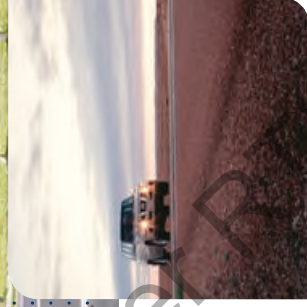


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Queensland Drive Tourism Strategy 2013–2015

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Contents

Foreword..... ii

Executive summary..... iii

Introduction..... 2

What is the way forward?..... 9

Chapter 1: Meeting consumer needs.....10

Chapter 2: Road quality, safety and maintenance.....14

Chapter 3: Signage.....18

Chapter 4: Roadside infrastructure.....21

Chapter 5: Accommodation and facilities.....25

Chapter 6: Visitor information and technology applications..... 32

Chapter 7: Marketing and promotion..... 37

Implementing the strategy..... 43

Action plan.....45

Abbreviations, glossary and consultation and strategy development process..... 50

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Executive summary

A plan to make Queensland number one

Tourism is one of the four pillars of the Queensland economy and the Queensland Government is committed to returning Queensland's tourism industry to number one. Growing the drive tourism market represents a great opportunity to help achieve this goal. It will also promote job creation, infrastructure development and provide incentives for regional Queensland communities to create unique regional attractions to help drive economic growth.

Challenges and opportunities

There are many challenges facing the industry. For example, the high Australian dollar, the distances involved in travelling in Queensland by road, ongoing economic shocks, competition with other sectors (like resources and freight) for road use, lack of investment in short term accommodation, and competition with low cost airlines. Notwithstanding this, Queensland is poised to capitalise on a number of significant opportunities including a renewed government focus on tourism, enhanced industry partnerships and collaboration opportunities, and being at the forefront of emerging technology applications.

Our vision for drive tourism

Our vision for drive tourism is for Queensland to be Australia's number one drive tourism destination by 2020. This will be achieved by showcasing outstanding experiences throughout the state. Visitors will be well informed of visitor opportunities, events, and tourist facilities as they explore Queensland's diverse holiday destinations. Visitors will have access to reliable information, delivered in user friendly and innovative ways across a range of mediums as they plan their journey and while they are holidaying. Accommodation, roadside infrastructure, rest areas and dump points will be well planned and will enhance the drive tourism experience.

A new partnership approach

Underpinning all our efforts is a commitment to a new partnership approach with industry and local government. A strong drive tourism sector presents opportunities for the whole of Queensland, particularly its regional centres. As such it will be important to ensure the key challenges are identified and addressed collaboratively and cooperatively, for the benefit of the Queensland economy and Queensland communities.

With a broad range of Queensland Government agencies directly involved in delivering this strategy, the strategy has already started to deliver a stronger whole-of-government focus on tourism by getting agencies 'thinking tourism' and identifying collaborative opportunities.

Our themes and actions

Key themes and related actions are outlined below.

Meeting consumer needs

For Queensland to grow drive tourism and increase visitor expenditure across the state, the overriding focus of the strategy is on meeting the needs of the consumer. There is a need to develop and communicate a thorough understanding of the drive tourism market, what consumers expect from a drive tourism experience and how best Queensland's tourism industry can deliver on those expectations.

Actions under this theme include analysing the different market segments and examining consumer travel patterns and motivations. Steps will also be taken to ensure the drive tourism industry is better informed about key markets, and can improve the way it communicates to these travellers. An understanding of what consumers expect needs to then be ingrained into tourism experiences through infrastructure development, skills and service quality. The strategy also foreshadows a greater consumer focus for national parks.

Introduction



“Encourage the promotion of tourism destinations through the development of a Queensland Drive Tourism Strategy”

(Queensland Government’s Six Month Action Plan July–December 2012)

This includes the Fraser Coast

Introduction

As part of the current Queensland Government tourism strategy (released in the lead-up to the 2012 state election), the Queensland Government stated ‘Queensland can be positioned as a world-leading drive tourism destination’, and designated the tourism industry as one of the four pillars of the economy. Support for drive tourism will play a part in contributing to the government’s goal of increasing overnight visitor expenditure in Queensland to \$30 billion per annum by 2020.

Many of the state’s regional cities and towns rely on the drive market to support their economies, and an arrow points from this text to the text below.

Queensland Government’s Six Month Action Plan has been the preparation of the Queensland Drive Tourism Strategy 2013–2015 to stimulate and re-energise the drive tourism market.

The sustainability of Queensland’s drive tourism market depends on the number of visitors embarking on self-drive journeys, the length of their journey, the time they spend in particular places, and the amount of money they spend.

A strategy to revitalise drive tourism has the potential to:

- enhance drive travel experiences to visitors travelling in and around the state and encourage visitors to travel beyond major tourism destinations;
- encourage longer stays in regional centres, creating greater spend within the region; and
- promote driver/traveller safety whilst creating new travel experiences.

The strategy has been developed to outline actions that could be taken to strengthen the state’s economy through this sector by encouraging potential travellers to take a driving holiday in Queensland and by delivering targeted support for the drive sector.

The strategy encompasses relevant areas of the drive market, from tourers on extensive road trips and families taking camping trips, to short day trips and weekends away. Initiatives are designed to support the growth of a four pillar economy by identifying and delivering coordinated infrastructure and services for the drive market.

Through the strategy, both government and industry are presented with an opportunity to work together in planning the integration of drive tourism into all relevant planning, development and marketing initiatives. It will also provide an opportunity for regional communities to build upon existing initiatives to help grow this segment of tourism and enhance local economies.

In addition to leveraging the opportunities presented by the new model for partnership with the Regional Tourism Organisations (RTOs), the realisation of drive tourism priorities will be informed by Tourism and Events Queensland (TEQ) Destination Tourism Strategies and the suite of Tourism Opportunity Plans (TOPs).

What is drive tourism?

Tourism is a major industry for Queensland, directly contributing around 124,000 jobs annually.

It is critical drive tourism is defined for the purposes of this strategy. Historically, it has been defined in many different ways and for different purposes.

For the purposes of this strategy, the following definition is adopted:

“The drive market represents visitors who use some form of vehicular transport as a mode of transport to reach their destination, where their main purpose of visit is leisure (i.e. where their main purpose is for a holiday or to visit friends and relatives). This includes day trips and overnight trips to one or multiple destinations.”

However, accurate data for the more broadly defined drive market is tenuous at best. According to Tourism Research Australia’s National and International Visitor Surveys, in the year ending September 2012 there were:

- 632,000 international overnight drive tourism visitors to Queensland (or 32 per cent of all international visitors to Queensland); and
- 10.3 million domestic overnight drive tourism visitors to Queensland (or 57 per cent of all domestic visitors to Queensland).

Overnight drive leisure visitors can be further broken down into the following categories:

- short break visitors, who are away from home between one and three nights; and
- long haul visitors, who are away from home four nights or more.

Long haul drive leisure visitors can be further segmented into two groups:

- point-to-point visitors, who stay overnight in one or two different locations; and
- touring visitors, who stay overnight in three or more different locations.

In recent times, the focus has been on getting a better understanding of both the profile of the touring market (who they are and where they come from) and their travel behaviour (where they stay and which tourism regions and assets they visit).

Queensland tourers are:

Visitors who have had at least four nights and three stopovers during their Australian trip, where at least one stop involved driving to a Queensland destination for leisure² purposes.

While every segment of the drive market is important, the touring market has taken on a stronger focus due to higher perceived economic benefits to the state and regional areas (because of their longer length of stay and higher number of stopovers).

Notwithstanding this, tourers represent a relatively small proportion of visitors to Queensland. Between the years 2000 and 2010, only 6 per cent of domestic visitors and 18 per cent of international visitors were tourers³.

Drive tourism includes those who utilise multiple forms of transport as part of their journey including fly-drive and rail-drive. For regions such as Tropical North Queensland, fly-drive visitors are a significant market and drive tourism is intrinsically linked to aviation access.

It is also important to recognise not all drive journeys are undertaken in personal vehicles and the vehicle hire market is a major stakeholder in the tourism industry. This includes the hire of 4wd’s, motorhomes, campervans and regular vehicles.

Drive tourism is important

The drive tourism market is very important for Queensland’s tourism industry, accounting for approximately 70 per cent of the overnight leisure market in Queensland.

In addition, day trippers are a significant part of the overall drive market and represent a significant portion of visitors in some parts of the state. The Queensland day trip market, the vast majority of which was by car, was worth \$4.4 billion to the state’s economy each year⁴.

3 In 2012, specific research was undertaken into the economic contribution of touring visitors to Queensland. The research was conducted using Tourism Research Australia’s (TRA) National and International Visitor Surveys data from the year ending December 2000 to the year ending December 2010

4 National Visitor Survey, TRA YE September 2012.

- 1 Driving includes using a private or company car, rental car, long distance road travel and using a campervan or motorhome.
- 2 Leisure includes holidays (including sporting events, shopping, entertainment, special events and accompanying conference/convention attendees).

Recently research was commissioned to find out more about tourists due to their longer length of stay and higher number of stopovers. The findings from this research include:

- tourists directly contribute approximately \$1.9 billion to the Queensland economy per year: \$1.2 billion for domestic and \$737 million for international tourists;
- touring supports approximately 15,000 jobs annually (or 12 per cent of all tourism jobs) in the state;
- 950,000 domestic visitors tour Queensland by road (6 per cent of all domestic visitors) and 360,000 international visitors take to the road (18 per cent of all international visitors to Queensland);
- domestic tourists spend an average of 11.8 nights in Queensland and spend an average \$113 per night; and
- international tourists spend an average of 26.4 nights in Queensland and spend an average of \$76 per night.

Queensland's hotels, resorts, motels, guest houses and serviced apartments with 15 or more rooms generate \$2.228 billion in revenue annually.⁶

Commercial caravan parks also play an important role as accommodation providers and contributors to the economy. Analysis of 25 parks from a representative cross section of different park types, turnover levels and local government areas Australia-wide showed⁷:

- the average contribution of these parks to the economy was in excess of \$1.26 million;
- for every \$1 of park income, \$1.38 of local economic activity is generated, by the individual park; and
- although four to five tourist parks with greater than 40 powered sites have closed down every quarter for the last 15 years, revenue has continued to grow at 6.75 per cent per year for the last 15 years.

Australia's ageing population and a corresponding increase in retirees who travel around Australia presents significant economic opportunities for many sectors across the tourism industry.

Drive tourism is vital for regional destinations

Drive tourism is the lifeblood of the tourism industry in many regions. It is vital in facilitating regional dispersal and access to Queensland's many and varied visitor experiences. Dispersal is the extent to which growth in visitor numbers and expenditure are shared across the state. Given the vastness of the state and the distances between regional destinations, the diversity of tourism experiences is critical to both the tourism industry and to the economic and social development of the regions.

Businesses in rural and regional communities rely on income from drive visitors (who stop), as they often buy local tourism products and services, as well as basic travel necessities like fuel, food and other supplies. Driving is also the only or main way to get to many Queensland destinations.

⁷ Caravan, RV Accommodation Industry of Australia, *Economic Benefit Report—Commercial Park to a Local Community*, BDO, October 2012.

Notwithstanding this, the advent of cheaper air fares and new airline routes means there are now more fly-drive visitors to the state than in previous times. This trend is likely to continue.

Drive tourism provides a number of benefits to businesses, particularly to regional and rural communities which are primarily accessible by driving. These include:

- increased profits;
- job growth;
- opportunities for new business startups;
- increased demand for new products and services;
- opportunities for business collaboration; and
- addressing skills shortages by tapping into the skills of temporary visitors.

Drive tourism is a priority for the Queensland Government

As one of the four pillars, tourism has been identified by the Queensland Government as one of the most productive sectors of the economy with the potential for strong growth.

The government is committed to developing the state's drive tourism sector, acknowledging the role it can play in restoring Queensland to its rightful place as Australia's number one tourism destination.

The Queensland Government's tourism strategy contains the following commitment:

“Through a coordinated program of policy, regulation, planning approvals, infrastructure and marketing initiatives, the Government believes Queensland can be positioned as a world-leading drive tourism destination.”

⁵ In 2012, specific research was undertaken into the economic contribution of touring visitors to Queensland. The research was conducted using TRA's National and International Visitor Surveys data from the year ending December 2000 to the year ending December 2010.

⁶ Tourist Accommodation Data Sheet YE June 2012. Tourism Queensland <www.tq.com.au>

The Queensland Government has made clear its intention to stimulate and re-energise the drive tourism market. It is one of the 11 key niche markets identified for development in the tourism strategy and reinforced as a priority at the inaugural *DestinationQ* forum and in the Government's *Six Month Action Plan*.

The *Queensland Drive Tourism Strategy 2013–2015* is strongly aligned with, and meets the strategic objectives of the Queensland Government to create strong and diverse regional economies. As an important segment of the tourism industry, the drive market supports local and regional economies by providing opportunities for economic growth and employment.

Growth in drive tourism will contribute to the government's goal of doubling annual overnight visitor expenditure by 2020 and at the same time, address seasonality issues in the tourism industry, and encourage visitation to our regional destinations.

The strategy also seeks to leverage from and inform other key *DestinationQ* priorities and broader strategic tourism initiatives including the proposed 2020 Tourism Marketing Plan and 20-year Strategic Plan for Tourism. Any improvements in access to national parks for ecotourism will support the market through encouraging visitation for drive visitors.

A partnership approach is needed to grow drive tourism

There are a range of important stakeholders who can help to grow drive tourism, and it is by working in partnership that we ensure the best results can be achieved. Key partners include local governments, RTOs, industry associations and individual tourism operators.

Government and industry working together can help build drive tourism.

Maximising the opportunities from drive tourism will require a concerted whole-of-government approach. Support for the drive sector is undertaken by a variety of agencies as part of their normal business activity and service initiatives and may be carried out in isolation.

The strategy is therefore intended to provide a vehicle for whole-of-government coordination and strategic direction for drive initiatives. This will include both supply and demand issues, ensuring travellers are encouraged to take a drive holiday in Queensland while providing targeted support for drive visitors and tourism operators. Key agencies include DTMR, the Department of Tourism, Major Events, Small Business and the Commonwealth Games (DTESEB), and TEQ.

The facilitation of drive tourism requires an investment in road construction and improvements, along with the development of effective signage, roadside rest areas, maps, and cooperative marketing. A key challenge is to ensure drive tourism interests are considered in government transport planning processes, including the annual Queensland Transport and Roads Investment Program (QTRIP).

As the operators of much of the state's road network, DTMR will work with local governments to create a seamless driving experience for drive visitors across the state's road networks and leverage existing funding programs to give more focus to drive tourism access.

Other areas where drive tourism issues are aligned with and recognised in policy and industry development activities across government include:

- **land use planning**—using the government's planning framework (statutory, local and regional plans), caravan park policy, and other relevant legislation or policies to identify and facilitate drive tourism opportunities;
- **empowering Queensland local government policy**—recognising the role of local governments as the most qualified government entities to address and respond to local community issues;
- **reducing red tape**—clearing government red tape and creating better planning certainty. This includes opportunities to streamline and simplify tourist signage guidelines on state-controlled roads;
- **events**—capitalising on opportunities presented by the Queensland Government's strong events agenda (including the 2018 Commonwealth Games in the long term) and commitment, as highlighted by the recent formation of Tourism and Events Queensland; and
- **infrastructure programs**—leveraging tourism outcomes such as investment in roads or roadside infrastructure through a range of Queensland Government funding programs like Royalties for the Regions (RFR) and the Local Government Subsidies Program.

Chapter 1

Meeting consumer needs

Objective:

To better understand what it is that today's drive tourism consumer is looking for to improve the travelling and holiday experience.



Photo courtesy of the Campervan and Motorhome Club of Australia

Who is the consumer?

The drive market represents visitors who use drive as a mode of transport to reach their destination, where their purpose of visit is leisure. This includes day trips and overnight or multiple day journeys. This market is extremely important to tourism in Queensland due to the large number of visitors who drive during their time in the state.

Consumer research is paramount in understanding the habits and profile of the drive traveller. Questions abound, such as *'what triggers someone to get into a car and drive somewhere? and what are the statistics on the weekend traveller?'* These and other questions require answers to ensure consumer needs can be met.

As Queensland is such a large decentralised state, where many experiences are outside of popular destinations, the drive market presents a significant opportunity to increase visitor dispersal and potentially increase repeat visitation as consumers are introduced to new and different parts of the state.

TEQ has defined two main subsets of self-drive leisure visitors to Queensland. The first are short break visitors who have a trip length of between one and three nights. The second are the long haul visitors who have a trip length of four nights or more.

The drive tourist is a large consumer group. Of the 16.7 million Australians that visit Queensland each year, 12.8 million come for leisure and 9.6 million of them drive during their trip. Of the 2 million international visitors to Queensland each year, 1.8 million are leisure visitors and 675,000 of these drive during their journey.

Segmentation analysis

In 2008, TEQ conducted research identifying domestic visitors ideal holiday needs and wants⁸. While this was not specific to the drive market, it helps to understand the consumers' needs and wants. The impact of the marketing dollar can be maximised through more effective communication with the consumer.

Segments identified by TEQ are:

- **active explorers**—holidays are about pushing boundaries through challenging themselves via physical activity. The focus is on exploring the extremes of their physical environment and themselves. (Getting around—*I am likely to drive sometimes taking a caravan or recreational vehicle (RV)*);
- **stylish travellers**—a holiday is a chance to demonstrate their achievements both to themselves and others. They do this by seeking out unique and exotic experiences and products, making them feel discerning, stylish and successful. (Getting around—*I prefer to fly and hire a car than drive long distances*);
- **self discoverers**—holidays are about discovery, nourishment and enrichment of the self (physically and intellectually). (Getting around—*I'd rather fly, taking advantage of cheap fares whenever I can, and hire a car*);
- **unwinders**—holidays are all about relaxation and release, focusing on themselves as an escape from their busy lives. They seek an unstructured holiday. Decisions are made when at the destination. (Getting around—*I prefer to fly rather than drive*);

8 Understanding our Consumers—TEQ domestic market segmentation, accessed 24 October 2012 <www.tq.com.au>

- **connectors**—holidays are a chance to connect with the people they care most about. (*Getting around—I am more likely than other segments to drive to the holiday destination and consider the journey to be part of the experience*); and
- **social fun seekers**—the essence of the holiday is about having fun. They do lots of different activities, but sharing the experience with friends and other holidaymakers makes the difference. (*Getting around—I will often drive. However, once I am there I prefer to not drive much*).

Consumer travel patterns and motivations

The travel patterns of the drive tourism market are influenced by consumer preferences and demands and social and economic trends. The age of the travellers, whether driving as a family or a couple, income, or being domestic or international visitors will change the type, length and expenditure of a drive holiday. In addition, fuel prices, exchange rates, weather patterns and time of year will determine how many visitors there are on the road at any one time.

International visitors also may have distinct travel patterns and motivations which will need to be catered for.

Drive visitors also have different motivations for choosing the type of holiday. It could be a long held dream to experience travelling through the state, a desire to see a specific destination or attraction, a need for the freedom to make choices as you travel, or something as simple as just 'getting away from it all'.

Queensland's natural environment with its diverse landscapes and unique wildlife, is a key drawcard for domestic and international visitors alike. In particular, the state's five World Heritage areas and hundreds of national parks are a major driver for tourism. Queensland's self drive market heavily relies on access and the provision of infrastructure and visitor experiences in national parks located along popular drives and touring routes. Queensland's new Ecotourism Plan will be released in early 2013 to provide a strategic framework for ecotourism in Queensland. A partnership approach between industry and government, it will incorporate a significant focus on Queensland's National Parks which will support Queensland's self drive market.

Today, there is an increased use of new technologies for planning and booking holidays, and searching for information and making further bookings mid trip. Today's traveller is using mobile technologies and social media to research, plan, book and stay in touch. These changes in consumer preferences require changes in how destinations and experiences are promoted, how visitor information is provided and what services, products and experiences are relevant and how they are marketed.

Importantly, the strategy recognises the importance of understanding that each segment of the drive market has different motivations, consume different visitor services, have different lengths of stay and contribute differently to the economy.

To fully address opportunities across the drive sector there is a need to develop an improved understanding of each segment including their behaviours and how they can impact on visitor expenditure, what tourism services they consume and each segments differing accommodation needs. As such the strategy identifies the need for further research to understand consumer travel patterns and motivations.

A better understanding of this will underpin more effective marketing, product development and decisions relating to infrastructure including signage, roadside stops and visitor information centres (VICs). This also underpins the work of many government and industry organisations and therefore there are numerous opportunities to establish partnerships to address research needs. A strong evidence base is essential to position the industry to respond to changing consumer trends and expectations.

Chapter 4

Roadside infrastructure

Objective:

To ensure roadside infrastructure enhances the drive tourism experience through the provision of adequate, high quality and appropriately located infrastructure which meets the needs and expectations of the consumer.



Road based travel is the predominant mode of transport for visitors in many of Queensland's tourism regions. Growth in the number of visitors taking driving holidays will need to be supported by investment in new and upgraded roadside infrastructure to provide these travellers with safe and comfortable places to stop, adequate places to dispose of rubbish and waste water, appropriate roadside amenities, effective roadside signage and interpretive signage which helps visitors learn more about the area they are visiting.

Inadequate roadside infrastructure has the capacity to impact negatively on the drive experience and subsequently influence future travel decisions. Insufficient rest areas and aged or faulty facilities can all leave a negative impression with visitors. Conversely, infrastructure can positively impact the drive experience, improve driver safety and encourage longer stays in a region with potential to generate greater expenditure.

Forecast growth in the number of RV travellers on the road is likely to create additional demand for roadside infrastructure and new investment needs to be aware of the changing needs of the drive consumer. A shift towards greater self-containment in some RVs means provision of dump points becomes more important in helping to meet these travellers' needs.

Much of Queensland's roadside infrastructure is managed by local governments and developments in design and sustainability provide an opportunity to build more eco-friendly or low-maintenance infrastructure, helping to free up council resources. New infrastructure also needs to be more resilient to better cope with extreme climate variations and natural disaster events.

There is a strong need for new and improved roadside infrastructure, particularly in more regional and remote areas. Infrastructure development has been supported by industry groups, community organisations and local governments. A range of federal, state and local government grant programs provide an opportunity to leverage funding to support the development of roadside infrastructure.

Issues

Rest areas

Roadside rest areas are an important safety feature on the road network, designed to manage driver fatigue which is a leading cause of mortality on Queensland's roads. Rest areas need to be appropriately located and offer facilities which encourage drivers to stop and rest. As more drive travellers take to Queensland roads, the need for more rest areas is becoming apparent.

Rest areas may include a range of facilities including public amenities, picnic tables/seating, refuse points, barbecues, dump points and potable water. Some rest areas have information boards and interpretive signage to inform travellers of local history and attractions in the area. The age and quality of rest area facilities varies widely across the state and within regions.

While Queensland has some first class rest areas, rest area quality is a common complaint among tourists. Anecdotal evidence indicates tourists are seeking a more consistent standard as they travel across the state. A better understanding of what tourists are seeking in rest area facilities and what drives them to use or not use rest areas could inform future development of a rating system which could provide tourists with information about the facilities on offer at each rest area to help guide travellers on their trip. This would also encourage investment in facilities, improving the overall standard and providing a more consistent quality.

There are costs associated with the provision of maintenance of rest area facilities. Some local governments have partnered with community groups to help maintain rest areas. Utilising new design and materials such as fibre composites to lower initial capital costs and ongoing maintenance costs could also drive further investment in rest area facilities.

Chapter 7

Marketing and promotion

Objective:

To ensure marketing and promotion of Queensland's events, experiences and regions is undertaken in a coordinated manner, to maximise visitor expenditure attributed to Queensland's drive market.



Tourism and Events Queensland

TEQ is a new organisation formed from Tourism Queensland and Events Queensland. TEQ is the Queensland Government's lead marketing, promotion, experience development and major events agency for tourism and events.

TEQ coordinates marketing and promotional strategies and experience and destination development strategies in partnership with RTOs.

TEQ also supports a broad range of events from major international tournaments to small community run festivals. Through the TEQ Regional Development Program, TEQ strategically invests in events that have the potential to drive visitors to their area and support local business.

The drive market is the backbone of tourism in Queensland, with every region dependent on this market for visitation. The major source of travellers for the domestic Queensland short break drive market is from the South East Queensland region, however every destination relies on the short break (four-hour drive market). Therefore marketing is crucial for portraying destinations and experiences to attract drive visitors.

The international drive market is also important to tourism in Queensland, with 332,000 self-drive leisure visitors to Queensland in the year ending September 2012. Overseas markets, including Europe, United Kingdom and New Zealand, are keen to journey through Queensland and experience many of the state's regions. The vast majority of these self-drive visitors (85 per cent) were tourists. This group has three or more overnight stops over four or more nights, highlighting drive tourism as an important means for visitor dispersal throughout the state.

The drive market is targeted through TEQ's emphasis on marketing and promoting the state's various experiences and destinations.

TEQ's Global Brand Strategy was developed so that Queensland's diverse experiences and destinations are promoted in a way that appropriately connects with visitors. Under the Global Brand Strategy, marketing is focused on the tourism experience and the emotional response of the consumer.

The consumer market is divided into six segments:

- active explorers;
- stylish travellers;
- self discoverers;
- unwinders;
- connectors; and
- social fun seekers.

Drive marketing activity promotes experiences aligned to four key themes relevant to the Queensland Brand Strategy. These are:

- Queensland lifestyle—food, wine, produce, events, shopping, and indulgence Queensland style;
- natural encounters—reef, rainforest, flora and fauna;
- adventure—outback, theme parks, wildlife parks, adventure activities, sailing, diving; and
- islands and beaches—reef experiences, water activities, surfing and beach culture.

Way forward

The new RTO funding model will provide RTOs, which identify drive projects as a priority, with greater capacity to promote drive market experiences in their region.

Growth in the drive market will be achieved through a coordinated and collaborative approach to marketing and promotion among the wide range of stakeholders who have a role in promoting Queensland tourism experiences.

Action	Partners	Timeframe
Marketing and promotion		
7-1 Work in partnership to maximise the effectiveness of marketing and promotion of drive experiences throughout Queensland and the regions by: <ul style="list-style-type: none"> • using opportunities under the partnership model between TEQ and the RTOs to market and develop drive experiences where identified; • collaborating in the promotion of the drive experiences to key international markets; and • continuing to promote drive experiences in addition to collaborative activity. 	TEQ, RTOs , industry associations, TA	ongoing
7-2 Maximise opportunities for events to encourage drive holidays by: <ul style="list-style-type: none"> • improving coordination of the events calendar across the state to increase events in low and shoulder seasons; and • strengthening collaborative opportunities to promote events, including food and wine, arts and culture, and sporting events. 	TEQ , RTOs, AQ, local governments, RACQ, DEHP, industry associations, DNPRSR	ongoing
7-3 Promote drive tourism messages through digital billboards.	DTMR , TEQ	3 months
7-4 Continue to support regional caravan and camping shows and consumer group rallies to market destinations.	CMCA , CRVA, CPAQ, RTOs, industry associations	ongoing
7-5 Identify gaps in regional content and image libraries and explore opportunities to leverage support to update content.	TEQ , RTOs, RACQ	12 months

Wide Bay Hospital and Health Service Strategic Plan 2015-2019 (reviewed & updated 2017)

- 1 Delivering **sustainable, patient centred, quality health services**
- 2 Engaging with **our communities and partners**
- 3 Developing and empowering **our workforce**
- 4 Encouraging **innovation and excellence**
- 5 Delivering **value for money**

Wide Bay Hospital and Health Service Purpose

We aspire to be a provider of patient centred, high quality, innovative and cost effective health care by engaging with our community and developing our highly skilled workforce.

Government objectives for the community

Wide Bay Hospital and Health Service contributes to the Government's objective of delivering quality front line services and strengthen our public health system by providing hospital and health services in the Wide Bay and North Burnett.

The Wide Bay Hospital and Health Services Strategic Plan advances the principles and directions of the Queensland Government's vision stated in *My health, Queensland's future: Advancing health 2026*.

People, Population Imbalance and Low Socio-Economic Communities

Between 2000 and 2010, the Wide Bay population increased by almost 30% and is expected to reach 300,000 within the next 20 years.

The proportion of people aged between 20 and 44 years (the main income earning group) in the Wide Bay is the lowest in Australia but the highest for people in the 60-64, 65-69 and 70-74 year age groups. These significant disparities are projected to continue into the future.

Socio-economic disadvantage is the largest cause of burden of disease and the greatest source of health inequality in Queensland. Wide Bay ranks as the 2nd most disadvantaged HHS region in Queensland after Torres Strait-Northern Peninsula HHS.



Wide Bay Challenges & Opportunities

Key Challenges	Strategic Risk	Opportunities
Increasing demand for services	Impact of population growth, demographics, increased life expectancy and growing burden of disease surpasses HHS's ability to meet service demands	Clinical redesign, service reconfiguration, technology and demand management strategies jointly developed with the primary care and aged care sectors Enhance capacity across health sector to implement preventative health strategies
Community expectations	Ability to provide ongoing access to a full range of free hospital and health services 24 hrs a day and 7 days a week throughout the Wide Bay HHS	Create a more inclusive environment using the Wide Bay HHS Community Engagement Strategy and the local Consumer Advisory Networks/Consultation Committees
Financial pressures	Ability to deliver services within a national efficient price without sufficient funding that recognises Wide Bay's unique demographics	Work with Government to move towards population based funding for HHSs
Workforce	Capacity and capability of our workforce may be insufficient to meet future service/skill requirements in changing health environment	Development of an innovative Workforce Plan and implementation of the Government's Future Workforce Strategy for Better Healthcare in Queensland
Infrastructure & technology	Limited capacity of existing buildings, equipment and ICT systems to introduce new and advanced services and technologies; and the cost impact of split sites for our 3 major hospital facilities	Manage structural inefficiencies through service reconfiguration, relocation, public/private partnerships and other strategies to be addressed in the Wide Bay HHS 5-20 year Capital Plan
Disaster management	High exposure and vulnerability of hospital and health services to natural disasters and their impact on service delivery	Active participation in the implementation of the Wide Bay Burnett Disaster Management Strategy Establishment of Mobile Disaster Medical Response Unit

Delivering sustainable, patient centred, quality health services

Objectives	Key initiatives	Measure
Consistently provide safe, high quality patient focused care	<ul style="list-style-type: none"> Ensure our planning and delivery of services is focused around the needs of patients including those in rural areas Reduce the rate of preventable and avoidable hospital admissions by improving 'out of hospital' care Develop whole of community clinical pathways for our 10 most common Diagnostic Related Groups (DRGs) 	<ul style="list-style-type: none"> Rural Health Strategy developed and implemented Reduction in rate of hospitalisation for preventable admissions Clinical pathways in place for top 10 Diagnostic Related Groups (DRGs)
Improve health outcomes for our Aboriginal and Torres Strait Island communities	<ul style="list-style-type: none"> Develop an action plan in partnership with NGOs and Primary Health Network to demonstrate our commitment to the National Partnership on Closing the Gap in Indigenous health outcomes 	<ul style="list-style-type: none"> Finalise and implement the WBHHS Indigenous Health Strategy Achieve Closing the Gap targets
Improve access to our health services	<ul style="list-style-type: none"> Expansion of cancer care and oral health services in Hervey Bay and Bundaberg Improve patient flow in Hervey Bay emergency department – opening of CDU and additional infrastructure Improve the patient journey through the hospital system by developing holistic clinical pathways for the top 10 DRGs; better aligning our systems and processes; and implementing clinical redesign methodologies 	<ul style="list-style-type: none"> Increase in occasions of service Reduction in transfer of patients to tertiary facilities Increased use of Clinical Decision unit facilities Commissioning of new Emergency Department funded as part of the <i>Enhancing Regional Hospitals</i> programs under the 2015-16 budget Reduced patient length of stay and readmission rates in our 10 most common diagnosis related groups (DRGs) Clinical pathways in place for top 10 conditions/DRGs

Engaging with our communities and partners

Objectives	Key initiatives	Measure
Open and transparent communication channels	<ul style="list-style-type: none"> Undertake a comprehensive review of the HHS Consumer Engagement Strategy and its structures to ensure clear communication pathways including direct input for members of the public 	<ul style="list-style-type: none"> Implement Consumer Engagement Strategy and national accreditation requirements met
Partner with local health providers to improve the diversity of services, patient choice and continuity of care	<ul style="list-style-type: none"> Develop integrated clinical pathways between GPs, hospitals and other community providers to empower patients to better understand how to self-manage chronic diseases 	<ul style="list-style-type: none"> Increase access to community based chronic disease management programs and primary prevention
Encourage greater focus on health promotion and early intervention to address the growing burden of chronic disease	<ul style="list-style-type: none"> Work with primary care, to tackle the growing burden of chronic disease and avoidable hospital admissions Work with schools, local authorities, NGOs and PHN to develop targeted health promotion activities 	<ul style="list-style-type: none"> Community based chronic disease management programs increased accessibility Level of feedback on multi-agency development and delivery of targeted health promotion activities

Developing and empowering our workforce

Objectives	Key initiatives	Measure
Become a centre of excellence for learning to ensure our staff are both capable and competent to meet service needs	<ul style="list-style-type: none"> Create an environment where Wide Bay is the preferred career and lifestyle destination for high performing health professionals 	<ul style="list-style-type: none"> Reduced job vacancy rates Reduced reliance on locums and agency staff
Create a workplace culture that supports positive and respectful behaviours, high performance, accountability and customer service	<ul style="list-style-type: none"> Establish a WBHHS committee to implement the Healthy Workers/ Workplace Wellness program 	<ul style="list-style-type: none"> Reduced staff leave due to preventable ill health or injury Reduced WorkCover payments
Develop and implement new workforce models to improve access and quality of care	<ul style="list-style-type: none"> Ensure our workforce is aware of how their role contributes to the wellbeing of the community by instilling health promotion/patient education as a core activity in every patient contact 	<ul style="list-style-type: none"> Percentage of actions implemented under the Health Promotion Strategic Plan

Encouraging innovation and excellence

Objectives	Key initiatives	Measure
Create an environment supportive of innovation and research through partnerships	<ul style="list-style-type: none"> Undertake a joint feasibility study with the private sector to expand the range of specialist medical services Transfer the development of clinical protocols onto patient information mobile applications (Apps) 	<ul style="list-style-type: none"> Reduced patient travel outside of Wide Bay region Increased access and range of local specialist service Number of mobile application in place and quality and uptake of Apps
Ensure all services are evidence based and embrace innovative approaches to service delivery	<ul style="list-style-type: none"> Develop a medium-term health service plan which meets the essential health needs of the Wide Bay community 	<ul style="list-style-type: none"> Four-year comprehensive Health Service Plan established

Delivering value for money

Objectives	Key initiatives	Measure
Manage resources effectively to ensure ongoing sustainability of services	<ul style="list-style-type: none"> Implement clinical capacity plans and embed service planning and performance monitoring as core activities across the HHS Evaluate and implement continual quality improvement within operational and support services to ensure maximum efficiency 	<ul style="list-style-type: none"> Number of embedded service planning and performance monitoring key performance indicators in clinical capacity plans Management Support Framework for cost centre managers implemented
Actively pursue efficiency opportunities to enable reinvestment in health services in the Wide Bay community	<ul style="list-style-type: none"> Develop HHS wide ICT solutions to ensure high quality robust and integrated information systems. 	<ul style="list-style-type: none"> Number of HHS ICT solutions in use

From: Tracey Genrich
Sent: Wednesday 3 May 2017 7:51 AM
To: Ray Burton
Cc: Alexis Hill; Nigel Greenup; Davendra Naidu
Subject: FW: Outcomes - Councillor and Executive Briefing Meeting - 16 January, 2017
Attachments: Outcomes - Councillor and Executive Briefing 16 January, 2017.pdf; ATT00001.htm; DOCSHBCC-3270318.DOC.DRF

Good Morning Ray, Following on from the Councillor and Exec Briefing meeting yesterday, please see email below (and attached briefing outcome) in relation to approval of reallocation of funds from the Community Hub project to the Pialba Youth and Adventure Playground. I am not sure if I received a response from the CEO as I cannot find a further email.

I can also confirm that I have checked the report for BBRF funding (refer attached) and the total project cost for the funding application is \$3.84m of which a council contribution of \$1,920,000 would be required if successful. The Department of Infrastructure and Regional Development website is still showing no further details of a potential announcement date for this program.

Regards

Tracey Genrich

Manager Priority Projects

Development and Community Directorate

T (07) 4197 4521

M 0439 309 821

E tracey.genrich@frasercoast.qld.gov.au

From: Tracey Genrich
Sent: Monday,

16 January 2017 9:34 PM

To: Lisa Desmond

Cc: Toni Souvlis

Subject: Fwd: Outcomes - Councillor and Executive Briefing Meeting - 16 January, 2017

Hi Lisa, Following in from our discussions today in relation to councillor support for reallocation of funds from the Community Hub project to Youth and Adventure components of the Pialba Esplanade Masterplan, can you please confirm if a report is now required to be tabled at a future council meeting outlining;

* details of proposed Pialba components including detailed master plan info for seafront oval enhancements, skate park, adventure playground and car parking etc;

* and a recommendation of reallocation of funds to the Pialba projects to facilitate future funding applics.

Or will the briefing outcome from the briefing today suffice.

Regards

Tracey Genrich

Sent from my iPad

Begin forwarded message:

From: Toni Souvlis <Toni.Souvlis@frasercoast.qld.gov.au>

Date: 16 January 2017 at 5:07:30 pm AEST

To: DL-Directors and Assistants <DL-DirectorsandAssistants@frasercoast.qld.gov.au>, DL-Executive Managers <DL-ExecutiveManagers@frasercoast.qld.gov.au>

Subject: Outcomes - Councillor and Executive Briefing Meeting - 16 January, 2017

Hi All

Please find attached outcomes from today's briefing meeting. Please attend to any items that are marked for your completion.

Kind Regards,

Toni Souvlis

Executive Officer CEO

Office of CEO

T (07) 4197 4503 | M 0438 905 804 | E toni.souvlis@frasercoast.qld.gov.au

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A G E N D A
COUNCILLOR & EXECUTIVE WEEKLY BRIEFING

FRASER COAST REGIONAL COUNCIL
MARYBOROUGH COUNCIL CHAMBERS
9.00 AM – MONDAY, 16 JANUARY, 2017

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Time	Item	Page	Listed by / Attendees	Outcome	Referred to
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]



Time	Item	Page	Listed by / Attendees	Outcome	Referred to
				Youth Precinct and Adventure Park – utilising \$3 million funding from Community Hub as matching funding for the Youth Precinct & Adventure Park.	
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
	[REDACTED]		[REDACTED]	[REDACTED]	[REDACTED]

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Time	Item	Page	Listed by / Attendees	Outcome	Referred to
	[REDACTED]		[REDACTED]	[REDACTED]	[REDACTED]
	[REDACTED]		[REDACTED]	[REDACTED]	[REDACTED]
	[REDACTED]		[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
	[REDACTED]		[REDACTED]	[REDACTED]	[REDACTED]
	[REDACTED]		[REDACTED]	[REDACTED]	[REDACTED]
	[REDACTED]		[REDACTED]	[REDACTED]	[REDACTED]

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ITEM NO: ORD 10.1.5**FRASER COAST REGIONAL COUNCIL
ORDINARY MEETING NO 1****WEDNESDAY, 18 JANUARY 2017**

SUBJECT: CONFIRMATION OF GRANT APPLICATIONS – BUILDING BETTER REGIONS FUND

DIRECTORATE: OFFICE OF THE CEO

RESPONSIBLE OFFICER: CHIEF EXECUTIVE OFFICER – Lisa Desmond

AUTHOR: CHIEF EXECUTIVE OFFICER – Lisa Desmond

DOCS NO: #3270318

1. PURPOSE

The purpose of this report is to provide confirmation of projects that Council will make application for under the Building Better Regions Fund.

2. BACKGROUND**Key Points:**

The program name has changed from the National Stronger Regions Fund to Building Better Regions Fund and has been split into two streams:

Community Investments Stream:

The Community Investments Stream will fund community building activities including, but not limited to, new or expanded local events, strategic regional plans, and leadership and capability building activities. These projects will deliver economic and social benefits to regional and remote communities.

- Opens 18/01/2017 and closes 31/03/2017
 - Grants for a minimum of \$5,000 and a maximum of \$10,000,000 are available, but the department expects that most applications will be for grants under \$100,000
 - Can apply for up to 50% of eligible costs for projects over \$20,000, 100% if \$20,000 or under
 - Projects to be completed within 12 months of signing agreement
 - Maximum of two applications per round
 - Already commenced or projects where contracts are in place at time of application are not eligible
-

Eligible Projects include:

- Local events and activities
- Strategic Planning
- Regional Leadership and Capability

Merit Criteria:

- Economic Benefit
- Social Benefit
- Value for Money
- Project Delivery

Infrastructure Projects Stream:

The Infrastructure Projects Stream provides funding for projects which involve the construction of new infrastructure, or the upgrade or extension of existing infrastructure that provide economic and social benefits to regional and remote areas. Applications for the Infrastructure Projects Stream open on 18 January 2017 and close on 28 February 2017.

- Opens 18/01/2017 and closes 28/02/2017
- Grants for a minimum of \$20,000 and a maximum of \$10,000,000 are available
- Can apply for up to 50% of eligible costs for projects
- Projects to be completed by 31 December 2019
- Maximum of two applications per round
- Already commenced or projects where contracts are in place at time of application are not eligible
- Projects must be a capital project involving the construction of new, or the upgrade or extension of existing infrastructure.

Eligible Activities include:

- Purchase of Materials
- External Labour Hire
- Plant and Equipment Hire
- External Consulting Costs directly related to the delivery of the construction

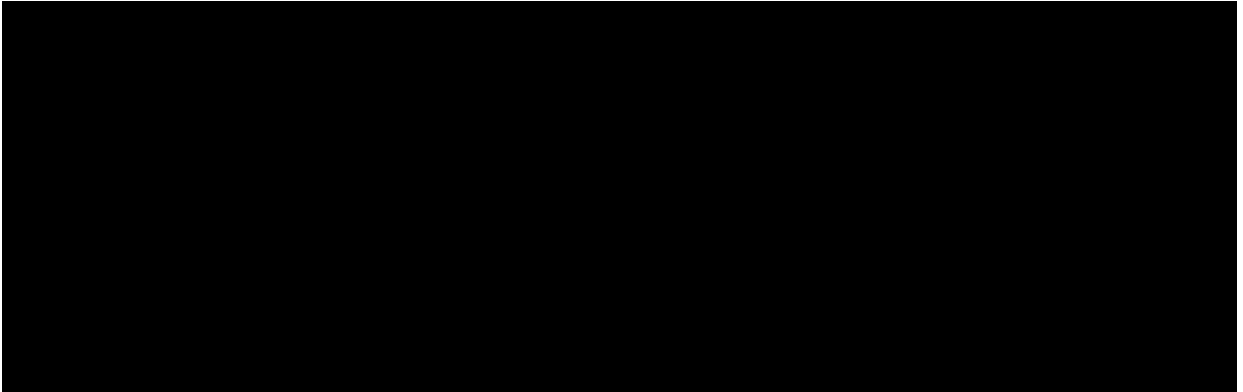
Merit Criteria:

- Economic Benefit
- Social Benefit
- Value for Money
- Project Delivery

3. OFFICER'S RECOMMENDATION

- (a) Council endorses the submission of the following projects under the Building Better Regions Fund:

Community Investments Stream:-



Infrastructure Projects Stream:-

Project Title	Project Cost	Aust Govt Contribution	Council Contribution
Youth Precinct and Adventure Park, Pialba	\$3.84m	\$1,920,000	\$1,920,000

- (b) Council is committed to the management and estimated costs associated with the ongoing operation and maintenance of the infrastructure associated with the projects outline in (a) above.

ATTACHMENTS

Nil

[REDACTED]

From: Dave Roberts
Sent: Wednesday 13 June 2018 4:38 PM
To: [REDACTED]
Subject: FCRC Request for fee proposal- Heritage impact statement- Pialba Youth Precinct
Attachments: Pialba Seafront Oval_HIR_RevB.PDF; 0715-0861-04 Master Plan Concept (Low Res).pdf

Hi [REDACTED],

Following on from the provision of the adventure playground Council is preparing a DA for the balance of works associated with the Pialba Precinct. A revised concept master plan is attached that shows what is proposed. Note that due to political input the actual location of the adventure playground is different to when the HIS was prepared for Tracey; the playground was moved closer to the all abilities playground. The playground is built in the location shown in the revised concept.

Given that the HIS that was prepared for Tracey is now expanding to cover all of this site, much of the "ground work" has already occurred and Conrad Gargett is well placed to undertake this task.

Can you please provide a fee proposal including a timeframe for the preparation and supply of a Heritage Impact Statement to accompany the DA.

It would be appreciated if you could provide this advice as a matter of urgency.

Regards

Dave Roberts

Manager Capital Delivery & Assets

Open Space and Environment

Development and Community

T (07) 4197 4527 M 0408 702 401 E dave.roberts@frasercoast.qld.gov.au

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CONRAD
GARGETT

Seafront Oval

Esplanade, Pialba
Heritage Impact Report

Prepared for Fraser Coast Regional Council

27 April 2017

Reference No. 17 112

Released under RTI Act 2009

Documentation Control

Revision	Description	Issue date	Prepared by	Reviewed by
A	Draft	26.04.2017	TT	DG
B	Final	27.04.2017	TT	DG

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Cover Image: Aerial photograph taken 23 May 1977, orange denotes site
(Source: Queensland Government QImagery, 'Pialba 1977' Photo ID QAP3370, Frame 8732)

Table of contents

1.0	Introduction	2
2.0	Discussion	3
2.1	The Proposed Works	3
2.2	The Heritage Place	6
2.3	Assessment of Identified Impacts against Legislation	13
3.0	Conclusion.....	15

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1.0 Introduction

This Heritage Impact Report was commissioned by Fraser Coast Regional Council, QLD, and will accompany a Development Application for the site.

The intent of the report is to identify and assess the impacts of the proposed new Masterplan works on the cultural heritage values of the Seafront Oval, Pialba. The impacts of the masterplan to be assessed include removal, retention and enhancement and new works (building and landscape) within the heritage place. The place is listed on a local heritage list and is located - Esplanade, Pialba, Lot 133 SP226997



Figure 1 : Aerial view and lot boundary, 2017 (Background image source: Google Earth)

2.0 Discussion

2.1 The Proposed Works

The proposed works are outlined in detail in the Tract masterplan, June 2016. The proposed works within the Seafront Oval heritage boundary that should be assessed include;



Figure 2: Master Plan Diagram (Source: Tract, 'Pialba esplanade precinct detailed master plan')

Removal of;

- Part of the open grassed sports oval to create a new playground area
- Existing palms

Retention and enhancement of;

- The retention and reconfiguration of the open grassed sports oval
- Existing Fig trees



Figure 3 : Proposed Area A ((Source: Tract, 'Pialba esplanade precinct detailed master plan')

New building work – Area A

- Play equipment with Softfall
- Timber boardwalk
- Shade sails over part of the playground
- Ramp to wetside toilet facilities
- Park signage

New landscape work – Area A

- Tall pine trees to park entry
- Trees to define the edge of the Seafront Oval
- Street side planting
- Up lighting to fig trees



Figure 4 : Proposed Area B (Source: Tract, 'Pialba esplanade precinct detailed master plan')

New building work – Area B

- Ping pong tables or Parkour climbing structure adjacent to the existing basketball half court

New landscape work – Area B

- Trees to define the edge of the Seafront Oval
- Street side planting
- Reinforced turf for food trucks, maintenance and event vehicles to access the Seafront Oval
- Marshalling area to bus stop with seats and shade trees
- Up lighting to fig trees
- New plantings between car spaces (outside of site boundary)

2.1.1 Current and Proposed Cultural Uses (Community and Sports) and User Groups

Events and Festivals

- Whale Festival
- Circus
- Carnival
- Home & Leisure Show
- Carol's by Candlelight
- Music festivals and events
- Charity events including,
 - Disability Action Week
 - Light the Night for Leukaemia
 - Outdoor Youth Event
 - School fundraising
 - Narga
 - Nhulundu Wooribah – Deadly Choices
 - Million Paws Walk
- Car shows
- Rodeo

Sports

- School sports
- Ladies Oz Tag training
- AFL Super clinic for kids
- Triathlon and charity walks
- Cycling
- Little Athletics
- Cricket
- Relay for Life
- Soccer Training

2.2 The Heritage Place

The Seafront Oval is listed as being a heritage item under the Fraser Coast Regional Council register with Place ID 107 and identified in the Local Environmental Planning Scheme Heritage Overlay. The components of the place that are included in the register consists of the following; sports field / oval / playing field, toilet block, and trees / plantings.



Figure 5 : Aerial photograph taken 23 May 1977, orange denotes site

(Source: Queensland Government QImagery, 'Pialba 1977' Photo ID QAP3370, Frame 8732)

The register provides the following historical and physical description for the Seafront Oval;

“Seafront Oval was constructed in the 1930s by the Burrum Shire Council. The area occupied by the oval was low lying and swampy. The area was filled and then levelled using horses. The oval was used as a football field from the time of its construction through to 2005. The oval was extended to the east in the 1960s and 1970s using fill.”

“Seafront oval consists of a levelled sports field and associated facilities, including a toilet block and stage. There are several mature trees on the edges of the oval, including a fig tree.”



Figure 6 : View from roundabout, January 2015 (Source: Google Maps)



Figure 7 : View from Charlton Esplanade exit, January 2015 (Source: Google Maps)



Figure 8 : View from Charlton Esplanade to proposed location of playground, January 2015 (Source: Google Maps)



Figure 9 : View from Charlton Eplanade to existing stage and amenities, April 2010 (Source: Google Maps)

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2.2.1 Statement of Significance

The register identifies the Seafront Oval as meeting the following Heritage Significance Criteria;

A. The place is important in demonstrating the evolution or pattern of the region's history
Seafront Oval is important in demonstrating the evolution of the region's history, particularly the creation of a sporting ground in Hervey Bay in the 1930s.

G. The place has a strong or special association with a particular community or cultural group for social, cultural or spiritual reasons important to the region

Seafront Oval has a special association with the sporting groups that utilised the oval since its construction in the 1930s, particularly the Seagulls football club.

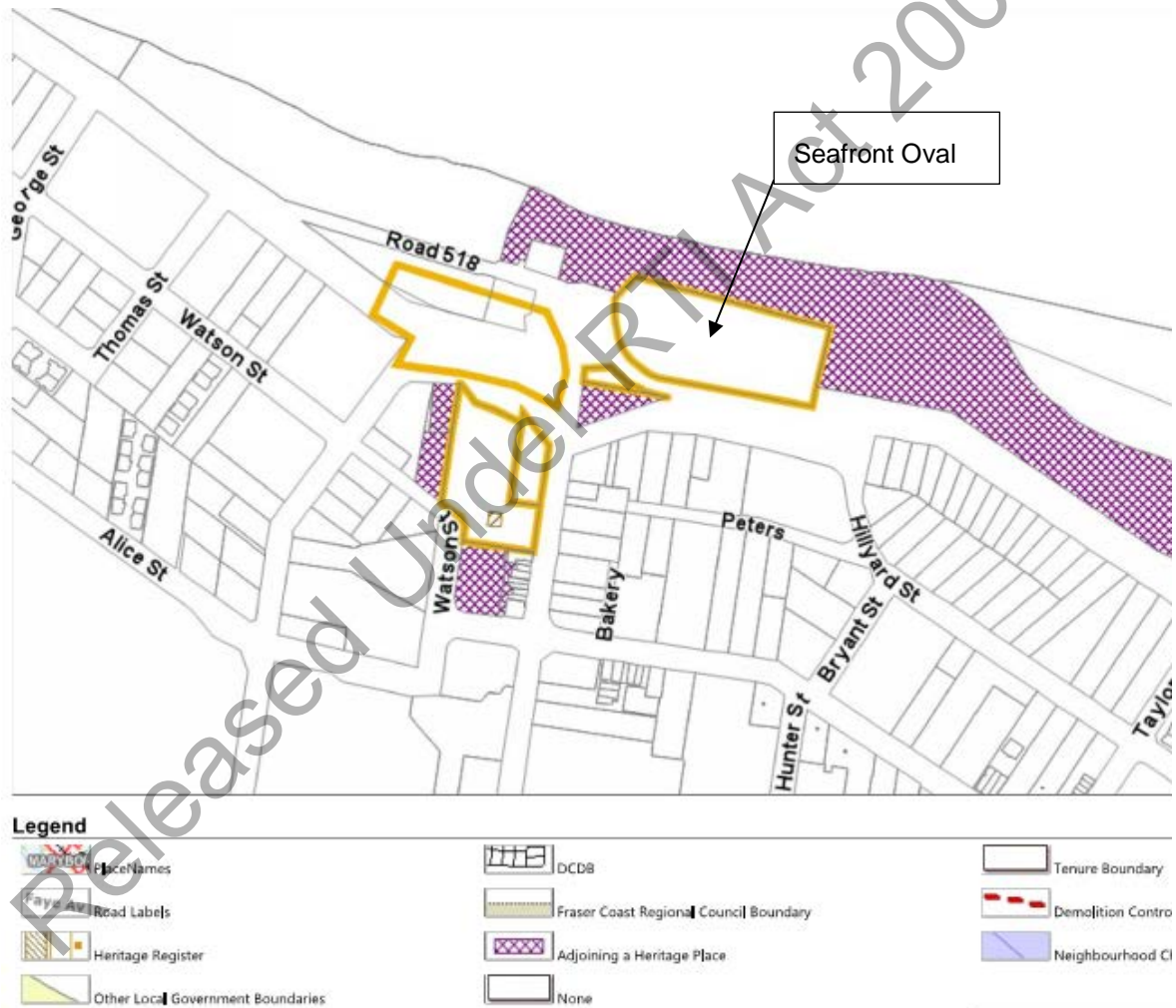


Figure 10 : Fraser Coast Planning Scheme – Heritage Overlay Map

2.2.2 Heritage Code Requirements

The Fraser Coast Planning Scheme 2014 requires the following for heritage items:

Fraser Coast Planning Scheme 2014.

8.2.9.2 Purpose and overall outcomes

- (1) *The purpose of the Heritage and neighbourhood character overlay code is to ensure that:-*
- (a) *development on or adjoining a Heritage place is compatible with the cultural heritage significance of the place;*
 - (b) *the significance of neighbourhood character areas is conserved and enhanced; and*
 - (c) *development in a demolition control area conserves dwelling houses from the Victorian, Federation or interwar eras.*
- (2) *The purpose of the code will be achieved through the following overall outcomes:-*
- (a) *the cultural heritage significance of individual sites and places is conserved;*
 - (b) *development on a local Heritage place is compatible with the cultural heritage significance of the place by:-*
 - (i) *preventing the demolition or removal of the local Heritage place, unless there is no prudent and feasible alternative to the demolition or removal;*
Note—in considering whether there is no prudent and feasible alternative to the demolition or removal of a local Heritage place, the Council will have regard to:-
 - (A) *safety, health and economic considerations;*
 - (B) *any other matters the Council considers relevant.*
 - (ii) *maintaining or encouraging, as far as practicable, the appropriate use (including adaptive reuse) of the local Heritage place whilst protecting the amenity of adjacent uses;*
 - (iii) *protecting, as far as practicable, the materials and setting of the local Heritage place;*
 - (iv) *ensuring that any exposed archaeological artefact/s and/or features are identified and managed prior to the redevelopment of a site;*
 - (v) *ensuring, as far as practicable, development on the local Heritage place is compatible with the cultural heritage significance of the place;*
 - (c) *development adjoining a local or State heritage place is sympathetic to the cultural heritage significance of that place;*
 - (d) *development in a neighbourhood character area:-*
 - (i) *is sympathetic and complementary to the key character elements and preferred character of the applicable area;*
 - (ii) *retains buildings and structures that contribute to the preferred character of the area through their age, form, style, siting and character;*
 - (iii) *complements, rather than mimics or replicates, the predominant building styles in the street;*
 - (c) *development conserves dwelling houses that contribute to the traditional character and amenity of residential neighbourhoods and streetscapes contained within a demolition control area.*

Fraser Coast Planning Scheme 2014.

8.2.9.3.1 Criteria for assessable development on a local heritage place or adjoining a State or local heritage place

Performance outcomes	Acceptable outcomes
Material change of use involving a local Heritage place	
PO1 The material change of use is compatible with the conservation and/or management of the cultural significance of the local Heritage place	AO1 Development is undertaken in accordance with the Australian ICOMOS Charter ¹¹ for Places of Cultural Significance (Burra Charter).
Reconfiguring a lot involving a local Heritage place	
<p>PO2 Reconfiguring a lot does not:-</p> <ul style="list-style-type: none"> (a) reduce public access to the local Heritage place ; (b) result in the local Heritage place being severed or obscured from public view; or (c) obscure or destroy any of the following elements relating to the local Heritage place :- 	AO2 Development is undertaken in accordance with the Australian ICOMOS Charter for Places of Cultural Significance (Burra Charter).
Building work or operational work involving a local Heritage place	
<p>PO3 Development conserves and is subservient to the features and values of the local Heritage place that contribute to its cultural heritage significance.</p>	<p>AO3 Development:-</p> <ul style="list-style-type: none"> (a) does not alter, remove or conceal significant features of the local Heritage place ; or (b) is minor and necessary to maintain a significant use for the local Heritage place .
<p>PO4 Changes to a local Heritage place are appropriately managed and documented.</p>	<p>AO4.1 Development is compatible with a conservation management plan prepared in accordance with the Australian ICOMOS Charter for Places of Cultural Significance (Burra Charter).</p> <p>AO4.2 An archival quality photographic record is made of the features of the place that are destroyed because of the development that meets the standards outlined in the Guideline: Archival Recording of Heritage Registered Places (Department of Environment and Resource Management).</p>

<p>PO5 Development does not adversely affect the character, setting or appearance of the local Heritage place, including removal of vegetation that contributes to the cultural heritage significance of the place.</p>	<p>AO5.1 The scale, location and design of the development are compatible with the character, setting and appearance of the local Heritage place.</p> <p>AO5.2 The development is unobtrusive and cannot readily be seen from surrounding streets or other public places.</p> <p>AO5.3 Existing vegetation that forms part of the local Heritage place is retained and incorporated into the design and layout of development.</p>
<p>PO6 Excavation or other earthworks do not have a detrimental impact on archaeological sites.</p>	<p>AO6.1 The impact on excavation is minor and limited to parts of the local Heritage place that have been disturbed by previous excavation.</p> <p>AO6.2 An archaeological investigation is carried out for development involving a high level of surface or sub-surface disturbance.</p>
<p>PO7 Advertising devices located on a local Heritage place or adjoining a State or a local Heritage place are sited and designed in a manner that:-</p> <p>(a) is compatible with the cultural heritage significance of the place;</p> <p>(b) does not obscure the appearance or prominence of the Heritage place when viewed from the street or other public places.</p>	<p>AO7 No acceptable outcome provided.</p>

Development adjoining a State or local Heritage place

<p>PO8 Where on a lot or premises adjoining a State heritage place or a local Heritage place, development is designed and constructed in a manner that does not adversely affect the cultural heritage significance of the Heritage place, including its context, setting, appearance and archaeology.</p>	<p>AO8.1 The scale, location and design of the development is compatible with the cultural heritage significance of the adjoining State heritage place or local Heritage place , including its context, setting and appearance.</p> <p>AO8.2 Where the site adjoins a State heritage place or a local Heritage place that has been identified as archaeological place, an archaeological investigation is carried out for development involving a high level of surface or sub-surface disturbance.</p>
---	---

2.3 Assessment of Identified Impacts against Legislation

Item	Potential Impact	Discussion on mitigation / enhancement of cultural heritage values of the place
<p>Removal of part of the open grassed sports oval to create a new playground</p> <p>And,</p> <p>The reduction and reconfiguration of the open turfed sports oval</p> <p>And,</p> <p>New building work associated with the playground and adjacent existing basketball half court</p>	<p>Reduced area of open turfed sports oval could potentially impact on the significance of the place as the historic focus of the place as a sporting and recreational venue.</p> <p>This is through reduced open area for local community and sports clubs to undertake sports and recreational activities</p>	<p>The reduced area of open turfed oval space is adequately mitigated by providing new facilities (including the playground to the East and the additional sporting facilities to the West. The cultural heritage values are retained as the open grassed oval is still retained as the central focus of the site with the additional facilities to the East and West extending and enhancing the existing uses thereby reinforcing the cultural heritage values of the place.</p>
<p>Removal of existing palms</p>	<p>Removal of existing vegetation could potentially impact on the significance of the place in respect of views to and from the site.</p> <p>The palms have been determined as a significantly later addition to the site, and are not evident in the 1977 aerial photography of Pialba (see figure 11). However may be significant in the evolution of the site and changes in respect of the widening of Charlton Esplanade.</p>	<p>The removed palms should be replaced with new plantings that are appropriate to the location, and permit filtered views through, and maintain visibility of, the place in the surrounding context.</p>
<p>New landscape work including, new plantings and up lighting</p>	<p>New plantings may reduce open area for local community and sports clubs to undertake sports and recreational activities. In addition views to and from the site may be reduced.</p>	<p>The cultural heritage values are retained as the open grassed oval is still retained as the central focus of the site, plantings will provide shading to and enhance the focus by framing the central oval space.</p> <p>Mature trees, including fig trees are to be maintained in accordance with the heritage listing. New plantings are to be appropriate to the location, and permit filtered views through, and maintain visibility of, the place in the surrounding context.</p>



Figure 11 : Aerial photograph taken 23 May 1977, dash denotes site boundary
(Source: Queensland Government QImagery, 'Pialba 1977' Photo ID QAP3370, Frame 8732)

Fraser Coast Planning Scheme 2014 – 8.2.9.3.1 Criteria for assessable development on a local heritage place or adjoining a State or local heritage place.

For building and operational work,

Proposed building and operational work	Assessment against the performance outcomes	Assessment against the acceptable outcomes
Adventure playground And, Additional equipment adjacent existing half basketball court	P03 Development conserves and is subservient to the features and values of the local Heritage place that contribute to its cultural heritage significance	A03 Development:- (a) does not alter, remove or conceal significant features of the local Heritage place ; or (b) is minor and necessary to maintain a significant use for the local Heritage place.

3.0 Conclusion

This report finds that the identified impacts of the proposed works located within the heritage boundary can be mitigated and do not diminish the heritage values of the place. On balance the cultural heritage significance of the place as a sports and recreation precinct for the local community and sports groups since the 1930's has been retained and enhanced.

Under the Fraser Coast Planning Scheme 2014, the development is compatible with the heritage place and it is recommended that the proposed works are approved because;

- The use of the place as a focus for recreation and sport will continue and be further enhanced by the addition of further facilities
- The key original features are retained and reconfigured to allow for additional facilities including the oval and fig trees
- The setting and site lines of the place are retained (views into the park with the oval as the focal point)
- The new development and building work is compatible and enhances the heritage significance of the place in that it adds additional amenity to promote increased sports and recreation activities for local community and sports groups

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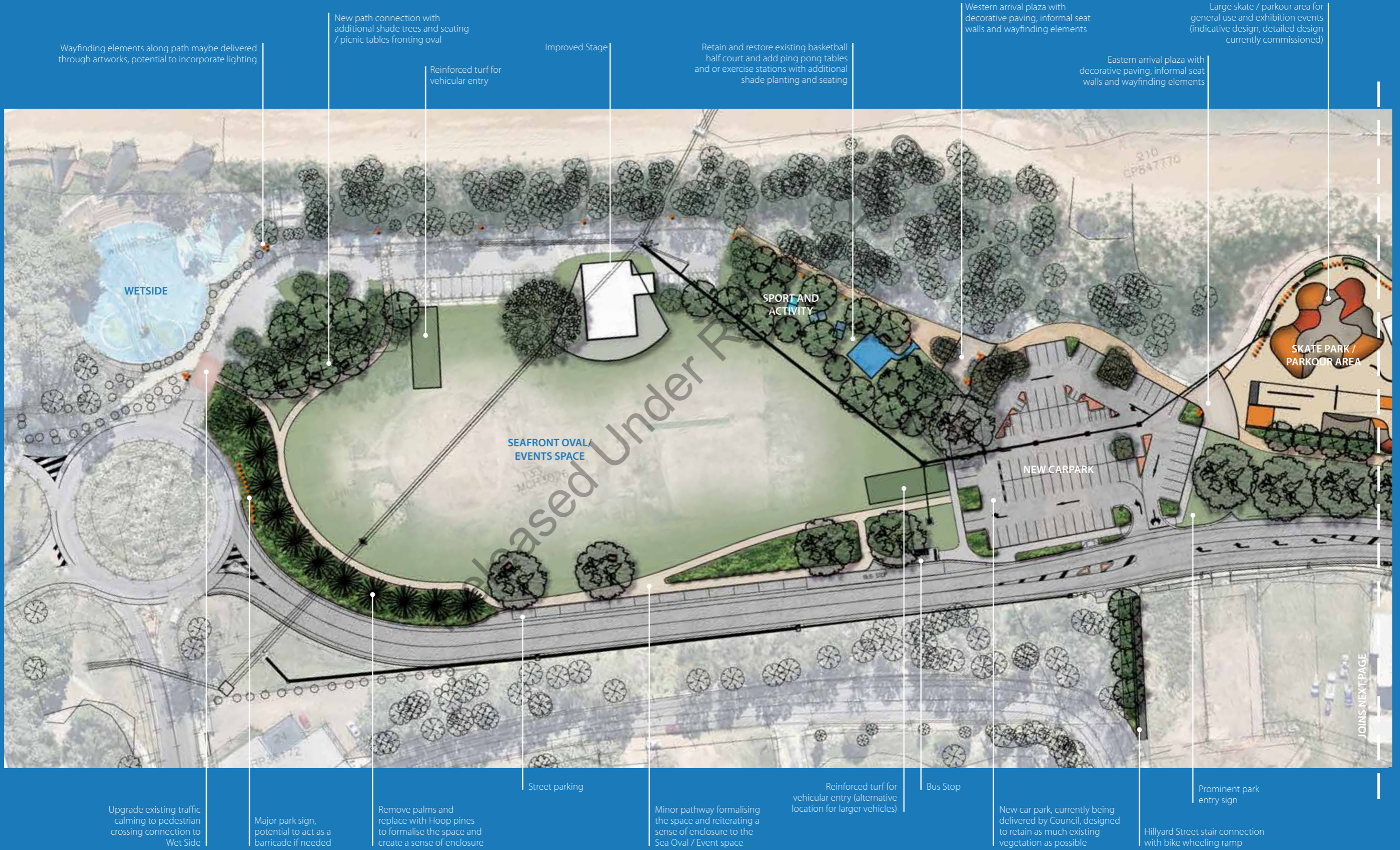
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pialba esplanade precinct detailed master plan

for **Fraser Coast Regional Council** April 2018

overall masterplan



JOINS NEXT PAGE



Major Shelter with multi-purpose stage/large steps (indicative location)

Additional shelter to adventure playground

Adventure playground (already delivered by council)

Additional shade trees to adventure playground

Keep beach access open to Council and Emergency vehicles

ADVENTURE PLAYGROUND

ALL ABILITIES PLAYGROUND

OVERFLOW PARKING

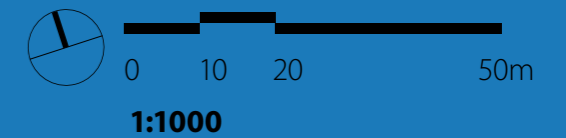
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Street parking

Prominent park entry sign

Shade trees and turf mounding to act as a buffer between skate park / parkour area and adventure playground

Discuss with indigenous stakeholders the possibility of improving the landscape around the monument



conceptual visualisations

Remove palms and replace with Hoop pines to formalise the space and create a sense of enclosure

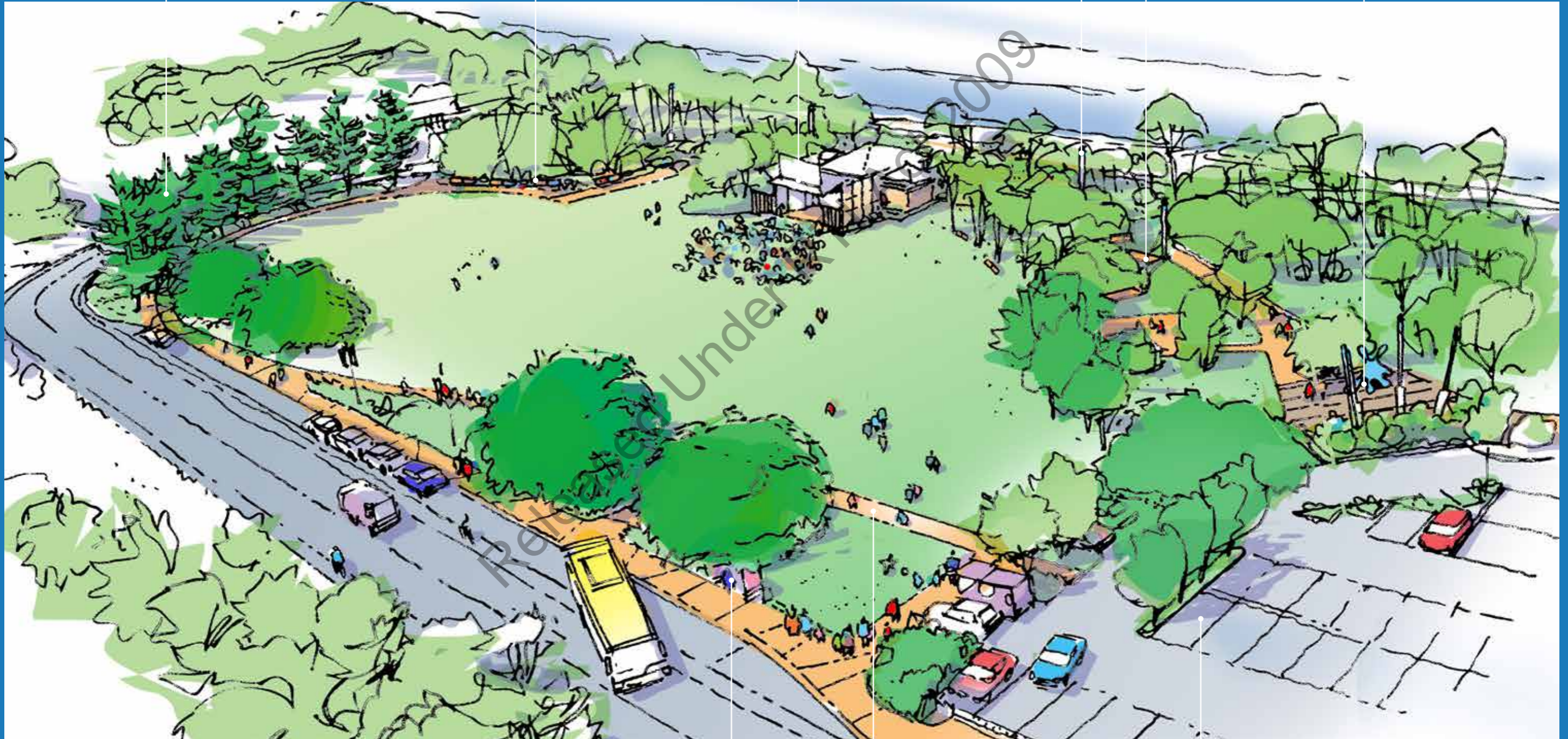
New path connection with additional shade tree planting and seating / picnic tables

Improved Stage

Wayfinding elements along path maybe delivered through artworks, potential to incorporate lighting

Sports and Activity (Basketball, Ping Pong, Fitness equipment, shade trees and seating)

Western arrival plaza with decorative paving, informal seat walls and wayfinding elements



Hillyard Street view of sea front oval and new car park

Bus Stop

Minor pathway around Sea Oval / Event space

New car park, currently being delivered by council, designed to retain as much existing vegetation as possible

Large skate area for general use and exhibition events (indicative design, detailed design currently commissioned)

Shade trees and turf mounding for informal seating and as a buffer between uses

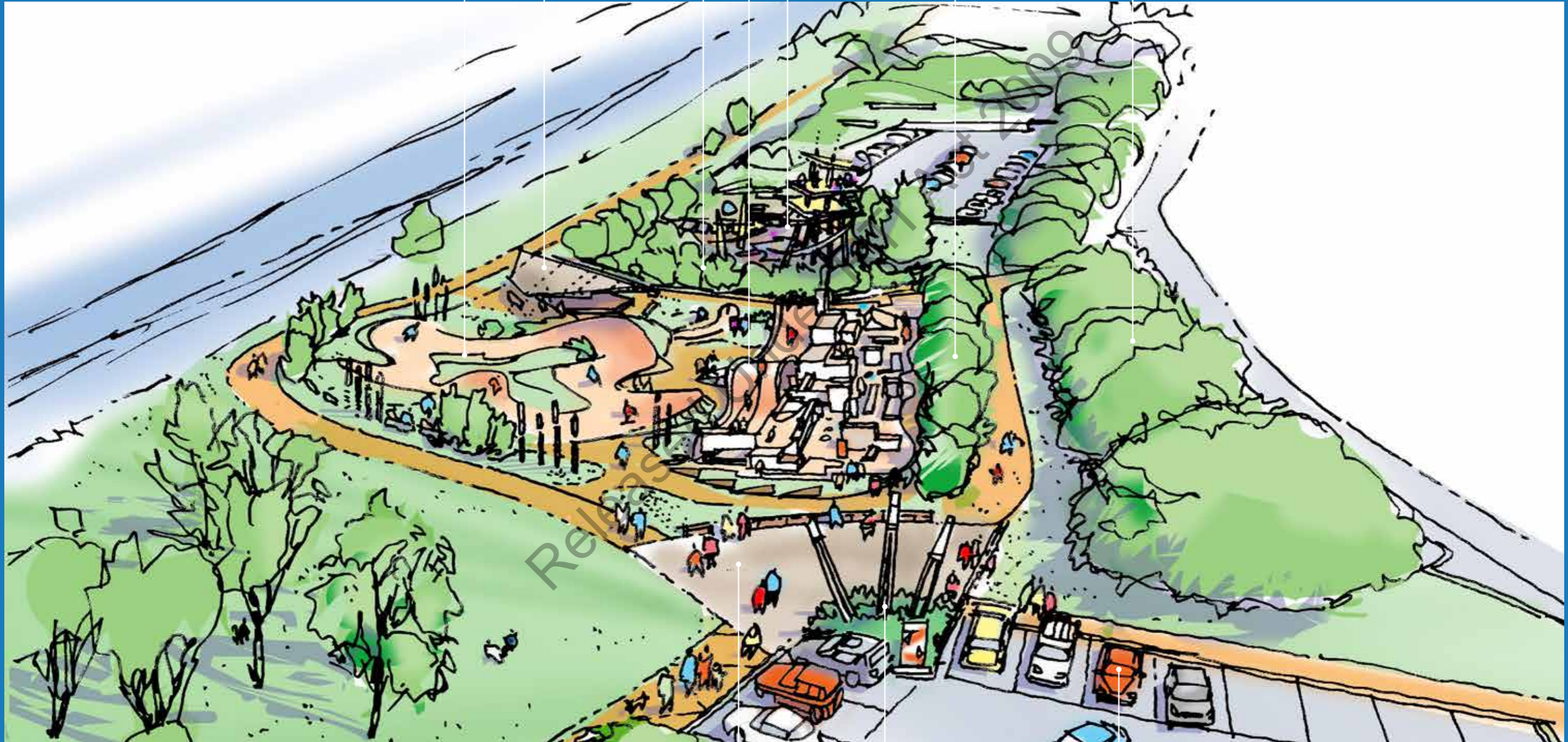
Major Shelter with multi-purpose stage/large steps (indicative location)

Large skate / parkour area for general use and exhibition events (indicative design, detailed design currently commissioned)

Adventure playground (already delivered by council)

Vegetated buffer between skate park and shared path

Existing fig trees



Skate park / parkour area and adventure play

Eastern arrival plaza with decorative paving, informal seat walls and wayfinding elements

Wayfinding elements maybe delivered through artworks, potential to incorporate lighting

New car park, currently being delivered by council, designed to retain as much existing vegetation as possible

detailed areas

key



01 arrival and sea front oval

02 sea front oval and new car park

03 skate park / parkour area and adventure playground

detailed areas

01 arrival and sea front oval

Wayfinding elements along dominant Wet Side path connection path maybe delivered through artworks. Potential opportunity to incorporate lighting.

Wayfinding elements along dominant Wet Side path connection path maybe delivered through artworks. Potential opportunity to incorporate lighting.

Major park sign, potential to act as a barricade if needed

Reinforced turf for vehicle access to Seafront Oval

Additional trees and picnic tables and seating to support oval use

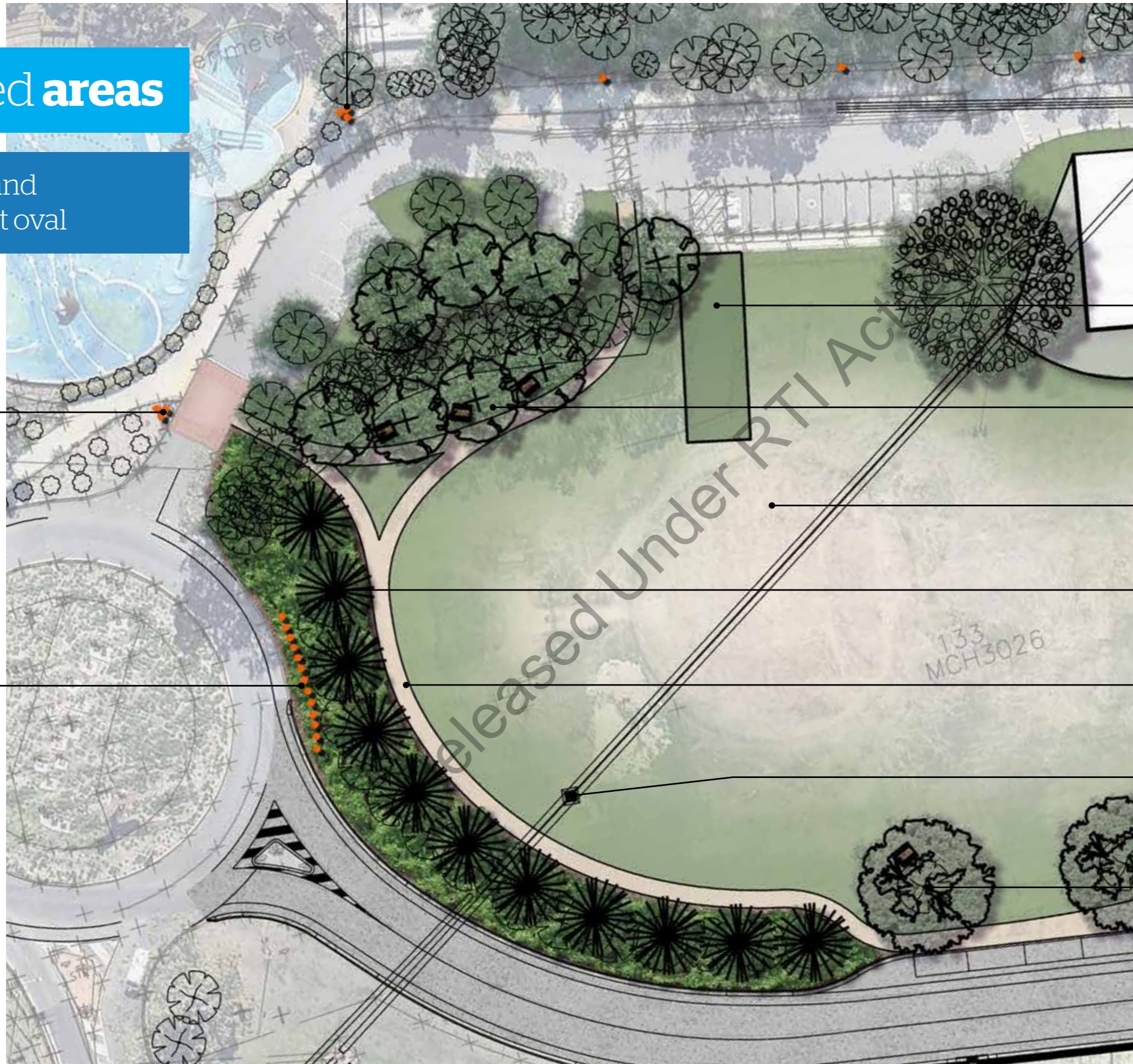
Retain unimpeded open space for Seafront Oval / Event space

Tall hoop pines with under-planting to formalise the space and reiterating a sense of enclosure to the Sea Oval / Event space

Minor path to connect to Wet Side and to formalise the space and reiterating a sense of enclosure to the Seafront Oval / Event space

Drainage connections to low point

Figs with up lighting and seating



plan



detailed areas

02 sea front oval and new car park



Wayfinding elements along dominant Wet Side path connection path maybe delivered through artworks. Potential opportunity to incorporate lighting.

Ping Pong tables and or exercise stations

Additional shade trees and seating to sport and activity area

Restore existing basketball half court

Western arrival plaza including decorative paving and informal seating walls

Retention of fig tree

Reinforced turf for vehicle access (alternative location for larger vehicle)

Bus stop with connection to pathway network

Minor path to connect to Wet Side and to formalise the space and reiterating a sense of enclosure to the Sea front Oval / Event space

Figs with up lighting and under-planting

Wayfinding elements in Western arrival plaza maybe delivered through artworks. Potential opportunity to incorporate lighting

plan

NOTE:
Skate area design is indicative only,
detailed design for this area is being
undertaken by specialist skate designers.

detailed areas

03 skate park / parkour area and adventure playground

Large shelter with adaptable large steps / stage (indicative location)

Combination of seating, art elements and planting to buffer shared path and skate park

Large skate bowl for general use and exhibition events (indicative design detailed design currently commissioned)

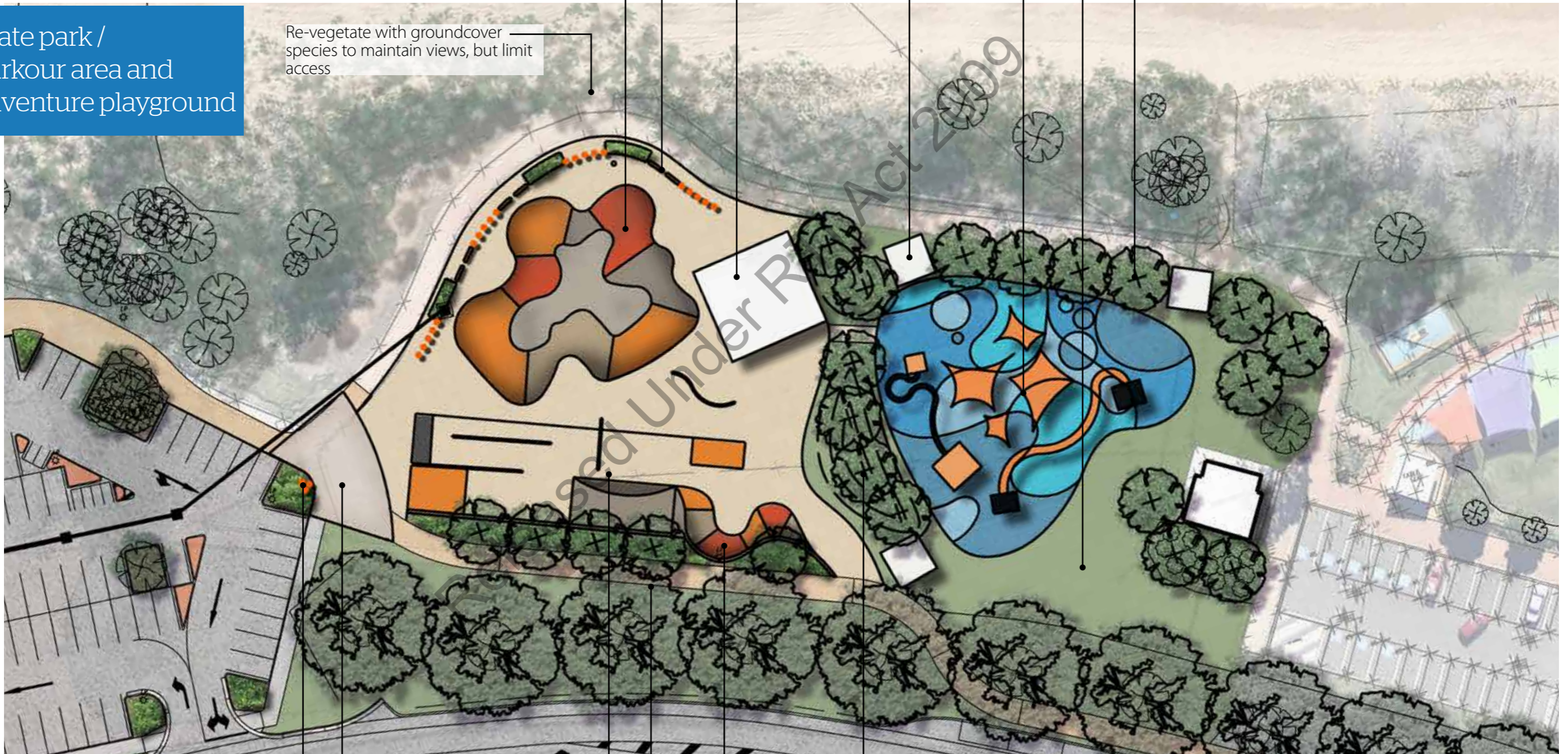
Re-vegetate with groundcover species to maintain views, but limit access

Additional shelter to adventure play area

Adventure play area with softfall

Grass area for informal uses and to maintain visual connection from car park

Additional shade trees to adventure play area



Wayfinding elements in Western arrival plaza maybe delivered through artworks. Potential opportunity to incorporate lighting

Eastern arrival plaza including decorative paving and informal seating walls

Urban linear skate run with parkour elements (indicative design detailed design currently commissioned)

Vegetated buffer between skate park and shared path

Sloped edge of half bowl for less experienced users

Shade trees and turf mounding for informal seating and as a buffer between uses

plan





SUBJECT: Evaluation of Quotes for Pialba Precinct Car Park Design

REFERENCE: 3589381

DATE: 6th July 2018

A request was sent out on 30th April 2018 to Cardno, GHD, Engineers plus, Engage and ESQ for carpark design at the Pialba Youth Precinct. The spec document [docs 3546113](#) provide detail for the quote. Additional question relating to the specs [docs 3546624](#).

All Parties apart from Engineers plus submitted proposals. These are located within the project file but can be accessed below;

- [GHD](#)
- [ESQ](#)
- Engineers +- No response
- [Cardno](#)
- [Engage](#)

The submitted fee proposals were submitted on time. Unfortunately the project was placed on hold for 1 month resulting in a delay in evaluation and engagement.

Evaluation

Scoring 0-5 based on [guidelines](#)

	Understanding of project objectives 15%	Relevant Experience 25%	Expertise and methodology 10%	Resource and timing 20%	Quality Assurance 5%	Price 25% (excl GST)
GHD	3= 0.45	3=0.75	4= 0.4	4=0.8	4= 0.2	\$24,352- 2.79=0.7
ESQ	3= 0.45	3=0.75	4= 0.4	4= 0.8	4= 0.2	\$14,000- 3.73= 0.93
CARDNO	3= 0.45	3=0.75	4= 0.4	2= 0.4	4= 0.2	\$42,300- 1.17= 0.3
Engage	3= 0.45	3=0.75	4= 0.4	3= 0.6	4= 0.2	\$29,900- 2.2= 0.55

**Other considerations**

Insurance (\$10m specified);GHD- not provided, ESQ provided \$10m, Engage \$20m, Cardno \$50m

Local content; All providers have a local office

Recommendation

Score Total

- GHD= 3.3
- ESQ= 3.53
- CARDNO= 2.5
- Engage= 2.95

The best scoring submission is ESQ. They have provided the cheapest price and are familiar with the adjacent stormwater works that the site drainage will ultimately connect into.

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FRASER COAST REGIONAL COUNCIL
INFORMAL BRIEFING
10 DECEMBER 2018

BRIEFING NOTE

Subject:	Pialba Youth Precinct Project Update
Author:	Manager Capital Delivery and Assets
DOC NO:	#3692632

A funding agreement between LGGSP and Council was signed on 5/02/18 for \$2.6m of works within the Pialba Precinct which includes;

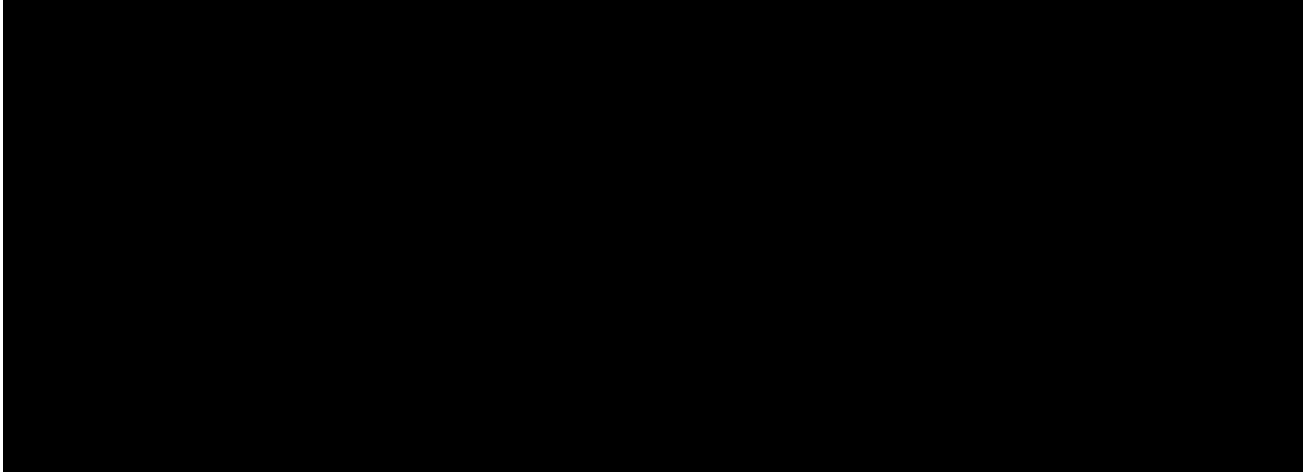
- Construction of an internal carpark
- Construction of a new skate park including Parkour facilities
- Refurbishment of the toilet and stage area with the inclusion of a large outdoor LED screen and
- Landscaping works which includes pedestrian linkages through the site, wayfinding signage, lighting and activities that support the site as a youth space.

When funding was received the project was in concept sketch with rough estimates only provided. The provision of the adventure playground through W4Q funding meant that the concept sketch was not truly reflective of the site and required Council re-approval. This process resulted in a hold on the project for approx. 6 weeks.

Project activities and their status are described in the table below:

Project Activity	Status
Revised Concept design for Precinct	Completed and adopted Ord Meeting no. 6/18 Item 10.3.1.
Toilet and stage area	This component has been designed and is awaiting engineering and BA. Expected to be advertised for tender mid-December.
Car parking and drainage	Delays in determining a suitable means to drain the skate area through the carpark have resulted in delays. A solution has been reached and design amended. Currently out for tender.
Skate Park and Parkour area	1 st round of public consultation has occurred. Preliminary design has been completed; following a 1 week period for stakeholder review the construction design and tender package should be ready by end of this year.
Landscaping, lighting and signage	Landscape design is in accordance with concept plan. The design includes signage and aesthetic lighting solutions. These designs

	<p>are 90% completed and cost estimates have been provided.</p> <p>A report on the existing event lighting has been received. Quotes are being obtained. There are concerns about the longevity and structural soundness of the timber poles.</p>
--	---



Financial impacts

Current Funding Arrangement		
Source	Amount	Note
Queensland Government 2017-19 Local Government Grants and Subsidies Program	\$1,154,097	Provides for 45% of eligible project costs.
Council Capital Budgets	\$1,480,845	55% of project funding. Not previously identified in budgets. To be included for consideration as part of the budget review process in February 2019.

ATTACHMENTS:

1. Landscape surface treatment
2. Car Park with Lighting
3. Stage 3D
4. Stage Floor Plan
5. Lighting intent
6. Signage intent
7. Foosball Tables
8. Skate and Parkour Concept Package

Attachments located at N:\PARKS AND RESERVES\Infocouncil folder\EMT Report Attachments folder\Folders by EMT date\22.11.18\Attachments for Pialba Precinct Report

From: Maria Carkagis
Sent: Tuesday 12 December 2017 3:09 PM
To: Tracey Genrich (Tracey.Genrich@frasercoast.qld.gov.au)
Subject: Report re funding the shortfall - Pialba Youth Precinct

Hi Tracey – hope the day is going well.

Dave and I have just completed the Project Management Plan which is the last piece of information needed to forward to Department of Infrastructure, Local Government and Planning to trigger the initial payment of 30% on this subsidy grant.

I am about to send it off for signing by the Chief Executive Officer.

Has the report about the funding of the shortfall in the subsidy grant been through Exec yet?

If they do not agree to fund it from the W4Q savings, then we need to determine whether the project needs to be re-scoped.

The initial advice from the Department is that most likely the subsidy % would not change – meaning that is we re-scope, our subsidy will also lessen. This would then need a significant re-scope which then changes the approved project!

Kind regards,

Maria Carkagis

Grants Officer

Economic Development

Fraser Coast Regional Council

T (07) 4190 5849 | E maria.carkagis@frasercoast.qld.gov.au

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TO: Ken Diehm
Chief Executive Officer

FROM: **Maria Carkagis**
GRANTS OFFICER

DATE: 15 January 2018

REFERENCE: #3485050

SUBJECT: **Pialba Youth Precinct – Additional Funds required to complete project**

In accordance with Council resolution of 27 September, 2017, Council lodged an application to the 2017–19 Local Government Grants and Subsidies Program (LGGSP) for the Pialba Youth Precinct project with a total project budget of \$2,634,942 and requesting a 50% subsidy from the funding body.

The Queensland Government has advised that Council's application has been successful however have offered a 45% subsidy in lieu of the 50% subsidy applied for in Council's application. This leaves a project budget shortfall of \$163,373 as outlined below.

Description	Funding
Total project budget	\$2,634,942
Council Contribution as per adopted Capital Budget	\$1,317,471
LGGSP Funding Awarded for 45% of the project budget	\$1,154,098
Funding Shortfall	\$163,373

To secure the Grant, a Project Plan needed to be submitted by 15 December 2017. A Draft Project Plan was submitted on the basis that Council was still in the process of reviewing its options to fund the project in its original form. Council committed to submit a final Project Management Plan once Council's deliberations are complete, and as soon as practicable.

A Funding Agreement will not be offered to Fraser Coast Regional Council until Council has determined how to fund the shortfall and have lodged a Final Project Plan.

Council cannot proceed with the project until a Funding Agreement is in place.

Councillors and the Executive Management Team endorsed the Chief Executive Officer applying delegated authority to approve the expenditure of the required additional \$163,373 from Council's Capital Works Budget. This endorsement will be ratified at the Ordinary Council Meeting of 28 February 2018.

FINANCIAL IMPLICATIONS

An additional contribution is required from Fraser Coast Regional Council towards the cost of the Pialba Youth Precinct.

The total project cost remains at \$2,634,942.

Fraser Coast Regional Council contribution to the project will now be \$1,480,844.

The Queensland Government will contribute \$1,154,098 through the Local Government Grants and Subsidies Program.

The Director, Organisational Services advises that funds are available within Council's current Capital Works budget to meet this cost.

CONCLUSION

1. That, following approval by Councillors at the Informal Briefing on 15 January 2018, the Chief Executive Officer authorise the expenditure of an additional \$163,373 from Council's Capital Works budget to enable the Pialba Youth Precinct project to proceed as approved by the Department of Local Government, Racing and Multicultural Affairs; and that this sum will be included as part of the Budget Review to be put before Council in February 2018.

APPROVED / NOT APPROVED

Signature

Date:

Ken Diehm
Chief Executive Officer

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From: Maria Carkagis
Sent: Friday 19 January 2018 12:53 PM
To: Dave Roberts
Subject: Pialba Youth Precinct
Attachments: DOCSHBCC-3472503.PDF.DRF

Importance: High

Hello Dave

Would you please review the referenced Draft Project Plan for the Pialba Youth Precinct project that was submitted to the Department on 15 December.

Following the Briefing this week, the Chief Executive Officer was authorised to apply his delegated powers to approve the additional funds of \$163,373 to progress the project in the format submitted with the application, from Council funds (shortfall created when funding offered was less than the amount applied for).

If you are happy with the dates, I will prepare and submit the final Project Plan.

Kind regards,

Maria Carkagis
Grants Officer
Economic Development
Fraser Coast Regional Council
T (07) 4190 5849 | E maria.carkagis@frasercoast.qld.gov.au

Released Under RTI Act 2009

**2017-19 Local Government Grants and Subsidies Program
Project Management Plan**

1. Council	Fraser Coast Regional Council			
2. Project title	Pialba Youth Precinct			
3. Project Contact Details	Name	Maria Carkagis	Email	maria.carkagis@frasercoast.qld.gov.au
PART A: Scope, time and cost				
4. Project scope	This project delivers a regional Skate Park facility, revitalised Basketball facility, park furniture elements, restored enhanced Stage			
5. Estimated Commencement and Estimated Completion dates	Estimated Commencement date dd/mm/yyyy	15/12/2017	Estimated Completion date dd/mm/yyyy	
6. Project phases / schedule (add rows as required) include monthly milestones within each project phase If a GANTT chart has been prepared for this project please attach. (E.g. Planning/Investigation/Design; Planning approvals; Procurement; Delivery)	Activity	Start date (to be after Approval date) dd/mm/yyyy	Finish date dd/mm/yyyy	Estimated cost of activity
	Draft Project Management Plan submitted	15/12/2017	15/12/2017	\$0.00
	Finalisation of Project Scope	15/12/2017	31/12/2017	subject to confirmation by Fraser Coast
	Development approvals processes	1/01/2018	31/07/2018	subject to confirmation by Fraser Coast
	Design and Tender processes - Skate Park	1/01/2018	30/08/2018	subject to confirmation by Fraser Coast
	Construction Skate Park	14/11/2018	30/03/2019	subject to confirmation by Fraser Coast
	Construct pathways and landscaping	1/01/2019	30/04/2019	subject to confirmation by Fraser Coast
	Seafront Oval - improvements to basketball court	1/02/2018	31/07/2018	subject to confirmation by Fraser Coast
	Seafront Oval - Stage enhancements	1/02/2018	31/12/2018	subject to confirmation by Fraser Coast
	Detailed design and construction tender - off street car parking	1/02/2018	31/07/2018	subject to confirmation by Fraser Coast
	Construction Works, Supervision, Contingencies - off street car parking	14/10/2018	28/02/2019	subject to confirmation by Fraser Coast
7. Total Project Cost	\$0.00			
PART B: Funding and subsidy forecasts				
8. Approved Subsidy	\$1,154,097.90			
SUBSIDY FORECASTS				
9. Subsidy Forecasts	Future claim date dd/mm/yyyy	Amount to be Claimed		
	Upon receipt of compliant PMP	\$346,229.37		
	60% at 10/12/2018	\$692,458.74		
	10% at acquittal	\$115,409.79		
	Forecast total (equals Approved Subsidy amount - if amount is highlighted in red, adjust the forecasted amount)	DRAFT - TBC		
		\$1,154,097.90		
PAYMENT SCHEDULE				
First Payment (30 percent of approved subsidy)	The department will pay the council upon receipt of a compliant Project Management Plan from the council in the required format.			
Second and Subsequent Payments (up to 60 percent of remaining approved)	The department will pay the council upon receipt of a completed subsidy claim form.			
Final Payment (10 percent of approved subsidy)	The department will pay the council the final 10% payment upon receipt of a completed final report			
Contact officer: Maria Carkagis	Signature:		Date:	12/12/2017
Accountable officer: Ken Diehm	Signature:		Date:	15-12-17

From: Maria Carkagis
Sent: Tuesday 5 December 2017 12:19 PM
To: Dave Roberts
Subject: Pialba Youth Precinct
Attachments: DOCSHBCC-3453604.xlsx.DRF; DOCSHBCC-3465585.PDF.DRF;
DOCSHBCC-3464740.docx.DRF

Hello Dave

The PMP for this project is referenced. This is due to the Department by 15 December
I have also referenced the application submitted (extracted from a spreadsheet provided by the department) and
the attachments that attached to the application.

I have also referenced the report I have commenced to go the EMT next week. Feel free to add but please either
track changes or use a different colour so I can see what you have added – obviously there will be more to add once
advice is received from the Department.

Kind regards,

Maria Carkagis
Grants Officer
Economic Development
Fraser Coast Regional Council
T (07) 4190 5849 | E maria.carkagis@frasercoast.qld.gov.au

Released Under RTI Act 2009

2017-19 Local Government Grants and Subsidies Program Project Management Plan				
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3. Project Contact Details	Name	Maria Carkagis	Email	maria.carkagis@frasercoast.qld.gov.au
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	Detailed design and construction tender - off street car parking	01/02/2018	31/07/2018	subject to confirmation by Fraser Coast
	Construction Works, Supervision, Contingencies - off street car parking	14/10/2018	28/02/2019	subject to confirmation by Fraser Coast
	7. Total Project Cost	\$0.00		
PART B: Funding and subsidy forecasts				
8. Approved Subsidy	\$1,154,097.90			
SUBSIDY FORECASTS				
9. Subsidy Forecasts	Future claim date dd/mm/yyyy	Amount to be Claimed		
	Upon receipt of compliant PMP	\$346,229.37		
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	10% at acquittal	\$115,409.79		
	Forecast total (equals Approved Subsidy amount - if amount is highlighted in red, adjust the forecasted amount)	DRAFT - TBC		\$1,154,097.90
PAYMENT SCHEDULE				
First Payment (30 percent of approved subsidy)	The department will pay the council upon receipt of a compliant Project Management Plan from the council in the required format.			
Second and Subsequent Payments (up to 60 percent of remaining approved)	The department will pay the council upon receipt of a completed subsidy claim form.			
Final Payment (10 percent of approved subsidy)	The department will pay the council the final 10% payment upon receipt of a completed final report and subsidy claim.			
Contact officer	Maria Carkagis	Signature:	Date:	12/12/2017
Accountable officer	Ken Diehm	Signature:	Date:	

Application information as submitted to the Department of Infrastructure, Local Government and Planning
2017-19 Local Government Grants and Subsidies Program

Extracted from Spreadsheet provided by the Department (Louisa Evans 16 October 2017)

Application in list	FCRC – 4
Organisation	Fraser Coast Regional Council
Project Title	Pialba Youth Precinct
Project description	Project continues delivery of Hervey Bay Esplanade Tourist Precinct Master Plan including upgrading a regional Skate Park facility, revitalized basketball facility, additional sports furniture, enhanced stage area for major and minor regional events and enhanced off-street parking with additional 100 parking spaces to cater for the improved and new facilities and to provide flow-over parking for major events.
Priority	1
Principal contact Person	Maria Carkagis
Council's project delivery experience	<p>Council delivers public infrastructure projects valued at \$50 million - \$80 million annually and has established credentials in engaging appropriate contractors to deliver projects. Council manages the delivery of projects, including those that are undertaken with subsidy funding through established project management protocols. Significant infrastructure projects are overseen by the Infrastructure Services Director and qualified senior personnel.</p> <p>This project will be managed within Council's Infrastructure Directorate by Executive Manager, Capital Delivery. CVs are attached.</p> <p>Council's team of civil and construction engineers and experienced technical staff undertake or manage contractor planning, design and project management to successfully deliver construction projects within time and budget.</p> <p>Complex construction projects delivered as implementation of the Hervey Bay Esplanade Tourist Precinct Master Plan include:</p> <ul style="list-style-type: none"> • Installation of adventure park - ropes courses, flying fox and climbing activities; • Refurbishment of Rotunda and family friendly space at Scarness including additional beach stair access; • Enhanced beach entry and setting at Scarness Caravan Park; • Improved access to Disabled Access Ramp; • Refurbishment of Torquay Tennis Court <p>The project would be cost managed through Council's existing financial management system.</p>
Street Number	Seafront Oval
Street Name	Charlton Esplanade
Town / Suburb	Pialba Q 4655
Latitude	-25.279748 S
Longitude	152.842629 E
State electorate	Hervey Bay
Federal Electorate	Hinkler
Multiple addresses	No

Project category	Cultural/recreational
Estimated commencement date	1/11/2017
Estimated completion date	30/05/2019
Total Project Costs	\$2,634,942.00
Ineligible costs	\$ 70,280.00
Other Financial Contributions	\$ 0.00
Total eligible costs	\$2,564,662.00
Subsidy percentage	50 %
Subsidy requested	\$1,317,471.00
Project contingency costs	Design and Construct Contingency is set at 10%. Car parking contingency is set at 20% - Council will absorb 10% of this contingency cost as an ineligible cost against the project and fund it from Council budgets. Project cost estimates for the Skate Park and Oval enhancements have been provided by Tract Consultants - the design consultants for this project. Cost estimates for the expanded car parking facilities have been prepared by Council's Infrastructure Design Office.
Capital works	
Post completion Jobs Contractor	0.0
Post completion Jobs Organisation	1.0
Construction / implementation jobs Contractor	18.0
Construction / implementation jobs Organisation	2.0
Details – commencement issues	All Regulatory approvals will be managed through Council as the Assessment Manager with SARA as a referral agency. Operational Works Development application required due to its coastal situation. Building applications required for some structures.
Details – land tenure arrangements	The land on which this project is located is owned by Fraser Coast Regional Council and under lease to Wide Bay Water, a Commercial Business Unit of Council. The proposed works require Development Approval. Regulatory approvals will be managed through Council as the Assessment Manager with SARA as a referral agency. Due to its coastal situation, the project will require the preparation and lodgement of an Operational Works Development application required due to its coastal situation. Building applications are required for the proposed small shade structures.
Details Whole life Costs	Optimum site for this project due to existing infrastructure in the immediate vicinity including a small skate bowl that no longer meets local or visitor demand. The Hervey Bay Esplanade Tourist Precinct Master Plan identifies the Pialba Precinct as 'A Place for Adventure' and outlines the activity elements covered in this application and other elements already under construction (adventure playground, new water slides). As such, this is the most appropriate siting for

	<p>this project.</p>
<p>Details (Is the project a priority need?)</p>	<p>This project was developed with community consultation during development of the Hervey Bay Esplanade Tourist Precinct Master Plan. (excerpt attached) It delivers against Council's Operational Plan under Community and Places and Spaces Goals.</p> <p>The project builds on existing investment, providing more youth-focussed activities cementing the area as an 'Adventure Playground' for young people as identified in the Master Plan. Because of its open space, this area accommodates larger-footprint recreation activities.</p> <p>Limited car-parking exists around the youth facilities and for events at the adjacent Seafront Oval.</p> <p>The opportunity to provide parking for the Youth Precinct and flow-over parking for larger events expands the benefit to the community.</p> <p>The opportunity to provide parking for the Youth Precinct and flow-over parking for larger events expands the benefit to the community.</p> <p>Economic benefit through expanding tourism product on offer with appeal for families (significant portion of domestic drive market), provides opportunity for extended stays, increasing regional GDP.</p>
<p>Details of how value for money</p>	<p>A Cost-Benefit Analysis has been undertaken for this project. (attached) Cost estimates for the Skate Park and the Seafront Oval enhancements have been provided by Tract Consultants .</p> <p>Cost estimate for the Off-Street Car Parking has been undertaken by Council's Infrastructure Design Office. (all attached)</p> <p>The construction of the project will be undertaken by contract subject to AS2124.</p> <p>Council's Procurement Policy (attached) details procurement requirements for all goods and services, including a local preference policy, outlining Council's preference to source goods and services in the Fraser Coast Region.</p> <p>Council's Operational Plan identifies that services and assets be managed in an efficient and cost effective manner optimising whole of life value to the community.</p> <p>Infrastructure installed through this project will be managed through Council's existing Infrastructure Asset Management Plan. (attached)</p> <p>Council's Asset Management portfolio will be amended to reflect this addition to the existing infrastructure which is administered by Council's Infrastructure Services area.</p>
<p>Has the council contribution been approved?</p>	<p>This project has been approved in the 2017-18 adopted Budget with Council's contribution approved in the 2017-18 budget year.</p> <p>An extract from the approved Budget is attached.</p>
<p>Details</p>	<p>This project meets current and future community needs identified in local and regional plans. It provides increased physical activity opportunities and grows our Region's capacity to deliver infrastructure and events that provide for extended tourist stays and increased expenditure - creating opportunities for growth and new enterprises to develop in the service and commercial sectors, positively impacting on job creation and training opportunities for locals.</p> <p>It aligns with State, Regional and Local Strategies and Plans priorities:</p> <p>Qld Drive Tourism Strategy 2013-2015 and 2020 TEQ Strategic Marketing Plan Wide Bay Burnett Sport and Recreation Strategy (2010) Wide Bay Health Service Strategic Plan 2015 – 2019 Wide Bay Burnett Regional Plan 2011 Fraser Coast Destination Tourism Plan 2015-2020 Hervey Bay Esplanade Tourist Precinct Master Plan 2015</p>

	Pialba_Esplanade Detailed Master Plan 2016
Subsidy justification	The Project Plan provides detail on how this project aligns with the LGGSP objectives and aims.
Would this project be ready to commence upon Funding Agreement	<p>Concept plans are complete and Council is ready to commence detailed design on this project.</p> <p>With a Funding Agreement in place, Council is ready to</p> <ul style="list-style-type: none"> • finalise Detailed Design, • make application for all approvals, • prepare Tender Documentation and • seek tenders on a Design and Construct basis for the Skate Park and the Seafront Oval enhancement and car-parking to undertake this project. <p>The Project Plan and budget costings are in hand.</p>

Released Under RTI Act 2009

2017-19 Local Government Grants and Subsidies Program Certification form

To be completed, signed, scanned and submitted with the completed Project Proposal(s).

Council name Fraser Coast Regional Council

Project Proposal(s) for which this certification relates

Council Priority Number	Project Title	Subsidy Requested
1	Pialba Youth Precinct	\$1,320,800.93

I certify that:

- I am authorised to submit this/these Project Proposal(s) for funding
- I have submitted 4 Project Proposal(s) with all sections completed
- the details in the Project Proposal(s), including any supporting documents, are true and correct
- I have read the 2017-19 Local Government Grants and Subsidies Scheme guidelines
- I understand that the submission of this/these Project Proposal(s) does not guarantee funding approval for either all or part of the funding being sought
- the applicant council will deliver the project(s) within the required timeframe(s)
- the project(s) will comply with all relevant Acts, Laws, Regulations, State and/or Commonwealth policies and Industrial Agreements and Awards
- the applicant council consents to the release of information in the Project Proposal(s) (excluding personal details) for non-commercial public information purposes
- the applicant council consents to the Department providing the Project Proposal(s) and/or material from the Project Proposal(s) to other government agencies/bodies/organisations/individuals to assist in the assessment process. If this occurs, the applicant organisation understands that all information will be treated as confidential
- should this/these Project Proposal(s) be successful, I confirm that the project(s) will not commence until funding has been approved and funding arrangement(s) has/have been entered into with the Department.

Given name	KEN	Surname	DIEHM	
Phone	1300 79 49 29	Mobile	0438 192 082	
Position	Chief Executive Officer			
Signature	[Redacted Signature]		Date	6 October 2017

Scan this signed certification form and upload to the certification package.



Pialba Youth Precinct

PROJECT PLAN

5 October, 2017

**LOCAL GOVERNMENT GRANTS AND SUBSIDY FUND
Application 2017 – 19 round**



Background

In 2015 Council undertook a comprehensive master planning process for the four high profile tourist precincts of Hervey Bay, those being Pialba, Scarness, Torquay and Urangan. This master planning process resulted in a Master Plan for the precinct – the Hervey Bay Esplanade Tourist Precinct Master Plan – which considered the “look” and “feel” of each of the area Precincts and achieved:-

- Identifying placemaking and revitalisation opportunities to give a clear sense of place and identity for each of the precincts;
- Seeking to maximise the level of activation and excitement, and economic opportunities in each precinct;
- Celebrating the wonderful features that already exist in each precinct and identifying ways to improve their setting and maximise their potential;
- Presenting an agreed framework to guide decisions and future investment to continue promoting each precinct’s unique character and spirit; and
- Being visionary, with measures that consider practical short term initiatives along with broader long term goals and opportunities.

This Master Plan, (attached) was adopted by Council in late 2015.

In the Master Plan, the Pialba Precinct was identified as being “A Place for Adventure”.

With a view to complementing and providing a wider range of experiences in the Pialba Precinct the Master Plan outlined the potential for a new skatepark, adventure playground, enhancements to seafront oval, additional water slide for Wetside and additional and re-arrangement of carparking facilities to service the additional activities.

With a view to progress, Council commissioned Tract Consultants to prepared a detailed Master Plan, specifically focussing on the Pialba Foreshore Esplanade Precinct with this master plan being finalised in June, 2016. A copy of this detailed master plan will also be attached to the funding application.

The guiding principles of the Detailed Pialba Foreshore Esplanade Precinct Master Plan were to:-

- Become a CBD Gateway;
- Hold boutique seaside events;
- Provide City-wide Adventure;
- Be a place for youth; and
- Respect the site

Project Scope

Project Site

The site for the proposed Pialba Youth Precinct is on the Pialba Foreshore and Seafront Oval. For context the aerial below depicts the actual location:-



Scope of Works

The scope of works for this project is as follows (refer to figure 1 below):-

- Skatepark;
- Enhancements to Seafront Oval;
- Stage Improvements;
- Carparking infrastructure;
- Landscaping;
- Lighting

(note – this application for funding does not include the “adventure playground” component of the Master Plan as this component has been funded under the Queensland Government’s Works for Queensland package)

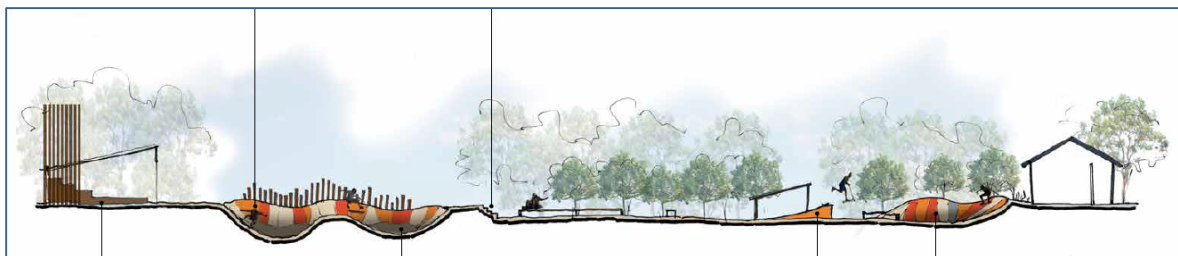
detailed areas

04 skate park



detailed areas

02 central parking



Supporting Local, Regional and State Objectives

This project provides outputs and outcomes that support the Local Government Grants and Subsidies Program objective and aims:

- meet community needs, contributing to sustainable and liveable communities
- align with state, regional and local priorities
- support economic growth, innovation and community development, increasing local job creation and training opportunities
- contribute to building safe, caring and connected communities, enhancing access to infrastructure and services
- support the delivery of infrastructure that meets community needs and increasing employment and growth for local communities
- protect natural and built environments

This project meets current and future community needs identified in local and regional plans.

It provides increased physical activity opportunities and grows our Region's capacity to deliver infrastructure and events that provide for extended tourist stays and increased expenditure – creating opportunities for growth and new enterprises to develop in the service and commercial sectors, positively impacting on job creation and training opportunities for locals.

It aligns with State, Regional and Local Strategies and Plans priorities highlighted in:

- Qld Drive Tourism Strategy 2013-2015 and 2020 TEQ Strategic Marketing Plan
- Wide Bay Burnett Sport and Recreation Strategy (2010)
- Wide Bay Health Service Strategic Plan 2015 - 2019
- Wide Bay Burnett Regional Plan 2011
- Fraser Coast Destination Tourism Plan 2015-2020
- Hervey Bay Esplanade Tourist Precinct Master Plan 2015
- Pialba Esplanade Detailed Master Plan 2016

The project responds to community need for additional capacity, higher quality recreational services for youth. The 10-24 age group makes up almost 20% of Hervey Bay's population, and families with children comprise just under 50% of the local population. (ABS 2016 Census)

Extract from 2016 Census QuickStats

http://www.censusdata.abs.gov.au/census_services/getproduct/census/2016/quickstat/31904?opendocument

People — demographics & education

[demographics & education](#) | [cultural & language diversity](#) | [employment](#)

People tables are based on a person's place of usual residence on Census night

People	Hervey Bay	%	Queensland	%	Australia	%
<i>Persons count based on place of usual residence on Census night</i>						
Male	27,170	47.9	2,321,889	49.4	11,546,638	49.3
Female	29,509	52.1	2,381,308	50.6	11,855,248	50.7
Aboriginal and/or Torres Strait Islander people	2,278	4.0	186,482	4.0	649,171	2.8

In the 2016 Census, there were 56,678 people in Hervey Bay (Statistical Area Level 3). Of these 47.9% were male and 52.1% were female. Aboriginal and/or Torres Strait Islander people made up 4.0% of the population.

[View the data quality statement for Place of Usual Residence \(PURP\)](#)

Age	Hervey Bay	%	Queensland	%	Australia	%
Median age	48	--	37	--	38	--
0-4 years	2,714	4.8	296,466	6.3	1,464,779	6.3
5-9 years	3,443	6.1	317,138	6.7	1,502,646	6.4
10-14 years	3,424	6.0	299,097	6.4	1,397,183	6.0
15-19 years	3,168	5.6	296,287	6.3	1,421,595	6.1
20-24 years	2,338	4.1	316,860	6.7	1,566,793	6.7
25-29 years	2,382	4.2	320,753	6.8	1,664,602	7.1
30-34 years	2,481	4.4	325,943	6.9	1,703,847	7.3
35-39 years	2,740	4.8	305,218	6.5	1,561,679	6.7
40-44 years	3,180	5.6	322,901	6.9	1,583,257	6.8
45-49 years	3,450	6.1	322,982	6.9	1,581,455	6.8
50-54 years	3,626	6.4	308,727	6.6	1,523,551	6.5
55-59 years	3,997	7.1	292,198	6.2	1,454,332	6.2
60-64 years	4,212	7.4	260,685	5.5	1,299,397	5.6
65-69 years	4,917	8.7	242,192	5.1	1,188,999	5.1
70-74 years	4,164	7.3	180,406	3.8	887,716	3.8
75-79 years	3,007	5.3	126,084	2.7	652,657	2.8
80-84 years	1,889	3.3	83,731	1.8	460,549	2.0
85 years and over	1,553	2.7	85,528	1.8	486,842	2.1

The median age of people in Hervey Bay (Statistical Area Level 3) was 48 years. Children aged 0-14 years made up 16.9% of the population and people aged 65 years and over made up 27.4% of the population.

Families

[includes family composition](#) | [weekly incomes](#) | [employment status of couple families](#) >

Families — family composition

[family composition](#) | [weekly incomes](#) | [employment status of couple families](#)

Family composition	Hervey Bay	%	Queensland	%	Australia	%
Couple family without children	7,932	50.5	481,451	39.4	2,291,987	37.8
Couple family with children	4,832	30.8	518,494	42.5	2,716,224	44.7
One parent family	2,765	17.6	201,308	16.5	959,543	15.8
Other family	168	1.1	19,898	1.6	102,559	1.7

Of the families in Hervey Bay (Statistical Area Level 3), 30.8% were couple families with children, 50.5% were couple families without children and 17.6% were one parent families.

[View the data quality statement for Family composition \(FMCF\)](#)

Single (or lone) parents	Hervey Bay	%	Queensland	%	Australia	%
<i>Proportion of the total single (or lone) parent population</i>						
Male	--	16.6	--	18.5	--	18.2
Female	--	83.4	--	81.5	--	81.8

In Hervey Bay (Statistical Area Level 3), 16.6% of single parents were male and 83.4% were female.

[View the data quality statement for Family composition \(FMCF\)](#)

Hervey Bay is an area of Socio-economic disadvantage characterised by

- Low income
- Low educational attainment
- High unemployment
- Residents working in relatively unskilled occupations
- High proportion of residents with poor English proficiency
- High proportion of single parent families
- High proportion of residents paying low rent

Index of Relative Socio-economic Disadvantage

Fraser Coast Regional Council area's small areas and benchmark areas

Area	2016 index	Percentile
Dundowran Beach - Craignish	1036.5	67
Australia	1002.0	47
Queensland	1001.5	47
Regional QLD	986.3	39
Western Hinterland	972.6	33
Booral - River Heads	935.9	20
Great Sandy Strait - Fraser Island	917.9	15
Fraser Coast Regional Council area	916.8	15
Burrum Heads - Toogoom	915.7	15
Northern Hinterland	914.0	14
Hervey Bay	905.8	13
Southern Hinterland	902.4	12
Maryborough	898.3	11

Source: Australian Bureau of Statistics, Census of Population and Housing 2016. Compiled and presented in profile.id by .id, the population experts.
<http://www.id.com.au>



The Wide Bay Burnett Regional Plan – 2011 – highlights the need for cost-effective facilities addressing locational disadvantage. This includes the provision of sport and recreational facilities that accessible by the broad community. It is noted that physical activity and healthy lifestyles are supported through appropriate sport and recreation facilities. Poor transport infrastructure is noted as an indicator of social disadvantage. The location of the proposed site is readily accessible by in the community. It is on a public transport route and there is on-street parking in the immediate vicinity should off-street parking be unavailable.

Wide Bay Burnett Sport and Recreation Strategy – 2010 highlights a high level of respondents who reported no exercise two weeks prior to the interview through sport, recreation or fitness. The report recommends a feasibility study into the progressive construction and ongoing management of a multi-purpose youth facility (at Urangan) with an example activity include skate park facilities. It further recommended a feasibility study into the current and future requirements for outdoor event, entertainment, cultural and performance space in Hervey Bay and the supporting infrastructure required to meet these needs. The subsequent Hervey Bay Esplanade Tourist Precinct Master Plan identified that the preferred site for investment in youth facilities is in Pialba.

Wide Bay Health Service Strategic Plan 2015 – 19 identifies a need to encourage greater focus on health promotion and early intervention to address the growing burden of chronic disease. The provision of outdoor recreation spaces and infrastructure will assist to promote healthy active lifestyles. Fraser Coast Regional Council's Operational Plan

The Pialba Detailed Master Plan (Hervey Bay Esplanade Tourist Precinct Master Plan) addresses this project site to maximise community benefit and enhance visitor experiences. It builds upon the success of existing site elements.

While the provision of this infrastructure will improve access to recreational facilities for the local community, it also builds on the draw for tourists visiting the region.

Economic benefit is gained by expanding tourism product appealing to families who form a significant portion of domestic drive market. Fraser Coast Destination Tourism Plan 2015 - 2020 identifies our key market as regional visitors from within 400 km, and highlights the need for investment in expanded tourism product including developing Hervey Bay Foreshore.

This project builds on existing infrastructure that is family friendly and provides opportunity for extending stays in the existing visitor market, attracting new visitors and increasing expenditure in the region.

The project includes upgrades to Seafront Oval which is Hervey Bay's premier open event space. This expands

Fraser Coast Regional Council's Economic Development Strategy and Implementation Plan – 2015 details the opportunities and actions to expand tourist product, including the development of infrastructure for tourist nodes and events along the Esplanade in Hervey Bay. It highlights the importance of promoting the family friendliness of the Fraser Coast. This project provides infrastructure to meet all three of these targets.

Benefits that investment in this new and expanded infrastructure provides include:

- Creation of 6 new jobs and sustaining 12 jobs in the construction phase of the project. Post construction, it is estimated that Fraser Coast Regional Council would require one additional employee to ensure maintenance of the facility within its Asset Management Plan.
- Estimated rise in output of \$4.46m in the Fraser Coast Regional Council economy
- Supporting lifestyle attraction by catering for the needs of young people;
- Developing and promoting a healthy lifestyle;
- Developing the athletic skills of residents;
- Providing low-cost recreation opportunities;
- Supporting Event development by enabling the attraction of Skateboarding competitions and events to the Fraser Coast;
- Supporting year-round tourism by building tourist product on the Fraser Coast; and
- Providing an enhanced Event space for current and future events.

Project Management

Project Delivery

The project will be delivered through Council's Development and Community Directorate. Council's Manager Strategic Economic Projects will work with other internal staff and consultants to manage the project.

Key Personnel

Full Name	Title
Tracey Genrich	Fraser Coast Regional Council - Manager Priority Projects
Ian Munro	Fraser Coast Regional Council – Executive Manager Capital Delivery
Craig Bottcher	Fraser Coast Regional Council – Manager Design
Rob Searle	Fraser Coast Regional Council – Senior Recreational Services Officer
Melissa Dower	Fraser Coast Regional Council – Principal Officer Community Development
Contractors	To be determined

Risk Management

This Risk Management Plan describes the specific risk management techniques and standards to be applied and the responsibilities for effectively managing the risk associated with the Planning and Investigation Stages, Construction Stage and ongoing life cycle of the project.

Risk Management Procedure and Activities

Identify Risks	All risks will be entered into the Risk Log as they are identified. Risks can be raised by any stakeholder associated with the project by formally notifying the Project Manager. Each risk has a unique identifier and description. The risk effect is then identified. The risk effect identifies the impact that the risk would have on the project objectives should the risk materialise.
Assessment of Risks	By using the risk methodology outlined below, the risks associated with this project are rated.
Methodology	The project was reviewed for risk factors. The general risks have been identified and the likelihood of these risks eventuating will be rated 3 (high), 2 (moderate) or 1 (low). The 3 impacts of each risk on the project was then be rated 3 (high), 2 (moderate) or 1 (low). By adding the impact of the risk with the likelihood of the risk occurring, a rating of the risk level has been made and consequences determined.
Assessed Risk Level / Risk Rating	1 = Low; 2 = Moderate; 3 = High Utilising the risk rating, appropriate responses have been developed to ensure identified risks are managed i.e. remove or reduce threats and maximise opportunities. Construction phase risks will be continually monitored by the Project Management Team, through the Project Manager, until construction is complete.
Risk Response	The results of the risk identification and assessment will determine the risk response planning of the project. The primary goal is to prepare specific management responses to the set of risks, ideally to remove or reduce the threats and maximise opportunities. Attention to this activity will ensure that the project is able to manage any potential risks that may affect the completion of the project.
Implement Responses	Risk responses will be closely managed to ensure the planned responses are actioned, their effectiveness monitored and corrective action taken where responses do not match expectations.
Communication	The state of the project risks will be continuously communicated to appropriate parties both internal and external to the project.
Tools and Techniques	A risk log will be maintained using current Council risk management tool. The project management team will oversee all aspects of the construction project including the status of the risks. Council's Asset Management Team will continue to oversee the risks related to the life of the project on completion of construction.

Risk Register

Id	Description	Impact	Likelihood	Grade	Change	Mitigation Actions	Responsibility
1	Project does not meet identified timeline	High	Medium	B	C	<ul style="list-style-type: none"> • Ensure that any key project stakeholders are consulted in the early planning phases of the project. • That the project is monitored on a regular basis and the project plan is adjusted accordingly • All contingencies are allowed for in the project timelines 	Project Manager
2	Funds are insufficient to meet the project budget	High	Medium	B	C	<ul style="list-style-type: none"> • Review design and amend where possible without compromising project outcomes • Ensure that contractors are fully informed of project scope, particularly in relation to the skatepark Design & Construct tender component. • Continually monitor project budget throughout all stages to identify any issues as early as possible 	Project Manager, Project Working Group and Superintendent
3	Compliance of project with relevant laws/ policies and industry standards	Medium	Medium	C	D	<ul style="list-style-type: none"> • Ensure all consultants and contractors are suitably qualified and have experience in this particular field/discipline • Ensure design is compliant with relevant laws/ policies and industry standards • Monitor contractor performance during construction phase in accordance with the contract 	Project Manager
4	Detailed Design Delay	Medium	Low	D	D	<ul style="list-style-type: none"> • Project scoping in relation to inclusions and timeframes against funding guidelines has been well researched; • Ensure all officers (including internal and external consultants) are well informed of the requirements for funding • Ensure design meetings are held regularly and timeframes are driven 	Project Manager
5	Capability to deliver project within construction timeframes	Medium	Medium	C	D	<ul style="list-style-type: none"> • Ensure liquidated damages clauses within contract. • Ensure construction contingency for inclement weather adequate. • Ensure contractors are well qualified and resourced during assessment of tenders. 	Project Manager, Superintendent

Key to Risk Rating Symbols used:-

Rating for likelihood and Seriousness for each risk			
L	Rated as Low	E	Rated as Extreme (Used for Seriousness Only)
M	Rated as Medium	NA	Not Assessed
H	Rated as High		

Grade: Combined effect of Likelihood/Seriousness					
		Seriousness			
		Low	Medium	High	Extreme
Likelihood	Low	N	D	C	A
	Medium	D	C	B	A
	High	C	B	A	A

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Project Costs

The project costs for this project have been determined by robust cost estimation by Council's Infrastructure Services staff with a total project cost of \$2,634,942 million excluding GST.

A full breakdown of this overall cost is attached to this Project Plan.

Skate Park	\$970,241
Seafront Oval Enhancements	\$688,914
Carparking	\$975,787
TOTAL	\$2,634,942

Financial Contributors

Council's original approval to submit a funding application to the federal government's Building Better Regions Fund. Total project cost and Council's contribution was resolved at the Council's Ordinary Council Meeting held on 18/1/2017.

As this application was unsuccessful, Council subsequently resolved to put forward this project to the Local Government Grants and Subsidies Program for support at the Council's Ordinary Meeting held on 27/9/2017.

Category	Funding contributor	Contribution description	Amount (ex GST)	Funding status	Funding status details
Local Government	Fraser Coast Regional Council	Capital Contribution	\$1,317,471	Confirmed	Confirmed via Council Resolution dated 18/1/2017 Lodgement confirmed via Council Resolution dated 27/9/2017 Prioritisation of projects was undertaken at Executive Management Team meeting dated 28/9/17.
Total contributions			\$1,317,471		

Cost Management

This project would be cost managed through Council's existing financial management system. Each project is given a unique Capital Works Budget number and the project funds are allocated to that unique number.

Procurement procedures and processes will be in accordance with Council's Purchasing Policy and the Local Government Act 2009.

The Project Coordinator will be responsible for regular assessment of project cost reconciliations and these are reported monthly through the Council's Executive and Councillors.

Contract variations will be controlled through the appropriate contract terms and conditions.

Regulatory Requirements

This project will require the preparation and lodgement of an Operational Works Development application due to its coastal situation. There may also be building applications required for the proposed small shade structures.

Asset Management

Once constructed this project will be managed through Council's existing Infrastructure Asset Management Plan. Council's Asset Management portfolio will be amended to reflect this addition to the existing terminal building. This Management Plan is administered by Council's Infrastructure Services area.

A copy of Council's Infrastructure Asset Management Plan is attached which generally guides the future maintenance and replacement regime for all infrastructure type assets.

Council's Operational Plan 2017-18 outlines that asset management should optimise whole of life value to the community.

Fraser Coast Regional Council	
OUTCOME:	1.3 Service Provision
ACTION	DEPARTMENT
STRATEGY:	1.3.1 Council services are accessible, equitable and clearly explained.
STRATEGY:	1.3.2 Services and assets are managed in an efficient and cost effective manner optimising the whole of life value to the community.
maintenance/operating costs of assets. Implement Business Enhancement Plan for Caravan Parks. Manage value for money. utilisation and life cycle of the facilities. supporting the organisational requirements. improved. Optimise Fraser Coast Regional Council's asset management capability. Implement prioritised recommendations within the delivery and project management external review report.	Design Corporate Business Corporate Business Corporate Business Information Services Information Services Information Services Office of the CEO

Project Tasks/Milestones

Project Component	Project Task	Start Date	End Date	Estimated Expenditure
Skatepark & Carparking Components	DA Approvals Process	1 February, 2018	31 May, 2018	\$15,000
Skatepark	Design & Construct Tender Process	1 June, 2018	31 July, 2018	Nil
	Manufacture of Components	1 August, 2018	30 November, 2018	Nil
	Construction of Skatepark	1 December, 2018	28 February, 2019	\$600,000
	Pathways,	1 March, 2019	30 April, 2019	88,574
	Landscaping & Park Structures	1 March, 2019	30 April, 2019	427,581
Seafont Oval Enhancements	Improvements to Basketball Court	1 February, 2018	30 April, 2018	10,000
	Stage Enhancements	1 February, 2018	30 June, 2018	533,000
Carparking	Detail Design	1 November, 2017	31 January, 2018	42,168
	Construction Tender	1 February, 2018	31 March, 2018	Nil
	Construction	1 April, 2018	31 August, 2018	750,890
	Supervision & Contingency	1 April, 2018	31 August, 2018	167,729

Cost Benefit Analysis

Attached to this Project Plan is a cost benefit analysis that provides an economic evaluation of all the costs and benefits associated with **Pialba Youth Precinct**.

Risk Management Plan – Pialba Youth Precinct Project

This Risk Management Plan describes the specific risk management techniques and standards to be applied and the responsibilities for effectively managing the risk associated with the Planning and Investigation Stages, Construction Stage and ongoing life cycle of the project.

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	High	C	B	A	A

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pialba esplanade precinct detailed master plan

for **Fraser Regional Coast Council** June 2016

contents

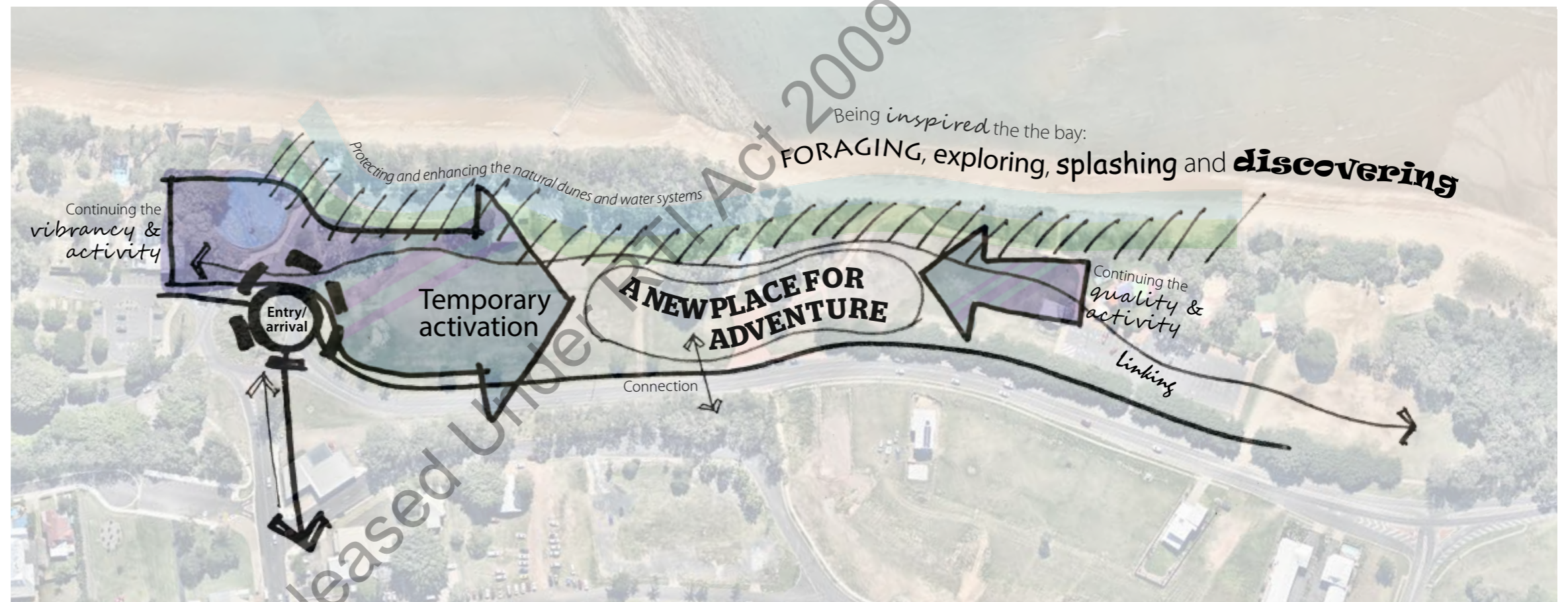
Pialba Esplanade Vision	3
Principles	4
Masterplan Diagram	5
Site Analysis	6
Opportunities and Constraints	7
Overall Masterplan	8
Masterplan Analysis	10
Masterplan Staging	12
Palettes	12
Colour Palettes	12
Furniture	13
Wayfinding Signage	14
Structures	16
Planting	17
Lighting	18
Art	18
Detailed Areas	19
Key	19
01 Adventure Park	22
02 Central Parking	30
03 Hillyard Street Connection	31
04 Skate Park	32

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pialba esplanade **vision**

The Pialba Esplanade is the first precinct of the Hervey Bay Esplanade to be designed further in detail, following Council's adoption of the Hervey Bay Esplanade Tourist Precinct Master Plan (October 2015).

Wetside Waterpark has injected colour, fun and excitement into the Pialba foreshore and this can act as a catalyst for activating the wider precinct, attracting tourists and locals. Similarly, the attractiveness and quality of design of the All Abilities Playground can also act as a key activation focus for the precinct. In order to capitalise on these successful facilities it is proposed to establish a new "place for adventure" between these locations. This new "place for adventure" will be inspired by the bay and the activities that it is known for: foraging, exploring, splashing and discovering.



principles

Principles from Hervey Bay Esplanade Master Plan Report

New Principle

Become a CBD gateway

A bold foreshore presence for the emerging CBD to become a desirable location and memorable place for those seeking adventure – locals and tourists alike.

landmark, iconic features and strong internal linkages and connections



- Draw attention to the park with unique structure/s to tie in all of the park elements;
- Create multi-functional facilities and spaces – use for events, toilet/changing facilities, BBQ, tables.

Hold boutique seaside events

Accommodating boutique events, particularly those that rely on or benefit from a seaside presence. Examples include triathlons, youth adventure races, relay for life, circus/traveling shows.

accommodating activation & events



- Providing the right infrastructure in the right place to accommodate current and future event and activation use;
- Considerations of access, power, water, lighting etc. for events.

Provide City-wide Adventure

A place where people can come from far and wide to enjoy a vibrant collection of well connected and regionally significant adventure play areas.

playful elements



- Play is not confined to the one space;
- Elements of play for all ages, such as hammocks and swings.

Be a place for Youth

Facilitating the precinct to become a place for youth of all ages to feel excited, exhilarated and challenged.

continuing the vibrancy of wetside



- Wetside is a quality space attracting tourists and locals – the quality and design inspiration needs to flow through the park;
- Major design element of timber and high quality signage to be part of the landscape palette.

Respecting the site

Reflect an appreciation of pialba's cultural, social and environmental heritage, and reveal a sustainable approach.

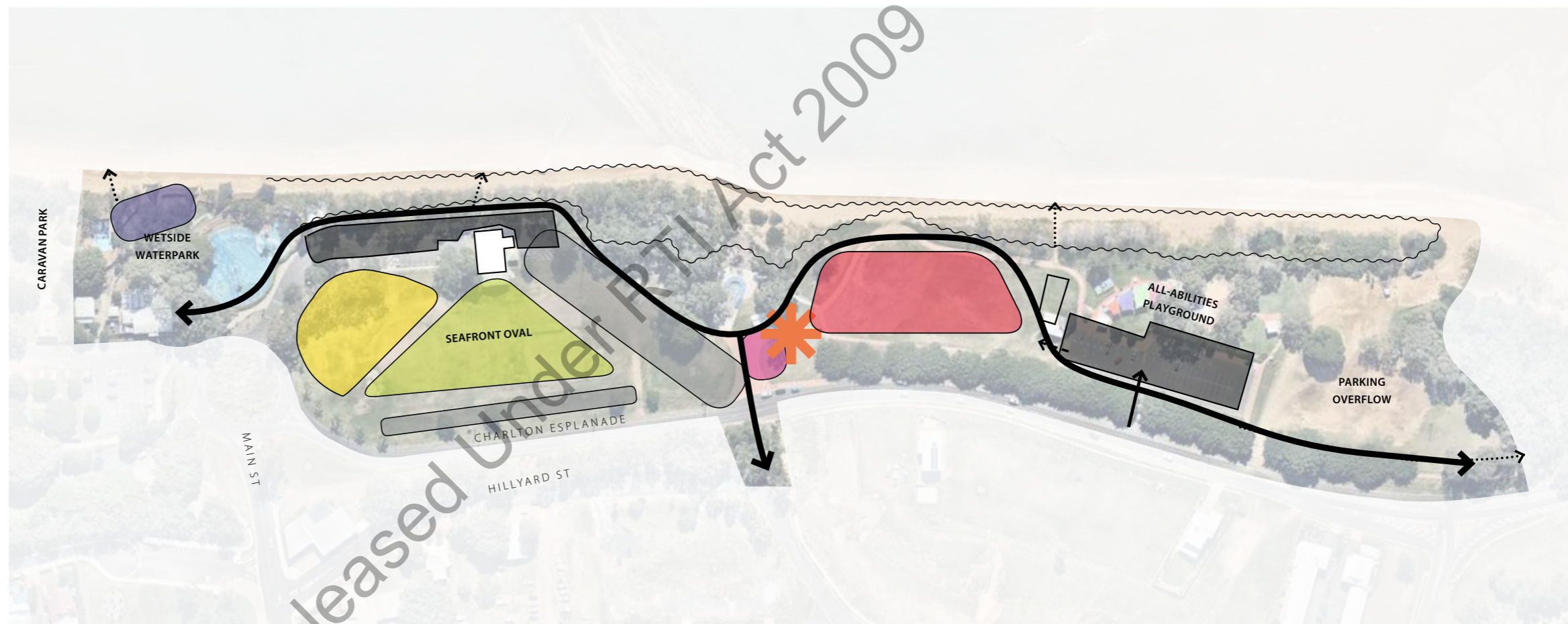
inspiration from the bay



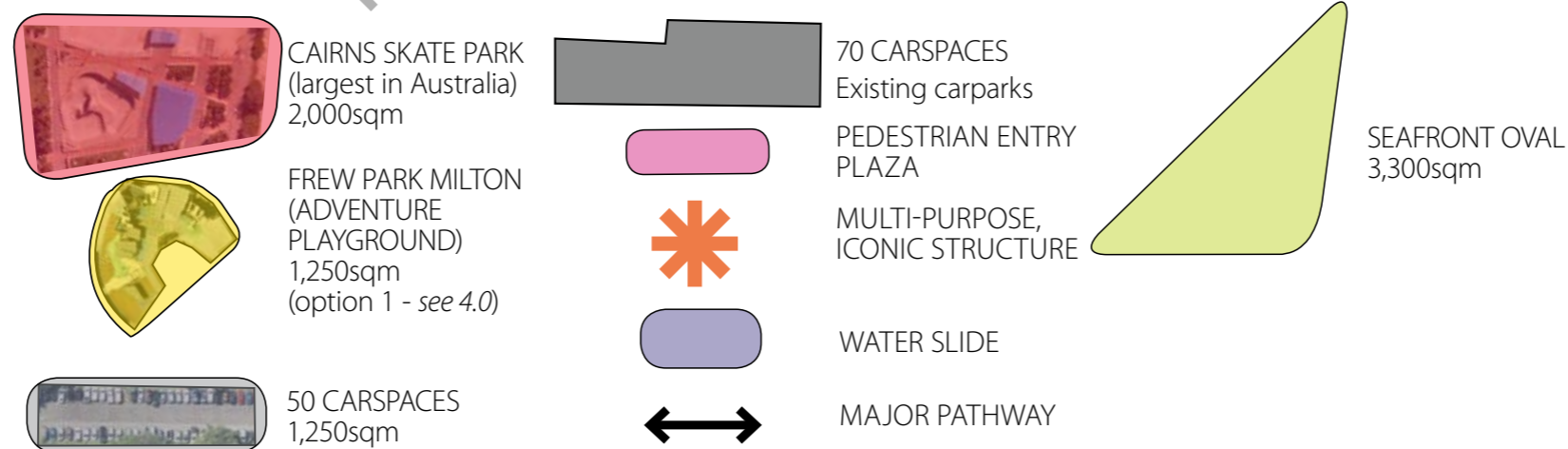
- Encourage foraging, exploring, splashing and discovering;
- Bring an appreciation of the bay into the park by orienting structures, seats and major elements to the bay to capture views and breezes;
- Respect the natural environment by enhancing the dunal edge and creating "Living Waterways";
- Make the park comfortable by providing shade.

master plan diagram

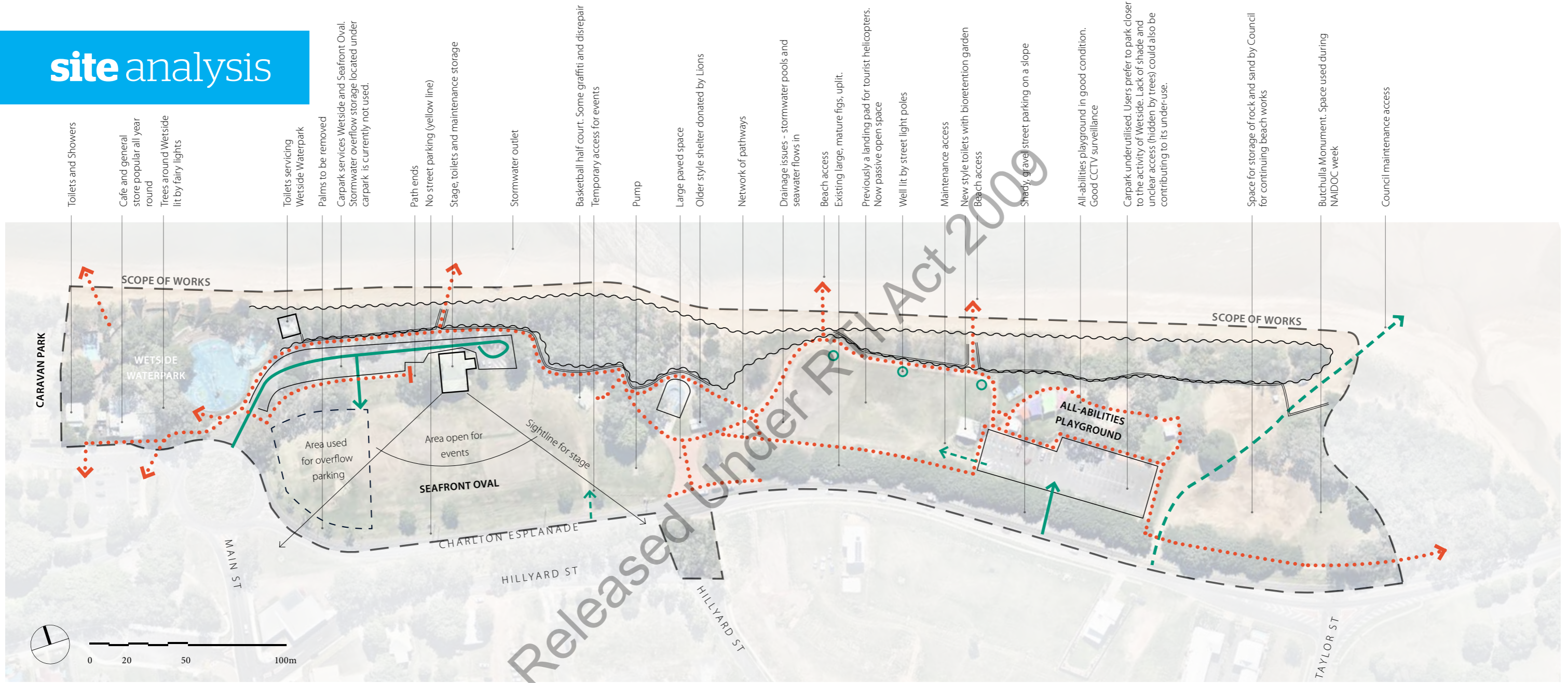
- Adventure park as a sculptural form would be a highly attractive landmark at the entry of the park and esplanade district
- Slide kept as part of wetside – focusing water activity in this area
- Extra carparks added
- Existing carparks retained and linked to new carparks
- Carparks are close to most major park elements
- All-abilities carpark could be extended to service Skate Park
- Skate Park located in a current poor drainage area – raising this land could stop seawater flowing back into the park
- No change to stage orientation
- Connection to Hillyard St and shared zone transitions to a Pedestrian Entry Plaza
- Multi-purpose, iconic structure to be landmark, wayfinding element
- Skate Park could be similar in size to Cairns
- Figs continued along Charlton Esplanade
- Seafront Oval continues to be used for events and activities



legend



site analysis



Large fig trees



Drainage issues affecting open space



Small skate park

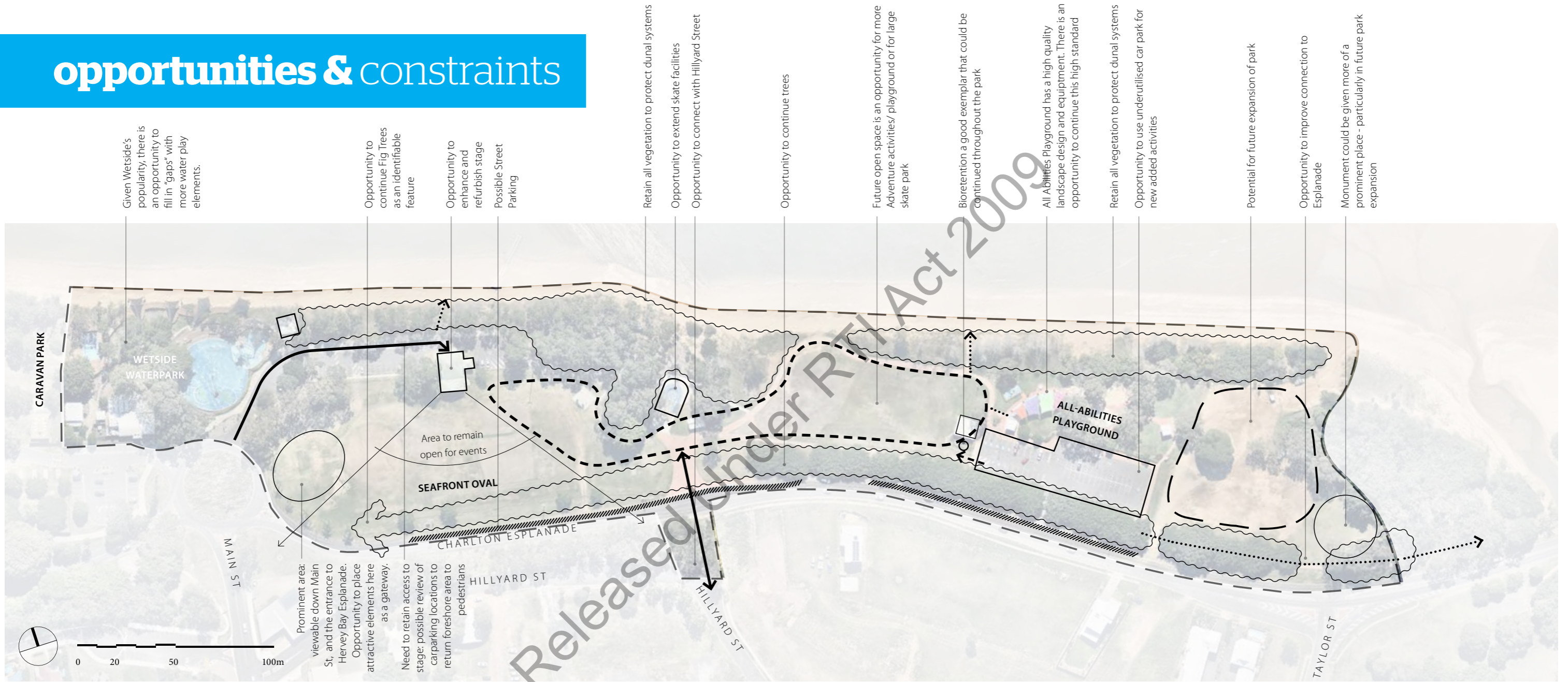


Beach access through protected revegetation areas



Wetside Waterpark

opportunities & constraints



Opportunity to connect to Hillyard Street



Continue and enhance Seafront Oval's use for events



Currently no vegetation and opportunity to connect park with the bay



Opportunity to extend and replace skate park

overall masterplan



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Additional vegetation for dunal rehabilitation

Seating nodes with shade trees

Keep beach access open to Council and Emergency vehicles

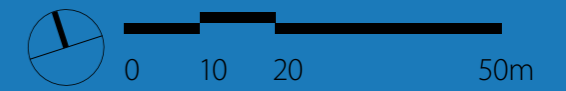


SKATE PARK

ALL ABILITIES PLAYGROUND

OVERFLOW PARKING

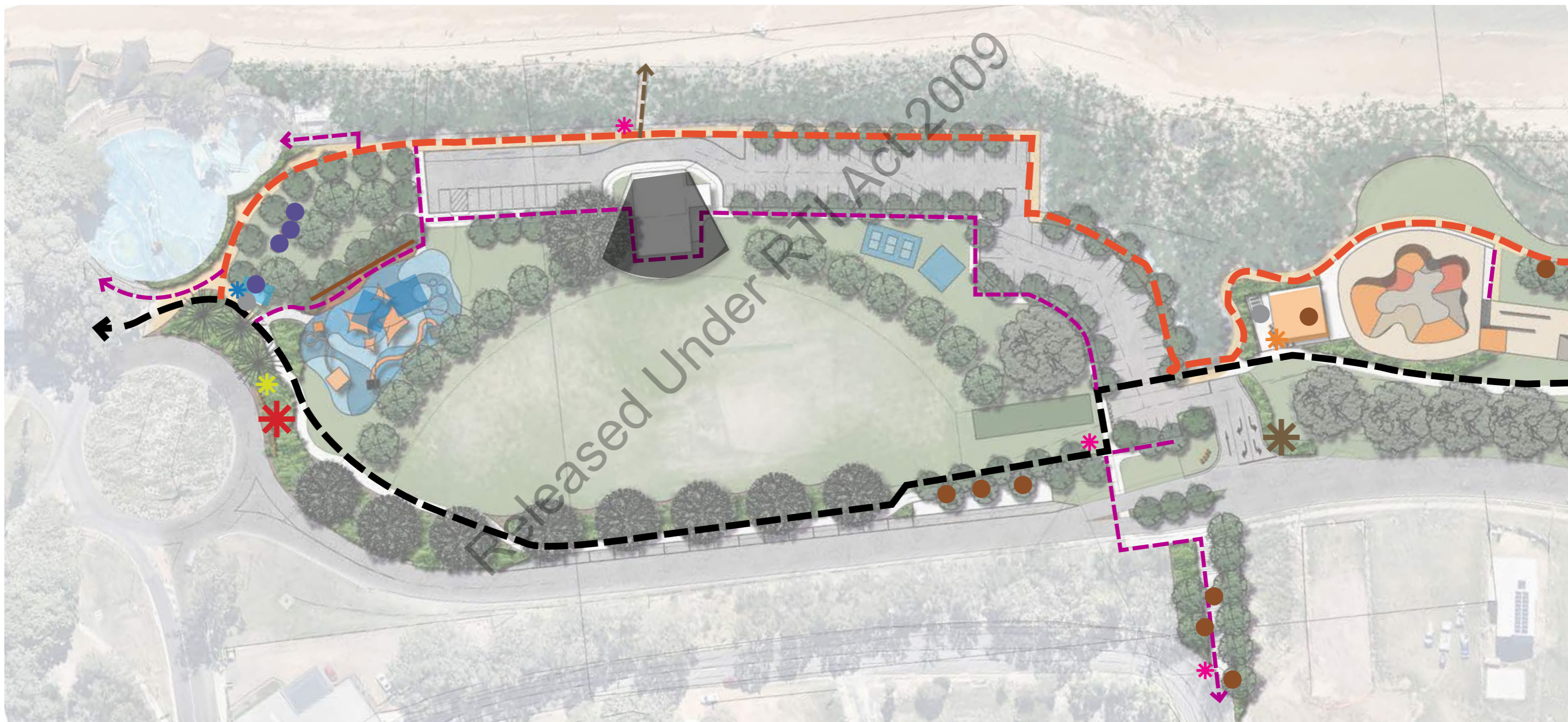
JOIN THE PREVIOUS PAGE



1:1000

Discuss with indigenous stakeholders the possibility of improving the landscape around the monument

masterplan analysis





legend

PATHWAYS

- Major Pathway: Linking path - direct, fast travel and fitness
- Major Pathway: Major path - meandering, views
- Linking paths
- Beach access paths

FURNITURE

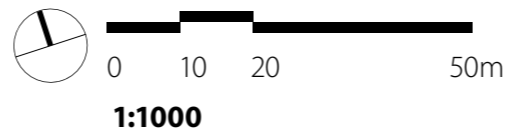
- Bench seats
- Picnic Tables
- Bike racks

WAYFINDING SIGNAGE

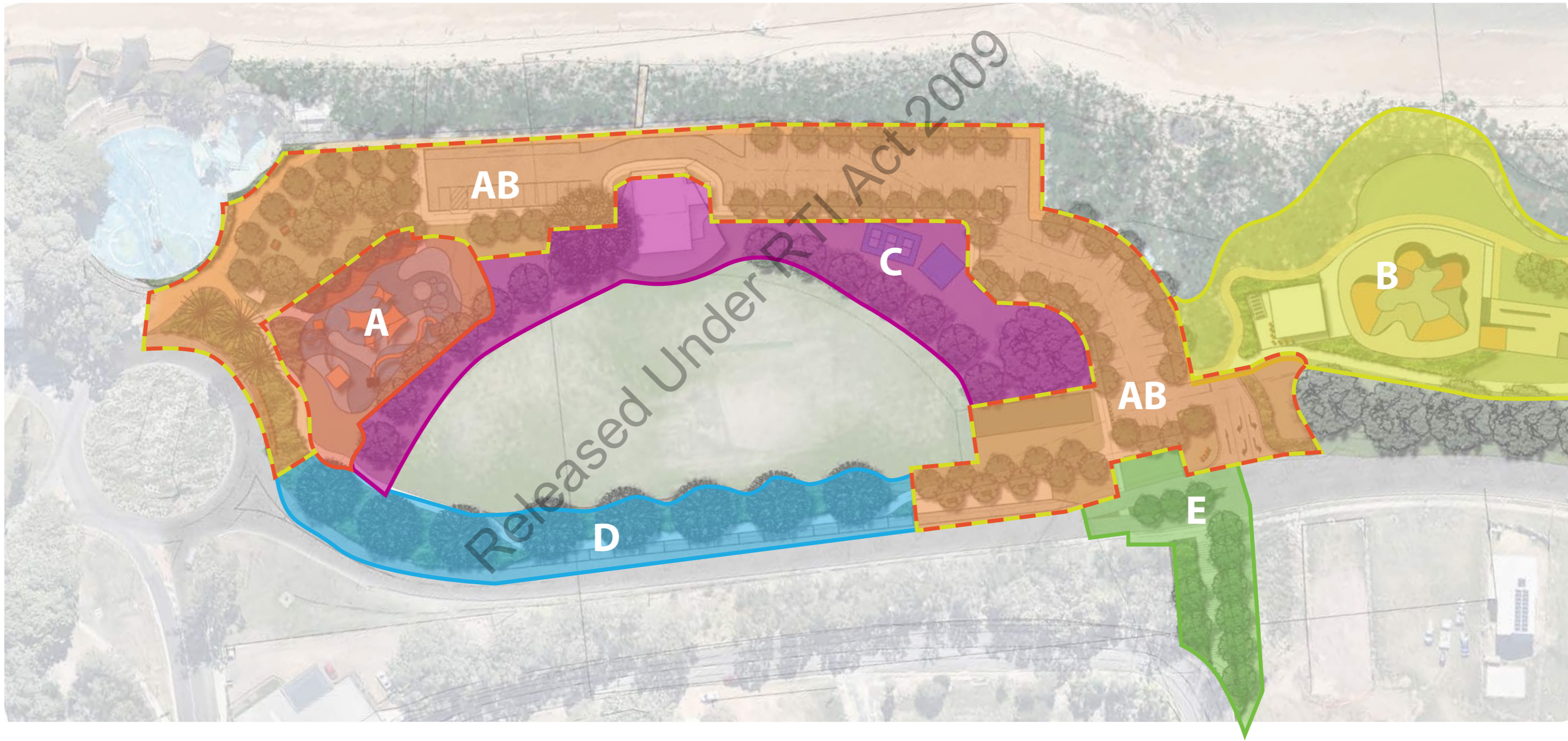
- Major Pialba Sign
- Minor Pialba Sign (for Carpark)
- Tall Adventure Playground (Adventure Side) Sign
- Tall Skate Facility (Skate Side) Sign
- Tall All-Abilities Playground Sign
- Map Sign
- Directional Sign

STRUCTURES

- Major Shelter with elements to be used as a landmark for Wayfinding
- Minor Shelters
- Shade Sails
- Improvements to existing



masterplan staging areas





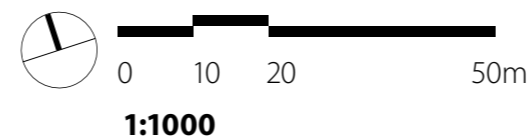
The staging area plan indicates the areas that could be constructed in isolation from one another (with the exception of Area AB).

The stages haven't been assigned a number, because they could be constructed in any order based on the availability of funding and future priorities.

Area AB should be constructed in conjunction with either Area A or Area B. If Area A is constructed first, Area AB should be constructed conjointly with it. Conversely if Area B is constructed first, Area AB should be constructed conjointly with it. This is to ensure that the popular future spaces of Area A and Area B have adequate carparking and bus drop off facilities.

legend

- AREA A**
Playground and surrounding seating, planting, trees, playground signage, shade sails
- AREA AB**
Carpark with maintenance access and bus/coach stop, park entry sign, carpark sign, trees, tables, shelters, pathways
- AREA B**
Skate park, major shelter, seating, trees, planting, swing, improved entry to beach, revegetation, expansion of toilets, pathways
- AREA C**
Stage improvements, oval planting, extra sports activities
- AREA D**
Pathways, trees, planting, street parking
- AREA E**
Stairs, seating, furniture, trees, planting
- AREA F**
To future design



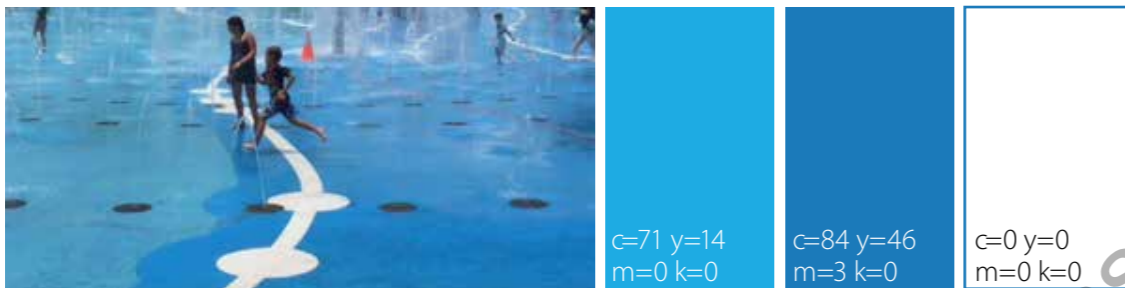
palettes

colour palettes

pialba elements



wetside



bright contrasting colours for new adventure elements (optional)



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palettes

furniture

seats and seats with backs



- Bench seats for spots with views on both sides (eg. park and bay views)
- Most other seats with backs and armrests
- Option of timber or coloured recycled modwood plastic composite timber

palettes

wayfinding signage

major pialba sign



minor pialba sign



inspiration



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palettes

wayfinding signage

tall adventure playground and skate signs



inspiration



map sign



inspiration



directional sign



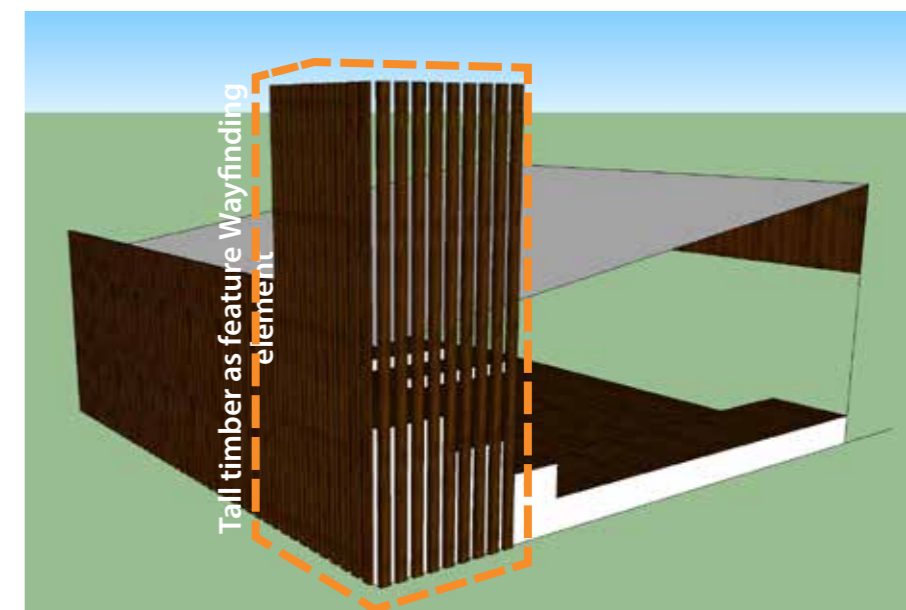
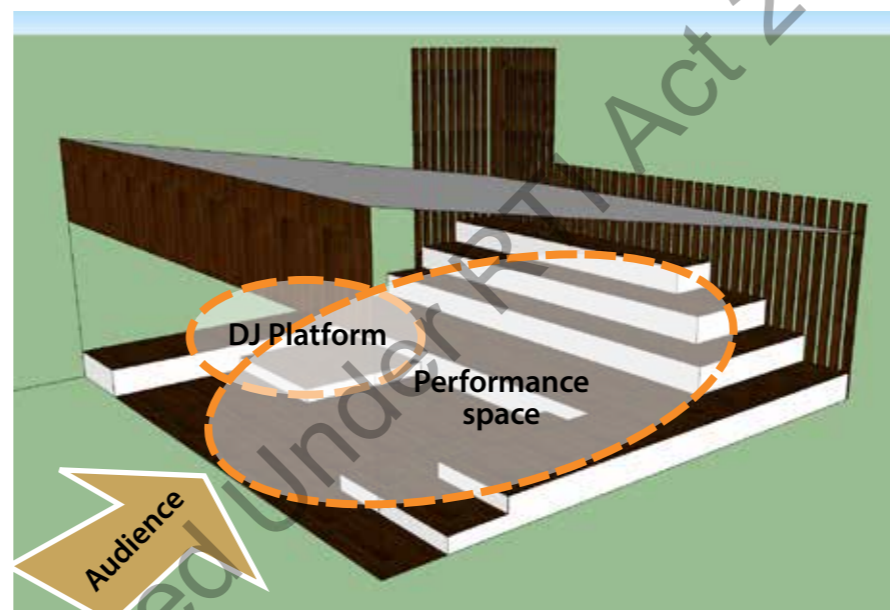
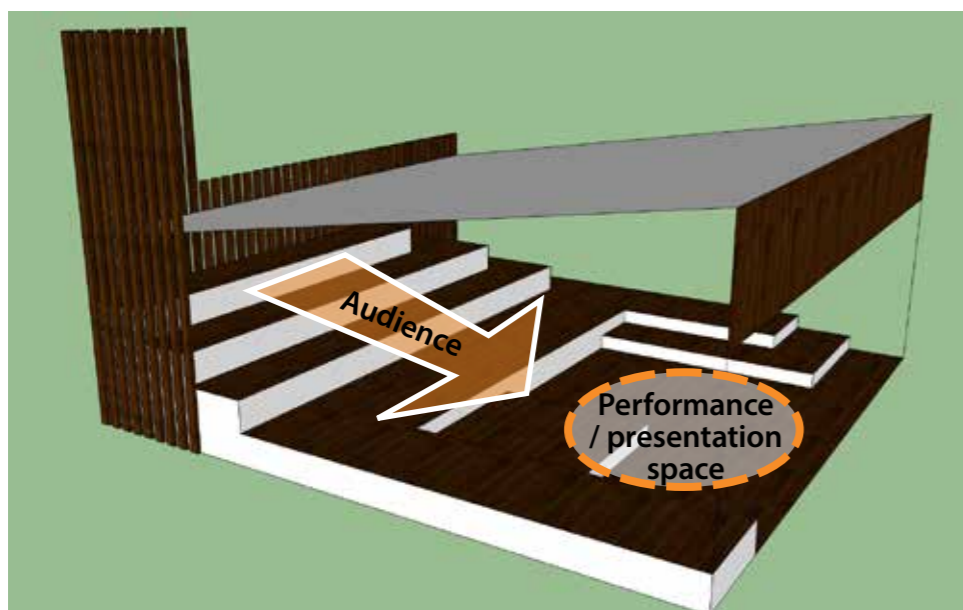
inspiration



palettes

structures

major shelter



- Multifunctional and adaptive - can be a stage, seating, for skate and BMX talks/training, Community and Youth presentation space, personal training space, DJ and more
- Similar form to existing shelters at All-abilities playground
- Power and lighting
- Tall timber element for wayfinding

alternate inspiration



palettes

planting



palettes

lighting



art



detailed areas

key



01 adventure playground

02 central parking

03 hillyard street link

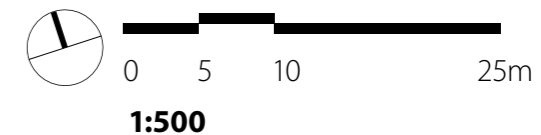
04 skate park

detailed areas

01 adventure park



plan



timber edge seating



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detailed areas

01 adventure park

playground equipment

- Designed to Australian Standards
- All softfall
- Aesthetically pleasing forms, in the prominent location
- Mostly catering to a user group of 10+ years old with an adventurous focus
- Some smaller elements for younger children (but not the focus)
- Containing a tall element to be seen from town as you approach the park - like a "Tower"
- Climbing ropes
- Rock climbing not preferred

TOWER ELEMENT OPTION 1: SKY CABINS



TOWER ELEMENT OPTION 1: SKY CABINS



TOWER ELEMENT OPTION 2



detailed areas

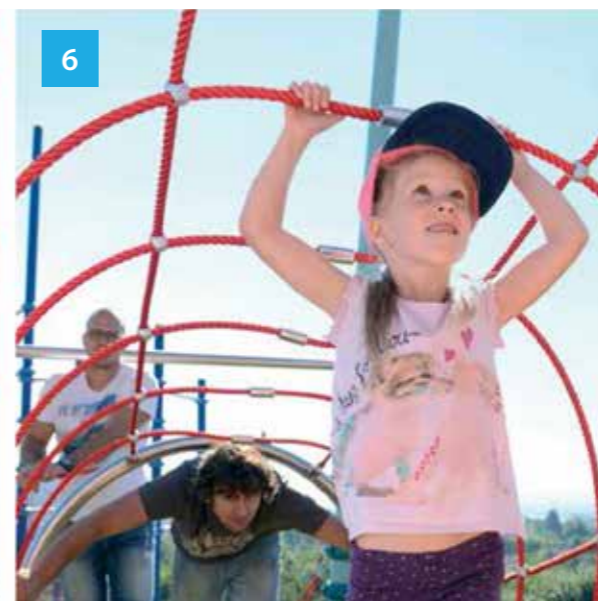
01 adventure park

playground equipment

TOWER ELEMENT OPTION 3



CLIMBING INSPIRATION



CLIMBING INSPIRATION

10



Climbing is made even more fun by integration of an Octa Net into the Playground Area. The Sky Cabin that forms the uppermost point of the Spacenet provides a further point of entry into the bridge system. The strenuous climb is rewarded by a quick journey back down to the ground.

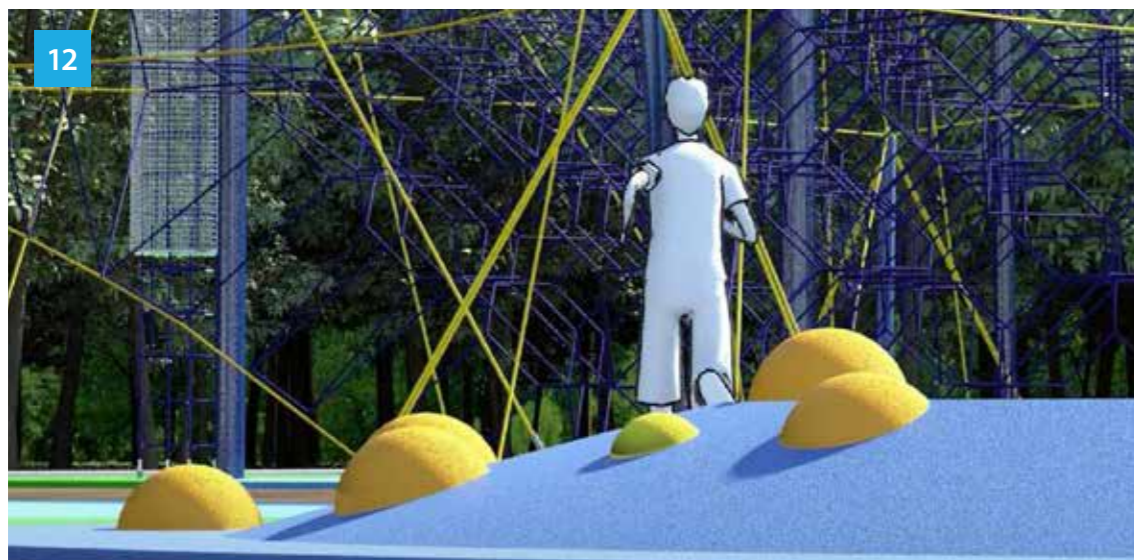
11

detailed areas

01 adventure park

playground equipment

YOUNGER PLAYGROUND ELEMENTS



12



13

PLAYGROUND INSPIRATION



14

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PLAYGROUND INSPIRATION



15

**IMAGERY CREDITS**

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1-2. Urban Play*

3-10. Play Rope

11-15. Urban Play*

* The included imagery, plans and design concepts are the intellectual property of Urban Play in its entirety and must not be used, copied or passed on through any outlet without the consent of Urban Play.

detailed areas

02 central parking

Trees planted every 3 carspaces



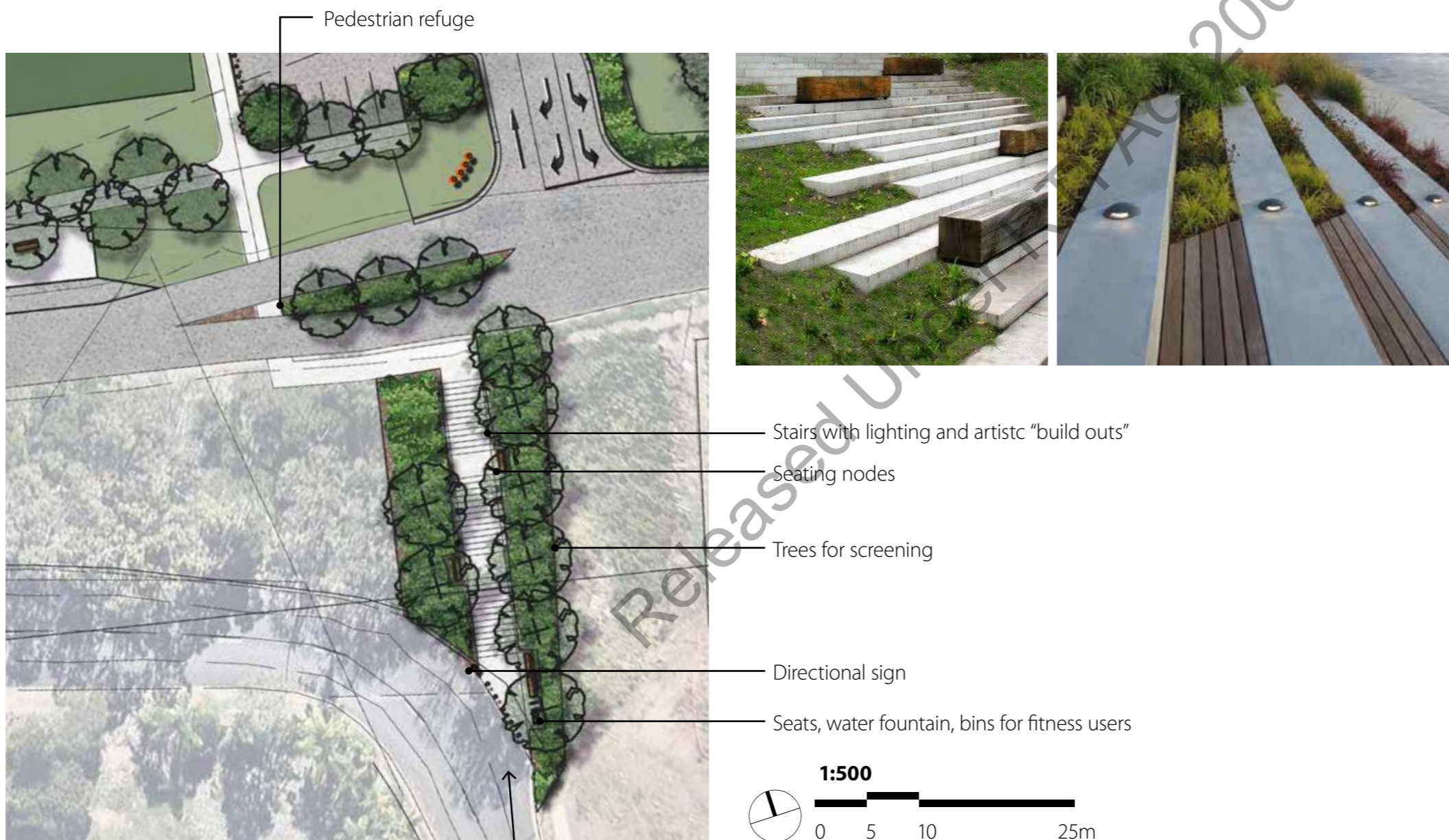
- Ping Pong tables or Parkour Climbing structure
- Restore existing basketball half court
- Trees to define oval edge
- Retention of fig tree
- Reinforced turf for food trucks and maintenance and event vehicle access to Seafront Oval
- Marshalling area to bus stop with seats and shade trees
- Figs with up lighting



plan

detailed areas

03 hillyard street connection



plan

View straight down for safety

detailed areas

04 skate park



Grass area for informal activities

Revegetate with groundcover species to maintain views, but still no access

Seating node. Seats without backs

Improved planted entry with low native species to beach access

Expanded toilet facility

Major shelter with adaptable large steps/ stage

Large skate bowl for general use and exhibition events

Urban linear skate run with a variety of skate elements

Sloped edge of half bowl for less experienced users



plan



elevation b

detailed areas

04 skate park

events and activities



improved planted entry to beach access



shaded paths



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pialba esplanade precinct detailed master plan

for **Fraser Regional Coast Council**

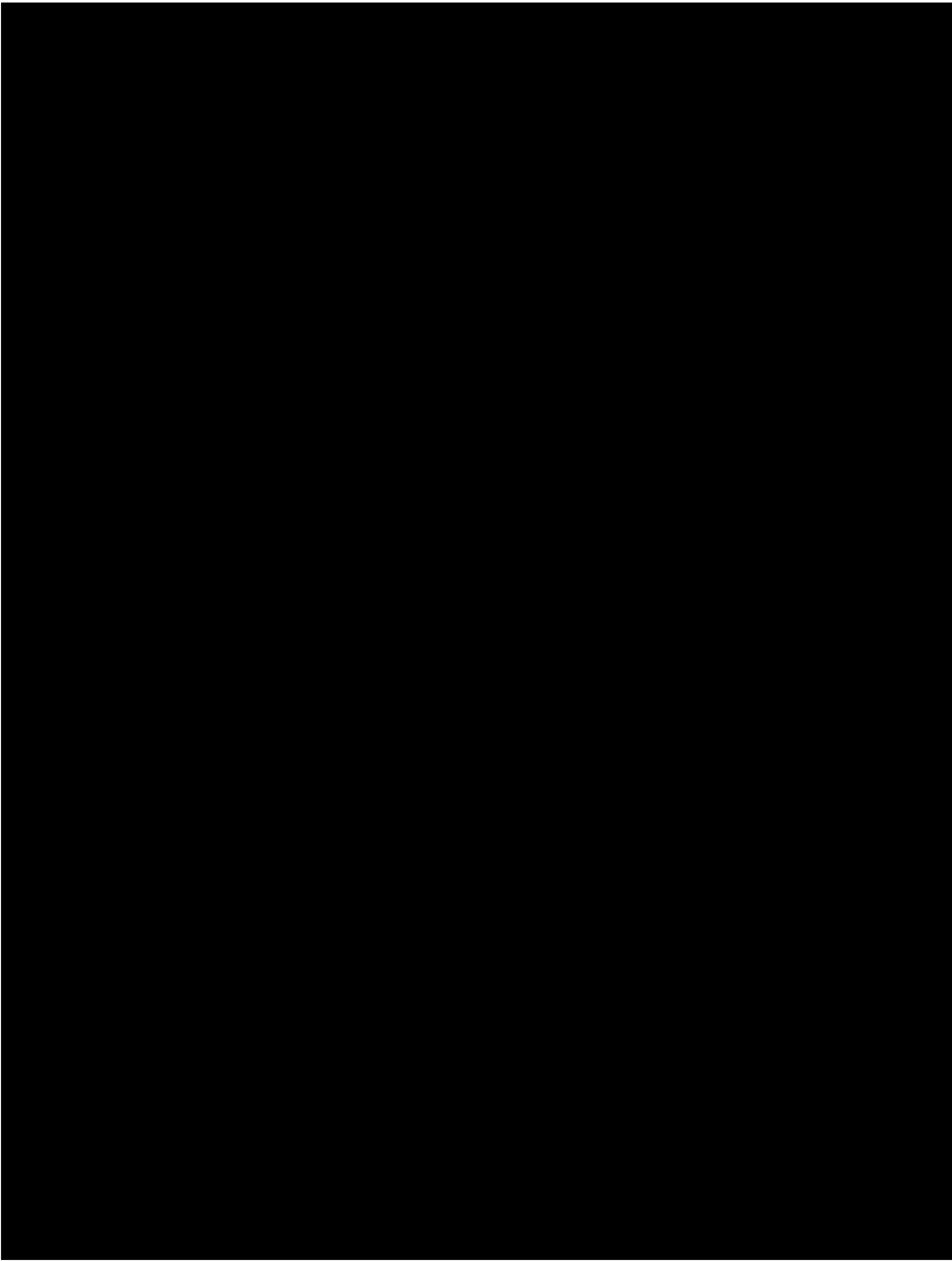
0385
Hervey Bay Esplanade Tourist Precinct Master Plan – Pialba Precinct
Goals & Objectives

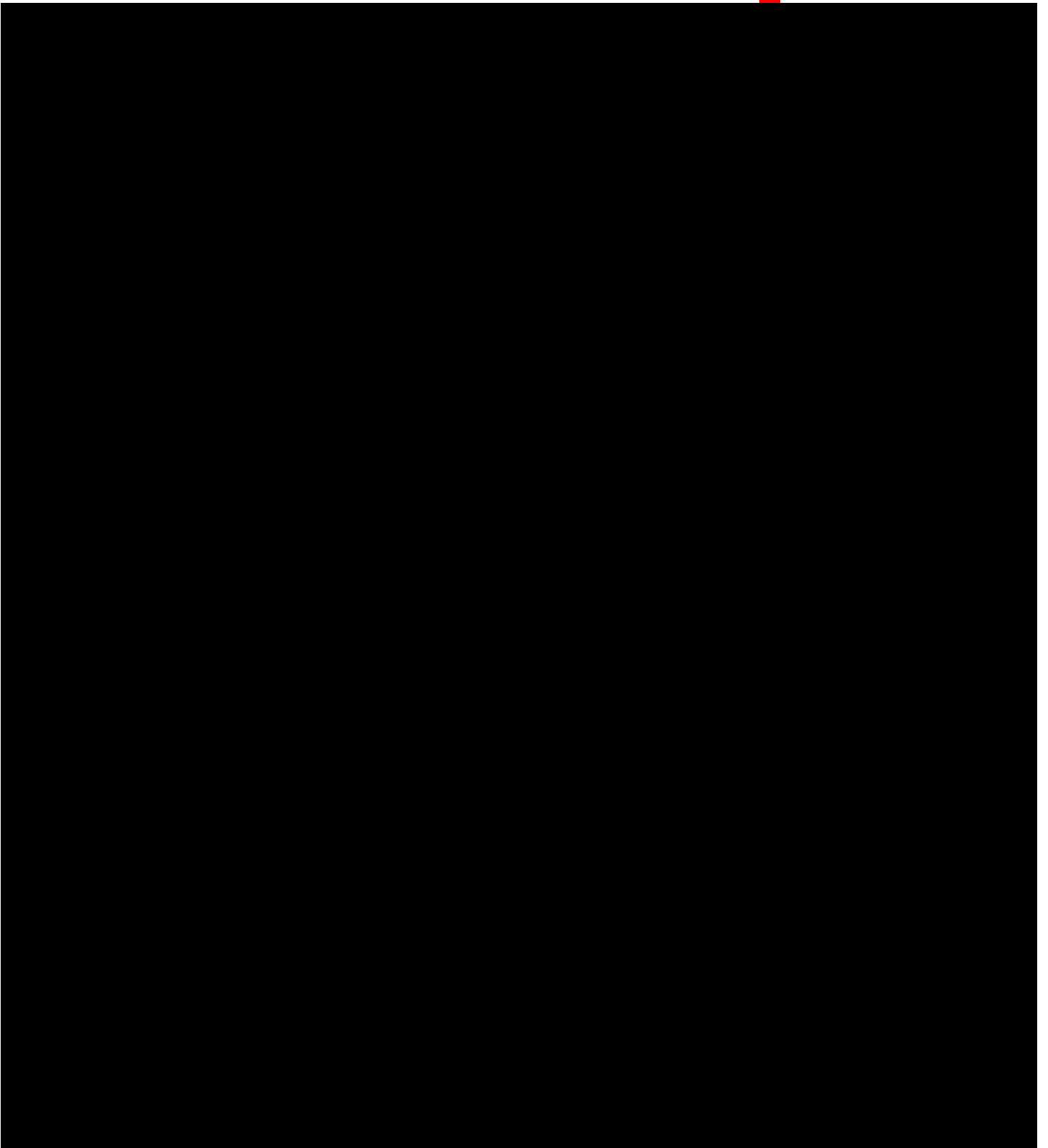
Action/Activity	Sub Actions	Note	Cost Estimate	% Vote	Lead Agency
PHYSICAL IMPROVEMENTS					
1. Enhancements to the stage with improved finishes, colour and lighting	Refurbish and repurpose the stage including large LED movie screen	Allowance	\$700,000	37.6%	
2. Upgrade of the skate park facility to provide a larger State-of-the-art facility similar to that provided in Cairns, Australia		Allowance	\$1,000,000	31.2%	
3. A new youth adventure park with ropes courses, a flying fox and climbing activities		Allowance	\$850,000	43.2%	
4. Enhance the Water Park with a water slide and other attractions		Allowance	\$700,000	44.8%	
5. Rockpool	Prepare a desk top feasibility study for Rockpool along Foreshore.		Within existing resources	40%	
6. Lighting of Popp's Figs	Undertake lighting of Popp's Figs	Allowance	\$35,000	36.%	
Helicopter Pad	Removal of Helicopter Pad from the Precinct however investigate alternative foreshore area for Scenic Flights		Within existing resources		
ACCESS AND PARKING					

Action/Activity	Sub Actions	Note	Cost Estimate	% Vote	Lead Agency
• Status Quo – reduced speed limits	Implement reduced speed limit within the Precinct	Allowance for signs	\$5,000	28.7%	FCRC
7. Road improvements to enhance pedestrian connections	Construct new pedestrian connection on the western approach to the roundabout	No additional funds required works undertaken during preparation of the Plan - \$250,000		39.2%	
8. Provision of overflow parking in peak seasons only and for special events	Utilise this area for informal overflow parking during events and school holiday period.	Rehabilitation allowance	Within existing budget	34.4%	
9. Potential pedestrian access to connect with bus set down area at Seafront Oval	Investigate pedestrian access and connection to Seafront Oval (across the Esplanade) from Hillyard Street.	Allowance for refuge type crossing and stairs	\$300,000	28%	
CONNECTIVITY					
12. Enhance the existing pathway connections, connecting Wetside to the All Abilities Park (via the skate park and adventure park additions) with interpretative signage that incorporates and improves the setting of the existing Butchulla monument	Review existing pathways and upgrade as required		Within existing capital budget allocations and as part of other works	28%	
ENVIRONMENT AND SETTING					
13. Precinct branding drawing on the dark wood, steel and bright colour theming of Wetside, across the whole precinct		Allocation only	\$50,000	23.2%	

Action/Activity	Sub Actions	Note	Cost Estimate	% Vote	Lead Agency
14. Signage for the Seafront Oval, Skate Park and Adventure Park consistent with Wetside	Refer to item above				
15. Tree enhancement and lighting along the Esplanade frontage of Seafront Oval	<ul style="list-style-type: none"> Undertake uplighting of Fig Trees along frontage of Seafront Oval. Replace existing Cocos Palms with suitable species. 	<p>No additional funds required. Lighting undertaken at a cost of \$76,000</p> <p>\$20,000 for Tree Planting</p>	\$20,000	45.6%	
LANDSCAPE MANAGEMENT					
16. Seaviews - These areas are a key focus for passive recreation. Quality vegetation planting and management is designed to facilitate seaviews and to enhance visual amenity and community safety	Review of Foreshore Enhancement Action Plans to reflect this strategy.		Within existing budget		
17. Filtered Seaviews - These areas are designed to predominately retain a semi-natural setting. Within these areas trimming, thinning and crownlifting of trees and weed management will occur to improve filtered seaviews, amenity and passive surveillance	Review of Foreshore Enhancement Action Plans to reflect this strategy.		Within existing budget		
	Contingency Allowance		\$340,000		
	Total		\$4,000,000		

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Item	Task Code	Description	Unit	Qty	Rate	Amount	Provisional
QUALITY CONTROL REQUIREMENTS							
QCP1	003	Quality Verification and Control	LS	1	\$ 5,000	\$ 5,000	
GENERAL							
101(b)	009	Supply Digital As Constructed Information	LS	1	\$ 3,000	\$ 3,000	
CONTROL OF TRAFFIC							
201(a)	006	Control of Traffic	LS	1	\$ 15,000	\$ 15,000	
CONTROL OF EROSION AND SEDIMENTATION							
211(a)	007	Temporary Erosion and Sediment Control	LS	1	\$ 5,000	\$ 5,000	
CLEARING AND GRUBBING							
212(a)	008	Clearing and Grubbing	LS	1	\$ 40,000	\$ 40,000	
EARTHWORKS							
213(b)	010	General Earthworks - Cut to Fill	m3	750	\$ 30	\$ 22,500	
213(b)	010	General Earthworks - Cut to Spoil	m3	900	\$ 35	\$ 31,500	
213(c)	010	Remove & Replace Unsuitable Material - with Type 2.5 Material (PROVISIONAL)	m3	270	\$ 100	\$ 27,000	\$ 27,000
213(g)	011	Supply and Placement of Geofabric	m2	3000	\$ 7	\$ 21,000	
DRAINAGE PIPES							
221(a)	012	375mm dia Class 3 RCP	m	35	\$ 300	\$ 10,500	
221(a)	012	450mm dia Class 3 RCP	m	180	\$ 350	\$ 63,000	
DRAINAGE STRUCTURES							
223(c)	017	900 x 900 Field Inlet with Grate and Surround	each	7	\$ 4,000	\$ 28,000	
223(c)	019	Break Into existing Field Inlet & Connect new 450 RCP	each	1	\$ 1,000	\$ 1,000	
OPEN DRAINS INCLUDING KERB & CHANNEL							
224(h)	043	Kerb and Channel - Type A - Barrier Kerb & Channel	m	100	\$ 70	\$ 7,000	
224(h)	043	Kerb and Channel - Type E - Barrier Kerb	m	380	\$ 60	\$ 22,800	
FLEXIBLE PAVEMENTS							
242(a)(i)	030	Supply, Spread and Compact Subbase Course - Type 2.3 (120mm Thick)	m3	360	\$ 100	\$ 36,000	
242(b)	030	Supply, Spread and Compact Base Course - Type 2.1 (120mm Thick)	m3	340	\$ 110	\$ 37,400	
242(g)	030	Preparation of Subgrade	m2	3000	\$ 4	\$ 12,000	
SPRAYED BITUMINOUS SURFACING							
244(b)	035	Supply and Spray Binder - Class 170 Bitumen (Incl. Adhesion Agent) [1.2 l/m2]	litre	3390	\$ 3.11	\$ 10,543	
244(d)	035	Supply, Incorporate and Spray Cutter Oil in Primer, Primerbinder or Binder [3%]	litre	105	\$ 1.19	\$ 125	
244(f)(iii)	035	Supply, Precoat and Apply Aggregate - 10mm Aggregate (Precoated) [130 m2/m3]	m3	22	\$ 248.00	\$ 5,456	
ASPHALTIC CONCRETE							
245(c)(i)	036	Dense Graded Asphalt - Wearing Course (DG10 40mm thick)	m2	2820	\$ 17.05	\$ 48,081	
PAVEMENT MARKING							
261(a)	038	All Line Types	LS	1	\$ 3,000	\$ 3,000	
SIGNPOSTING							
262(m)	047	Supply, Delivery & Erection of Signs	each	5	\$ 250	\$ 1,250	
262(n)	047	Supply, Delivery & Erection of Sign Support Structures	each	5	\$ 150	\$ 750	
MINOR CONCRETE WORKS							
271(b)(i)	050	Footpaths - 100mm reinforced SL62 - Plain Concrete	m2	500	\$ 120	\$ 60,000	
271(b)(ii)	050	Footpaths - 100mm reinforced SL62 - Exposed Aggregate	m2	610	\$ 120	\$ 73,200	
SERVICE CONDUITS							
303(a)	071	Supply and Lay uPVC Electrical Conduit (1 x 40mm Dia Orange HD)	m	400	\$ 65	\$ 26,000	
303(b)	075	Junction Pits (Type 4 Electrical Pit with Lid)	each	10	\$ 500	\$ 5,000	
303(c)	073	Concrete Footing for Streetlighting Columns (2.3m Deep Slip Base)	each	10	\$ 1,600	\$ 16,000	
ROAD LIGHTING							
		Supply & Installation of 10m High Road Light	each	10	\$ 4,000	\$ 40,000	
		Supply of underground road lighting cable, 16mm	m	440	\$ 25	\$ 11,000	
		Supply of underground road lighting cable, 2.5mm	m	160	\$ 20	\$ 3,200	
		Installation of mains connection including mains connection cable	each	1	\$ 3,500	\$ 3,500	
MISCELLANEOUS							
902(a)		Lighting Design	LS	1	\$ 5,000	\$ 5,000	
FCRC TREE POLICY							
		Offset costs for tree removal	each	50	\$ 600	\$ 30,000	
SUB TOTAL						\$ 702,805	\$ 27,000
	001	Service Locations and Soil Tests		1.5%		\$ 10,542	
	009	Survey		1.5%		\$ 10,542	
	002	Design		5.0%		\$ 35,140	
	002	Design Administration		1.0%		\$ 7,028	
	005	Supervision		6.0%		\$ 42,168	
		Contingencies		20.0%		\$ 140,561	
TOTAL PROJECT ESTIMATE						\$ 975,787	

NOTES:

1. The TOTAL PROJECT ESTIMATE includes all overhead costs plus the cost of all Provisional Items. The SUB TOTAL is the cost of works without overhead costs and Provisional Items.

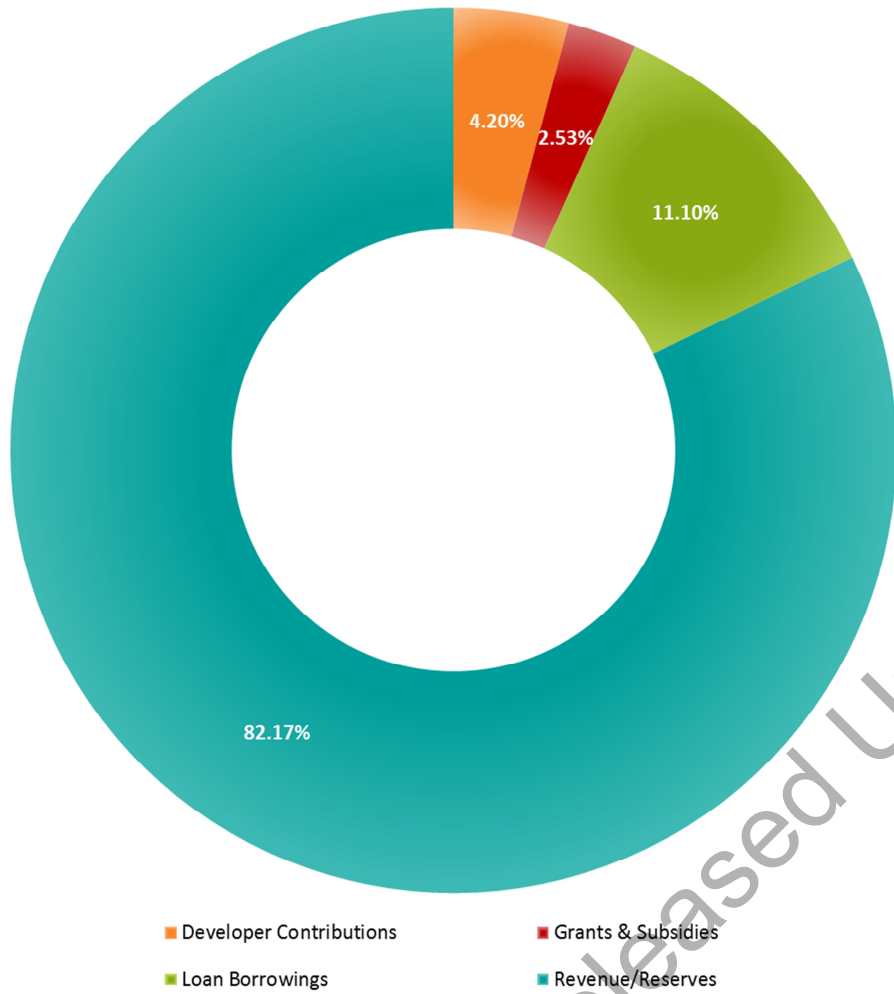
Capital Budget 2017/18



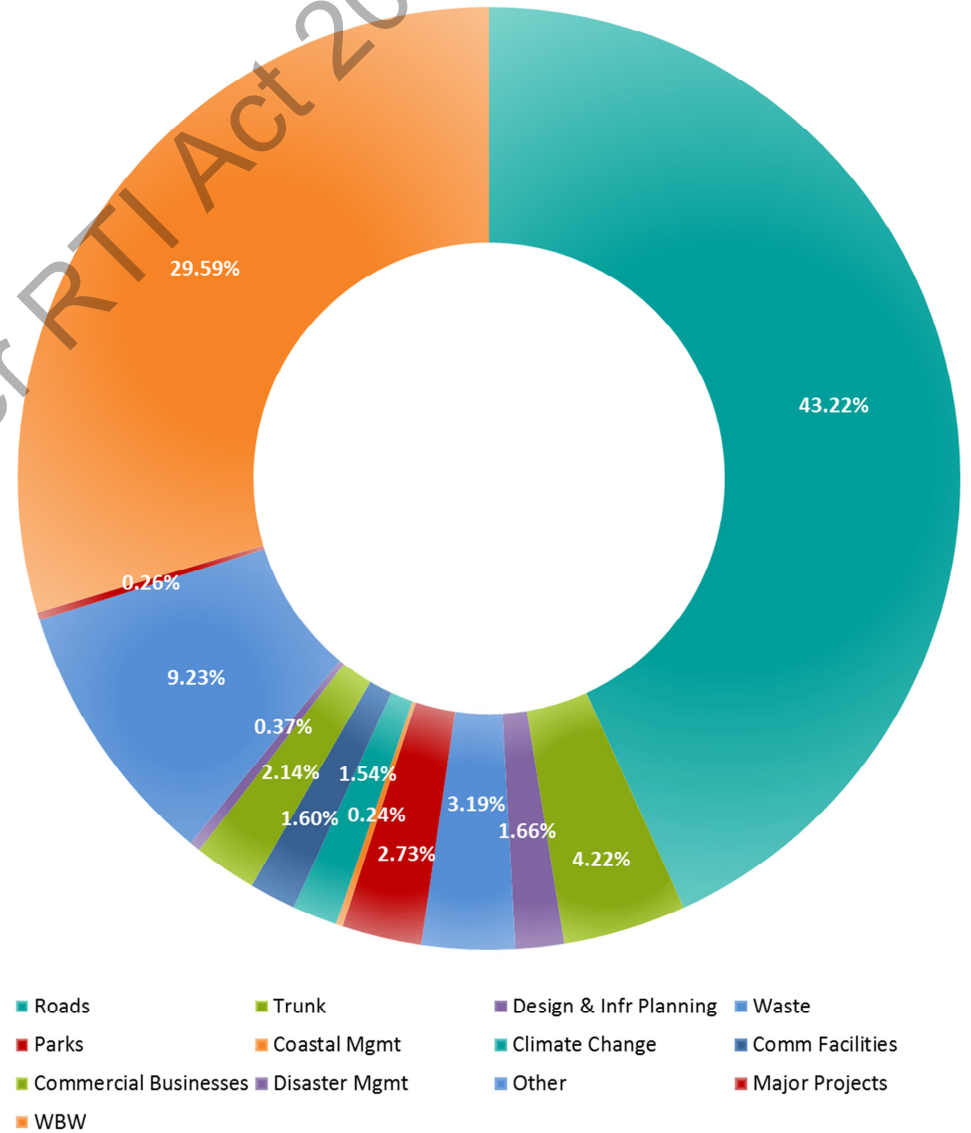
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Average capital funding sources



Capital expenditure by program



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Summary Capital Budget 2017/18 by Capital Program										
Capital Program	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Aquatic Centre	489,500	153,000	122,000	79,000	27,000	267,000	20,000	57,000	101,000	141,000
Cemeteries	225,000	230,000	110,000	70,000	-	120,000	-	60,000	-	110,000
Community & Recreational Facilities	1,000,000	1,000,000	500,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Cultural Services	279,000	214,000	214,000	214,000	214,000	214,000	214,000	214,000	214,000	214,000
Health & Environment	94,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000
Library Services	604,000	576,000	593,500	626,500	601,500	589,500	592,500	606,500	636,500	612,700
Parks - Landscaping & Upgrades	375,500	213,274	418,300	613,200	379,274	335,100	508,100	144,700	118,700	-
Parks - Public Amenities	275,000	160,000	290,000	675,000	135,000	340,000	135,000	135,000	135,000	135,000
Parks - Structures & Facilities	2,760,662	1,229,956	2,265,060	1,905,347	1,932,124	1,777,506	1,740,372	1,296,867	994,145	846,000
Showgrounds	174,000	158,000	92,000	92,000	164,000	114,000	95,000	175,000	115,000	95,000
Strategic Planning	-	-	-	-	230,000	230,000	-	-	-	-
Community & Development	6,276,662	3,969,230	4,639,860	4,460,047	3,867,898	4,172,106	3,489,972	2,874,067	2,499,345	2,338,700
Asset Management	800,000	900,000	1,000,000	1,000,000	1,000,000	1,100,000	1,100,000	1,100,000	1,200,000	1,200,000
Climate Change & Environmental Sustainability	900,000	630,000	2,364,000	-	2,122,000	-	2,177,000	100,000	2,034,500	2,196,000
Coastal Boat Ramps & Carparks	100,000	630,000	-	-	-	-	-	-	-	-
Coastal Jetties, Boardwalks & Piers	300,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Depot Operations	93,000	70,000	150,000	-	-	-	-	-	-	-
Drainage Construction	2,266,785	4,028,720	4,473,720	3,495,720	2,668,720	3,736,079	4,119,671	2,215,287	6,353,346	6,231,493
LGIIP Trunk	2,925,403	2,700,000	4,755,155	6,100,000	3,950,318	2,822,551	2,311,657	3,900,000	3,000,000	2,000,000
Roads - Bridges	80,000	1,100,000	1,415,000	-	750,000	-	800,000	50,000	850,000	-
Roads - Construction & Additional Investment - Northern District	2,715,000	7,780,000	8,715,000	9,625,000	10,300,000	9,175,000	9,351,920	11,450,000	11,390,606	10,200,000
Roads - Construction & Additional Investment - Southern District	1,838,000	5,263,000	5,355,086	4,824,960	5,696,056	4,847,685	5,191,202	5,660,116	5,167,388	6,254,822
Roads - Footpaths & Bikeways	2,255,500	2,762,200	2,485,000	1,750,000	1,832,000	2,127,000	2,032,000	2,250,000	2,136,000	2,450,000
Roads - Kerb & Channel	1,630,000	727,000	1,540,000	1,241,000	1,251,007	1,400,511	785,000	1,055,000	475,000	765,000
Roads - Public Transport & Carparking	340,600	160,600	260,100	476,600	412,400	412,400	419,024	425,846	432,874	432,874
Roads - Resurfacing	5,696,883	7,667,964	9,856,000	8,737,000	9,544,000	12,084,758	12,130,841	12,561,180	10,979,000	11,079,000
Roads - Roads to Recovery	3,220,308	3,000,000	-	-	-	-	-	-	-	-
Roads - TIDS	6,919,661	3,541,028	2,026,202	2,281,164	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Roads - Traffic Facilities	145,000	850,000	545,000	510,000	477,200	230,000	155,000	85,000	10,000	110,000
Infrastructure Services	32,226,140	41,910,512	45,040,263	40,141,444	41,103,701	39,035,984	41,673,315	41,952,429	45,128,714	44,019,189
Major Projects	1,657,472	200,000	300,000	-	-	-	-	-	-	-
Office of CEO	1,657,472	200,000	300,000							
Airport	6,905,000	400,000	100,000	150,000	100,000	1,700,000	100,000	150,000	100,000	150,000
Caravan Parks	1,500,000	850,000	700,000	700,000	600,000	150,000	200,000	250,000	600,000	600,000
Disaster Management (General Fund)	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Disaster Management (Levy)	293,516	287,801	284,886	281,889	278,805	275,637	272,381	269,037	265,603	262,073
Fleet Management	2,825,701	3,024,334	2,338,542	3,265,059	2,852,647	2,217,713	2,566,809	2,452,930	3,227,752	2,960,480
Information Technology	2,788,028	1,161,000	1,401,000	1,636,000	1,656,000	1,301,000	1,501,000	1,156,000	1,521,000	1,441,000
Land Acquisitions	590,000	590,000	590,000	690,000	690,000	690,000	700,000	700,000	700,000	700,000
Organisational Services	54,500	54,500	54,500	54,500	54,500	54,500	54,500	54,500	54,500	54,500
Property Management	939,020	835,600	1,179,000	1,829,550	1,154,200	1,287,750	1,008,000	589,800	1,825,425	961,683
Organisational Services	15,920,765	7,228,235	6,672,928	8,631,998	7,411,152	7,701,600	6,427,690	5,647,267	8,319,280	7,154,736

Summary Capital Budget 2017/18 by Capital Program										
Capital Program	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Admin WBW	1,326,000	774,000	681,000	1,278,000	640,000	714,000	780,000	593,000	1,192,000	655,000
Asset Management	660,000	268,200	220,000	220,000	220,000	220,000	220,000	220,000	220,000	220,000
Effluent Reuse	28,000	86,000	543,000	111,000	8,221,000	7,524,000	1,836,000	1,836,000	1,396,000	6,511,000
Fleet Management	1,199,000	1,150,000	1,150,000	1,150,000	1,150,000	1,150,000	1,150,000	1,150,000	1,150,000	1,150,000
Sewage Collection – Non Trunk	698,000	670,000	600,000	600,000	1,439,000	600,000	717,000	600,000	600,000	600,000
Sewage Collection – Non Trunk (Ongoing)	500,000	550,000	550,000	550,000	550,000	550,000	550,000	550,000	550,000	550,000
Sewage Collection – Trunk	229,000	4,108,000	572,000	1,106,000	11,212,000	-	288,000	1,748,000	3,570,878	2,701,000
Sewage Pumping Stations	2,053,000	2,040,000	595,000	438,000	507,000	450,000	400,000	600,000	675,000	1,596,000
Sewage Treatment Plants	11,081,500	8,305,000	14,250,000	15,092,000	2,692,000	4,030,000	5,185,000	3,940,000	3,323,000	6,867,000
Solid Waste Management	2,952,800	1,238,000	678,750	8,844,500	8,819,000	591,750	373,900	1,244,750	407,000	900,000
Water Collection	61,000	-	-	-	-	-	-	-	-	-
Water Mains – Non Trunk	1,454,000	5,565,000	5,106,000	1,311,000	1,126,000	1,499,000	1,041,000	1,567,000	3,066,000	1,857,913
Water Mains – Non Trunk (Ongoing)	2,710,000	2,225,000	2,165,000	2,165,000	2,165,000	2,165,000	2,165,000	2,165,000	2,165,000	2,165,000
Water Mains – Trunk	2,434,000	685,000	1,610,800	2,850,000	10,000	1,158,000	1,674,000	1,401,000	1,004,000	2,487,000
Water Pumping Stations	2,199,000	518,000	150,000	350,000	1,825,000	250,000	250,000	250,000	350,000	722,000
Water Reservoirs	1,188,000	1,055,000	961,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Water Treatment Plants	1,259,000	350,000	200,000	3,415,659	300,000	300,000	1,300,000	1,300,000	320,000	300,000
Water Treatment - Distribution	325,000	472,000	436,000	-	-	-	-	-	-	-
Wetside	-	-	167,210	-	37,600	-	348,950	167,210	-	-
Wide Bay Water & Waste Services	32,357,300	30,059,200	30,635,760	39,501,159	40,933,600	21,221,750	18,298,850	19,351,960	20,008,878	29,301,913
Grand Total	88,438,339	83,367,177	87,288,811	92,734,648	93,316,351	72,131,440	69,889,827	69,825,723	75,956,217	82,814,538

Directorate: Office of CEO

Major Projects

Fund:

General

Strategic Direction:

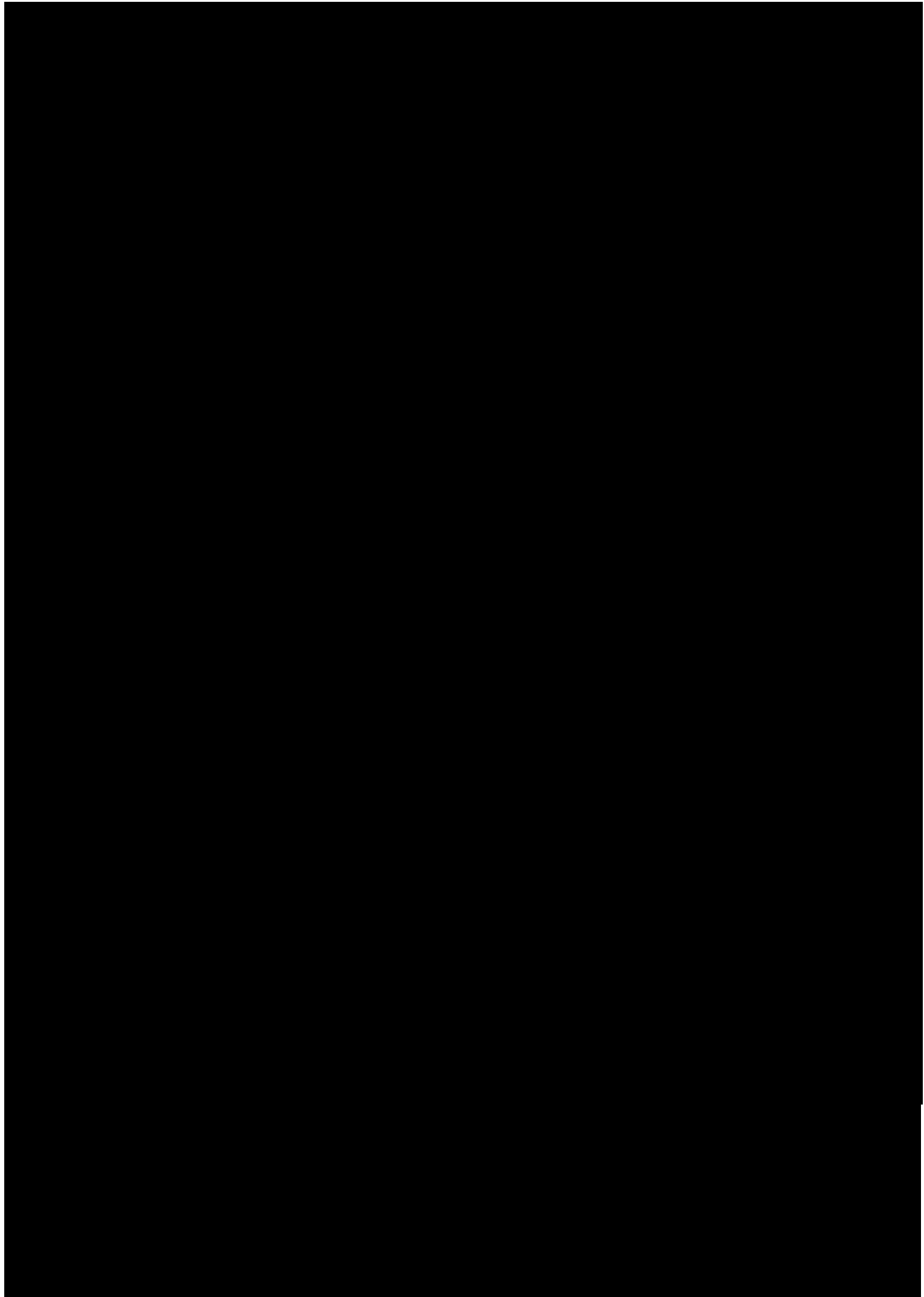
Budget No	Project ID No	Project Description	%Ext.Fund	Estimated Project Value (\$)										
				2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	
0017	9094	Enhancements to Original Maryborough Site Heritage Precincts and Parklands		50,000	150,000	300,000								
0068	9071	Esplanade Precinct - Placemaking & Lighting		50,000	50,000									
0016	9095	Fraser Coast Precinct Event Bunting Project		20,000										
0015	9096	Maryborough CBD Placemaking Project		30,000										
0069	9093	Pialba Youth Precinct		1,317,472										
2477	9073	Portside Cultural Precinct		190,000										
Total \$				1,657,472	200,000	300,000								

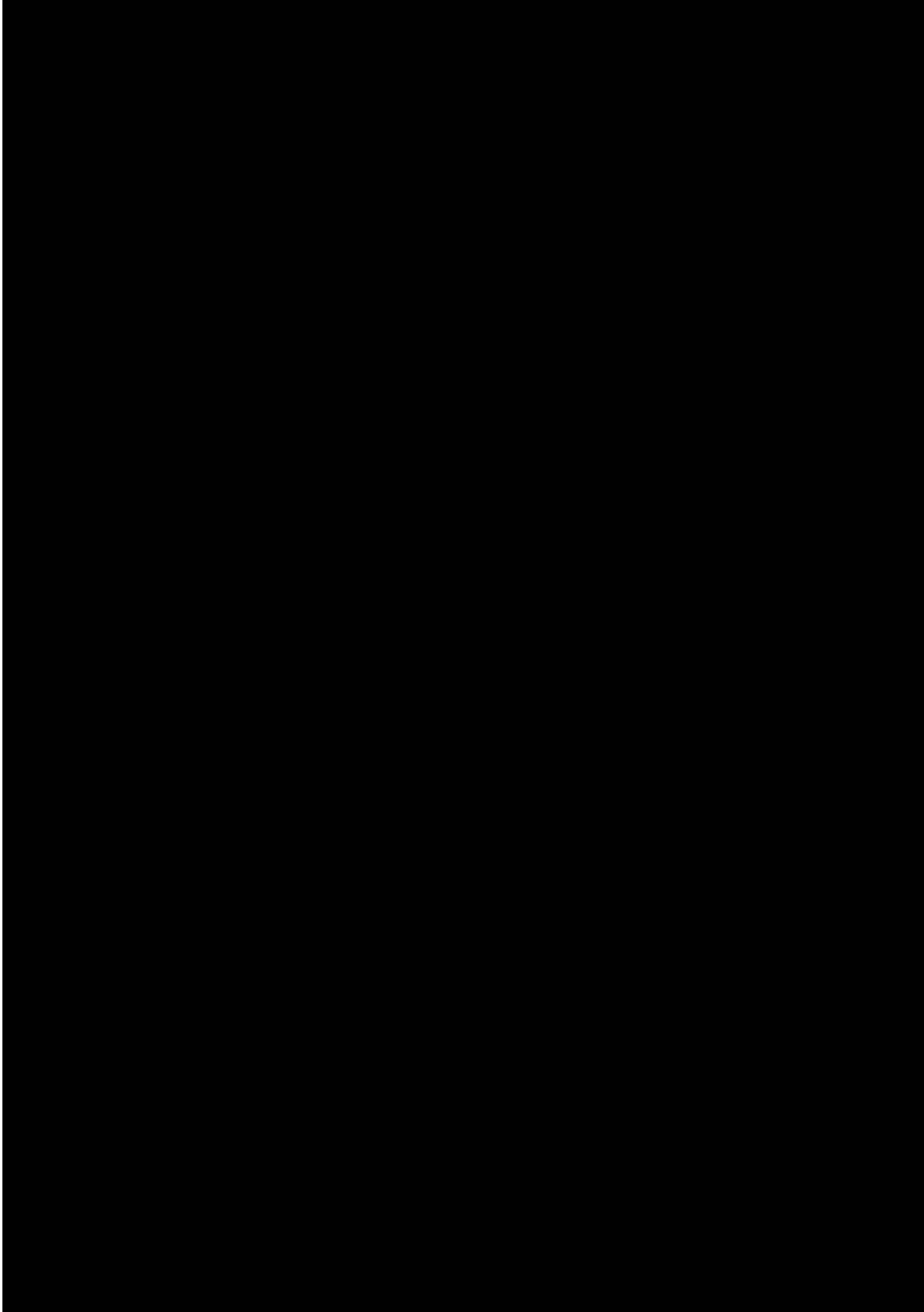
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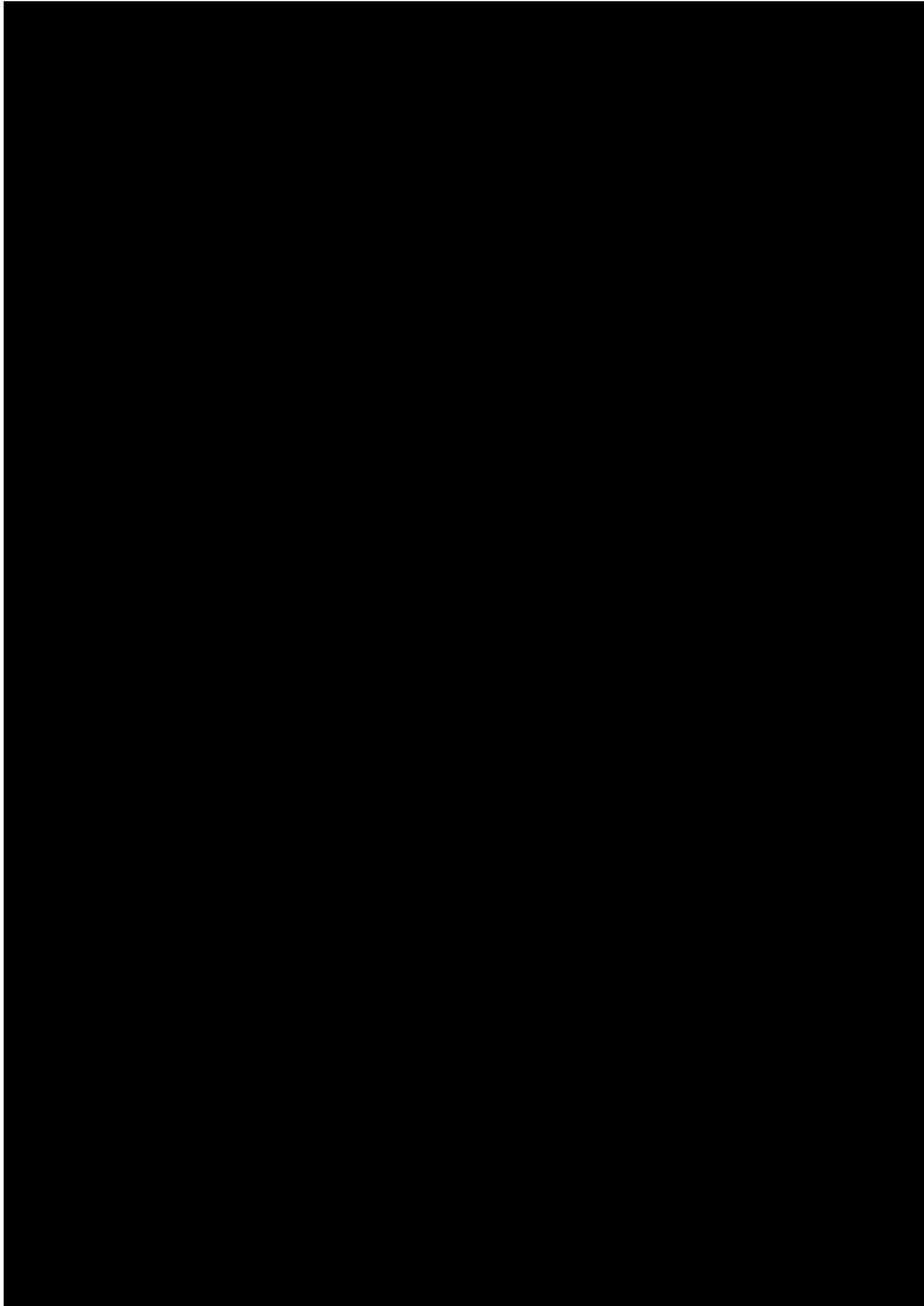
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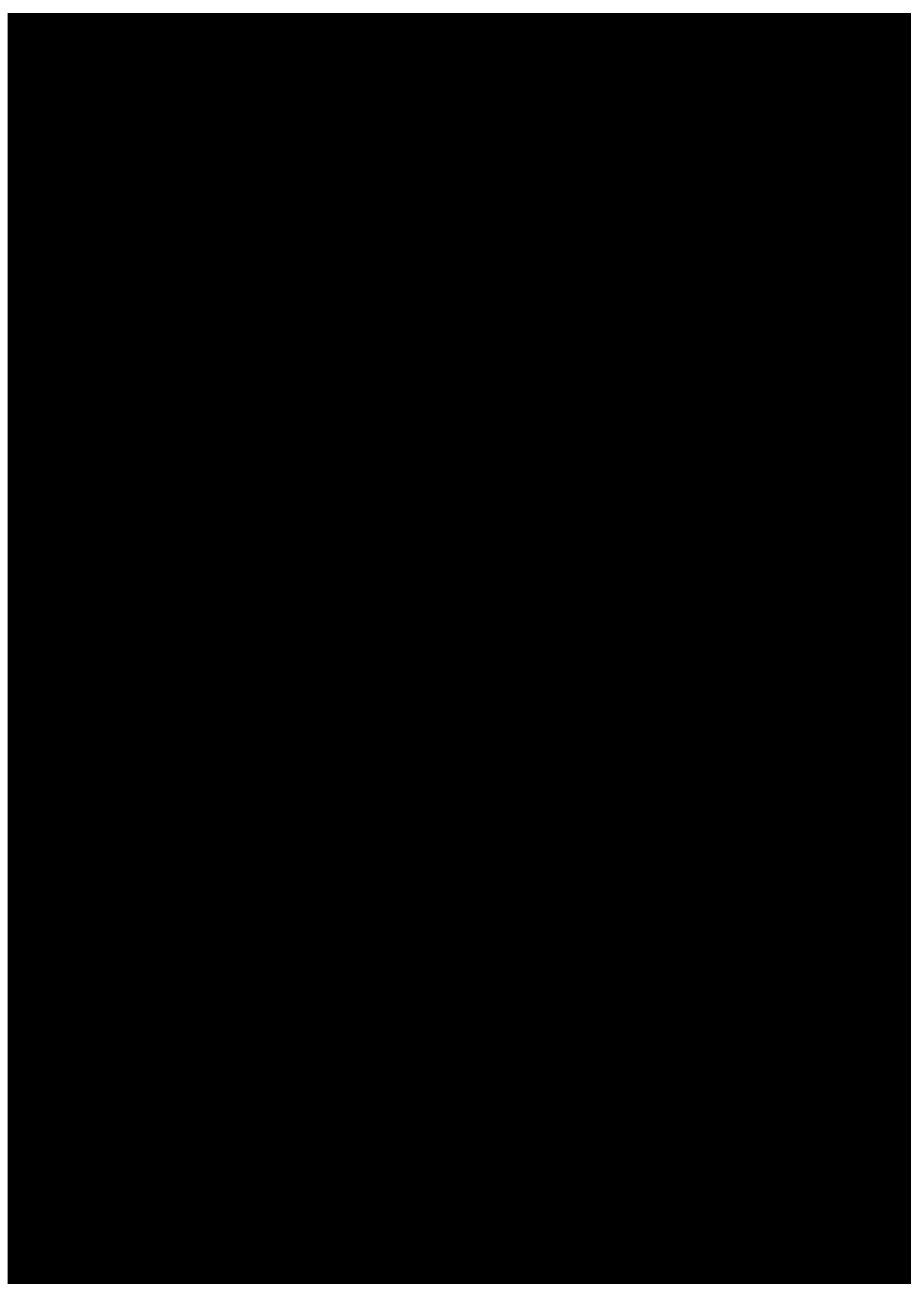
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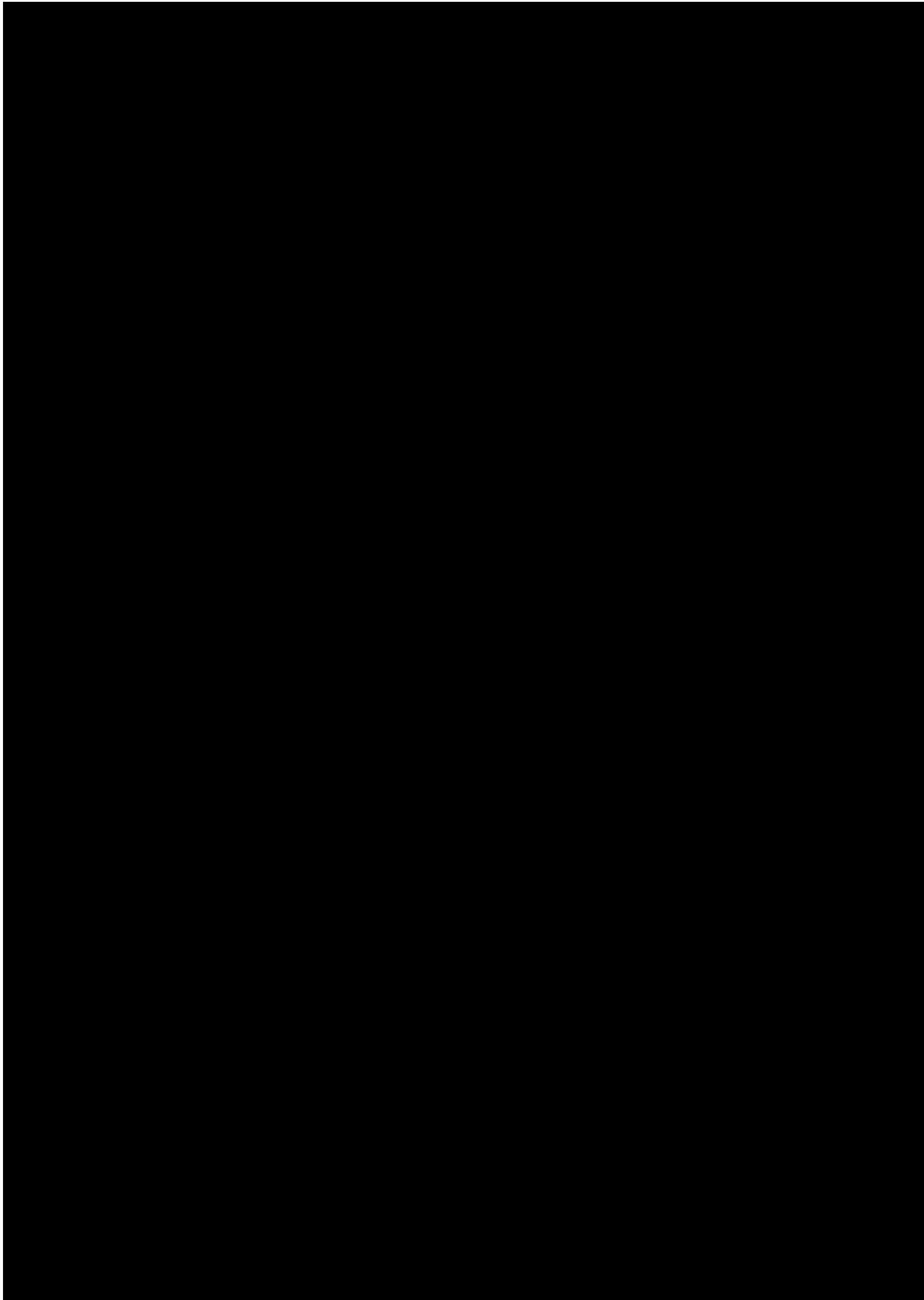




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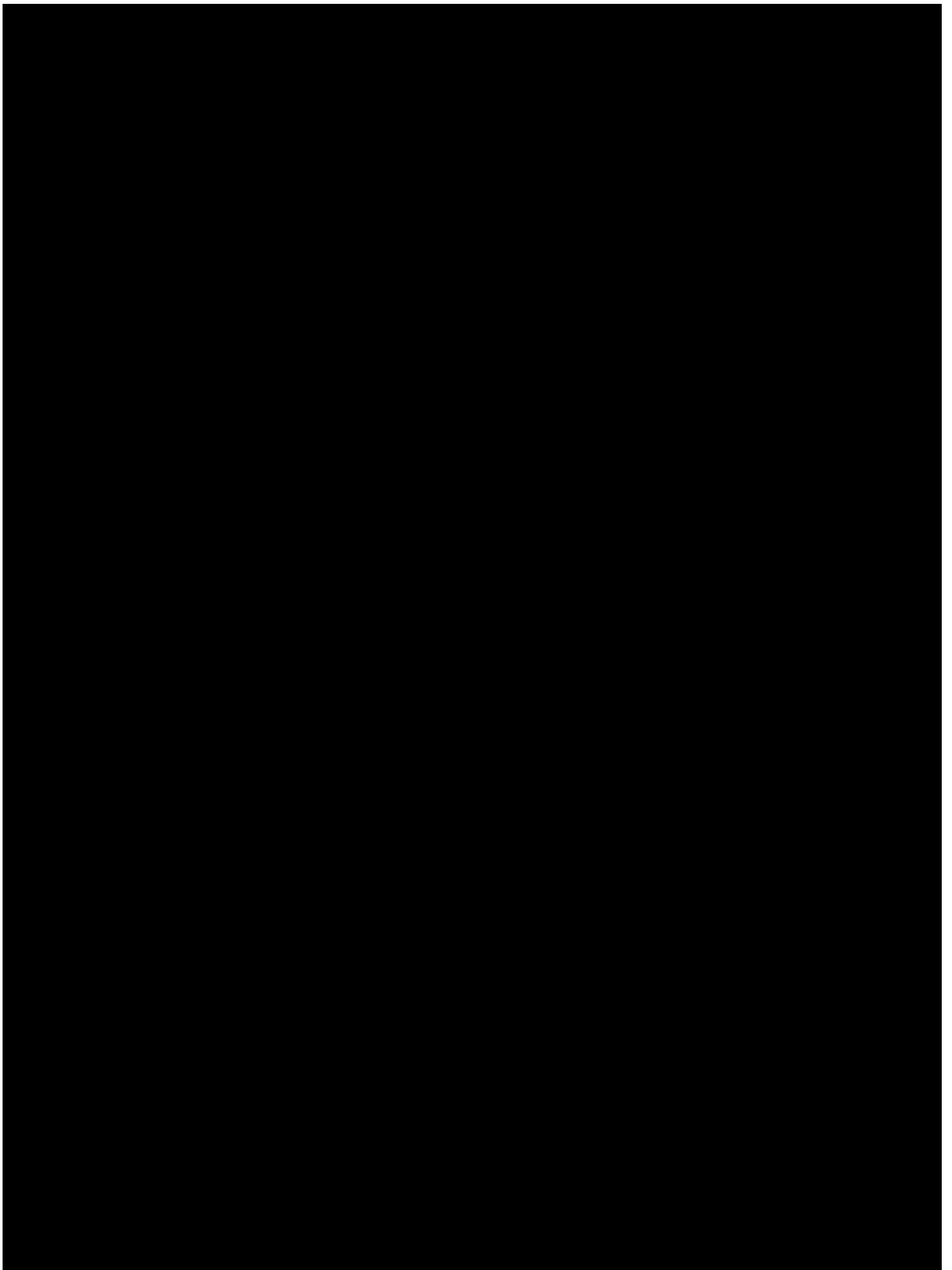
ORD 10.3.9 2017-2019 Local Government Grant and Subsidies Program

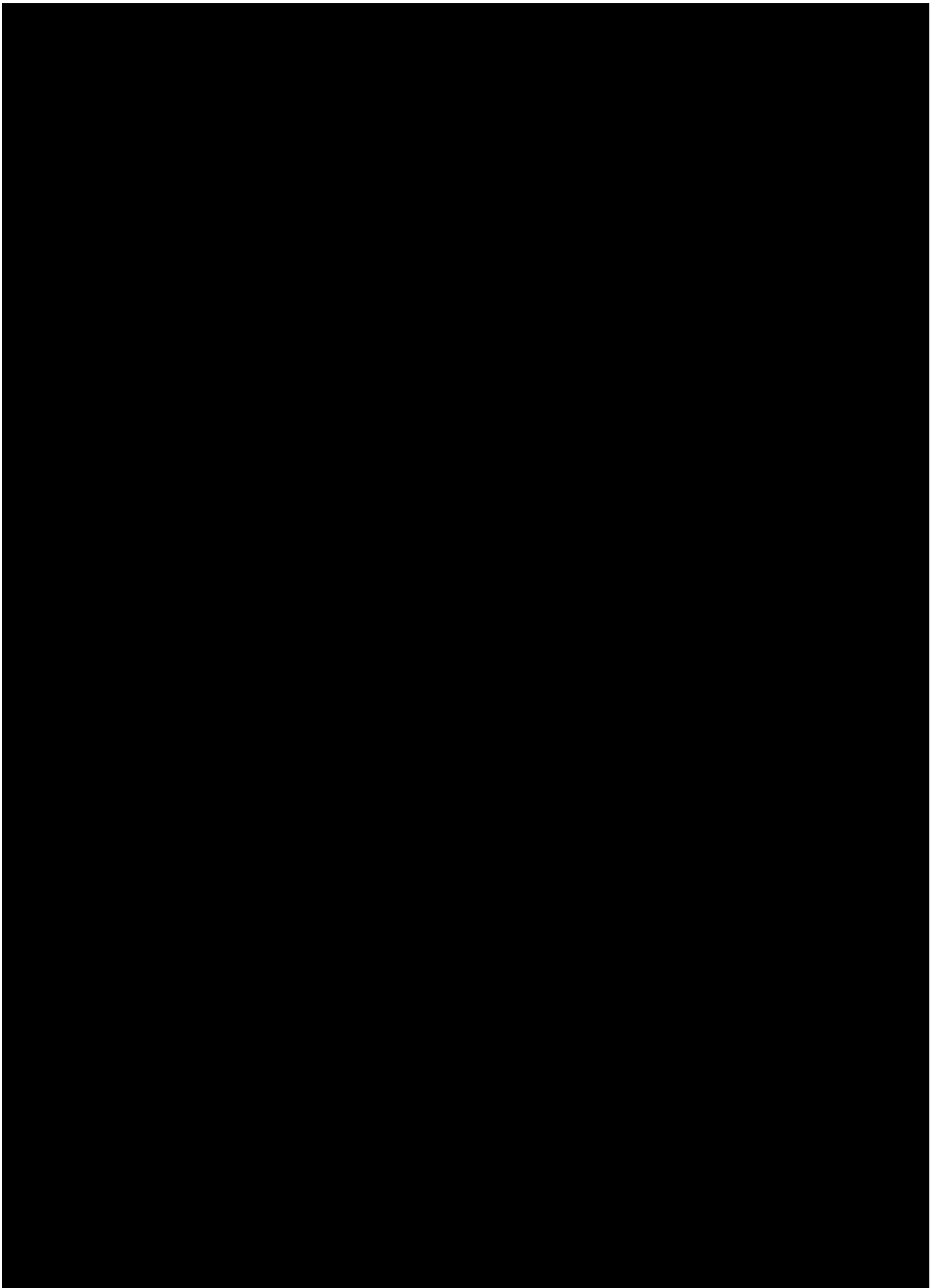
RESOLUTION (Everard/Taylor)

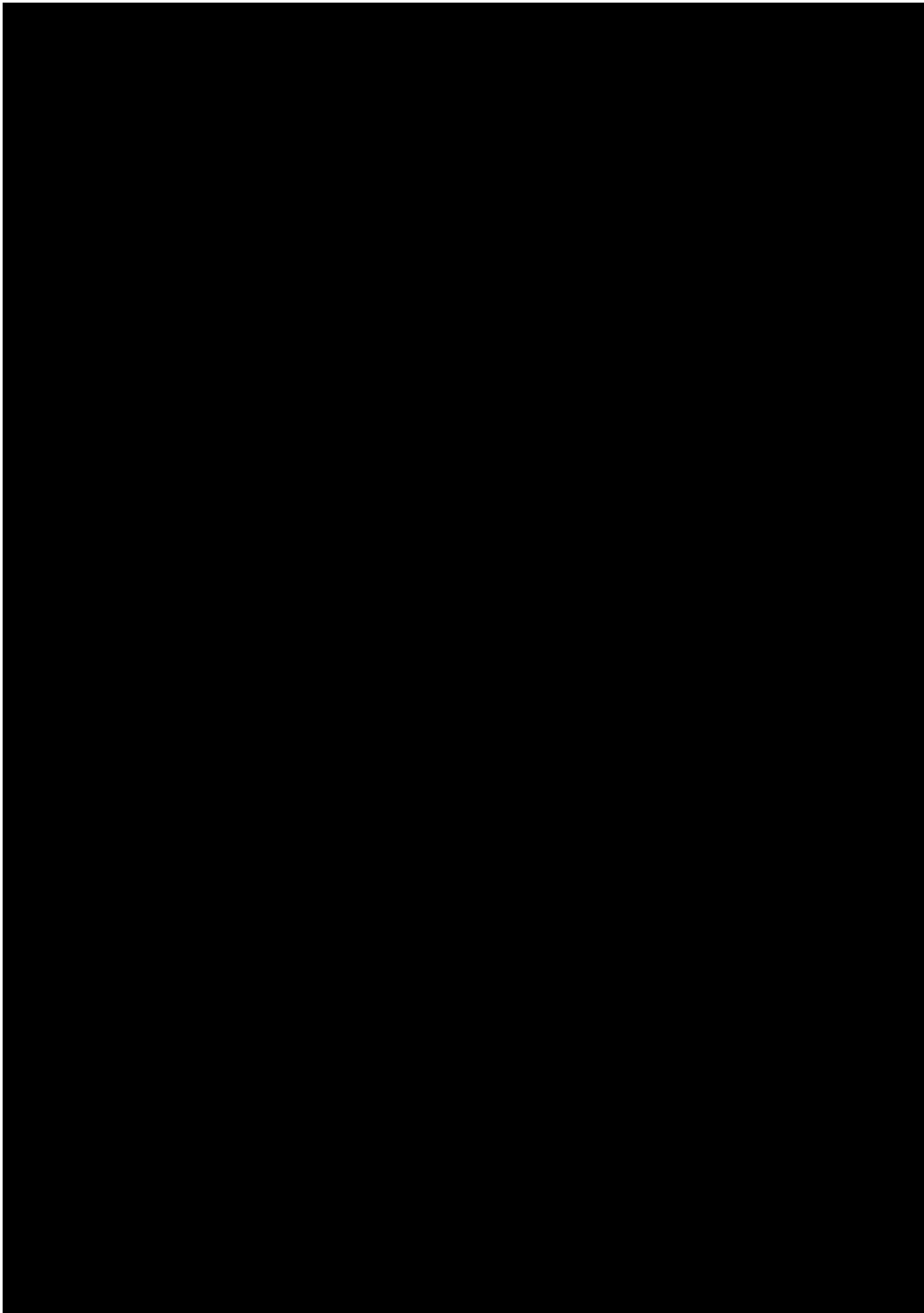
That Council resolves to submit four applications to the 2017-2019 Local Government and Grants Subsidies Program for the following projects:-

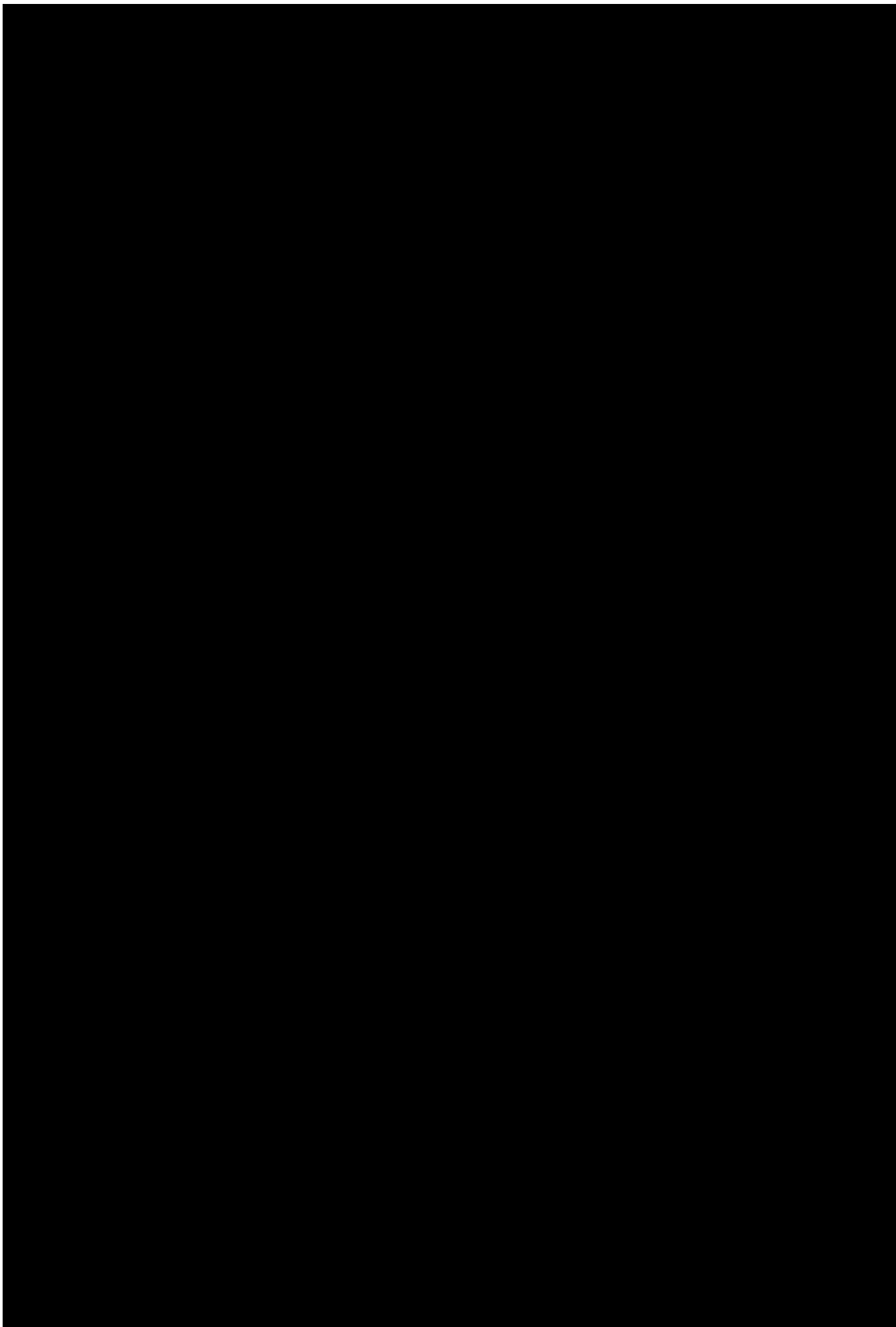
Project Name	Project Scope	Total Project Cost	Council Contribution	Subsidy Requested
[REDACTED]				
Pialba Youth Precinct	New Skate park and Off-street Carparking.	\$2,634,942	\$1,317,471	\$1,317,471
TOTAL		\$6,934,942	\$3,427,471	\$3,507,471

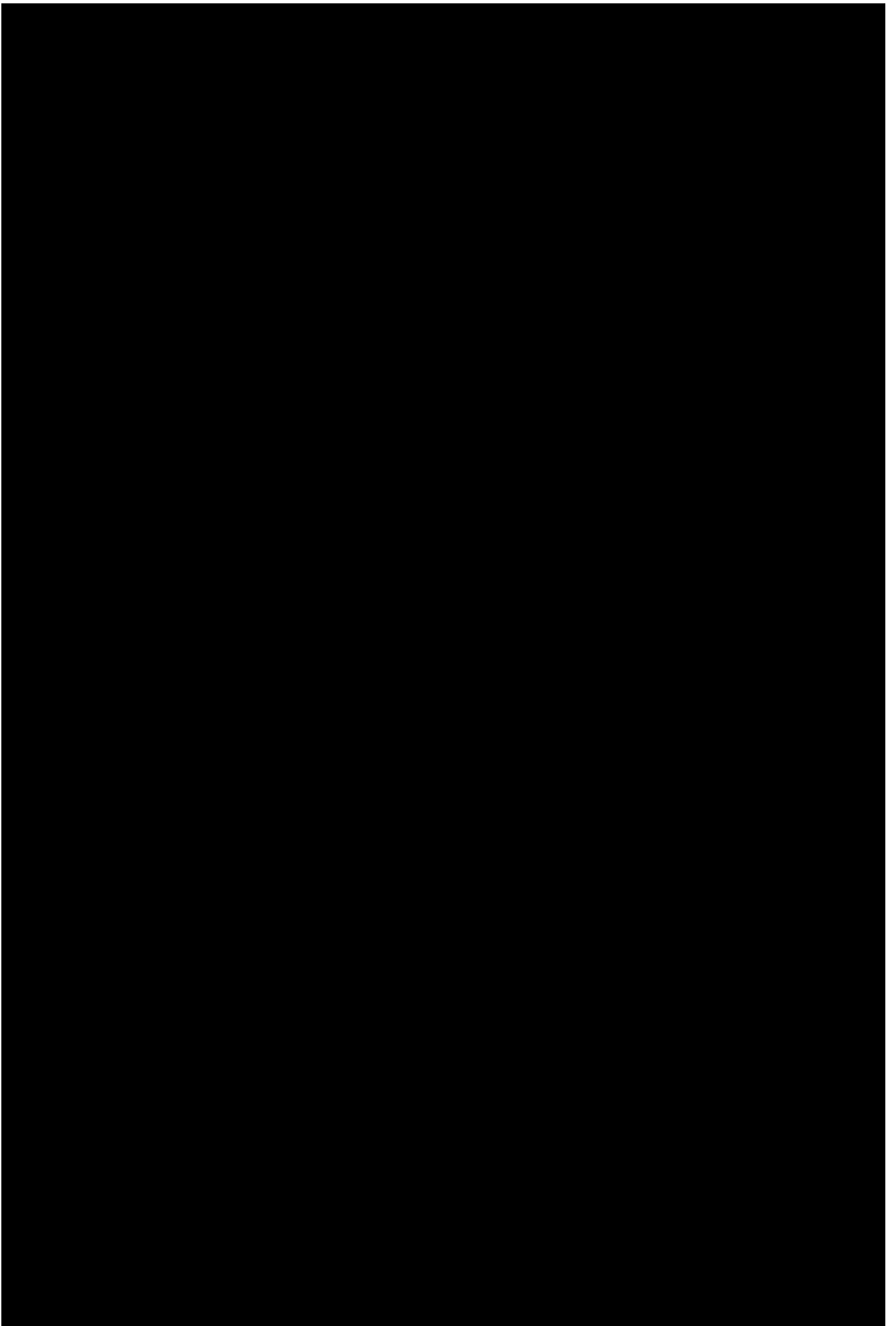
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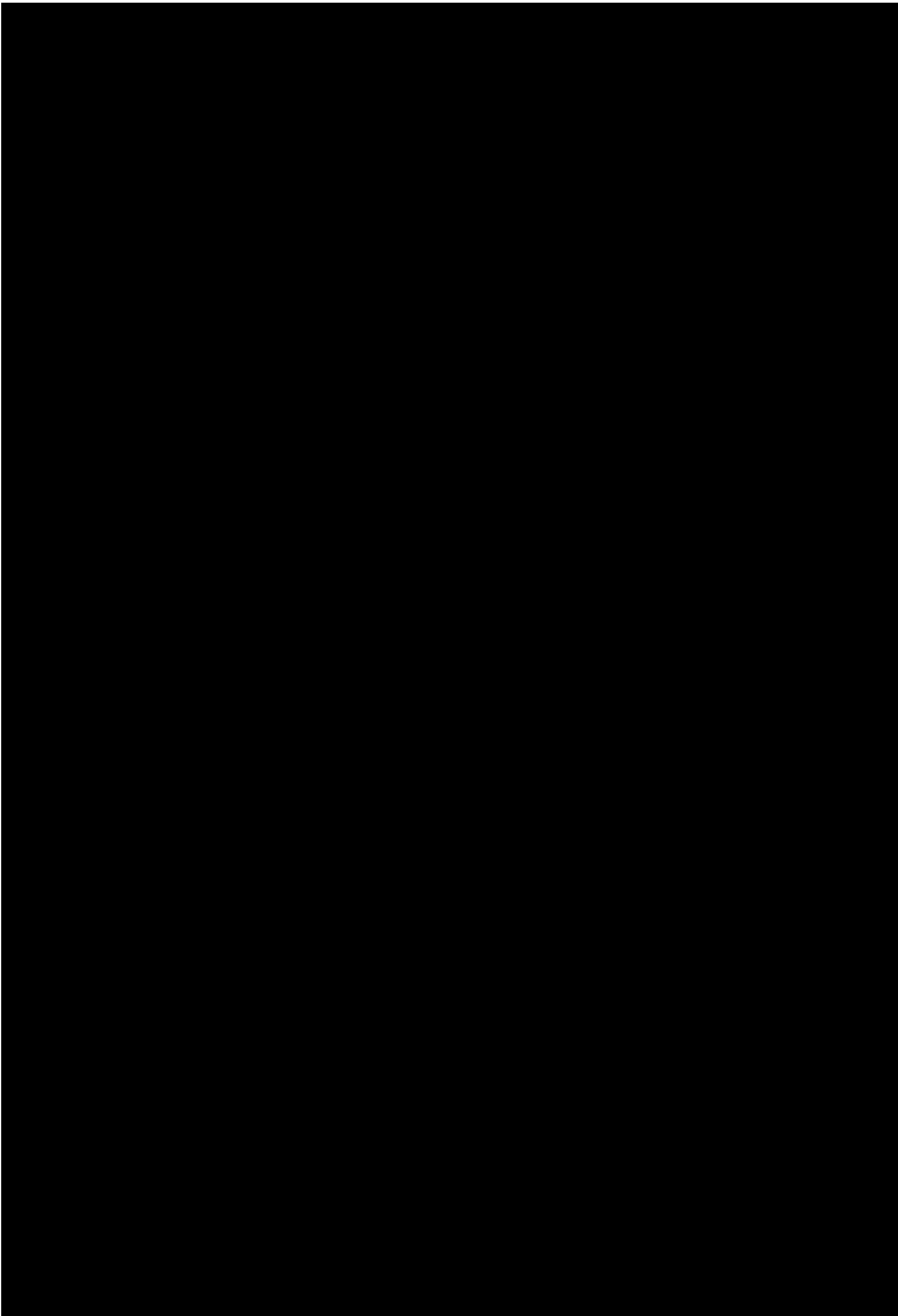


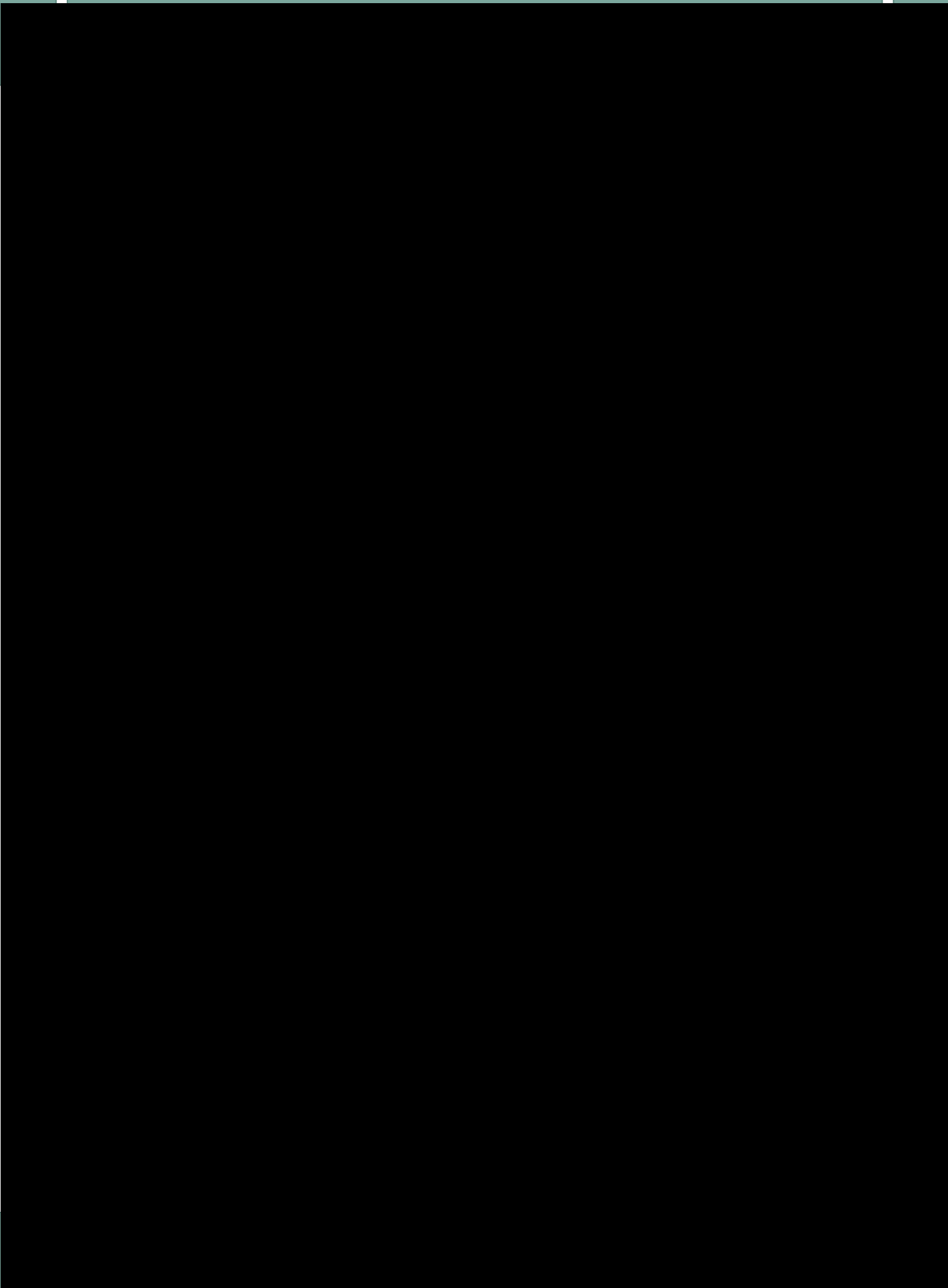


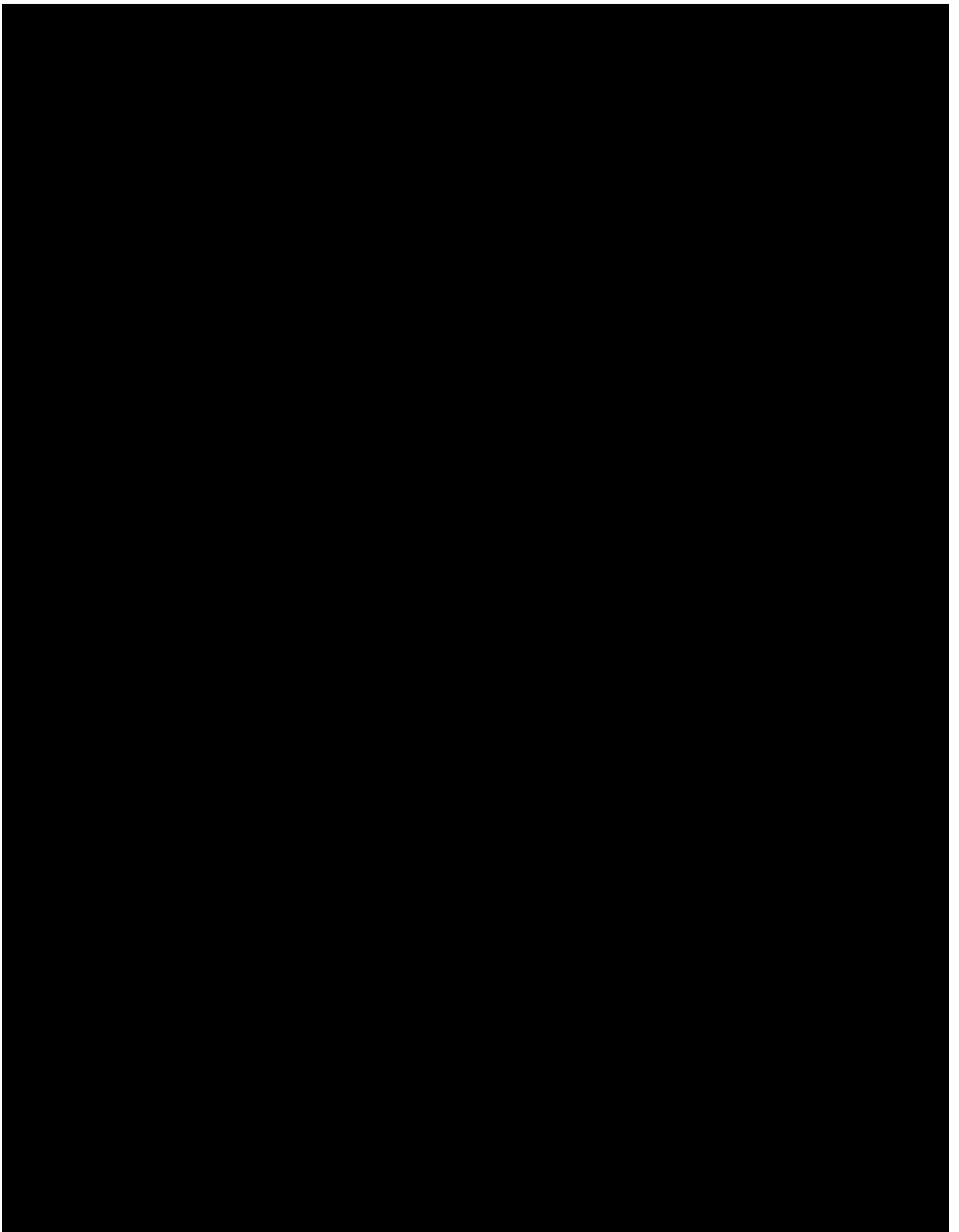


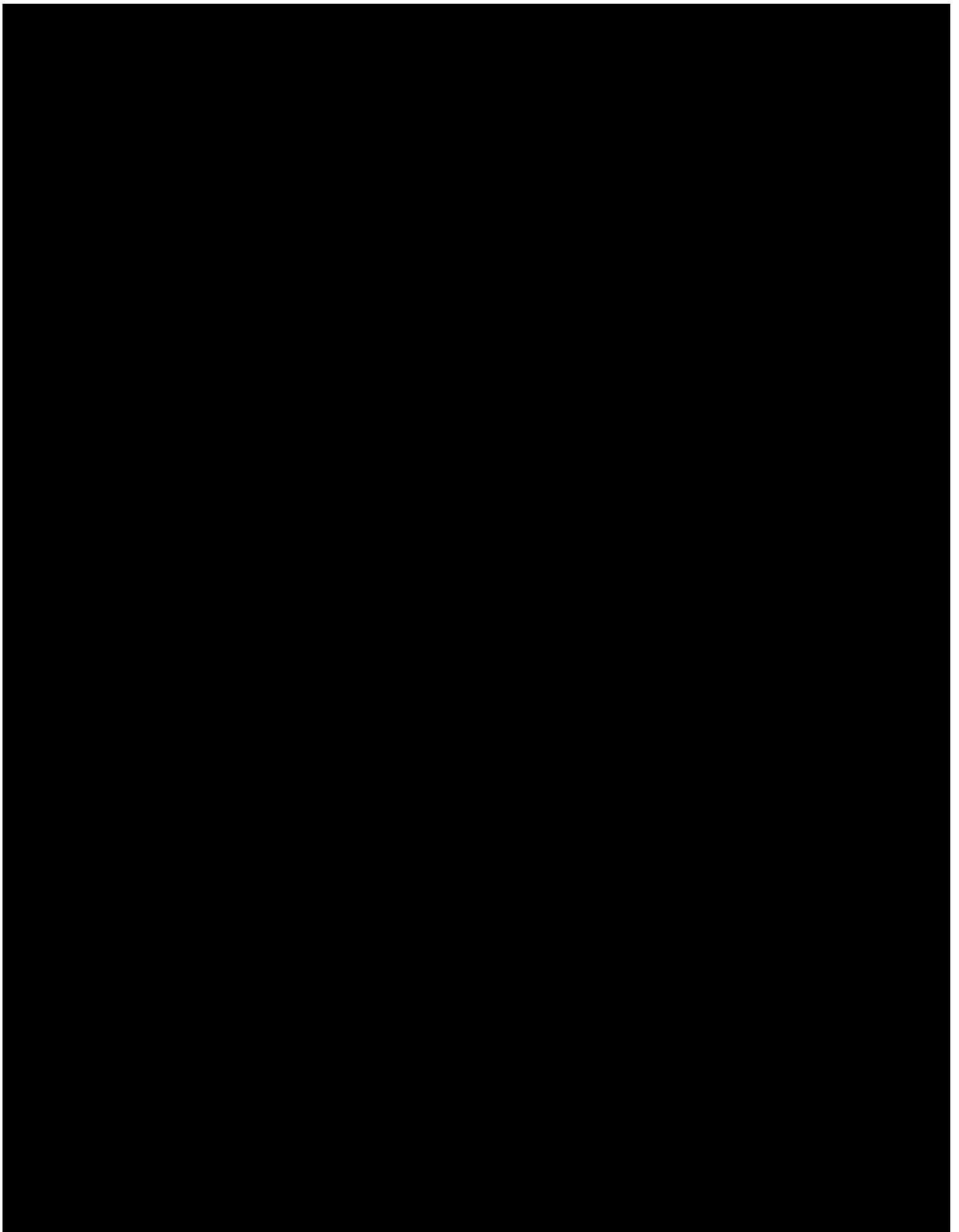


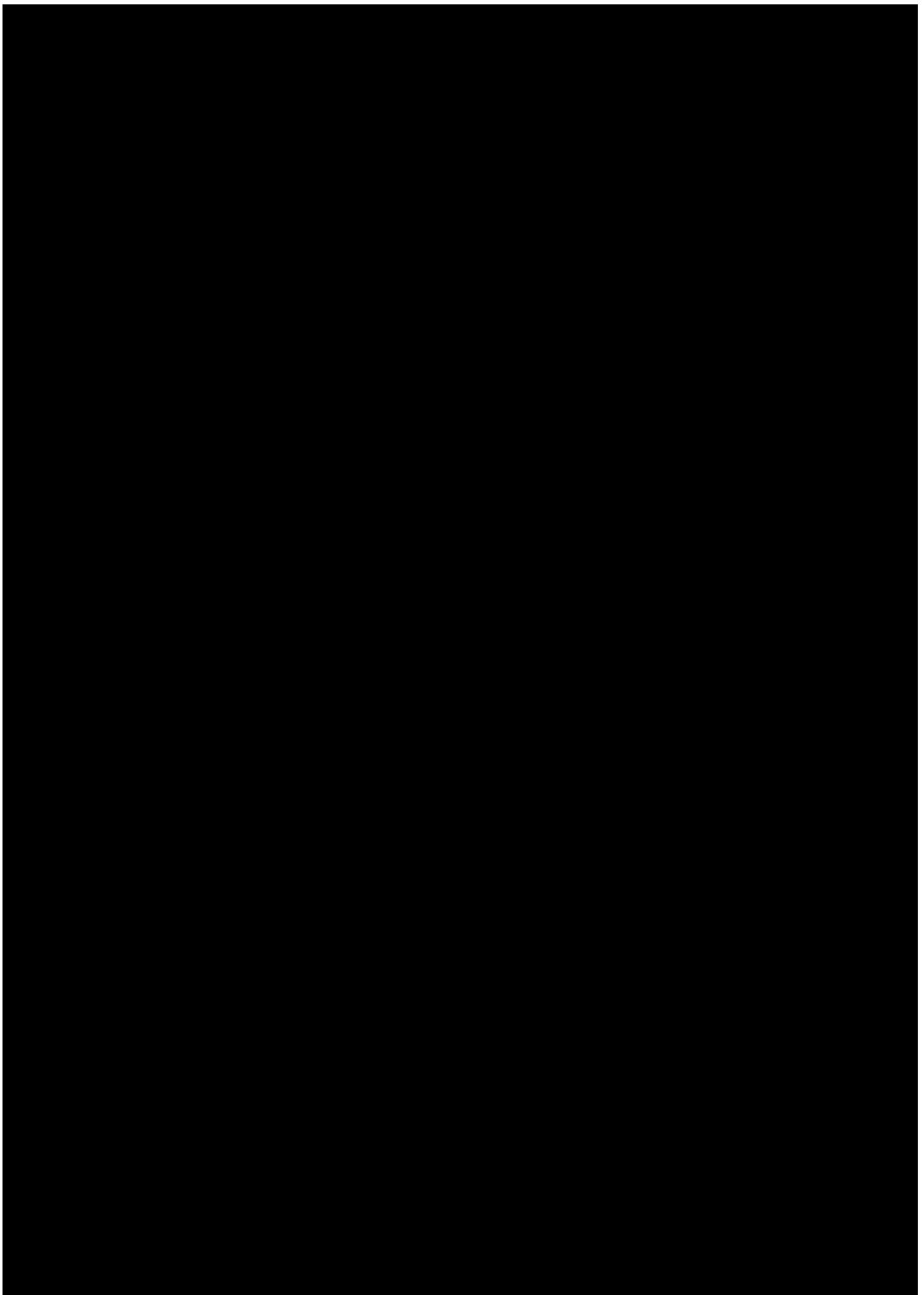


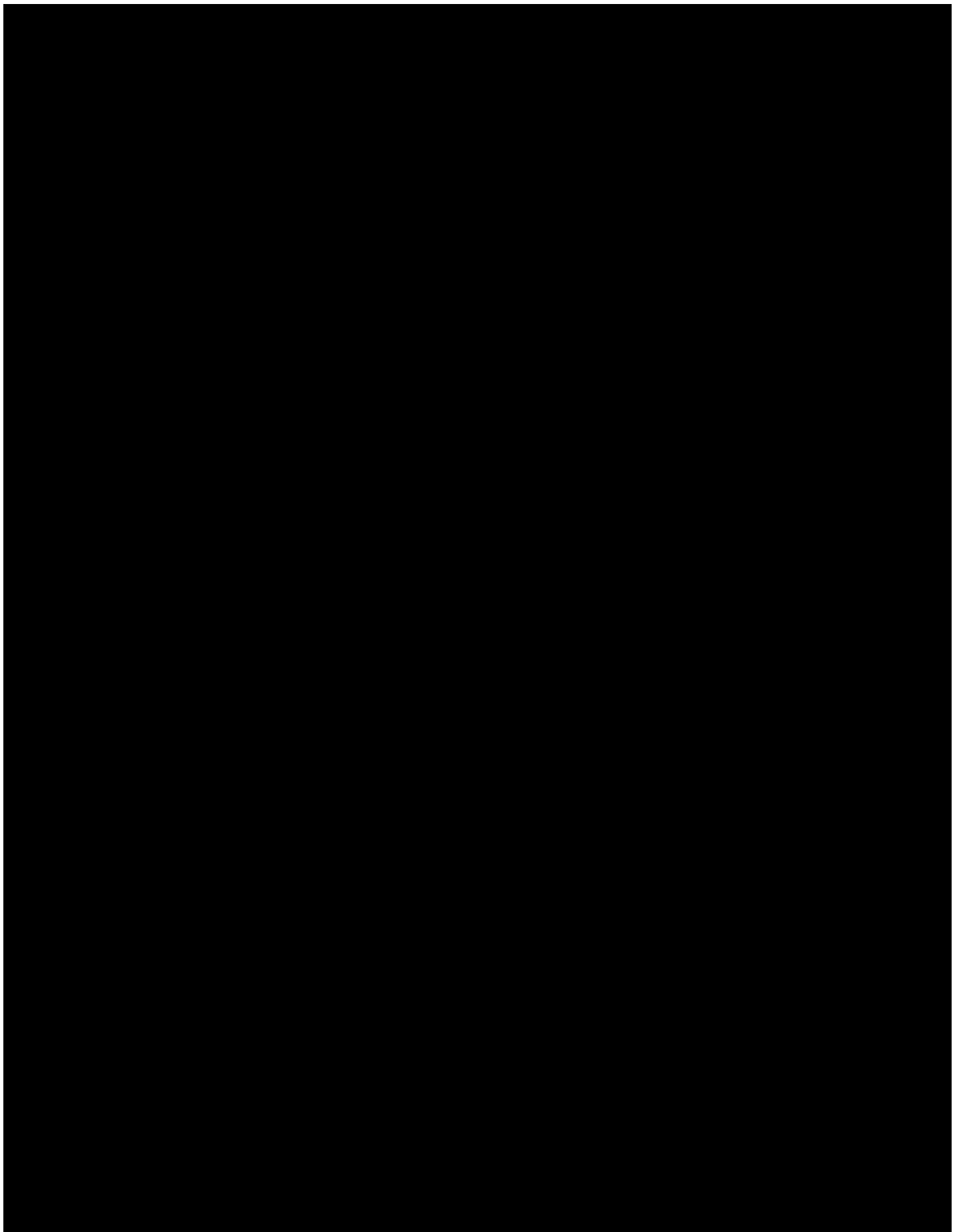


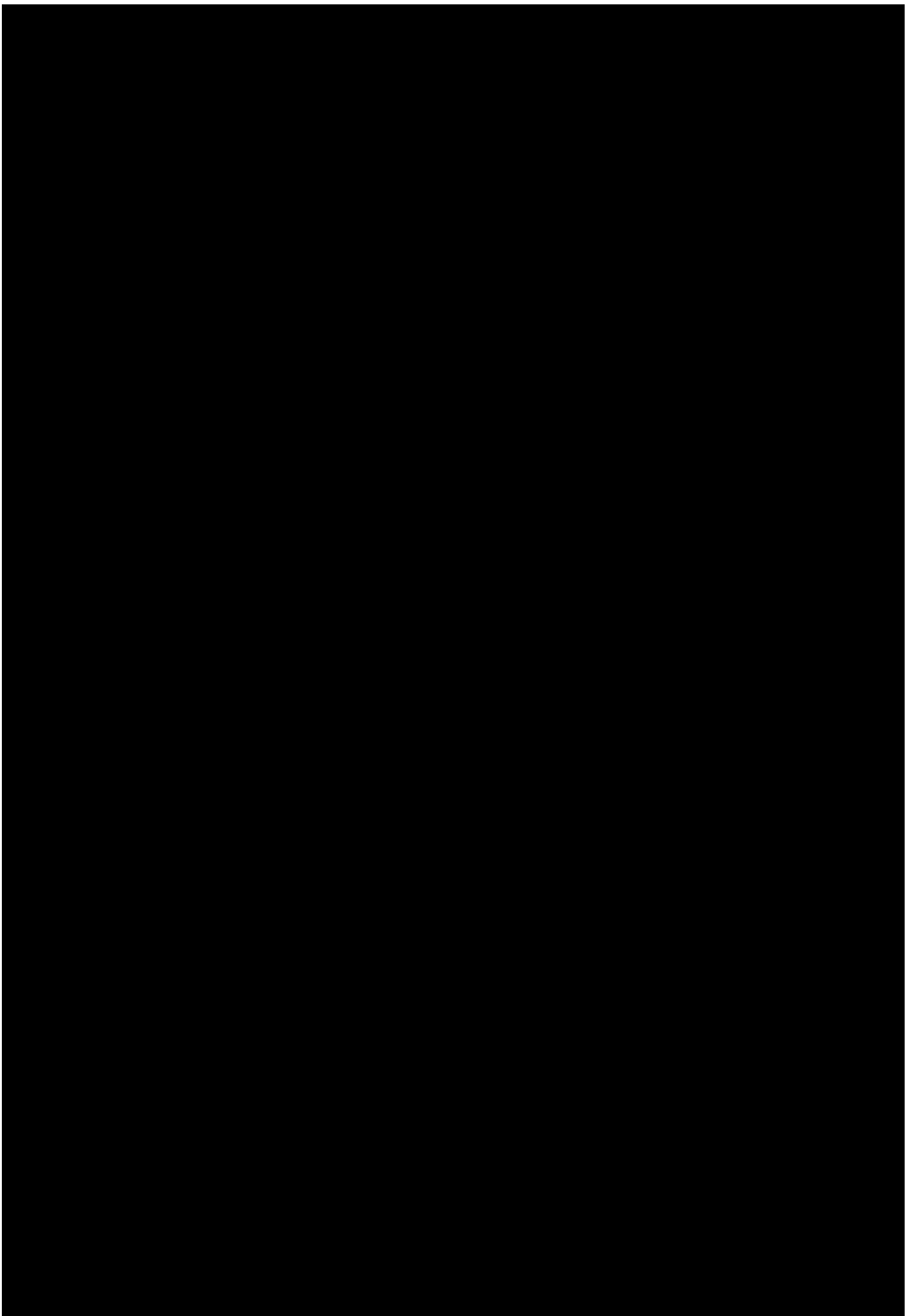


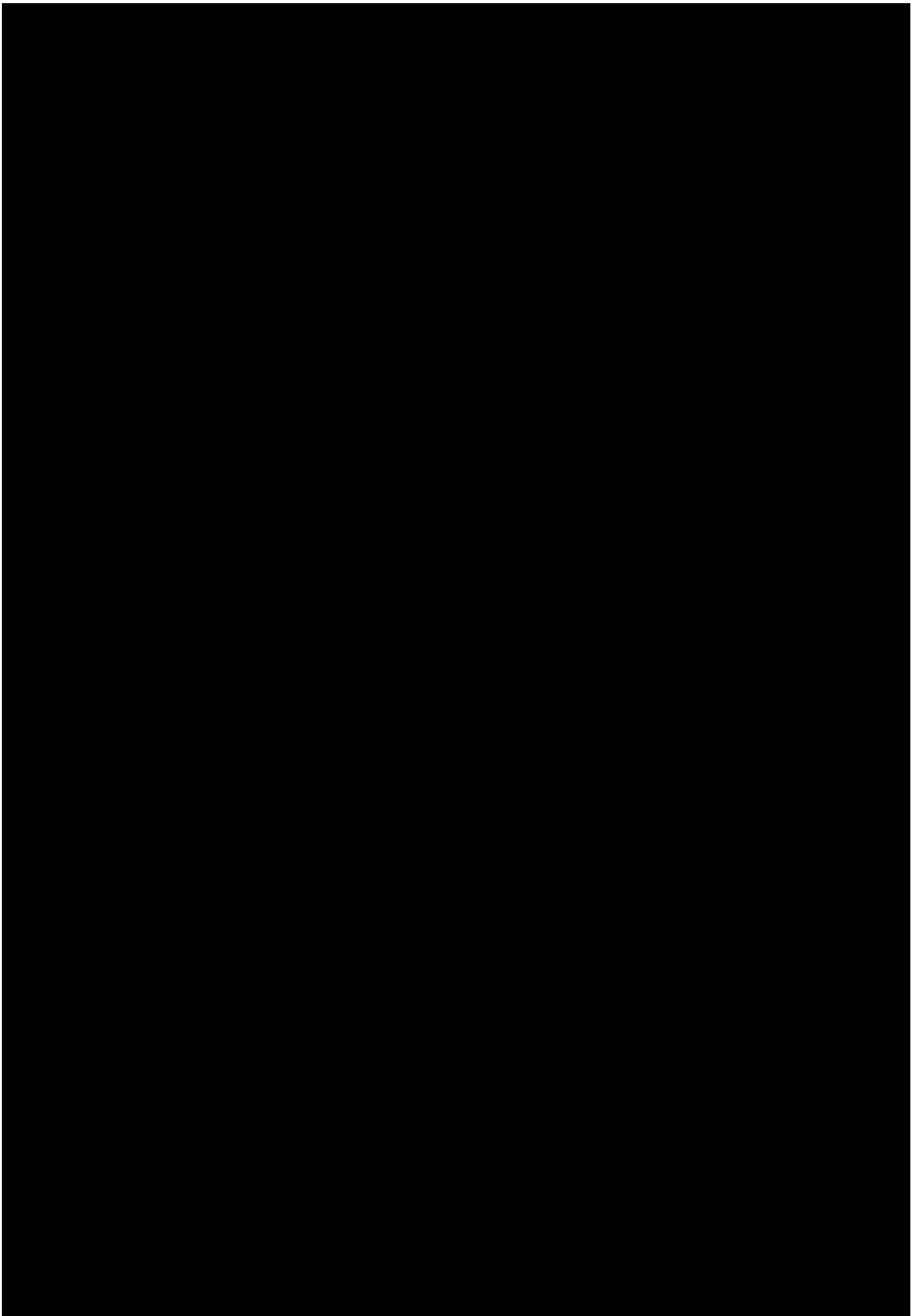


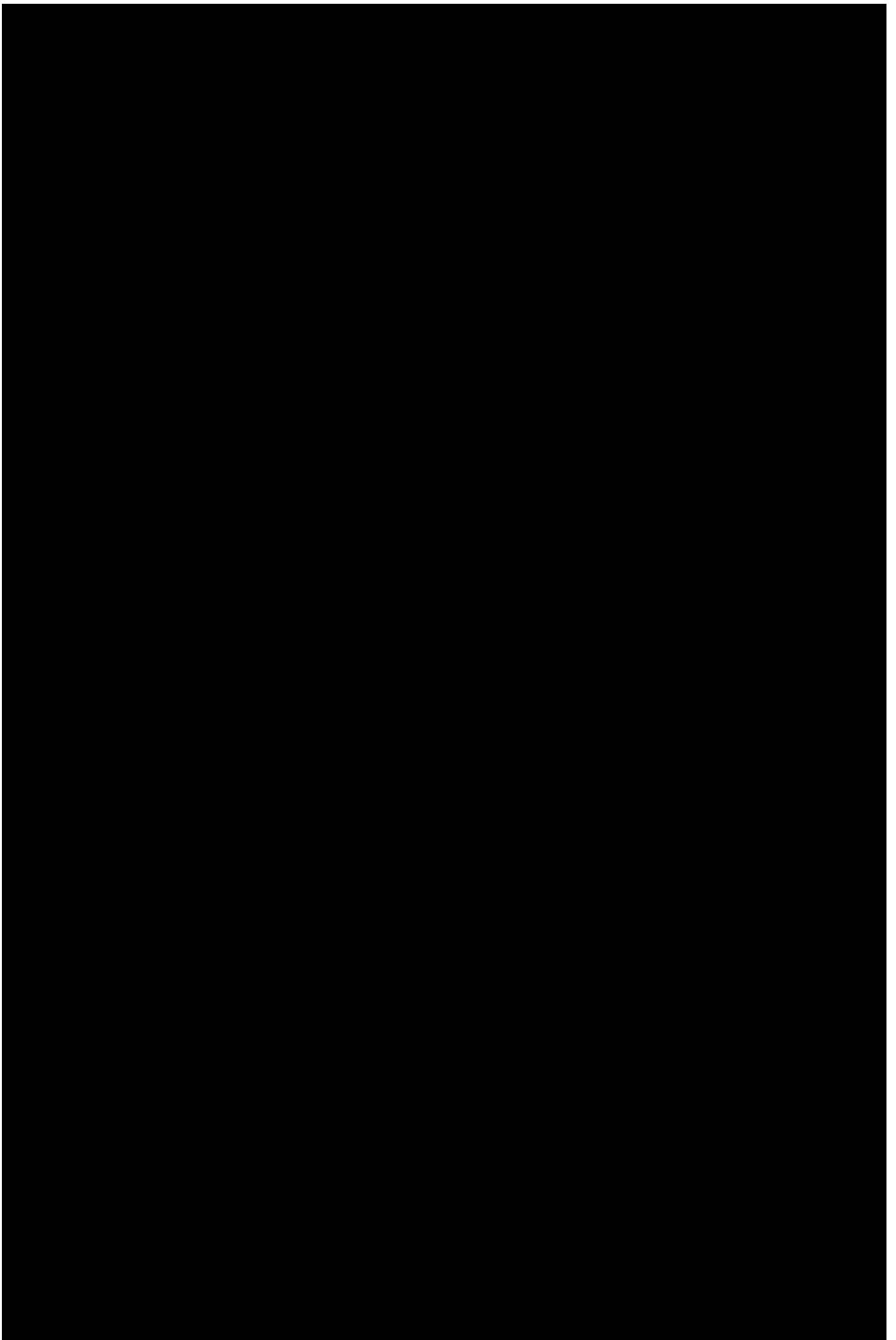


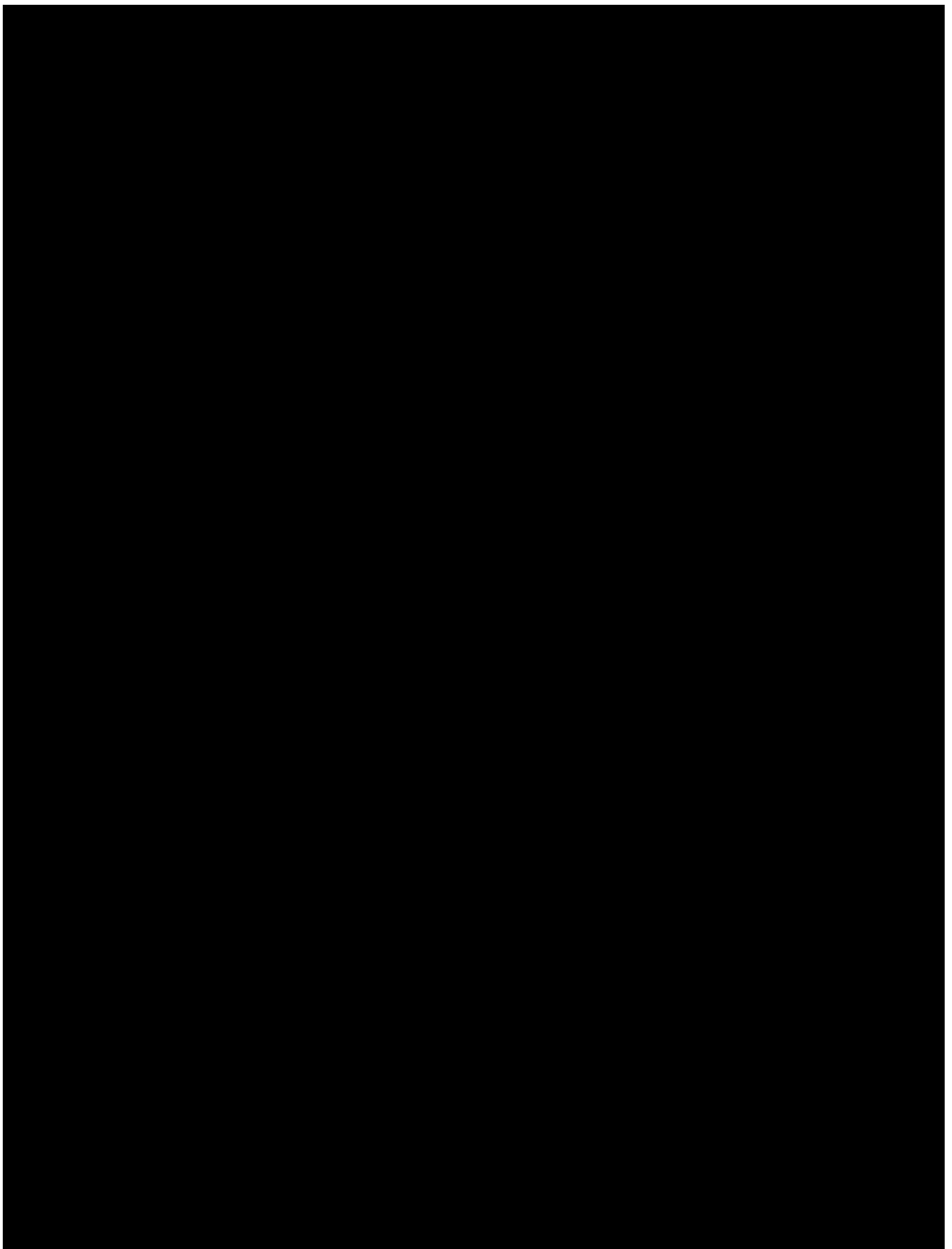


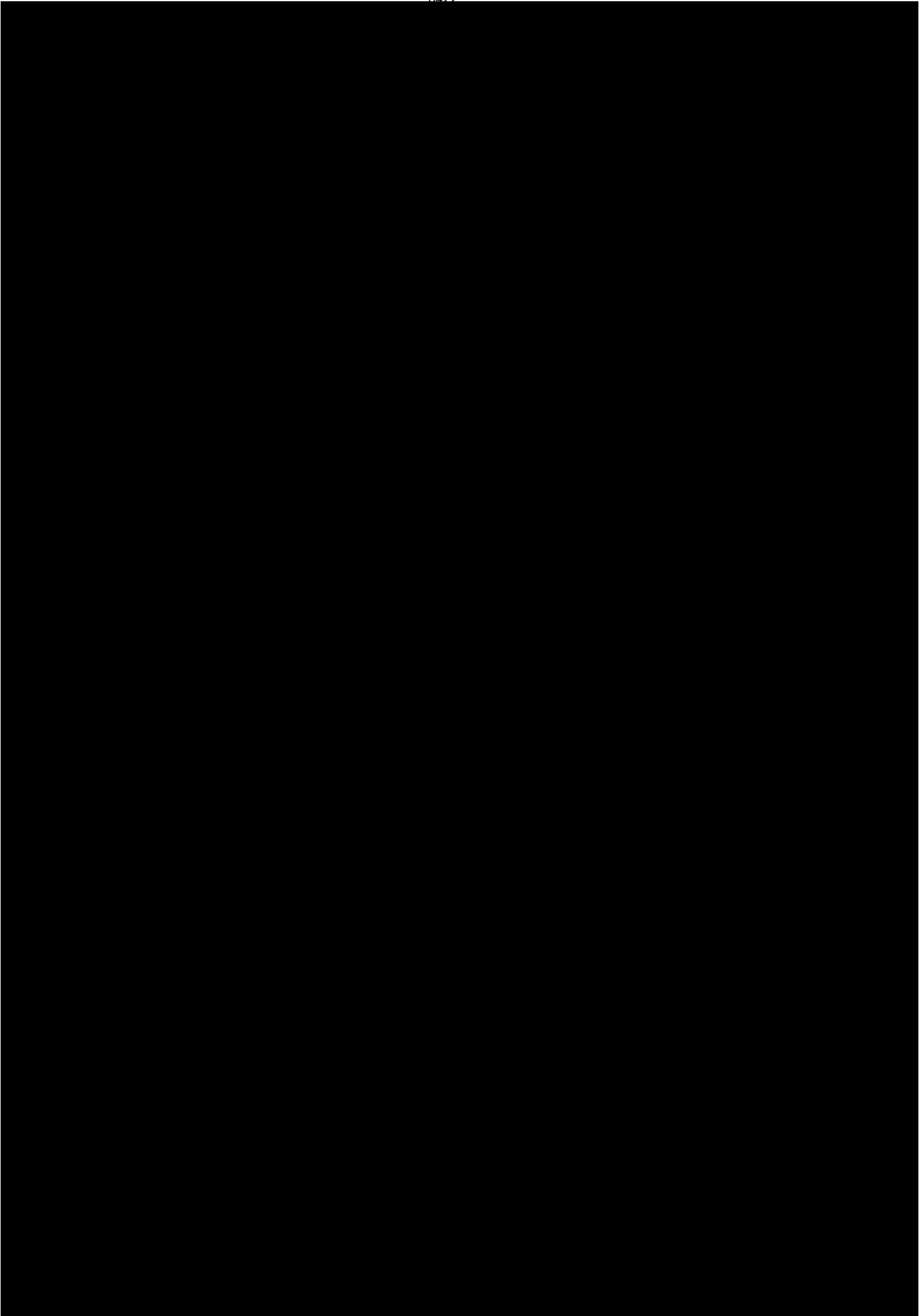


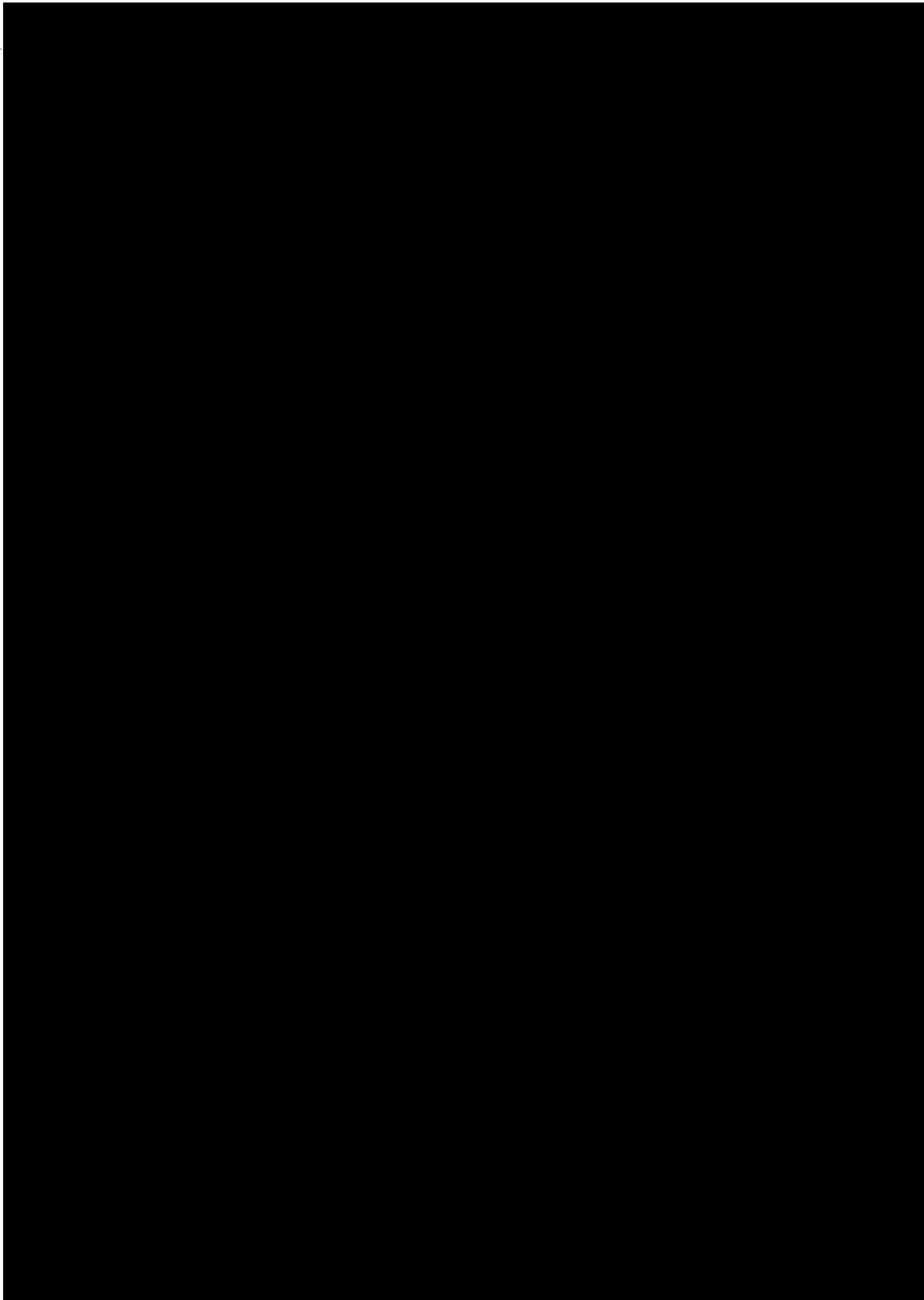


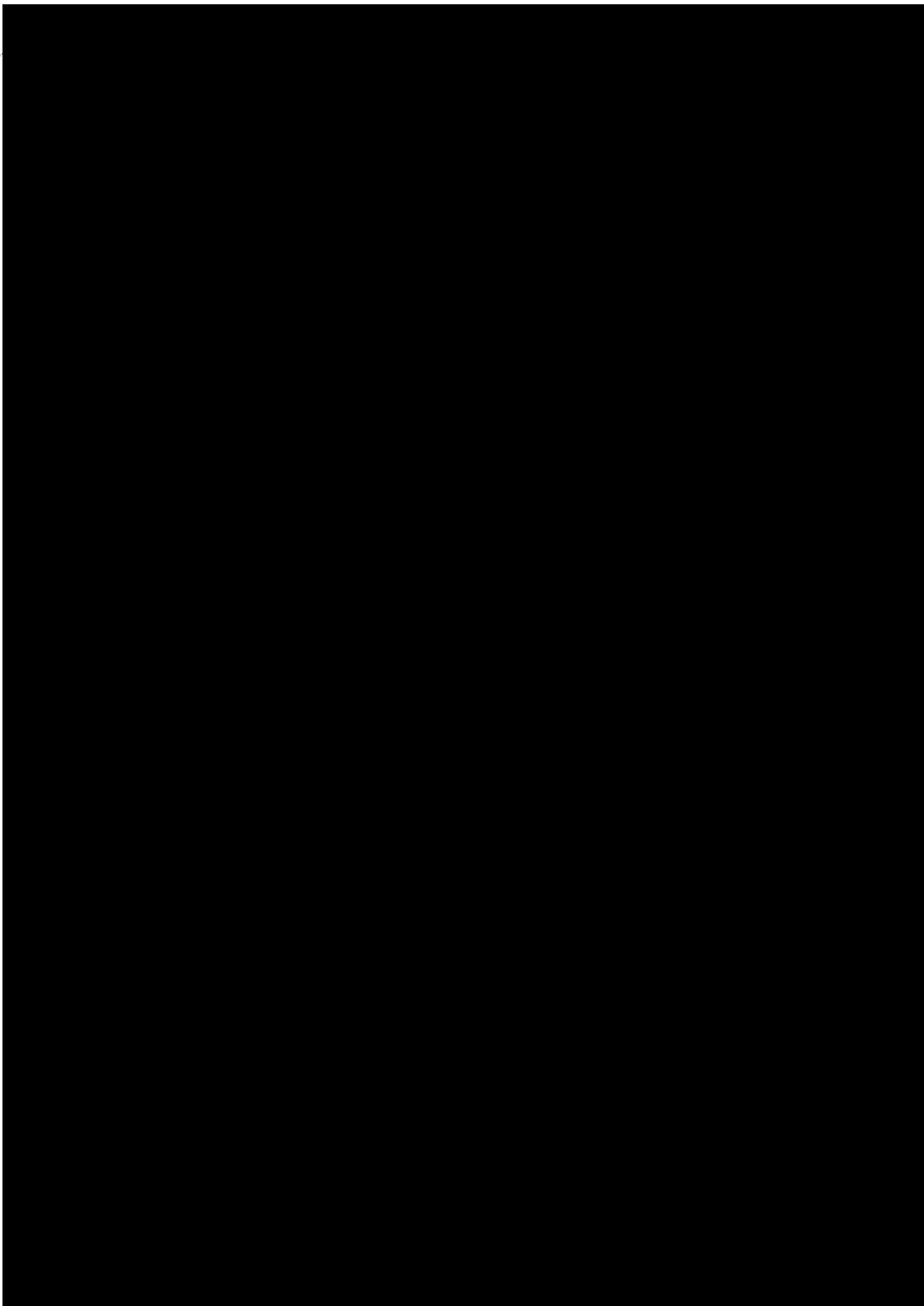


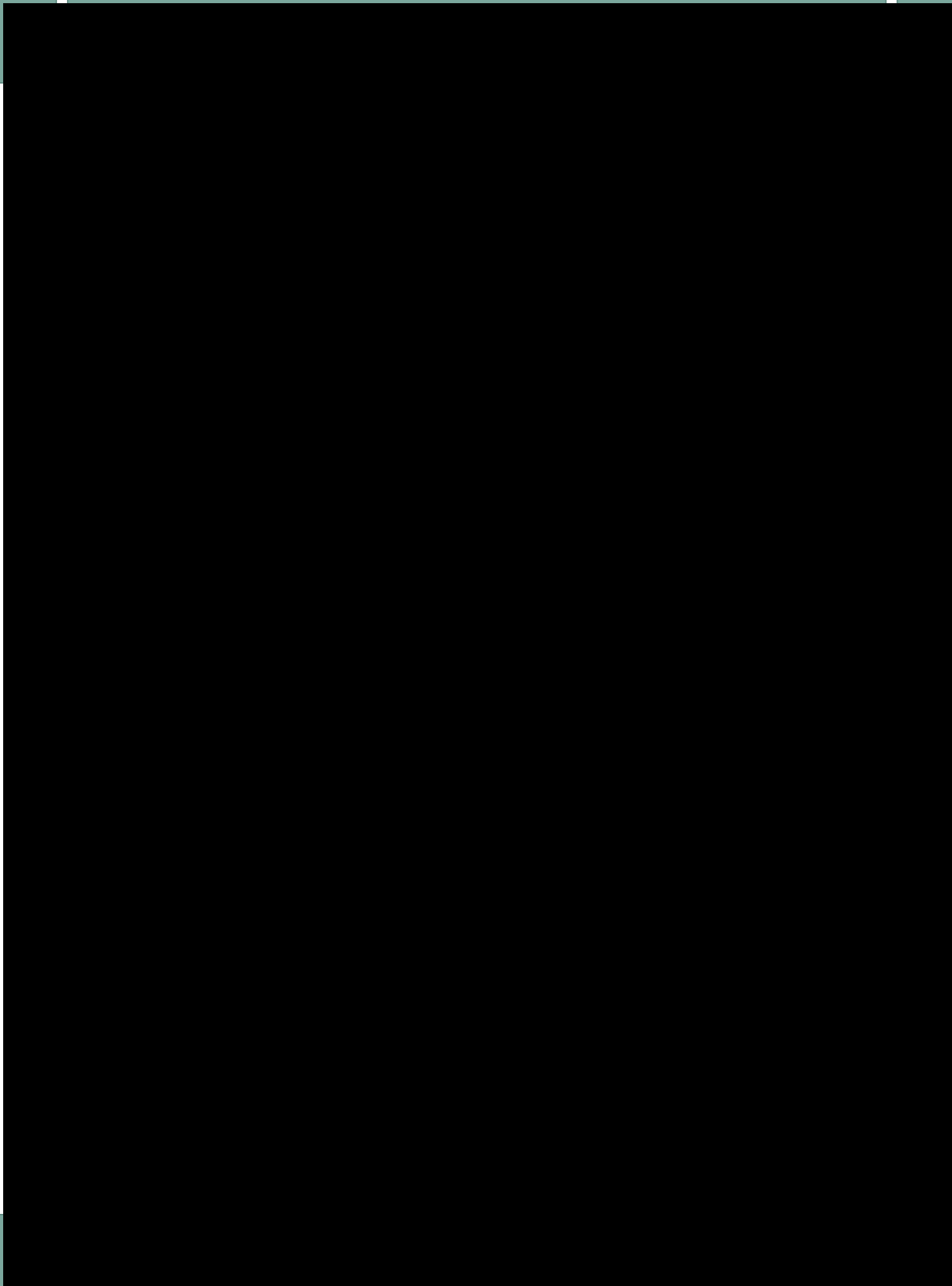


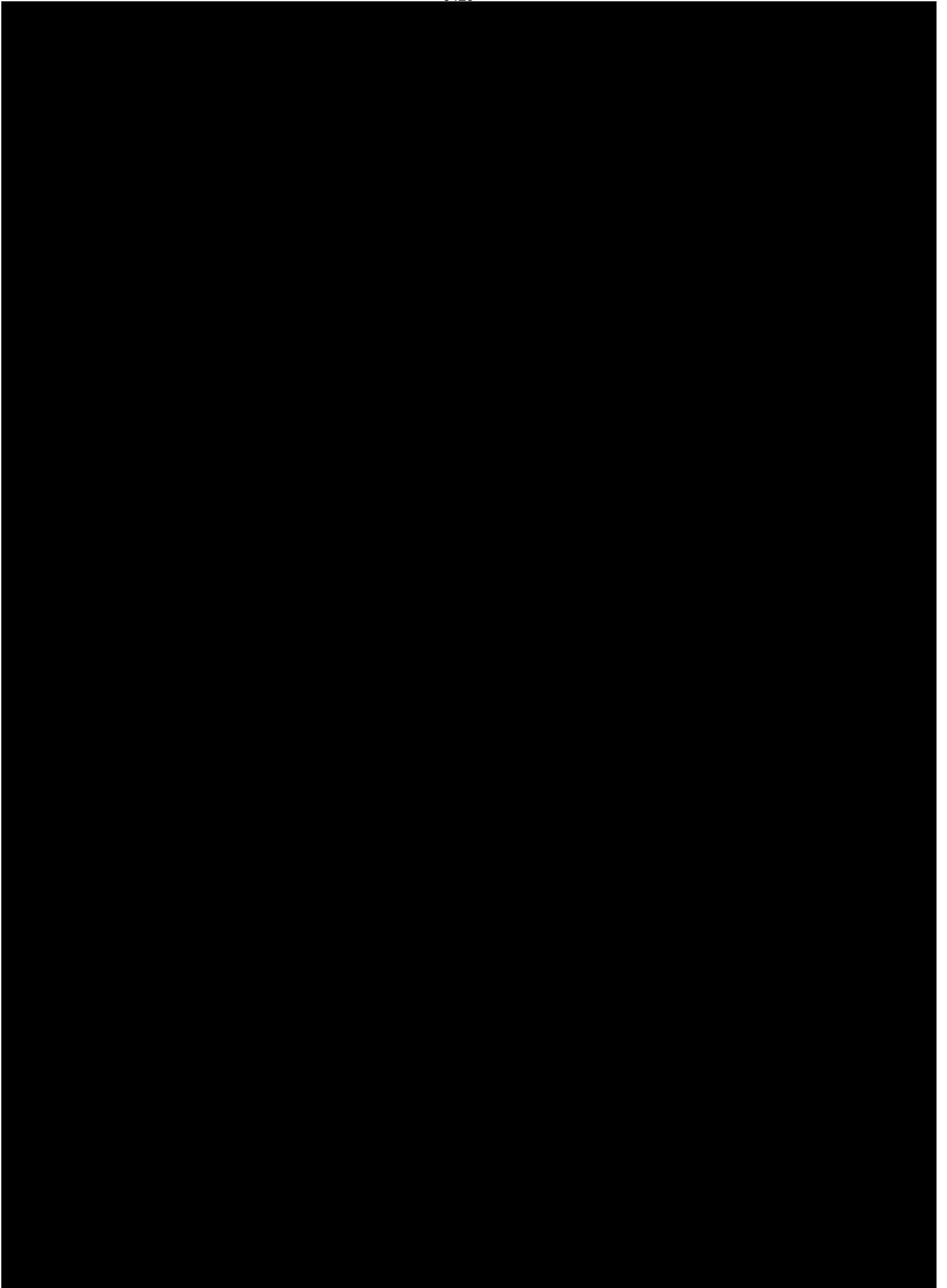


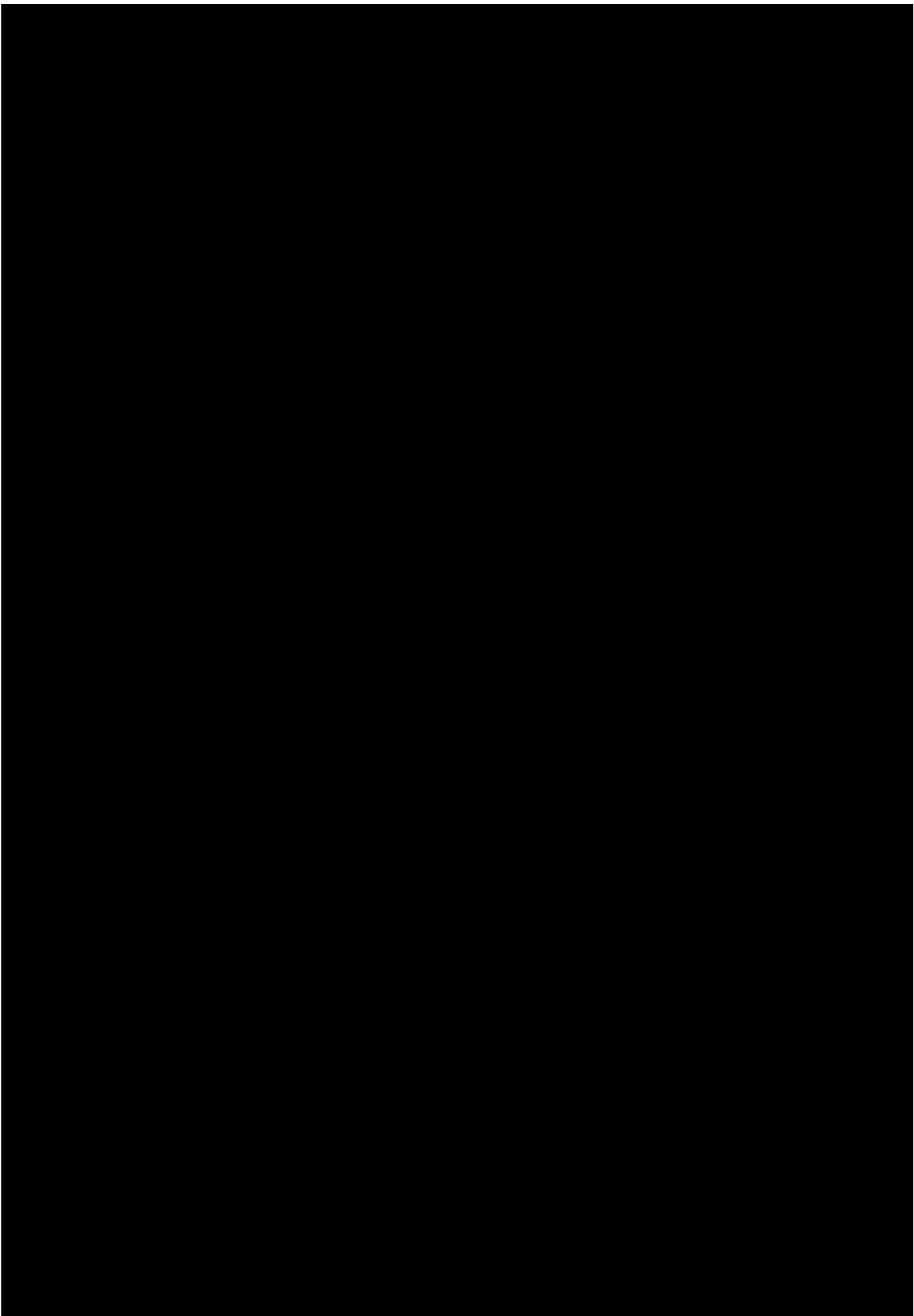


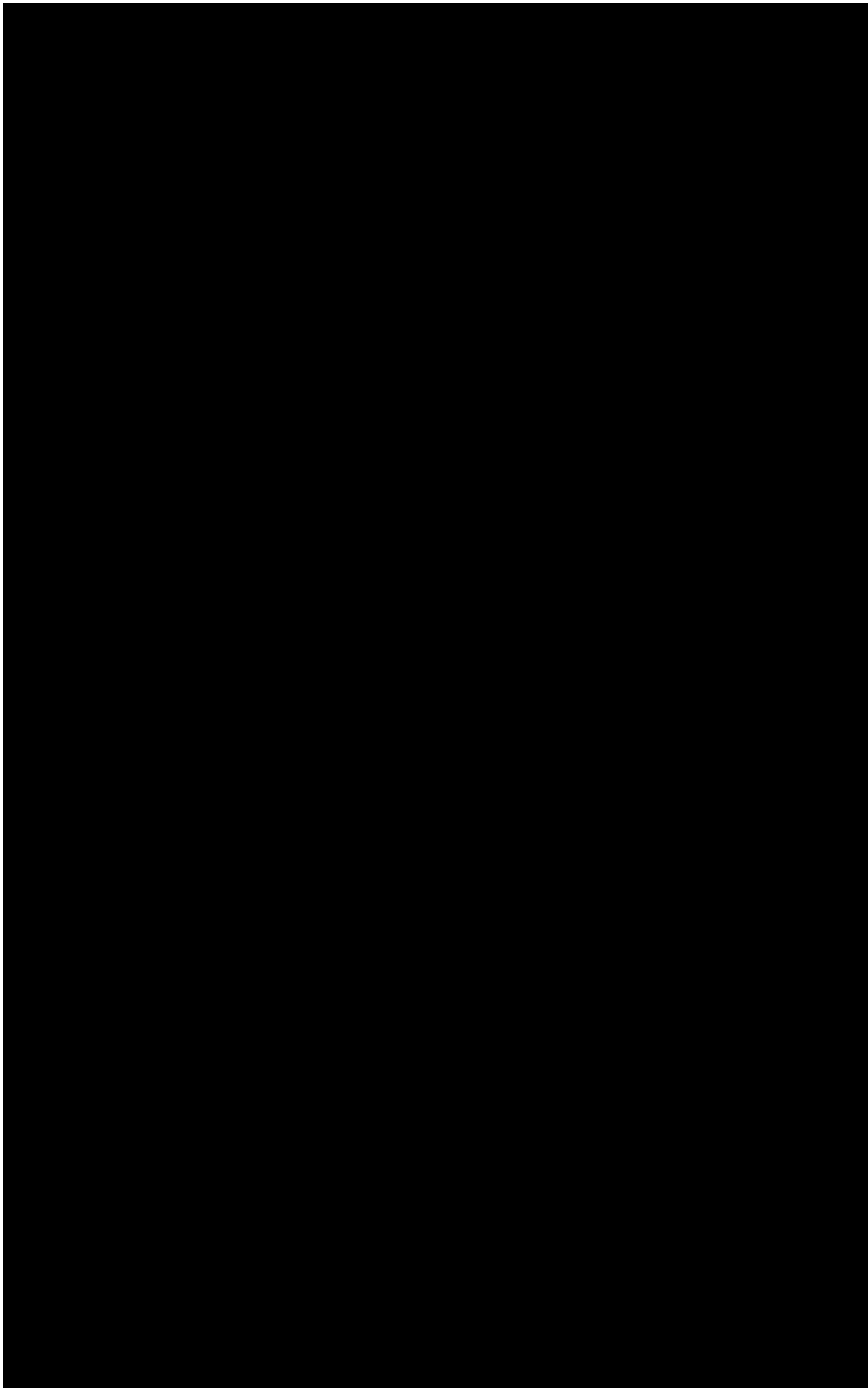


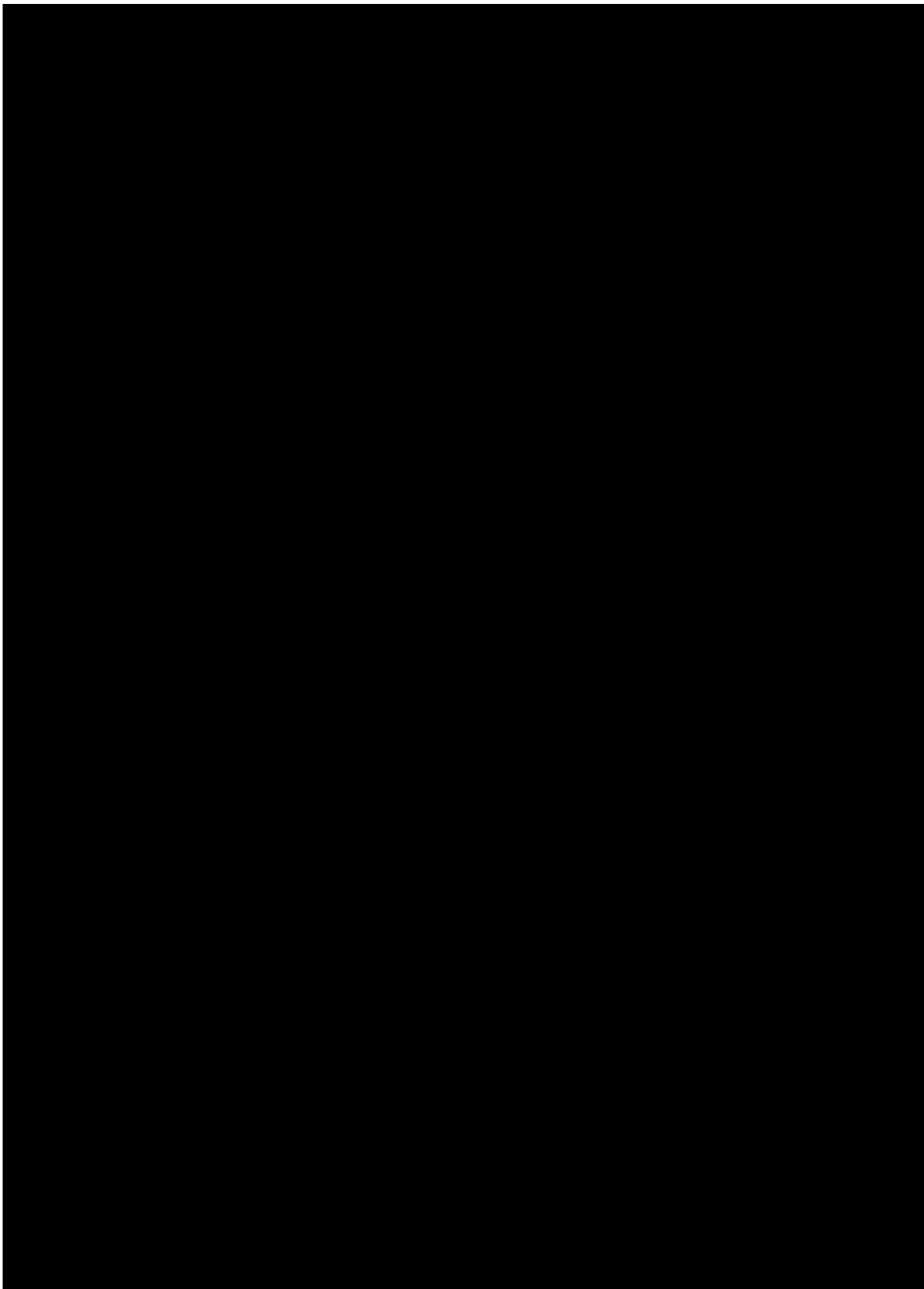


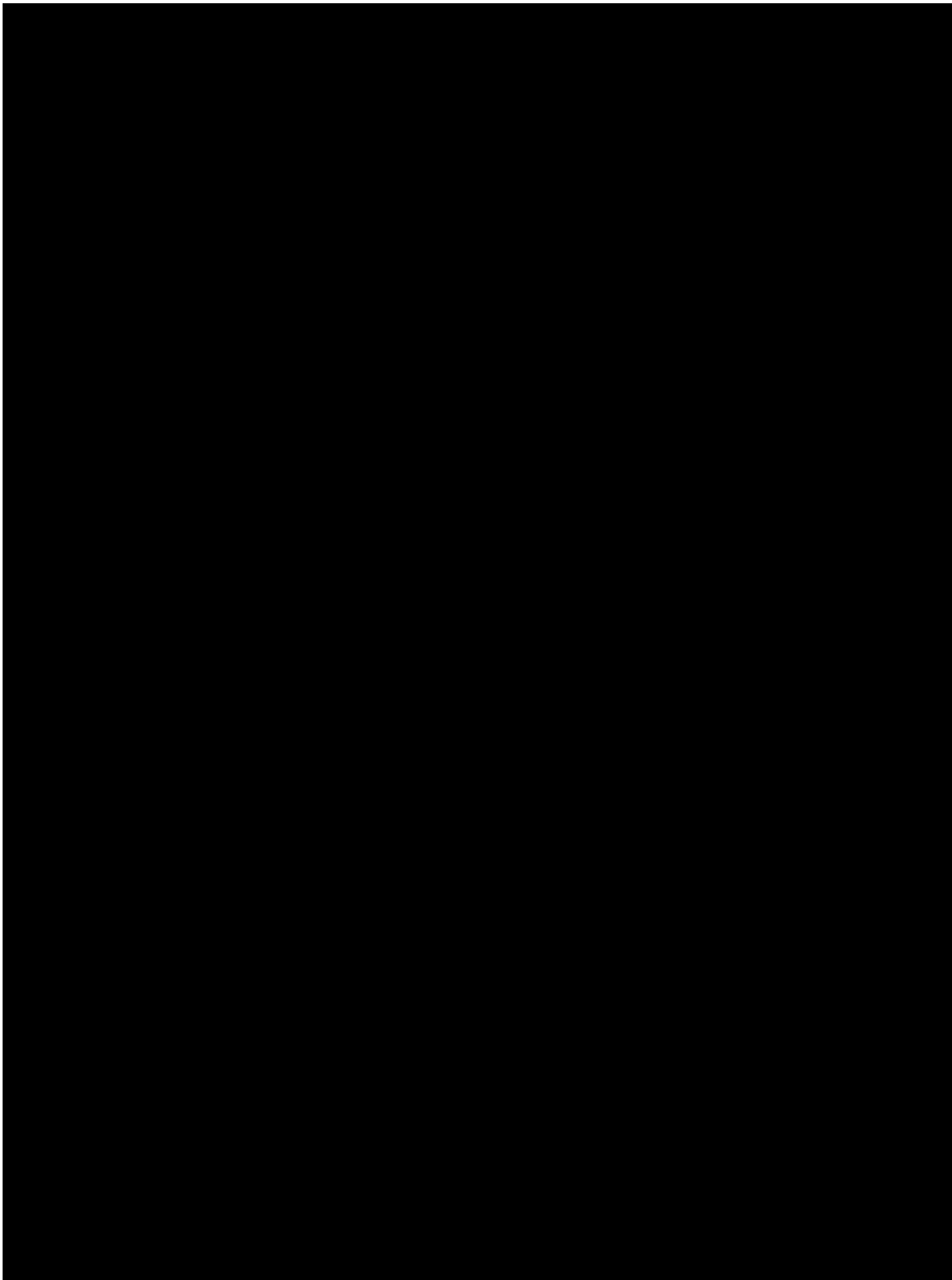


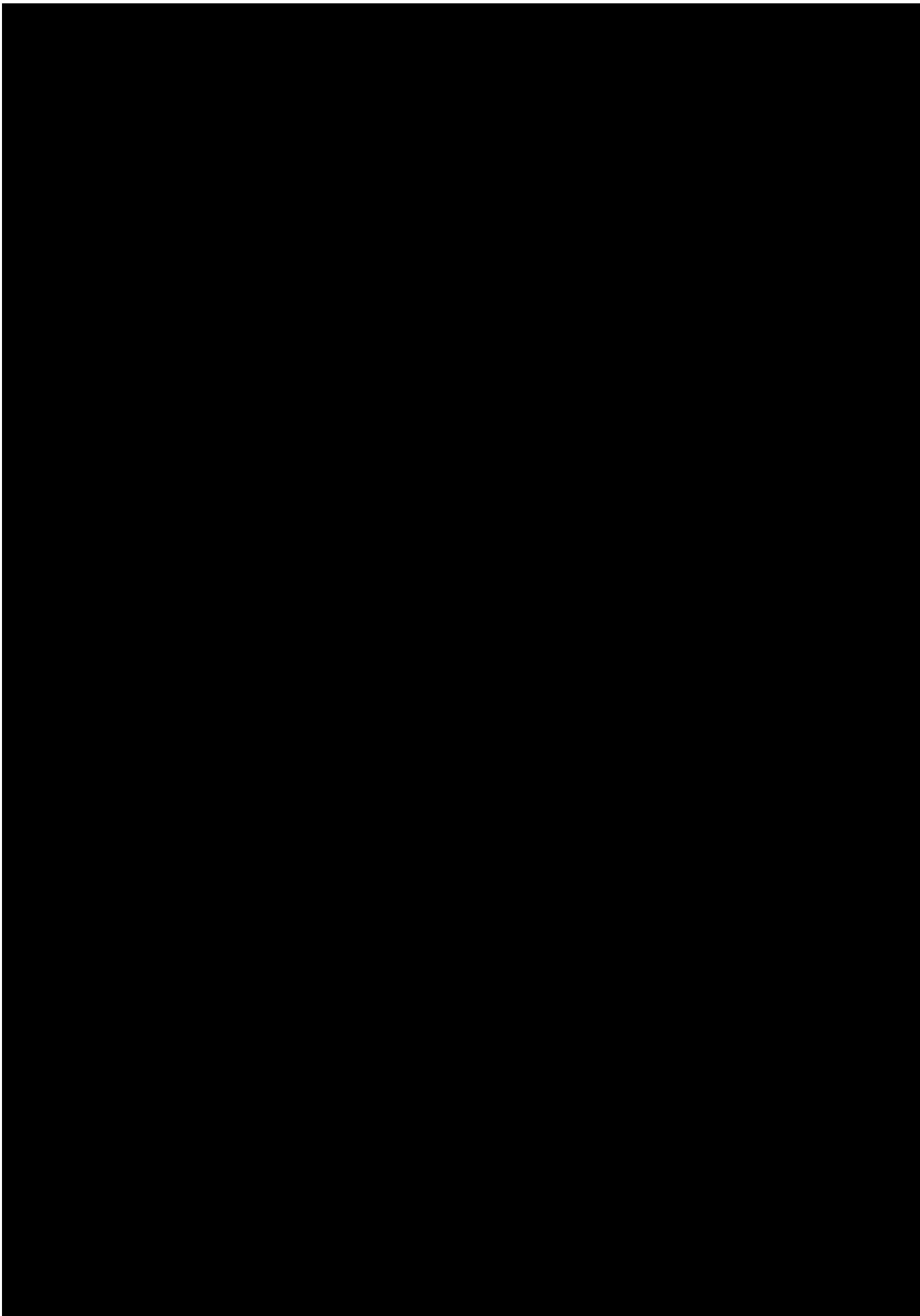


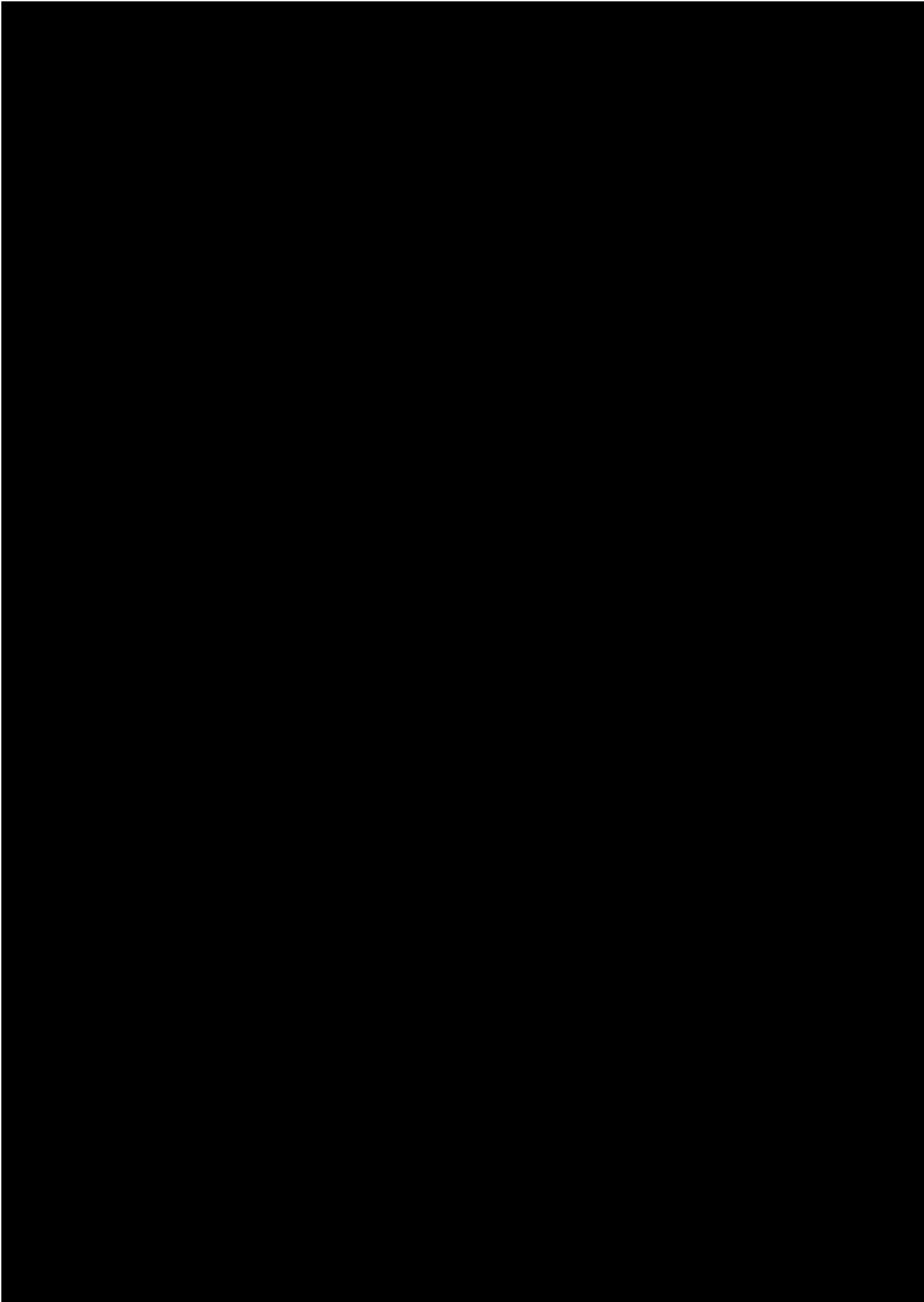






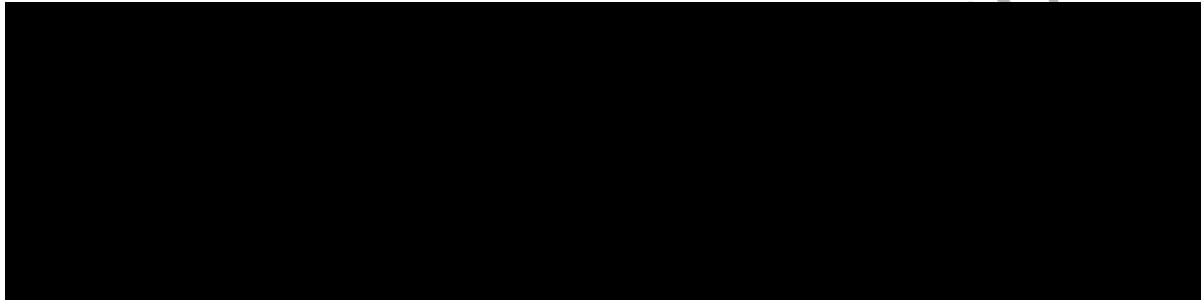


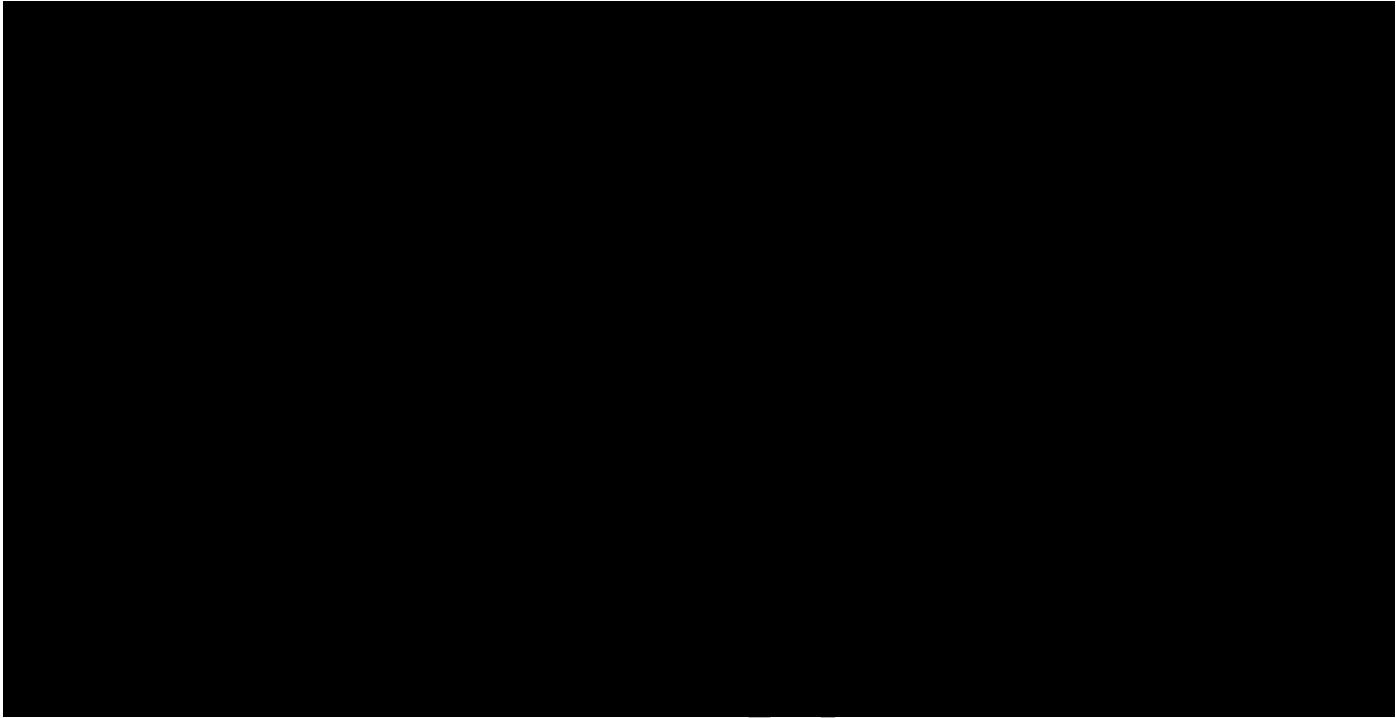




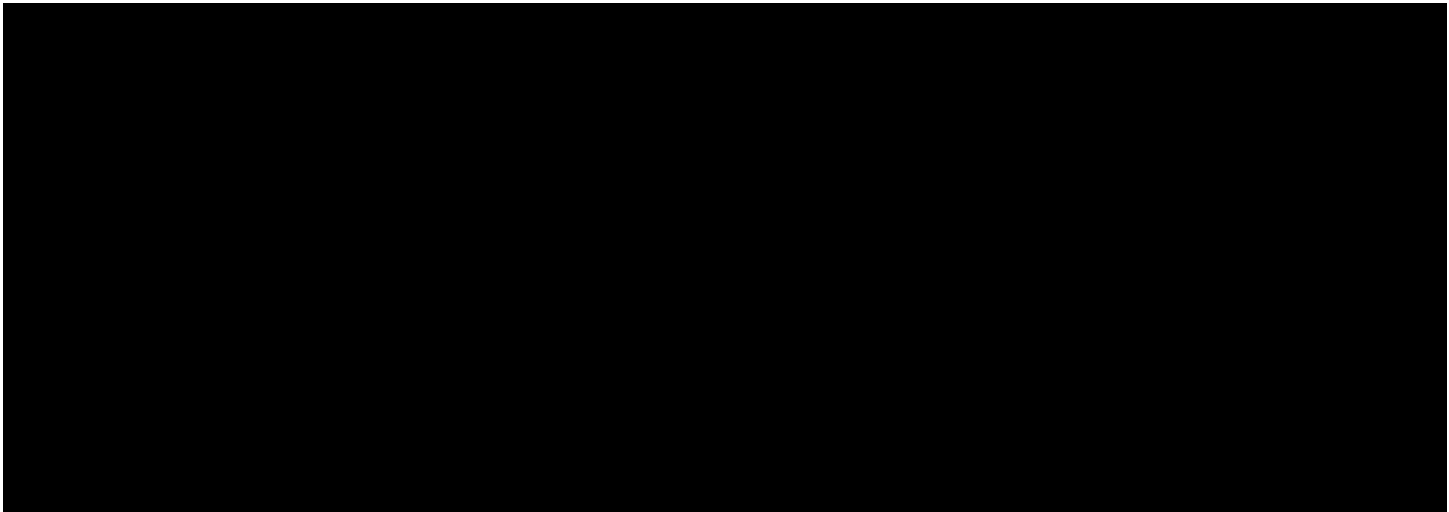


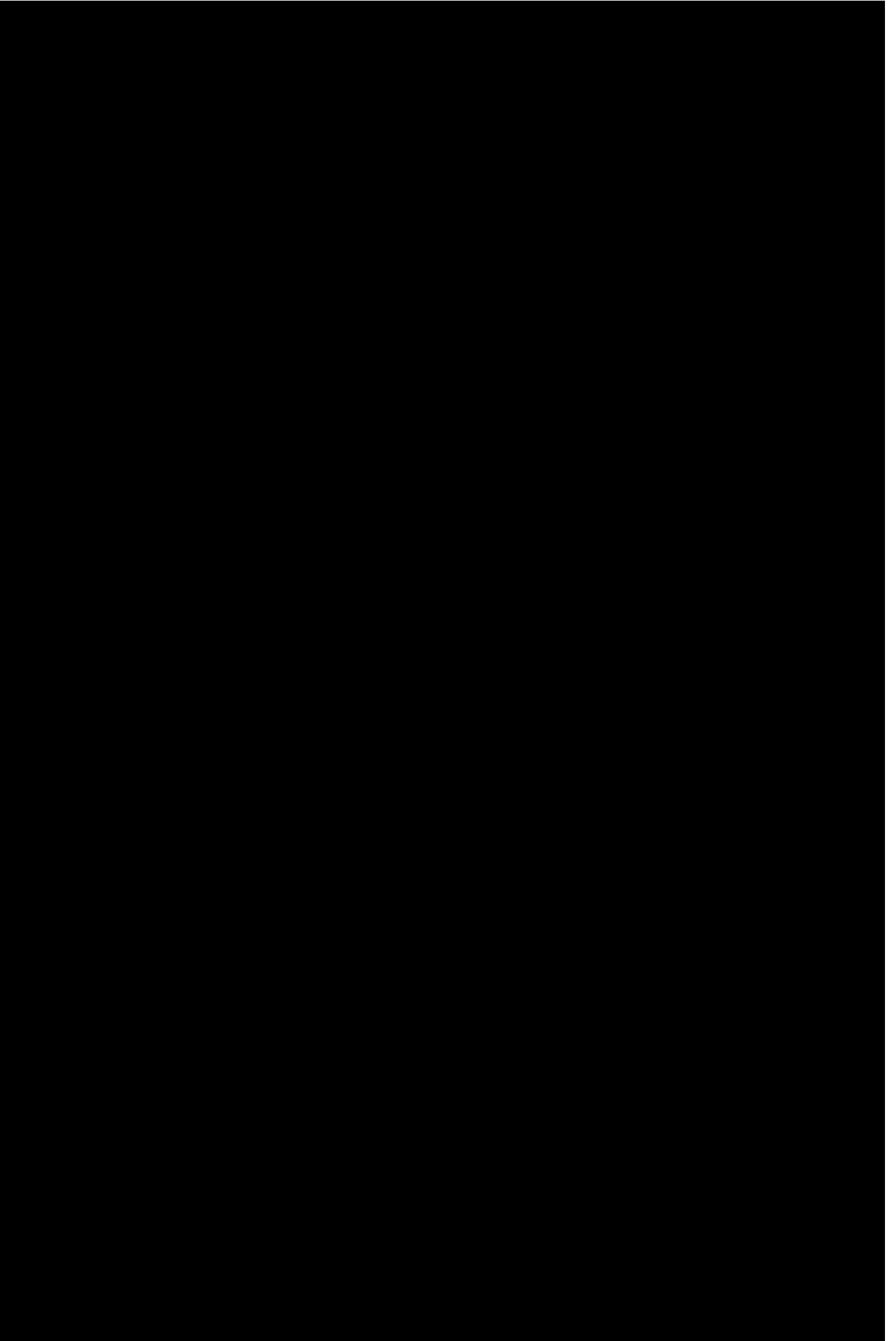
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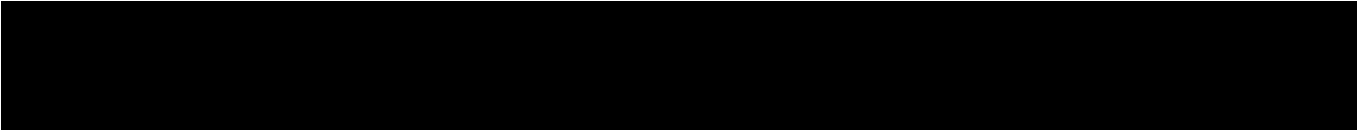
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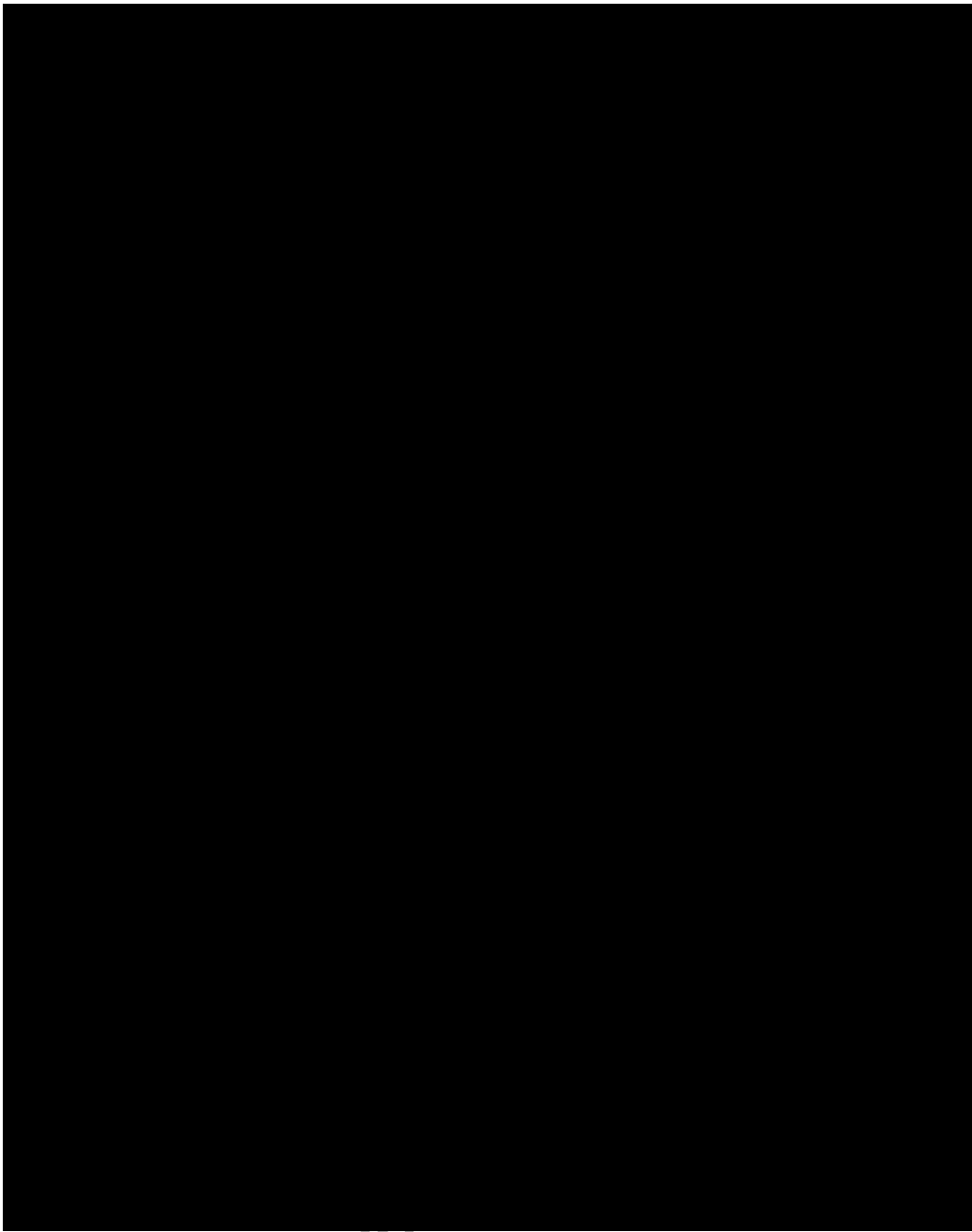






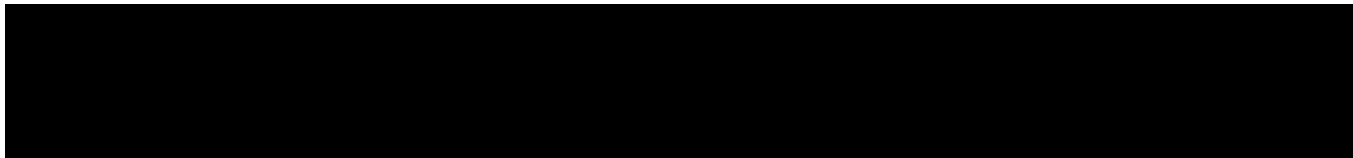
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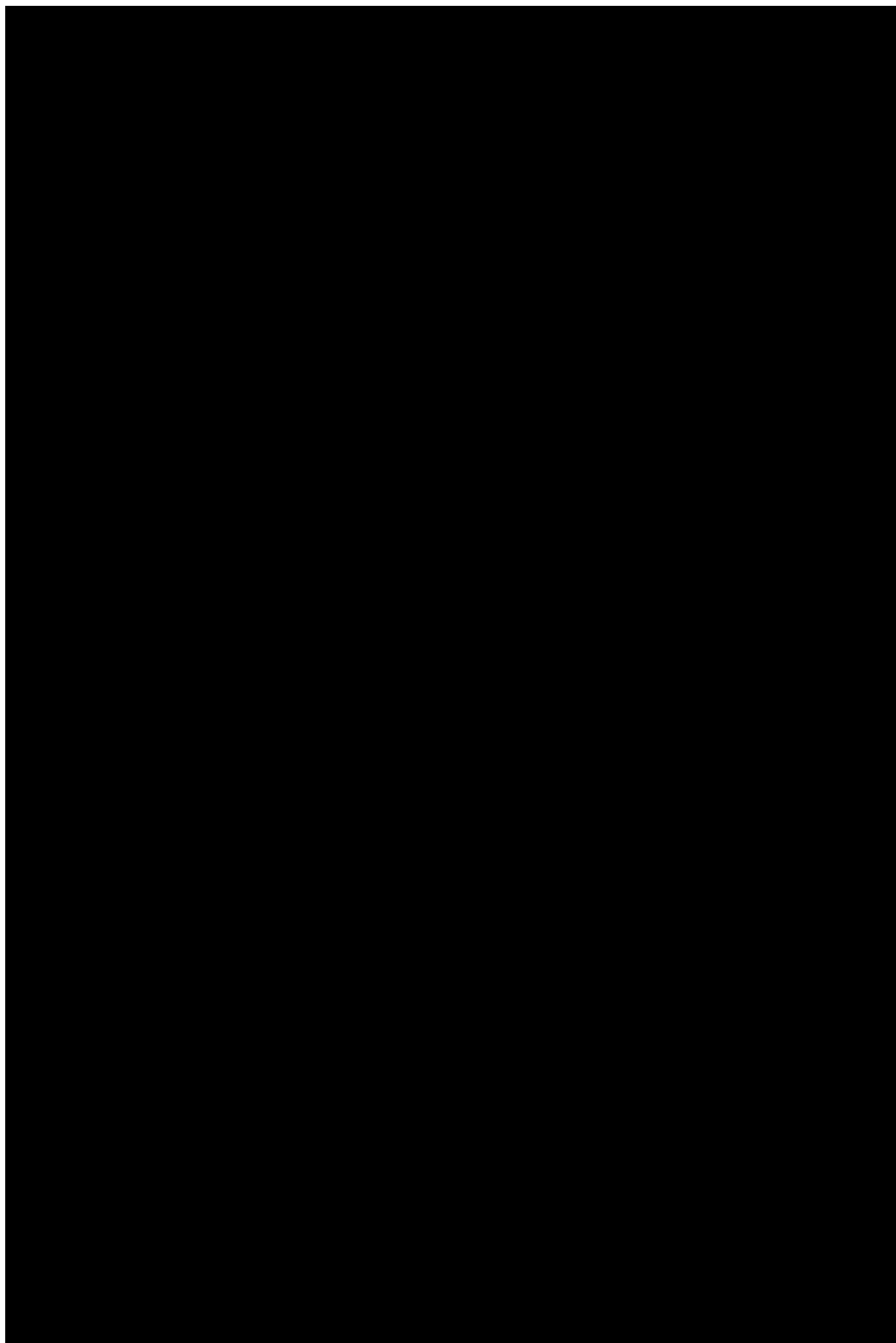


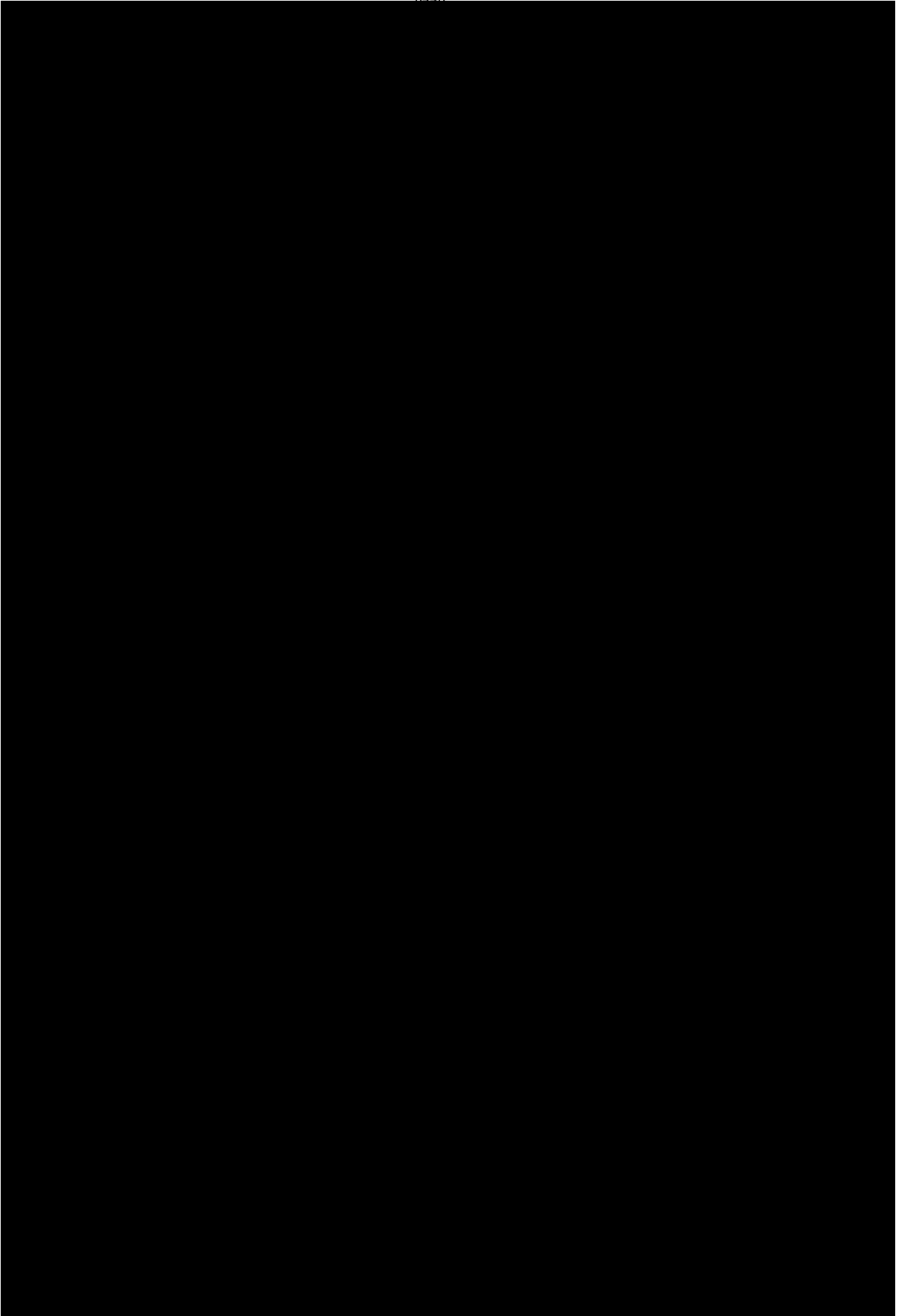


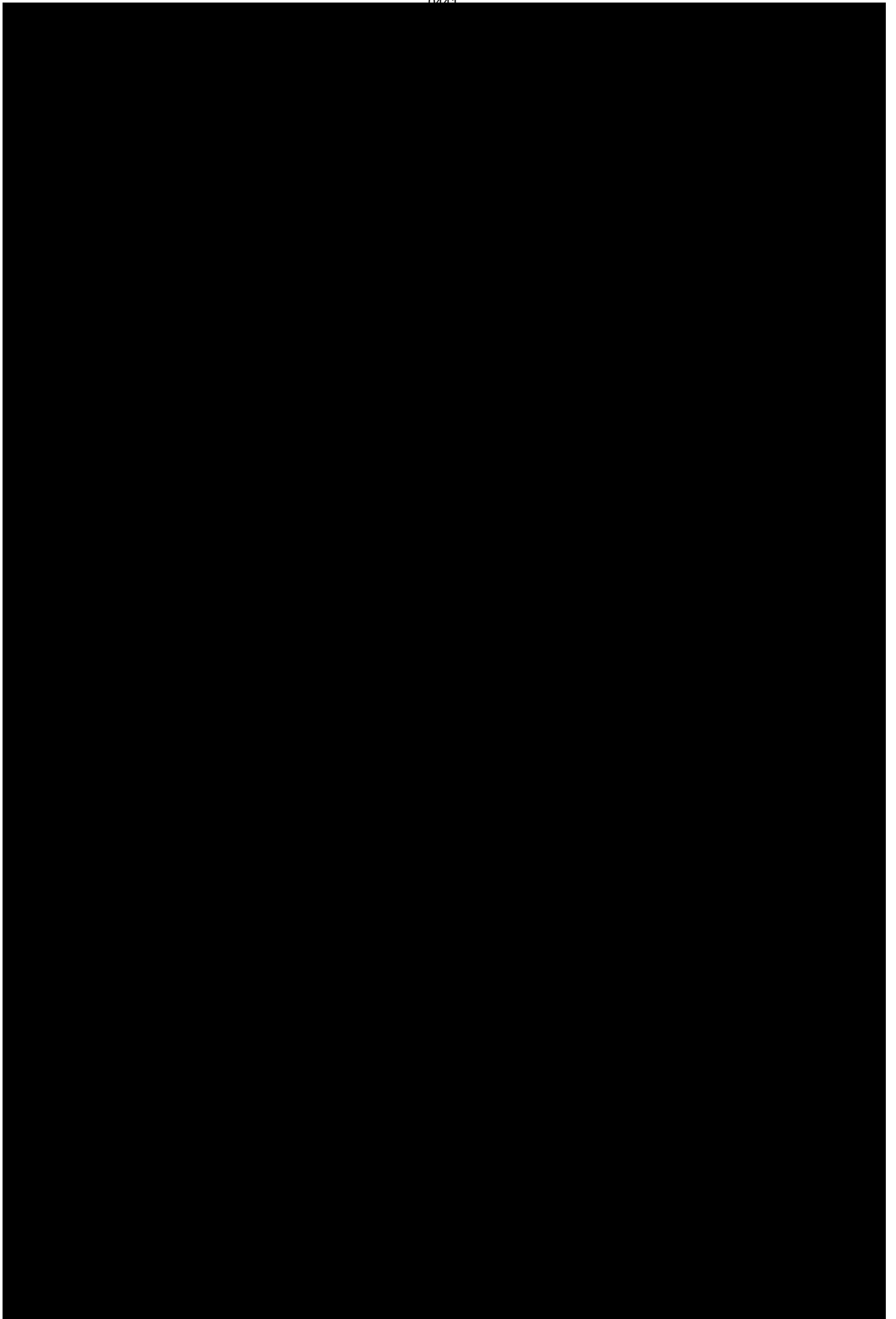
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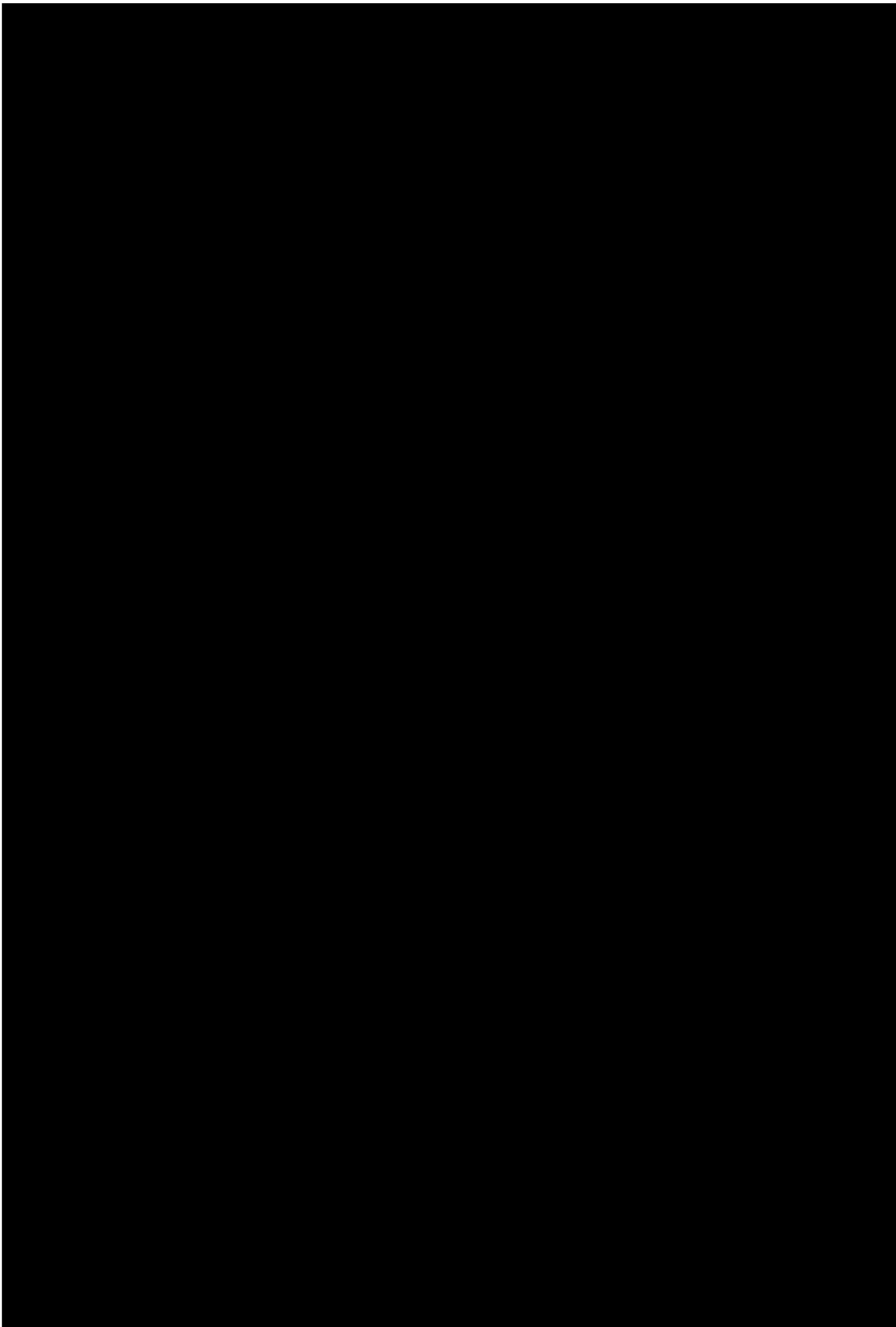
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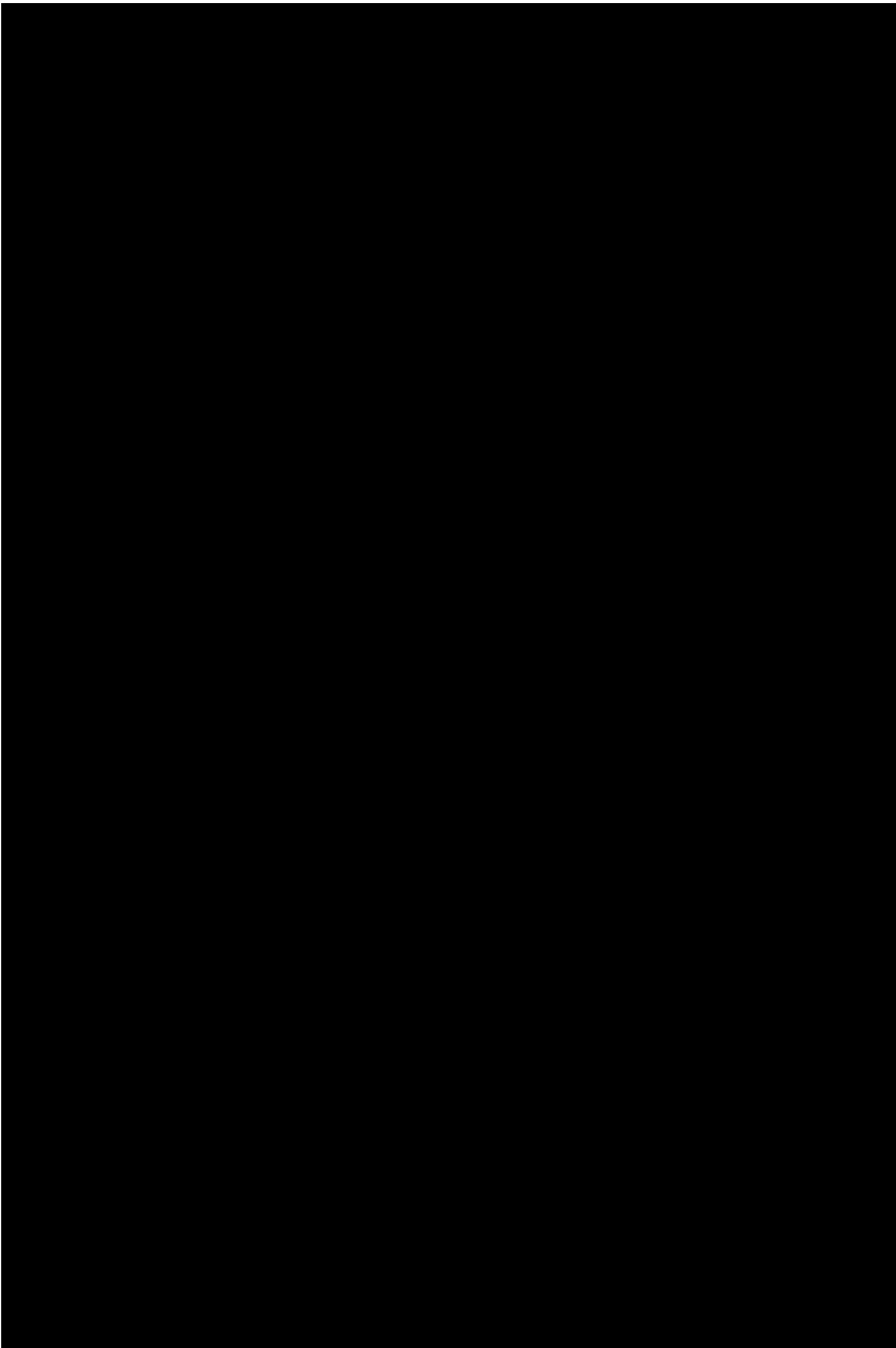


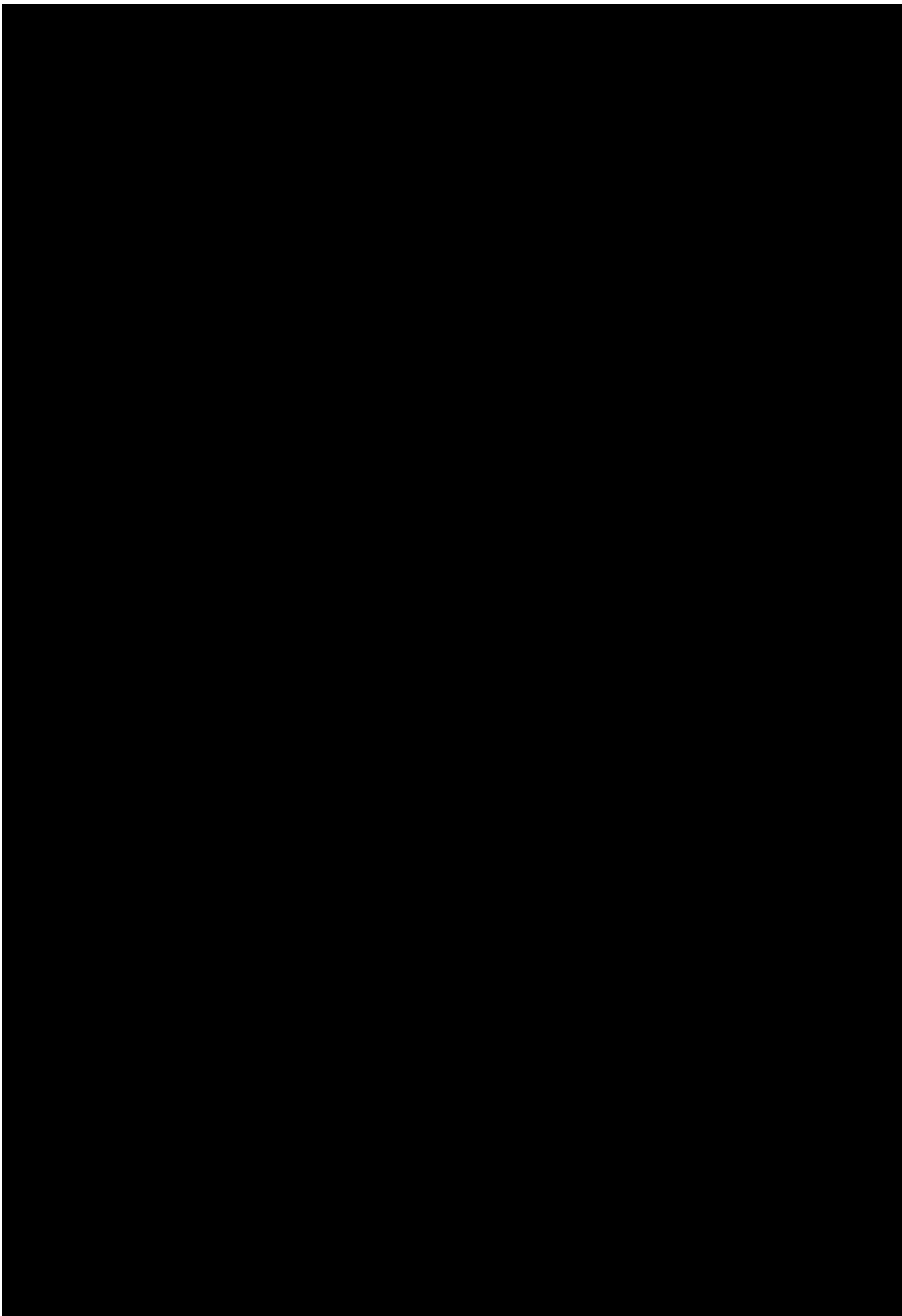


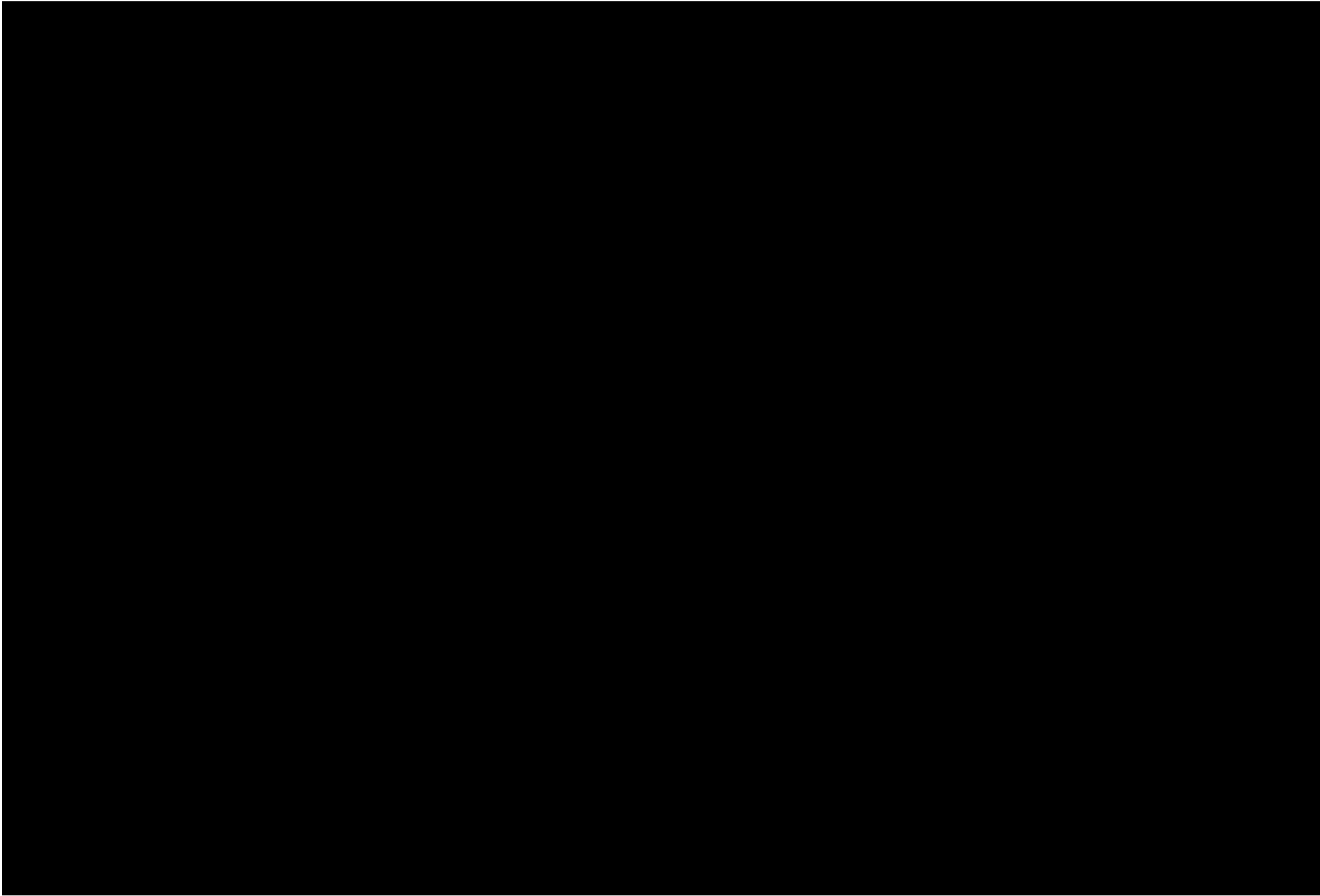


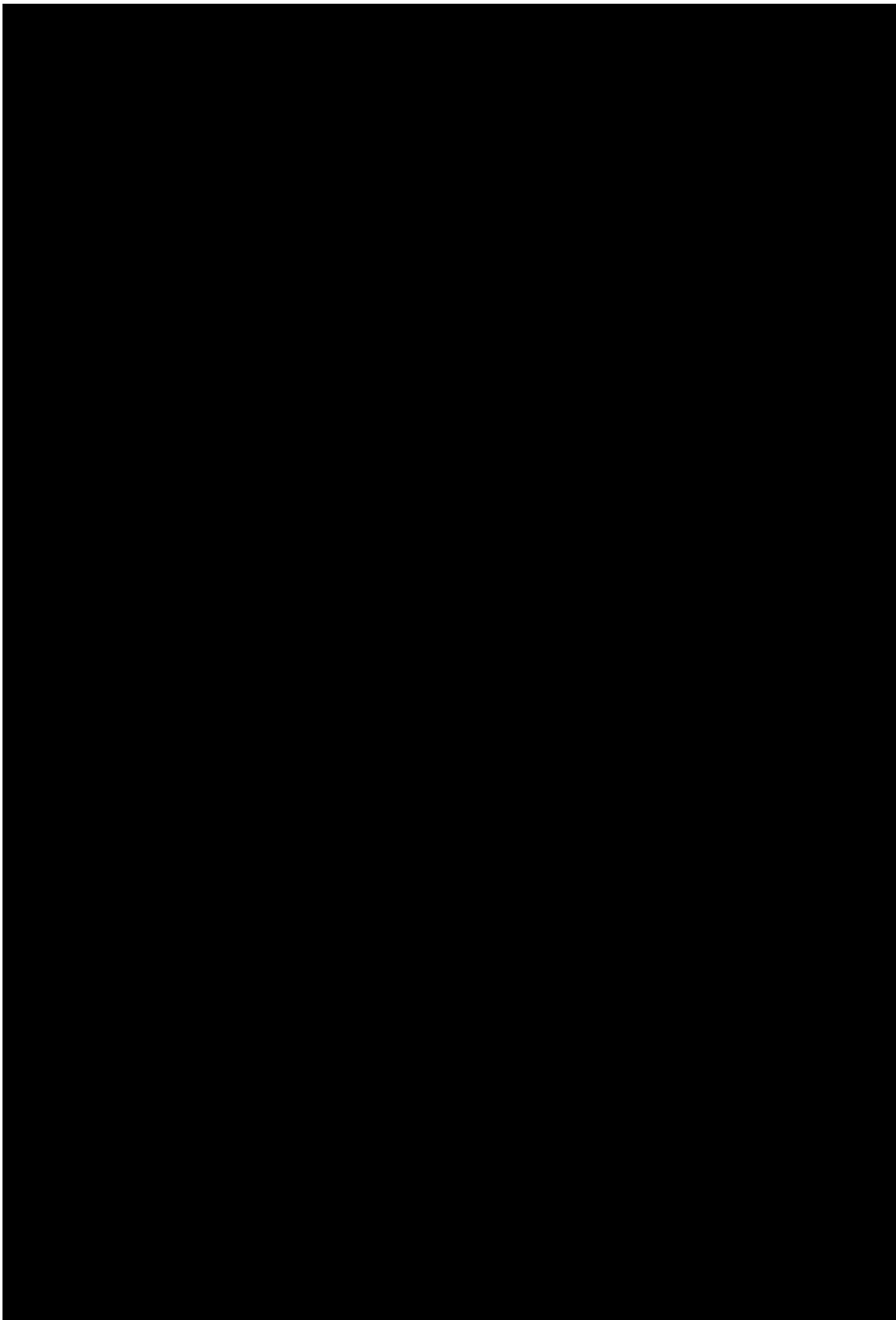


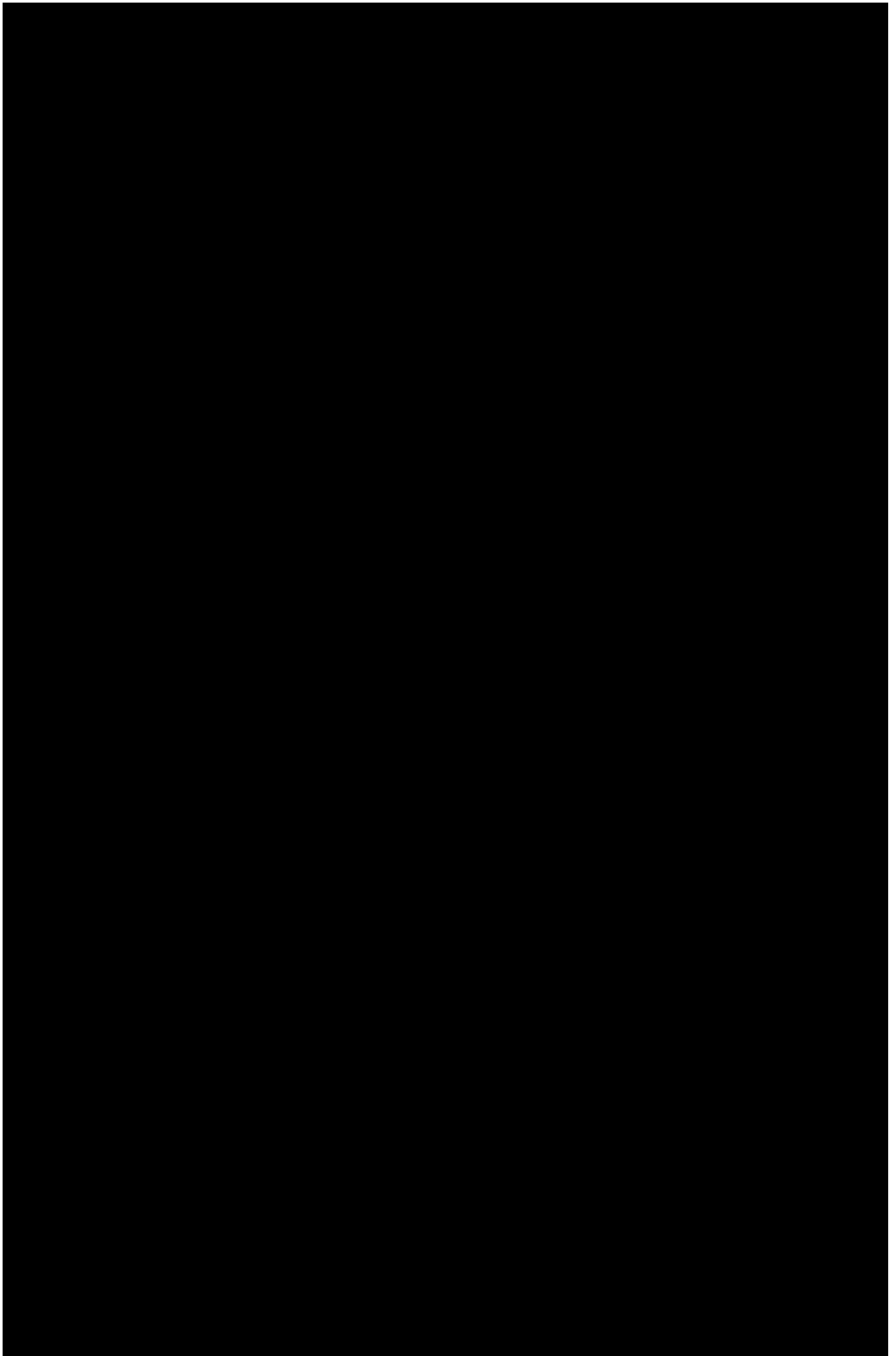


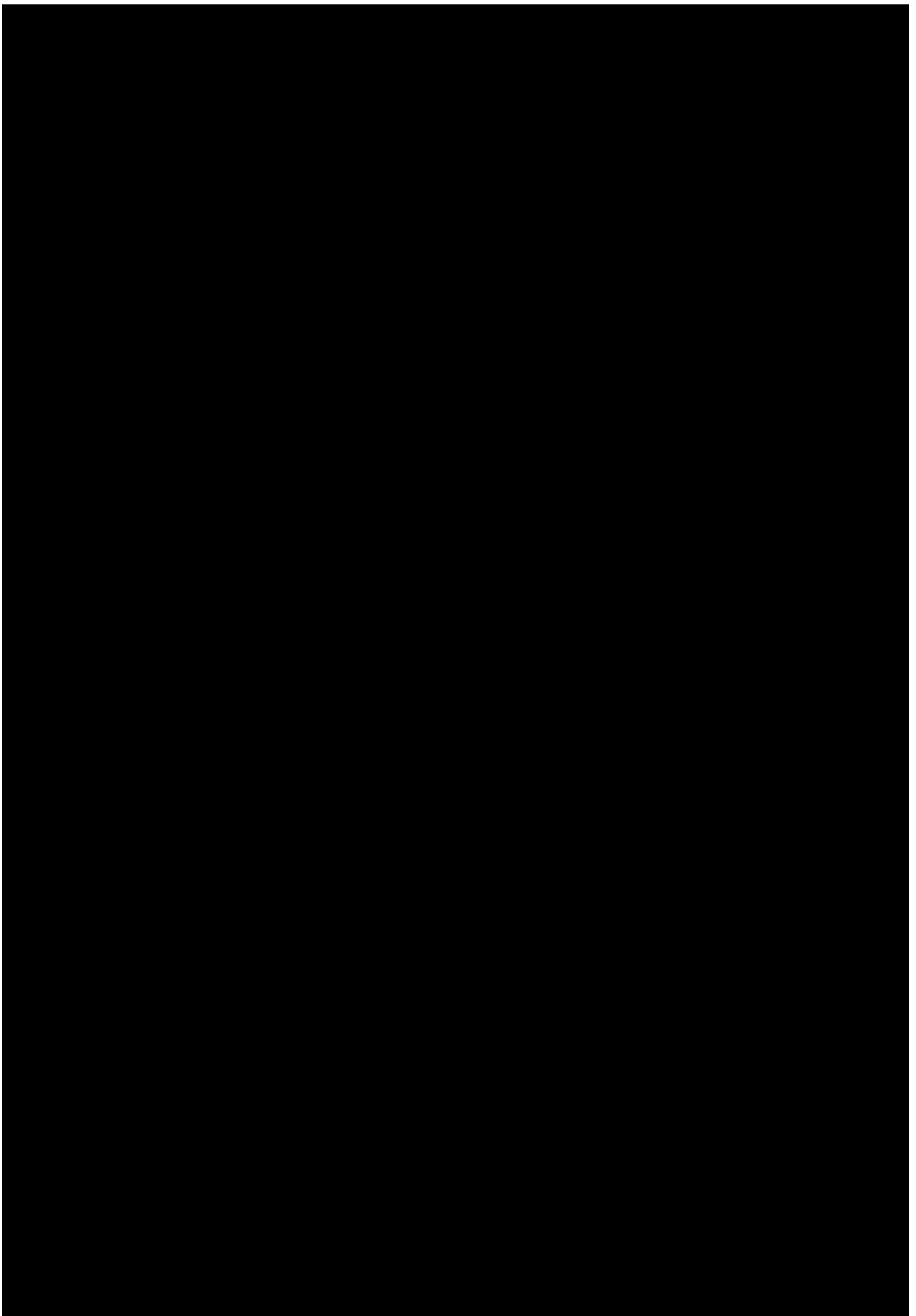


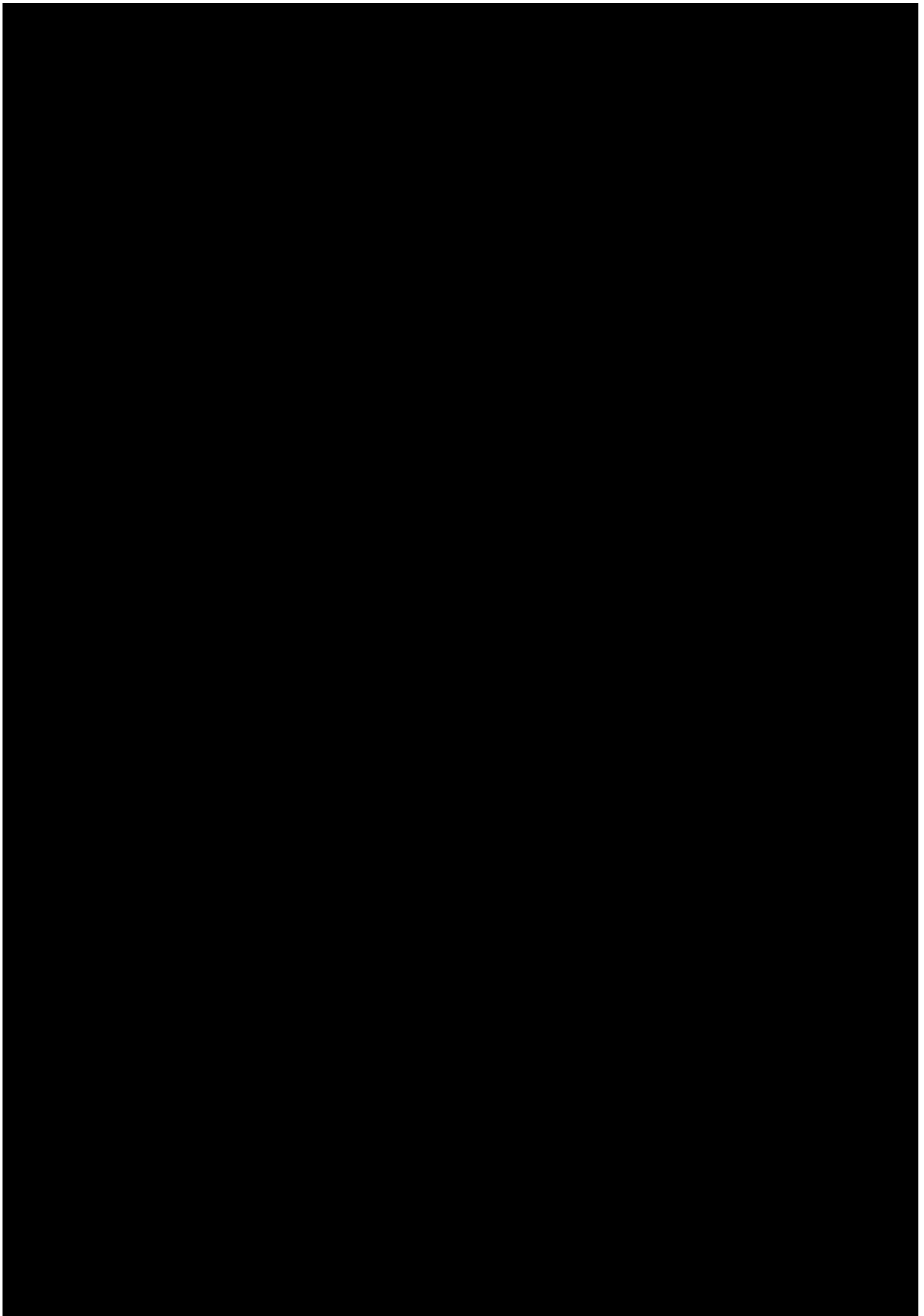


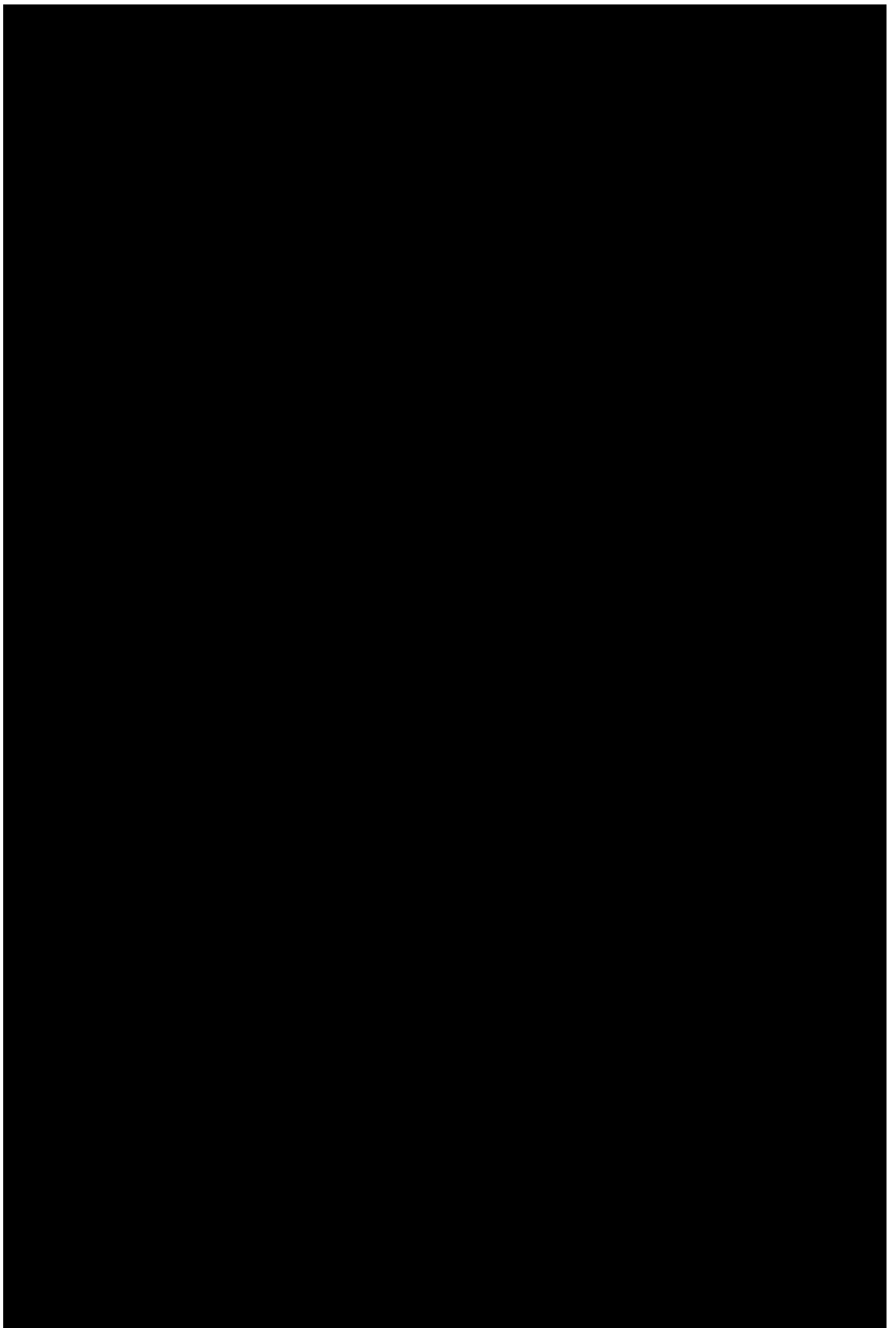


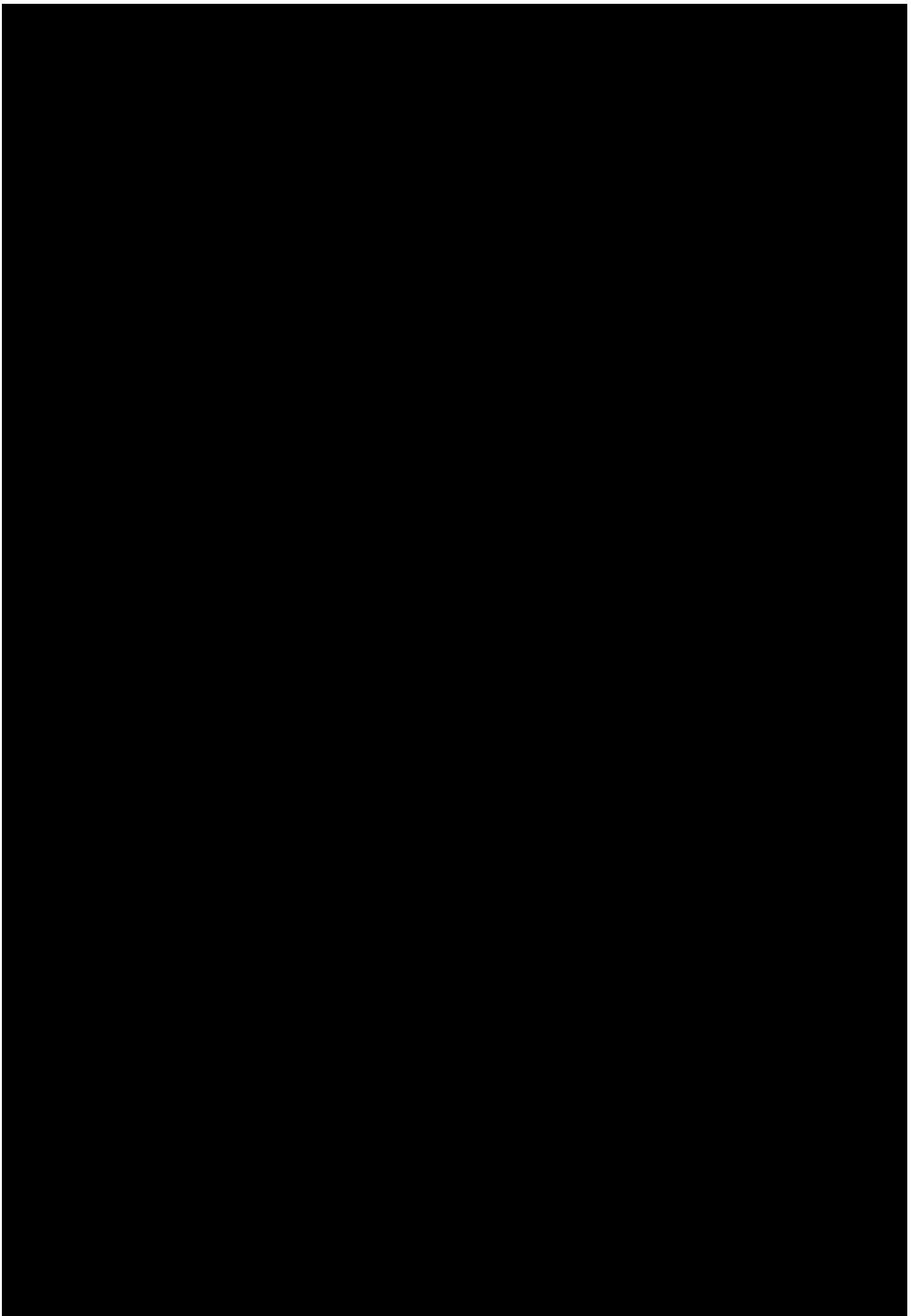


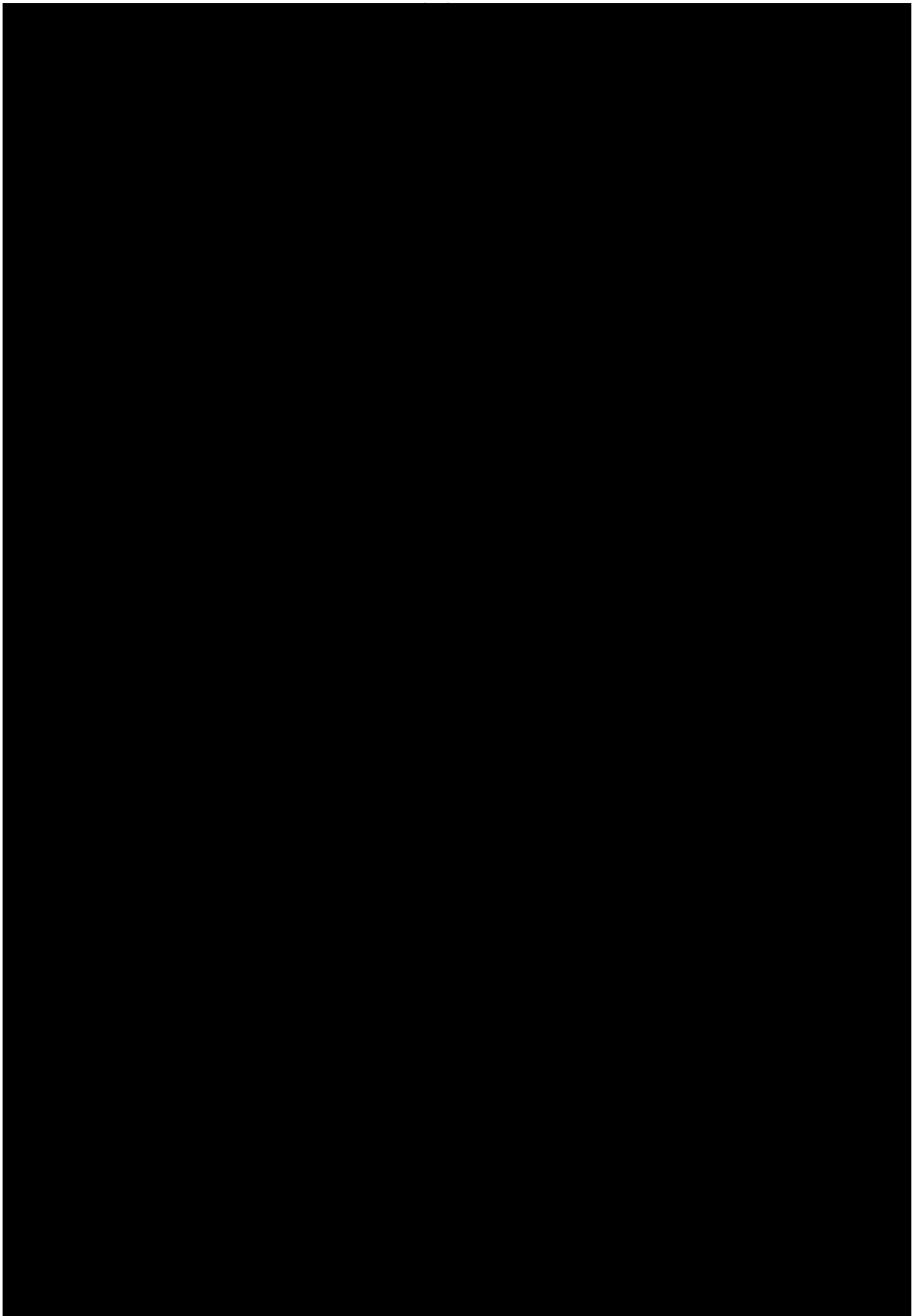


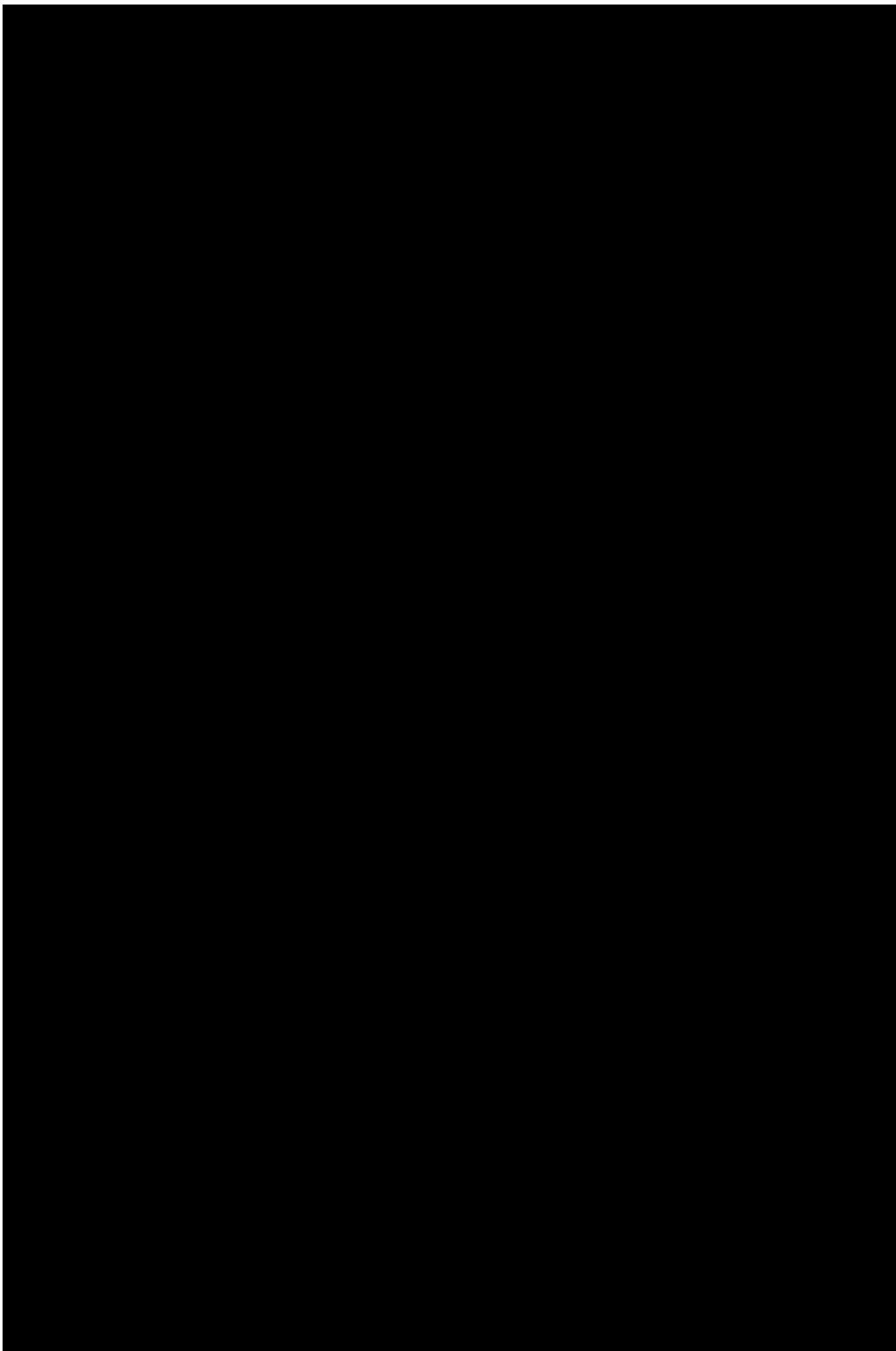


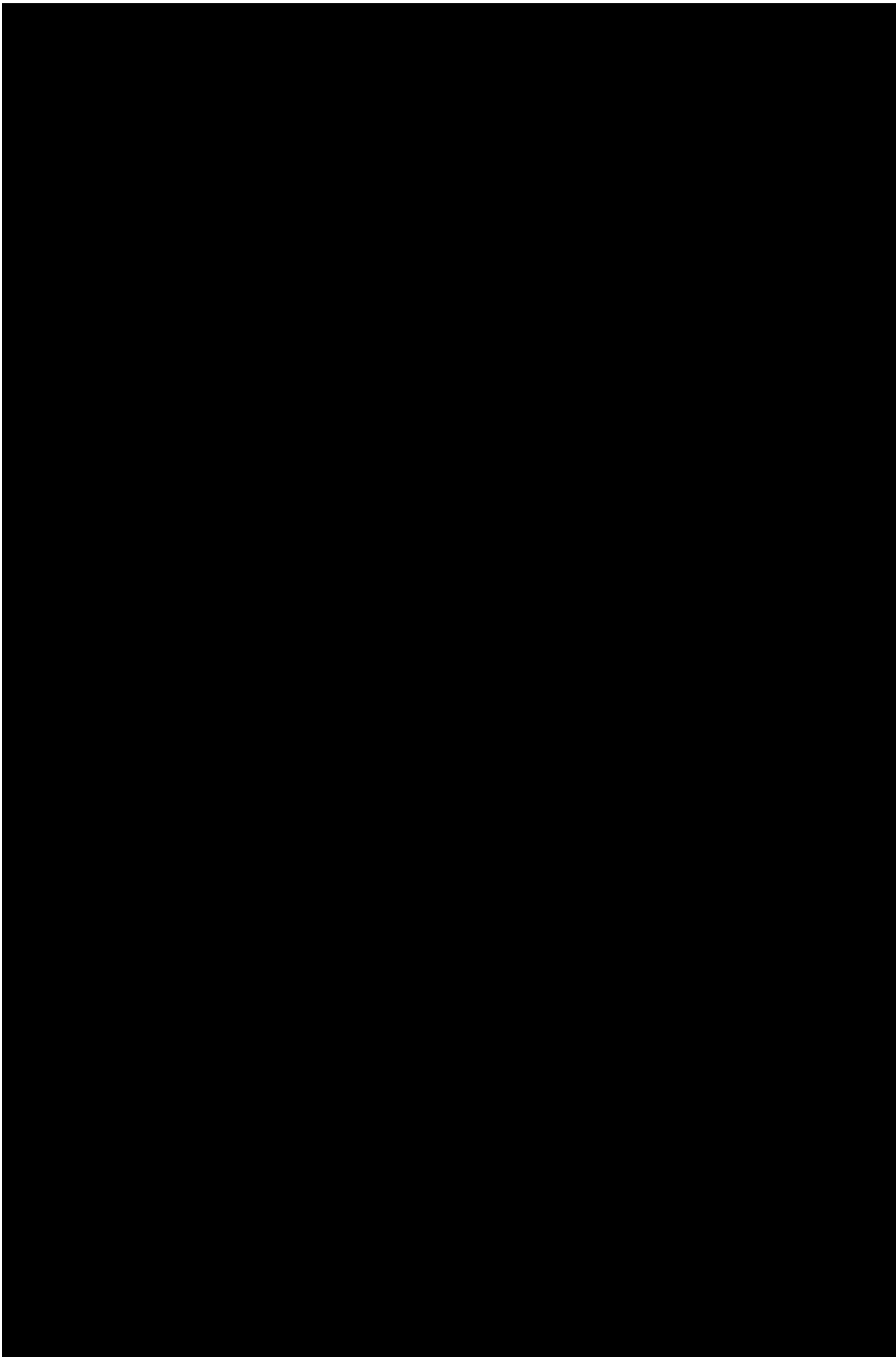


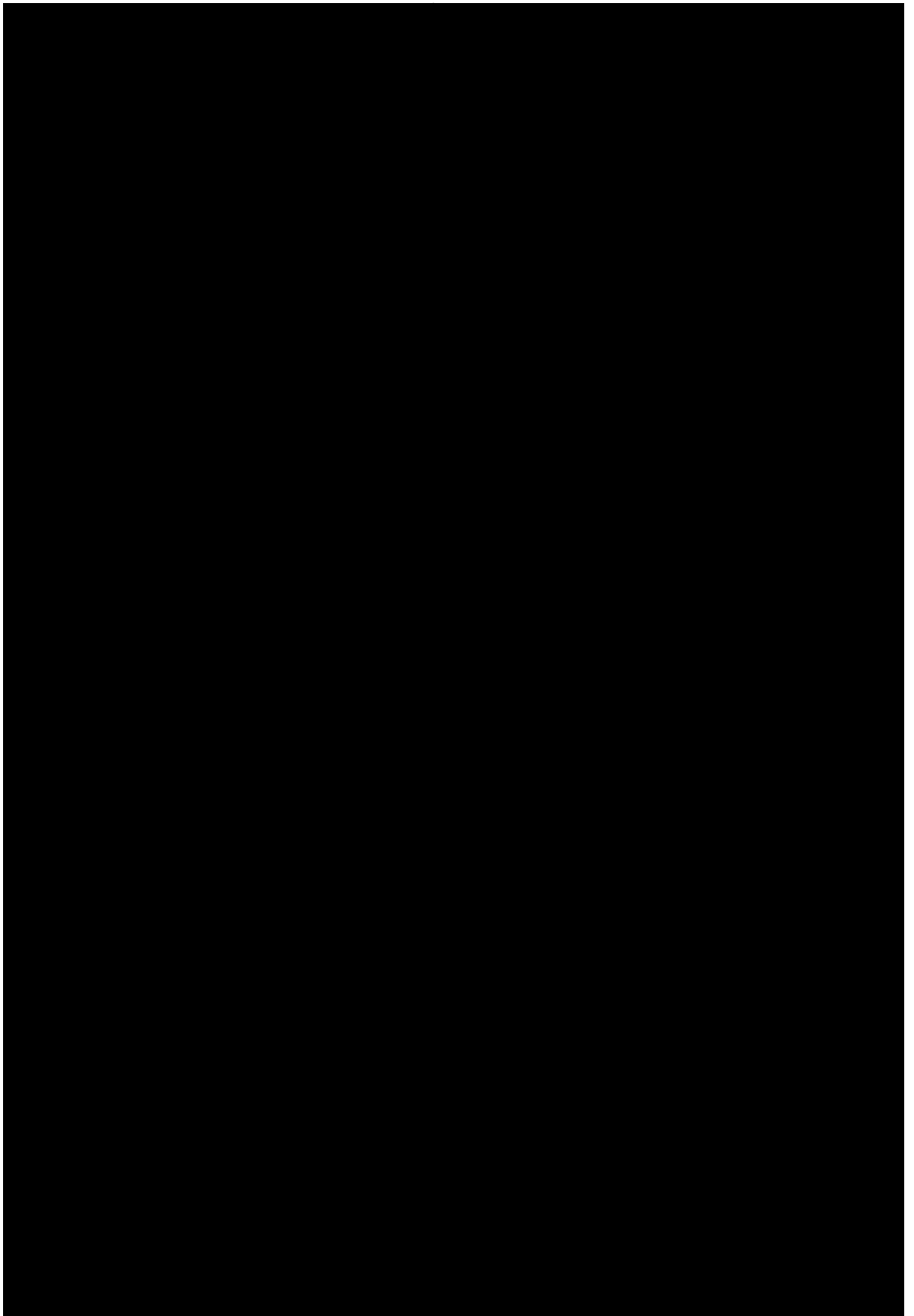


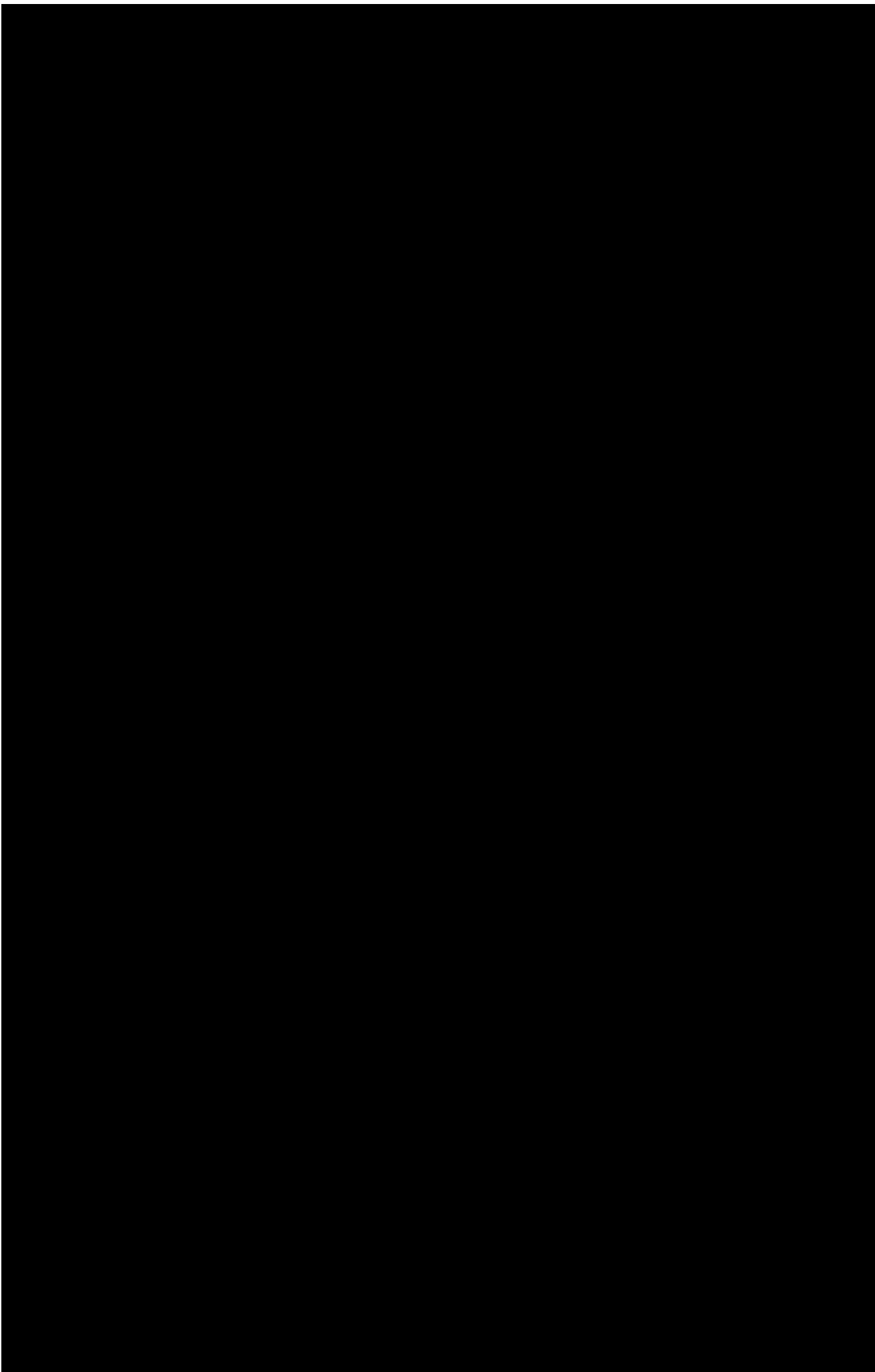


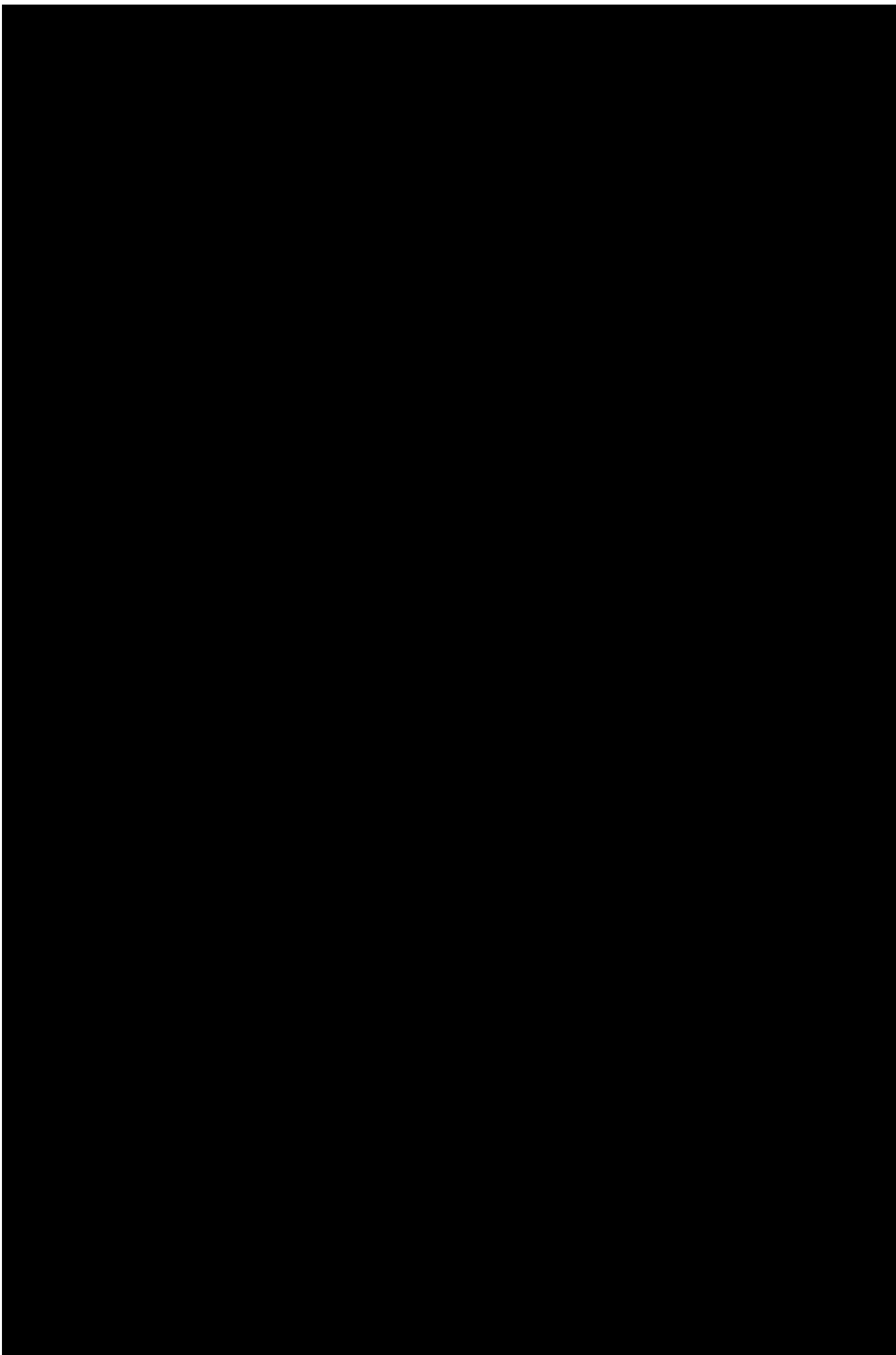


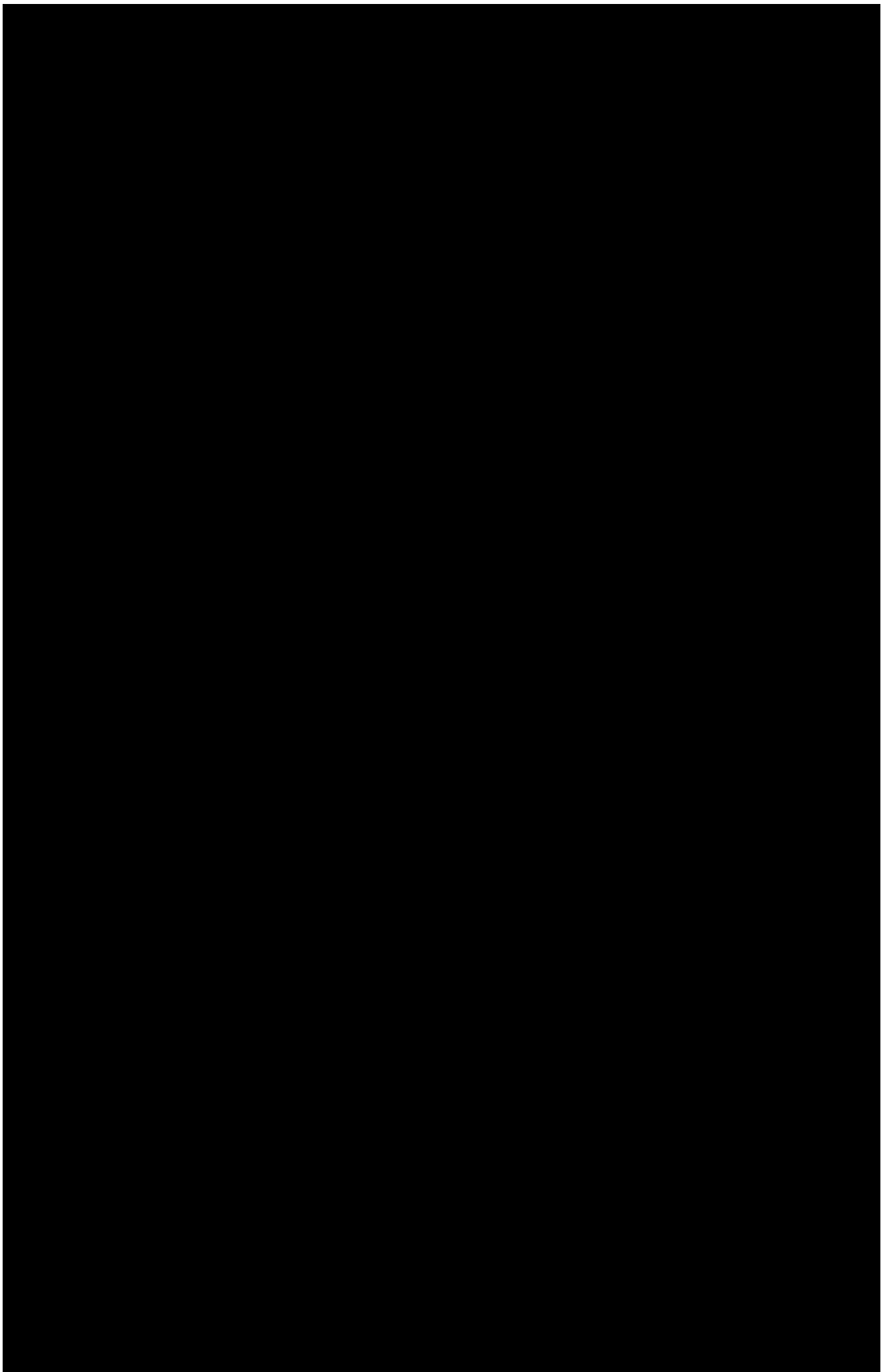


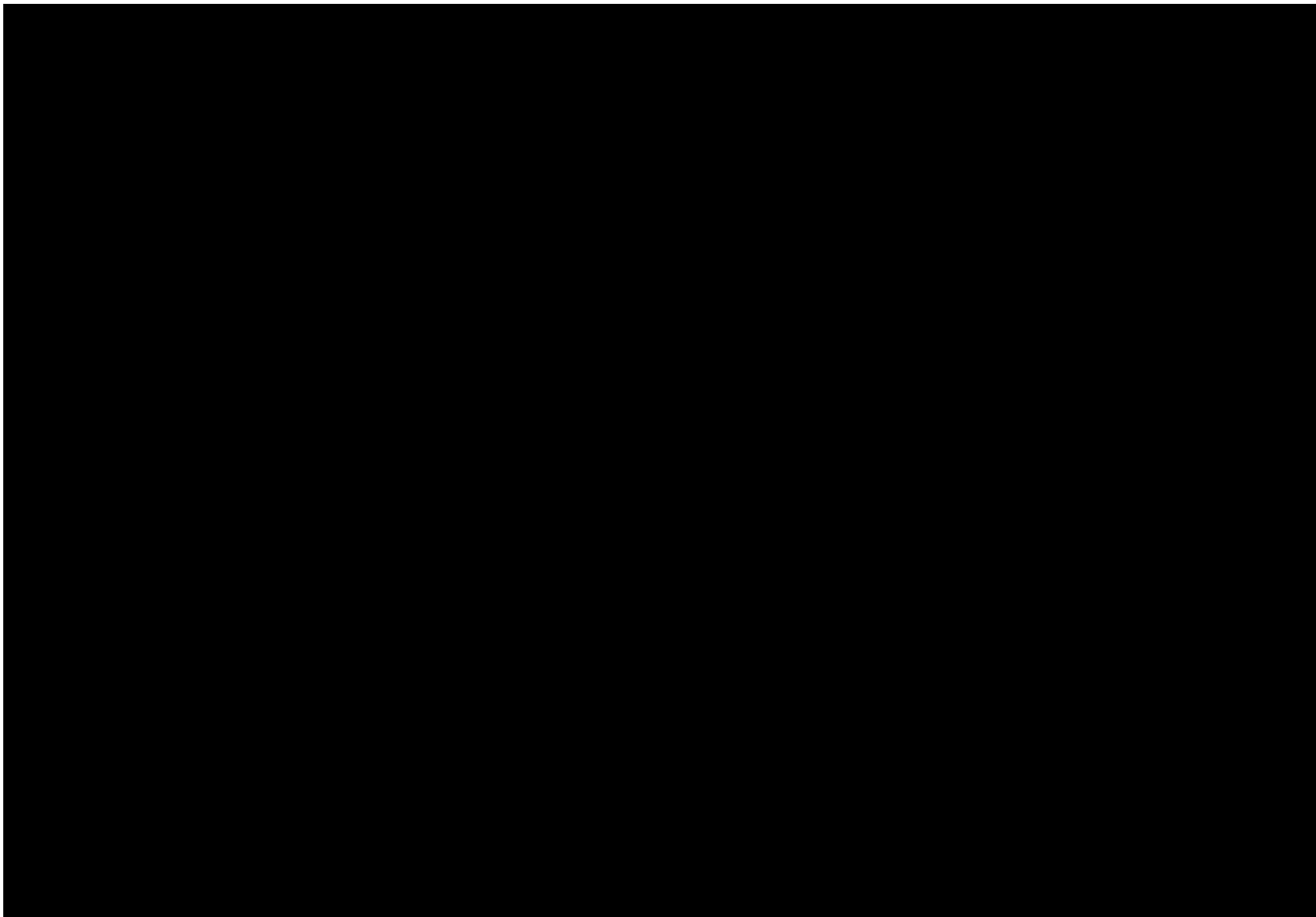


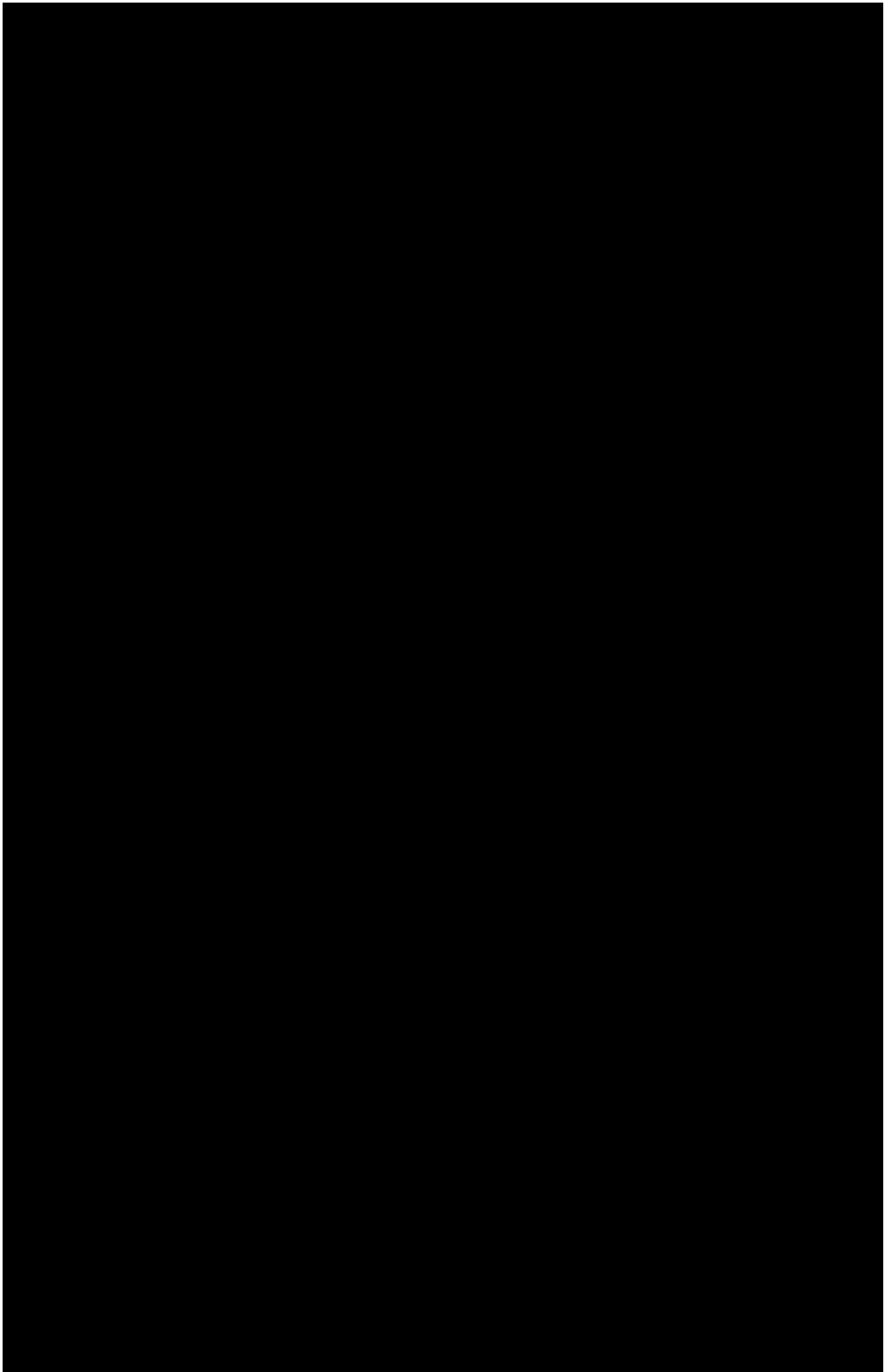


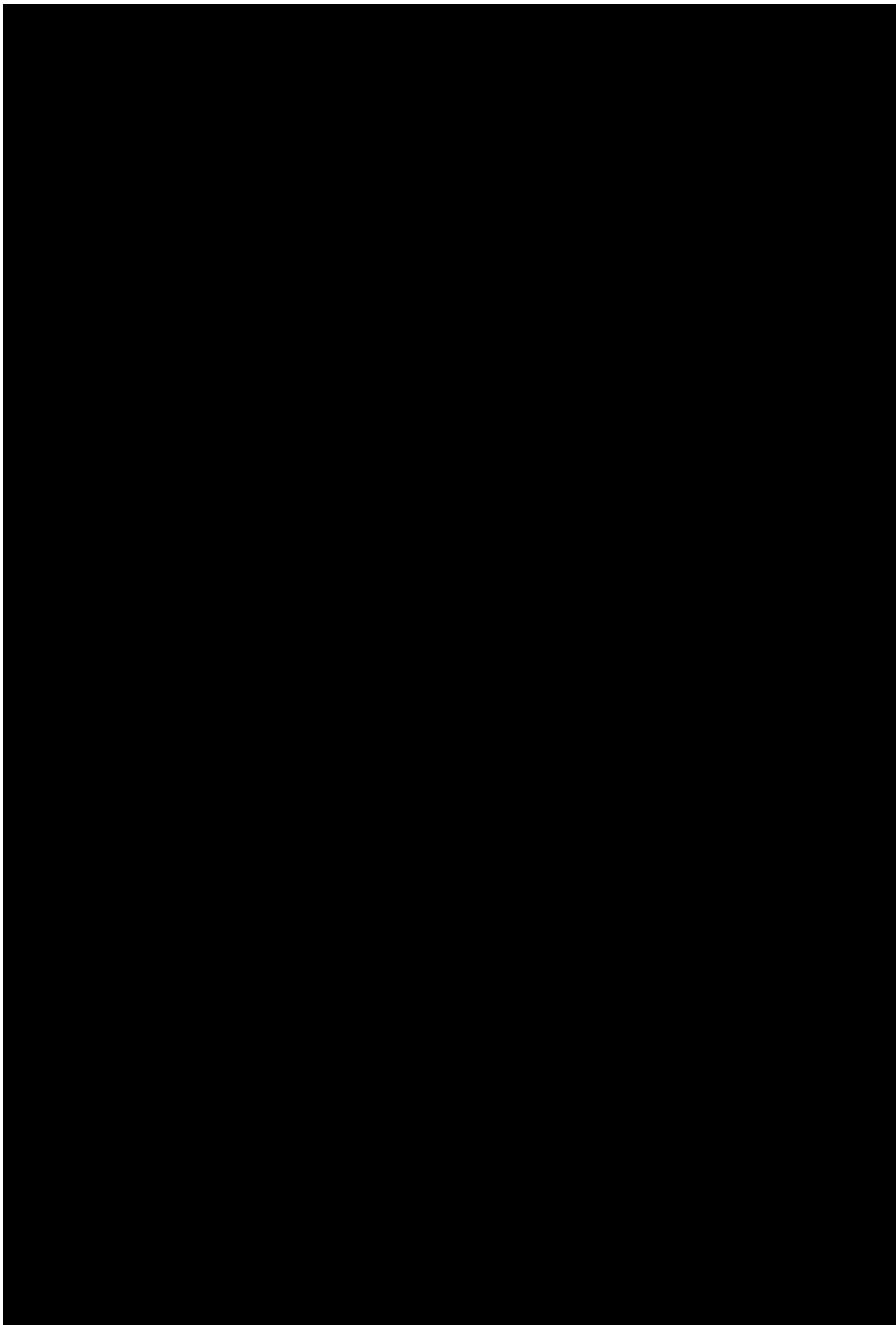








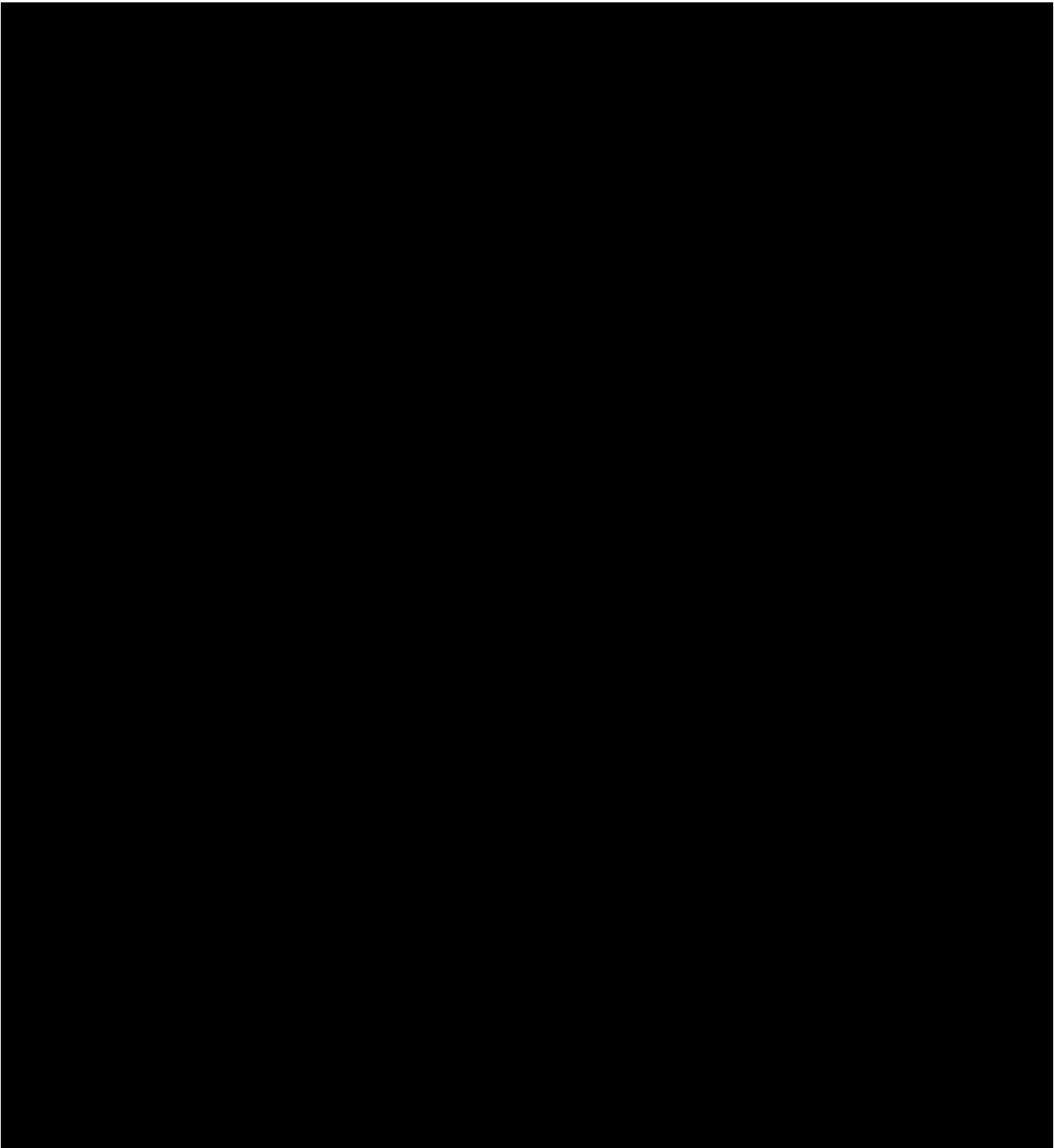




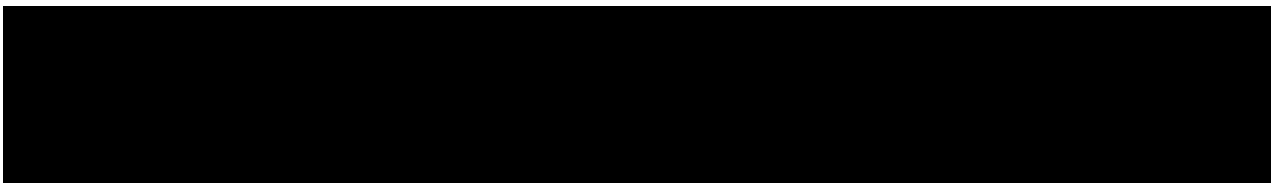


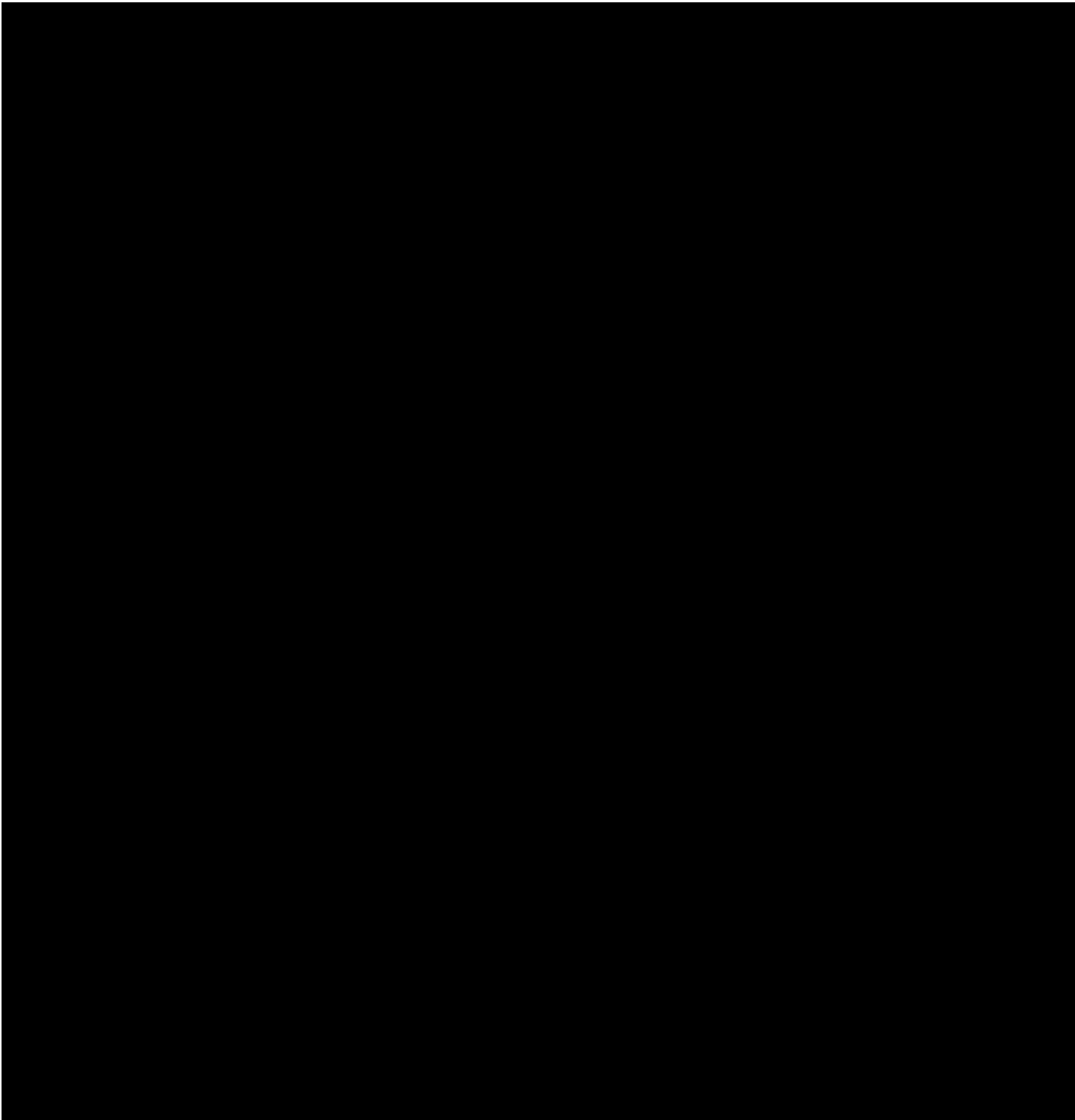
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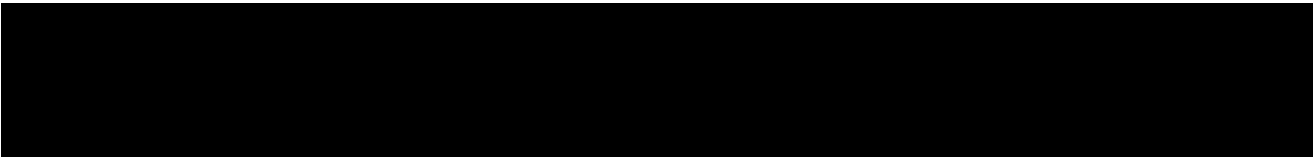


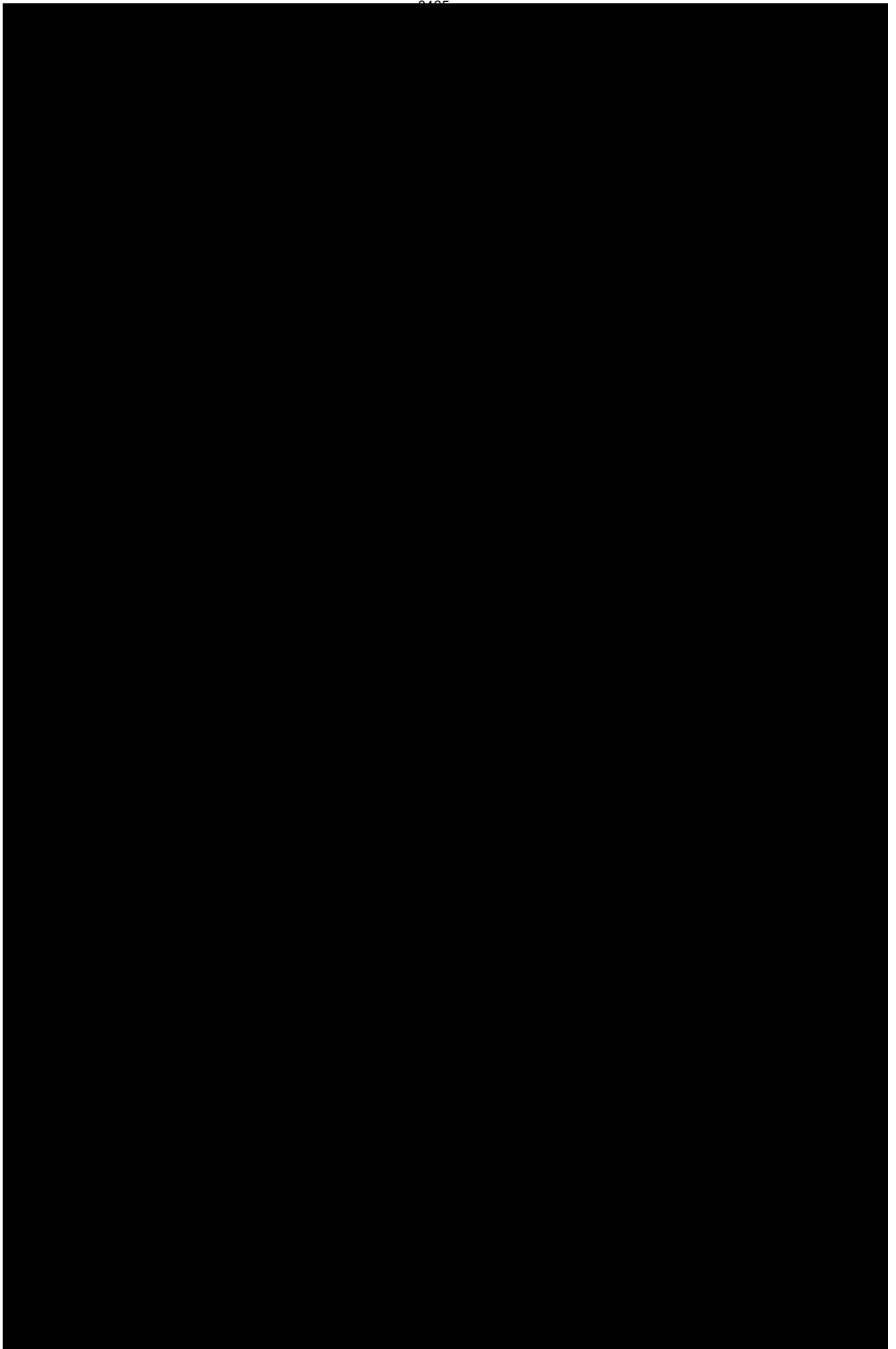
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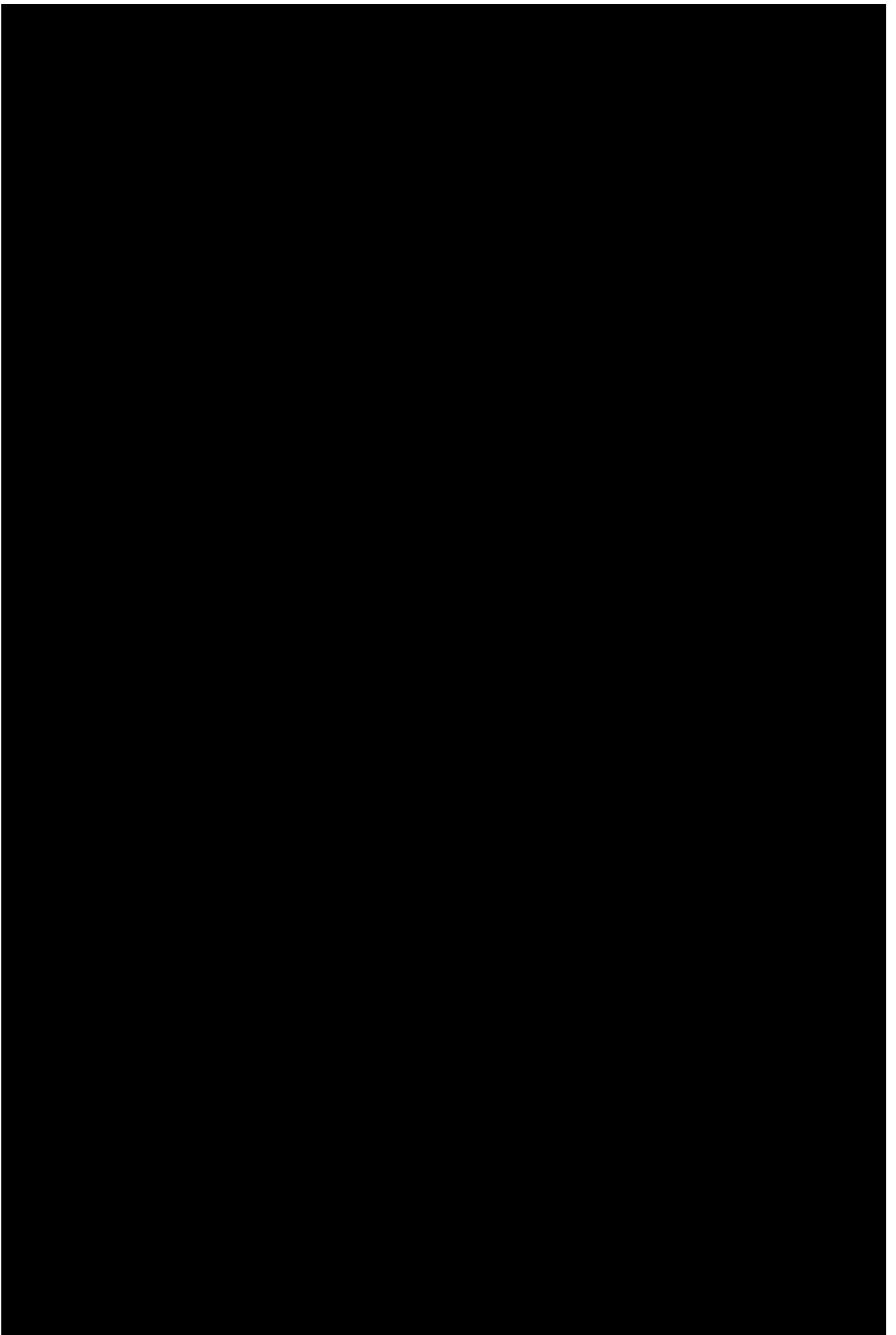


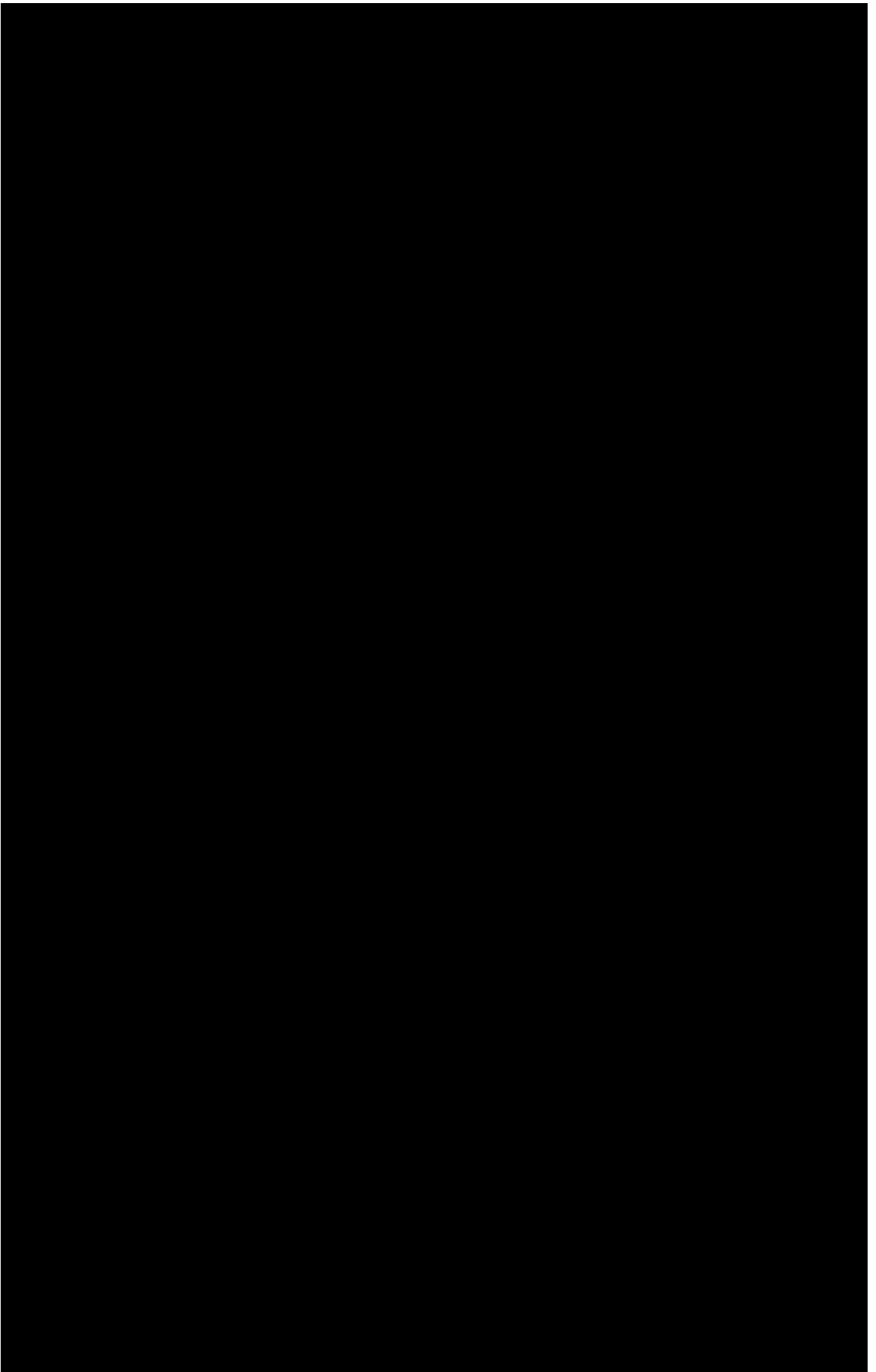


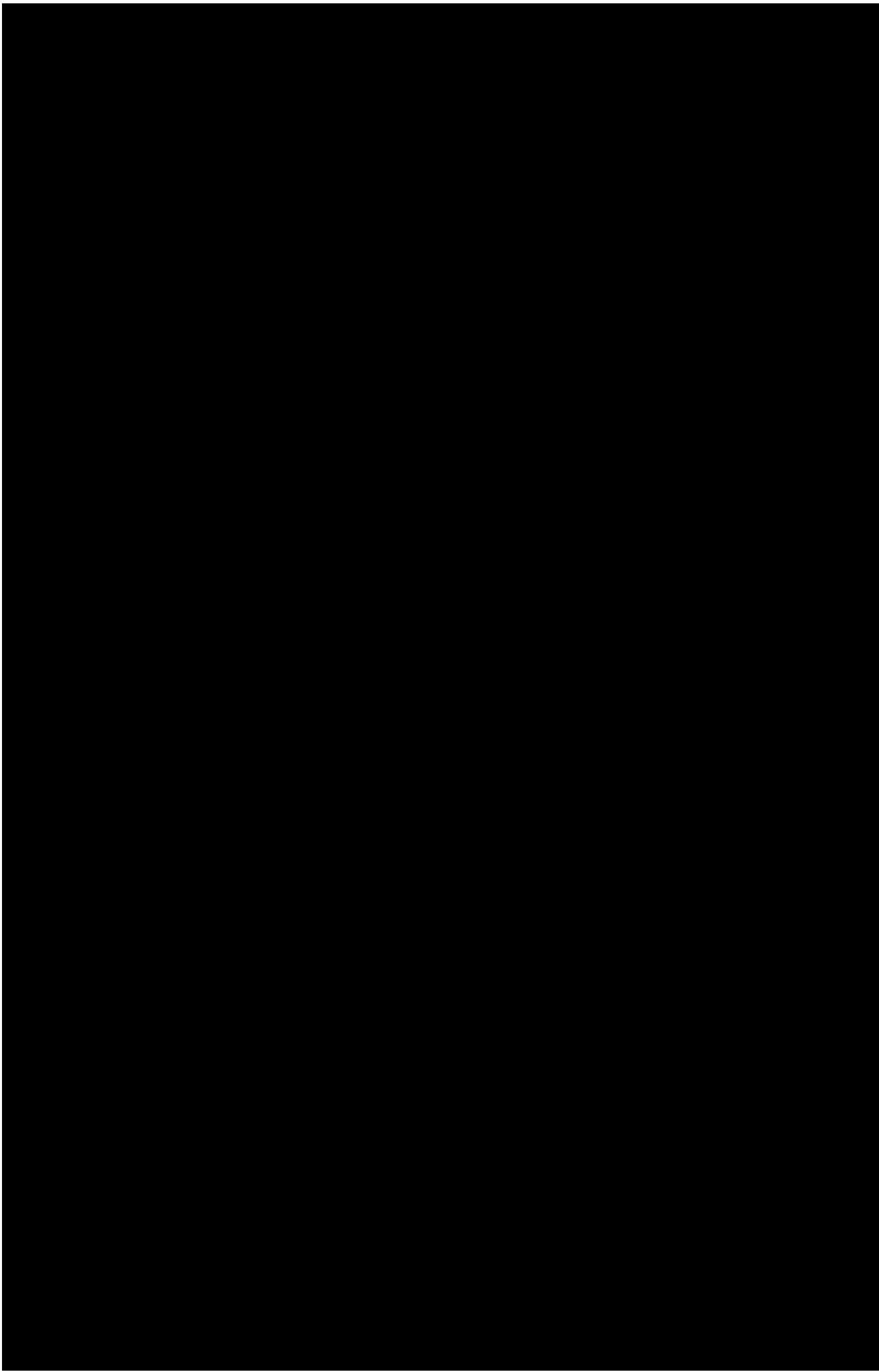
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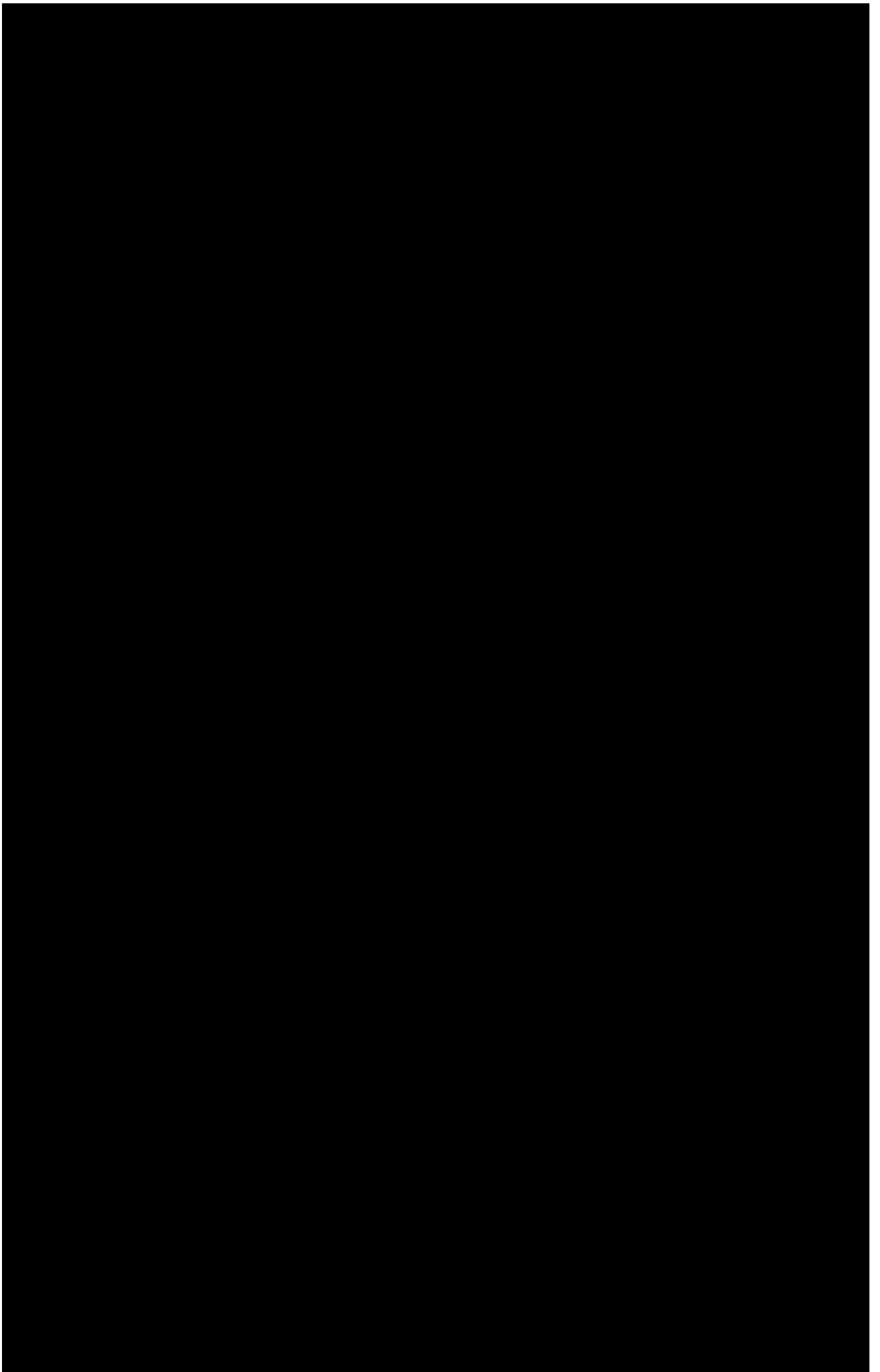


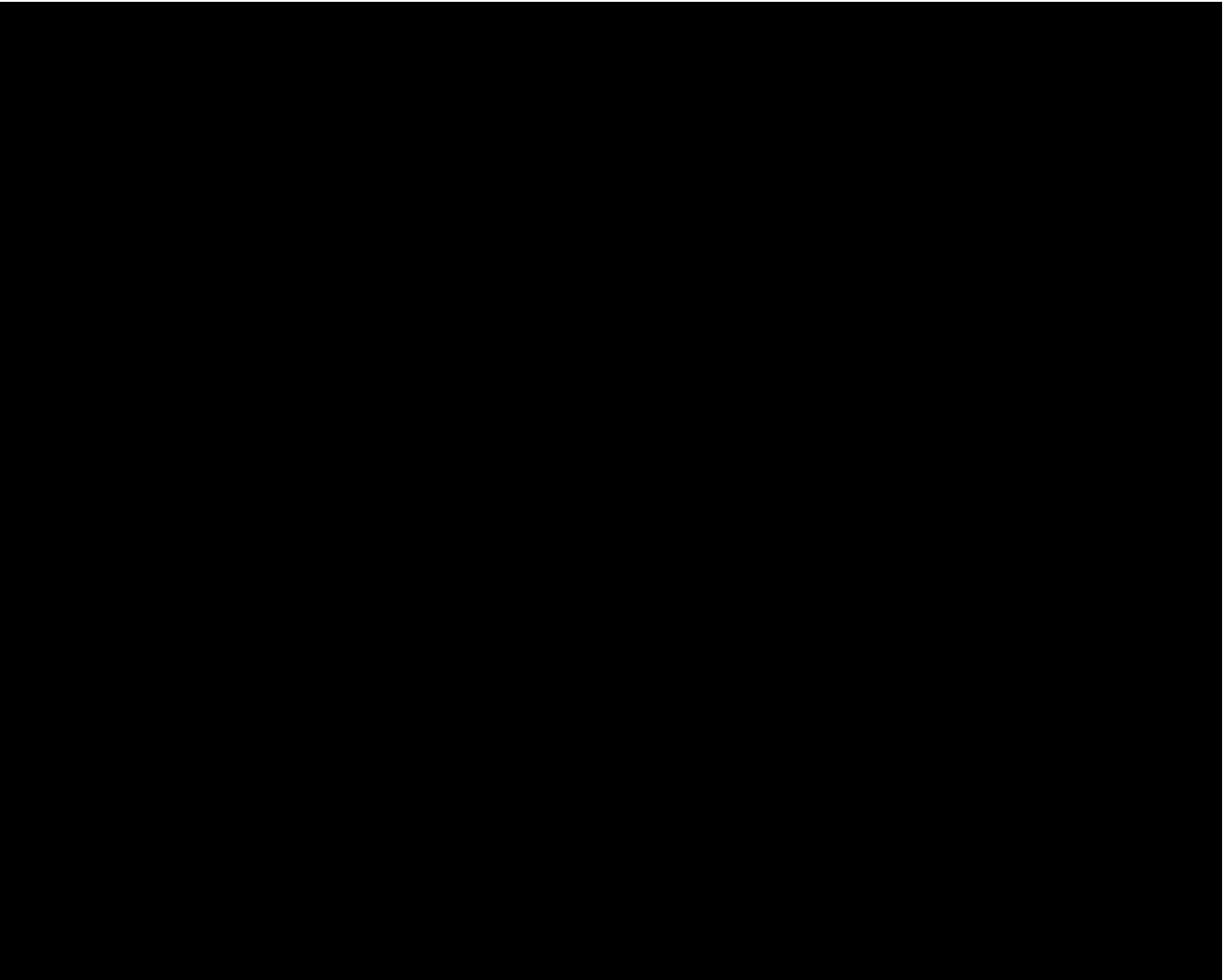




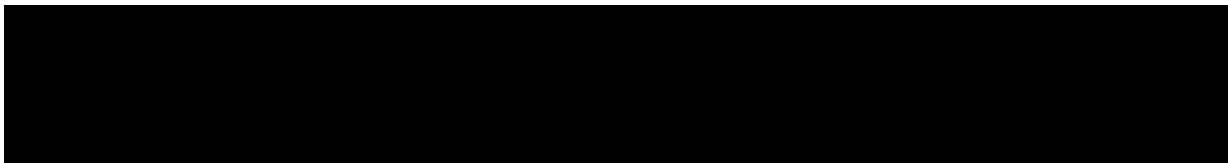


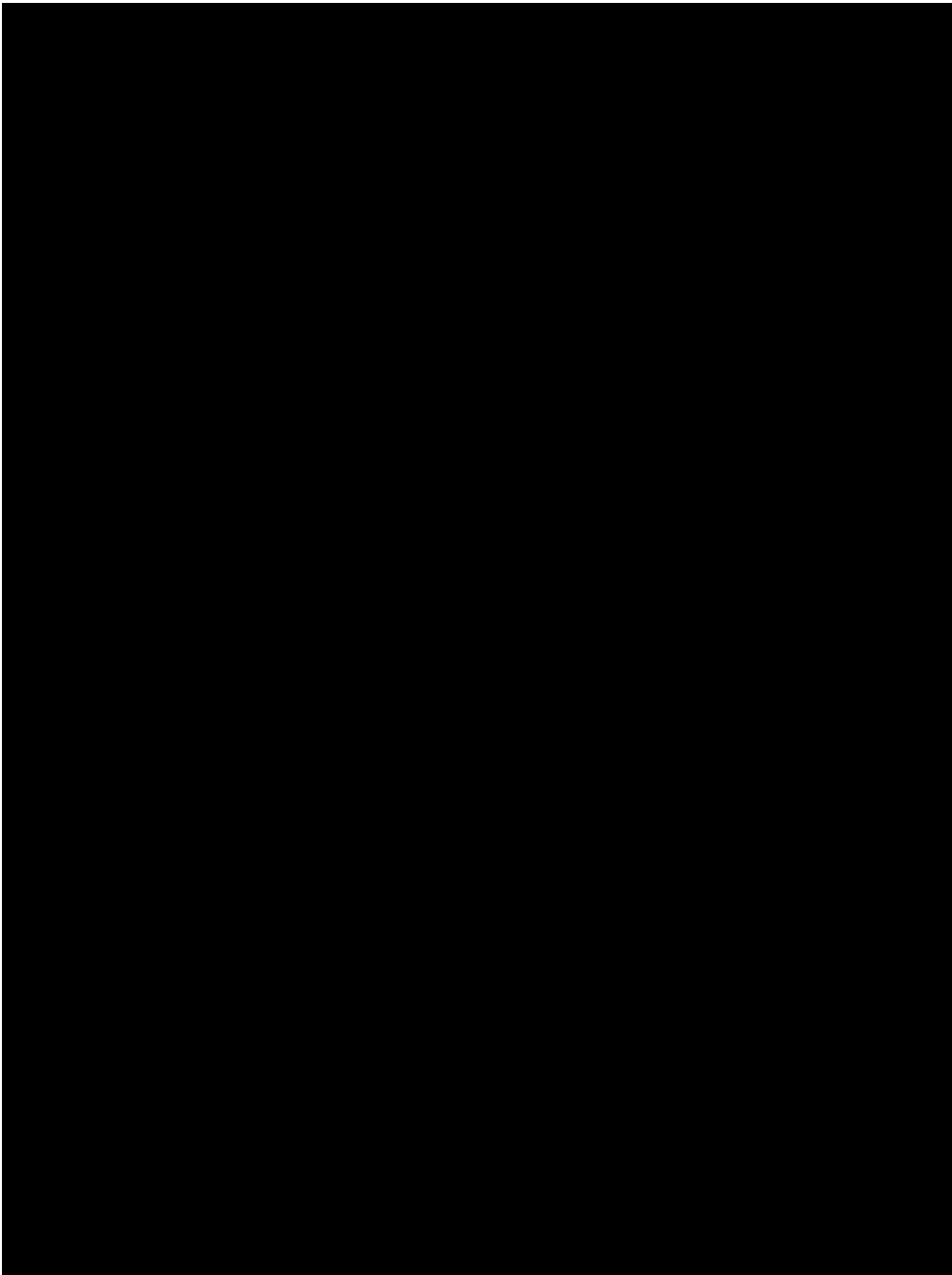






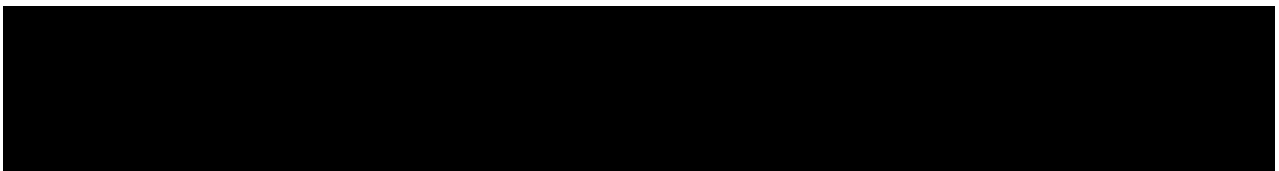
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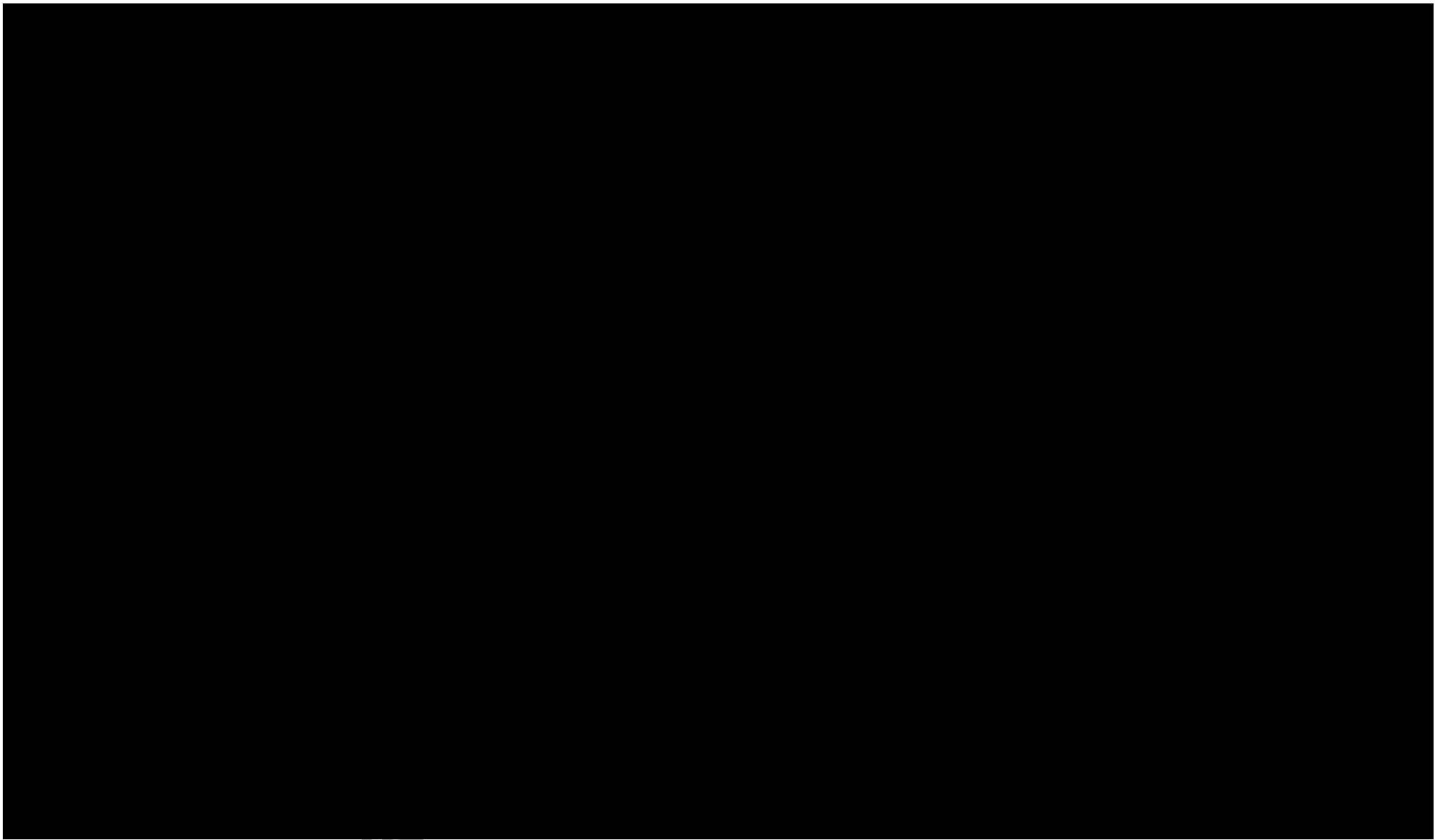




2009

Release





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Policy Title:	PROCUREMENT POLICY
Policy Subject:	Finance
Policy No:	#837195 v7
Directorate:	Organisational Services
Department:	Financial Services
Section:	Financial Operations
Responsible Officer:	Executive Manager Financial Services
Authorised by:	Director Organisational Services
Adopted Date:	16/04/08
Review Date:	Budget 2018/19
Amended Date:	19/07/17

1. OBJECTIVE

The objective of this policy is to define the requirements for the acquisition of goods and services throughout the organisation including the carrying out of the principles governing the making of contracts.

2. POLICY

2.1 Contracting approach

The *Local Government Act 2009* (QLD) sets out the principles governing the making of contracts. These principles apply to all local government procurement activities. Council, when seeking quotations and inviting tenders for the carrying out of work, the supply of goods and services or the disposal of assets must have regard to the following principles:

- Value for money;
- Open and effective competition;
- The development of competitive local business and industry;
- Environmental protection; and
- Ethical behaviour and fair dealing.

Council is required to choose either the Strategic Approach or the Default Contracting Procedures as outlined in the *Local Government Regulation 2012* (QLD).

Council adopts the **Default Contracting Procedures** as outlined in Chapter 6 Part 3, Division 2 of the Regulation.

2.2 Purchase Requirements

As a general rule, the purchasing requirements can be determined by using Table 1 below:

Table 1. Purchasing Rules

	Over \$200,000* (Large sized contract)	\$15,001 to \$200,000* (medium sized contract)	\$5,000 to \$15,000	\$1,001 to \$4,999	\$0 to \$1,000
Legislation	Local Government Regulation 2012 (QLD) s 226	Local Government Regulation 2012 (QLD) s 225	Not Applicable	Not Applicable	Not Applicable
Form of Quotation	Public Tender	Written Quotation		Verbal, Written or Preferred Supplier List	Verbal, Written or Preferred Supplier List
Number of Quotations	Not applicable	Minimum of 3	Minimum of 2	Minimum of 2 Verbal	Not Applicable
Recordkeeping	eDocs – all tender/contract documents, emails and decisions made	Records of the written quotations received must be kept in eDocs		Recorded in Financials <i>Quotes</i> field when the Purchase Order is raised (Supplier, Date and Amount)	

** The expected value of a contractual arrangement with a supplier for a financial year, or over the proposed term of the contractual arrangement, is the total expected value of all of the local government's contracts with the supplier for goods and services of a similar type under the arrangement.*

2.3 Purchases above \$200,000 – large-sized contract (tenders required)

Council must invite written tenders before making a contract for the carrying out of work, or the supply of goods or services involving a cost of more than \$200,000 (GST exclusive) in a financial year, or over the proposed term of the contractual arrangement, or another amount as set forth in the Local Government Act or Regulations.

The expected value of a contractual arrangement with a supplier for a financial year, or over the proposed term of the contractual arrangement, is the total expected value of all of the local government's contracts with the supplier for goods and services of a similar type under the arrangement.

For details pertaining to exemptions to inviting tenders, refer to section 4 of this policy.

2.4 Advertising of tenders

In accordance with the *Local Government Regulation 2012 (QLD) ch 6 pt 3 s 228*, Council will advertise all tenders by placing an advertisement in a newspaper circulating in Council's local government area and will allow at least 21 days from the day of the advertisement for the submission of tenders. Council will also advertise on its website.

In addition, Council may choose to advertise using the LG Tender Box which is the e-Tendering solution designed specifically for Queensland local government.

2.5 Tender documentation

In calling for tenders and processing contracts, Council will have regard to the requirements of the Local Government Act.

Council's terms and conditions of tendering should be consistent with Australian Standards or model documents produced by Local Buy Pty Ltd. The Australian Standards applicable include but are not limited to:

1. General Conditions of Contract (AS2124-1992) or (AS4000);
2. General Conditions of Tendering and Form of Tender (AS2125-1992);
3. Form of Formal Instrument of Agreement (AS2127-1992);
4. General Conditions of Contract for the Supply of Equipment With or Without Installation (AS2987-1987);
5. General Conditions of Contract for the Supply of Equipment (AS3556-1988)

Standard contract and tendering documents, templates and forms are available from Council's records management system.

These documents are produced by Local Buy Pty Ltd, a company owned by the Local Government Association of Queensland, established to provide procurement services and solutions to Queensland Councils.

2.6 Insurance

Tender specifications must make specific mention of the obligation of the tenderer/contractor to carry adequate public liability, professional indemnity, workers compensation insurance and all other forms of insurance that may be required.

2.7 Canvassing

Canvassing of Councillors and Council employees by tenderers or their representatives will automatically disqualify the tender.

2.8 Purchases between \$15,000 and \$200,000 – medium-sized contract (three written quotes)

Council will invite written quotations before making a contract for the carrying out of work or the supply of goods or services involving a cost of between \$15,000 and \$200,000 (GST exclusive) in a financial year, or over the proposed term of the contractual agreement (see 2.2 for definition), or other amounts as set forth in the Local Government Act or Regulations. The invitation must be given to at least three persons who Council considers can meet its requirements at competitive prices.

The written quotes must be saved to Councils EDocs system with the document reference recorded in the "Quotes" fields within the purchase order raised in Financials.

For details pertaining to exemptions to seeking quotations, refer to section 4 of this policy.

3. PURCHASES UNDER \$15,000

The following procedures shall apply for all purchases of goods and services with a value less than \$15,000.

3.1 Purchases less than \$1,000

Where Council has established a preferred supplier list, goods and services are to be purchased from those suppliers. Where no preferred supplier list exists, officers are to have regard to the “sound contracting principles” set out in the *Local Government Act 2009* (QLD) s 104(3).

3.2 Purchases between \$1,000 and \$4,999 – (two verbal quotes)

Either –

- a) goods and services are to be purchased from Council's preferred supplier list or a pre-approved Local Buy supplier (if available); or
- b) two (2) verbal quotations from recognised suppliers and details of the supplier and amount recorded in the “Quotes” fields within the purchase order raised in Financials.

Exemption to not inviting two (2) quotes:

- a Director or Executive Manager may approve an exemption after taking into consideration the Contracting Principles in Part 3 of the Regulations and documenting the appropriate reason.

3.3 Purchases between \$5,000 and \$15,000 – (two written quotes)

Either –

- c) goods and services are to be purchased from Council's preferred supplier list or a pre-approved Local Buy supplier (if available); or
- d) two (2) written quotations from recognised suppliers. The written quotes must be saved to Councils EDocs system with the document reference recorded in the “Quotes” fields within the purchase order raised in Financials

Exemption to not inviting two (2) quotes:

- the CEO or a Director may approve an exemption after taking into consideration the Contracting Principles in Part 3 of the Regulations and documenting the appropriate reason.

It should be noted that the acquisition of goods and services must not be divided into several smaller lots for the purpose of bringing each acquisition below the tender limit or within a quotation category limit.

4. EXEMPTIONS TO SEEKING TENDERS OR QUOTATIONS

- 4.1** In accordance with the provisions set out in the *Local Government Regulation 2012* (QLD) div 3, Council is exempt from the requirement to seek tenders or quotations on the following basis:

Section 230 – Exemption if quote or tender consideration plan is prepared

- Council may decide by resolution to prepare a quote or tender consideration plan and then prepare and adopt the plan. The plan must be prepared in accordance with Section 230 (2).

Section 231 – Exemption for contractor on approved contractor list

- An approved contractor list is a list of persons Council considers to be appropriately qualified to provide the services. The list must be produced in accordance with Section 231 (4).

Section 232 – Exception for register of pre-qualified suppliers

- A pre-qualified supplier is a supplier who has been assessed by Council as having the technical, financial and managerial capability necessary to perform contracts on time and in accordance with agreed requirements. Council may establish a list of pre-qualified suppliers in accordance with Section 232 Subsections (3) to (5).

Section 233 – Exception for preferred supplier arrangement

- If Council needs the goods or services in large volumes or frequently and is able to obtain better value for money by accumulating the demand for goods and services and is able to describe the goods or services in terms that are well understood in the relevant industry, then they can enter a preferred supplier arrangement. The preferred supplier arrangement should be made in compliance with Section 233 Subsections (3) to (8).

Section 234 – Exception for LGA arrangement

- An LGA arrangement is an arrangement that has been entered into by LGAQ Ltd or a company registered under the Corporations Act if LGAQ Ltd is its only shareholder and such Companies would act in a similar manner to Council with regard to pre-qualified or preferred supplier arrangements.

Section 235 – Other exceptions

- a) Council resolves that it is satisfied that there is only one supplier who is reasonably available; or
- b) Council resolves that because of the specialised or confidential nature of the services that are sought, it would be impractical or disadvantageous to invite quotes or tenders; or
- c) A genuine emergency exists; or
- d) Council purchases goods at an auction; or
- e) Council purchases second-hand goods; or
- f) Contract is made with, or under an arrangement with, a government agency.

When assessing the most effective method of obtaining goods and/or services, Council employees should consider the administrative and other costs to Council of seeking tenders or quotations independently, and the reduction of these costs which can be achieved by use of Local Buy arrangements.

5. EVALUATION OF OFFERS & TENDERS

All quotations will be evaluated using a consistent methodology taking into consideration the principles outlined in Section 2.1 & Sections 5-7 of this policy where appropriate. Formal tenders (purchases over \$200,000) are to be evaluated according to the criteria established during the preparation of the tender documents. It is desirable to list the evaluation criteria and weightings in the tender documentation.

The purchasing process in addition to the purchasing decision must be fully documented, including the reason for disqualifying any bids.

Upon evaluation of the Tenders, it is preferred that tenders over \$200,000 or any tender of potential controversial nature be referred to Council for approval. Tenders that are deemed urgent, and cannot wait for the next cycle of Council's Ordinary meetings are to be directed to the CEO for approval. During the evaluation process itself, the tender evaluation panel is to consist of no less than three (3) Council officers (or approved contractor/consultant).

Post offer feedback must be provided to unsuccessful suppliers upon request. The extent of the feedback provided will not necessarily be limited to, but should include the following information:

- g) The name of the successful tenderer; and
- h) The total price accepted.

Details of post offer counselling sessions to suppliers should be fully documented in the records management system.

In accordance with the *Local Government Regulation 2012* (QLD) s 237, a local government must publish as soon as possible after entering into a contract worth \$200,000 or more, relevant details of the contract on the council's website and display relevant details in a conspicuous place in the local government's public office.

6. LOCAL PREFERENCE POLICY

Council encourages the development of competitive local business within the Fraser Coast Region. To support this, Council mandates a **10-20% weighting for Local Content in all Tender Evaluation Matrices**. The specific percentage (between 10-20%) is to be determined for each Tender according to the complexity, category, project type and/or discretion of the Director responsible for that Tender. All tenderers will be requested to demonstrate local supplier benefits and content. *Local Supplier Benefit and Content* is defined in accordance with Table 1 below:

Table 2. Local Content Rating

Score (out of 5)	Description
5	Sole Office or Head Office within Fraser Coast
4	Branch Office or Local Sub-Contractor directly employing a minimum of 3 FTE who reside within the Fraser Coast.
3	Branch Office on the Fraser Coast, directly employing less than 3 FTE.
2	Adjacent Local Government businesses (Gympie, Bundaberg, North Burnett Regional).
1	SEQLD business
0	All Other

The Local Content Score is to be established through the use of the Tenderers *Demonstrated Local Supplier Statement*. When evaluating *Local Content*, the *Demonstrated Local Supplier statement* it is to be used to determine whether the tenderer is, or is contributing towards:

- a) The use of local materials, and/or assembly and fabrication in the region;
- b) Not locally based, but utilising local goods, materials or services;
- c) The use of local transport carriers, holding yards or distribution warehouses;
- d) The use of local suppliers, sub-contractors/suppliers and/or labour hire; and
- e) The level of local employment, apprenticeships, or other community or local business 'multiplier' benefit or effect on the region.

6.1 Local Price Advantage (under \$200,000 only)

For all Goods and Services purchased with an expected worth less than \$200,000, if the best value pricing offer is not from a Fraser Coast business or business with a branch office on the Fraser Coast, but a pricing offer from a Fraser Coast business or business with a branch office on the Fraser Coast is within:

- a) 5 per cent of the best value pricing offer for purchases less than \$50,000
- b) 2.5 per cent of the best value pricing offer for purchases between \$50,000 and \$100,000
- c) 1 per cent of the best value pricing offer for purchases between \$100,000 and \$200,000

then the offer from the Fraser Coast business or business with a branch office on the Fraser Coast will be regarded as the most advantageous.

7. QUALITY ASSURANCE

Quality assurance must be taken into consideration when evaluating purchases. Where practicable preference should be given to suppliers who are quality assured or who are in the process of acquiring quality certification.

8. WORK HEALTH AND SAFETY ACT

All aspects of the *Work Health and Safety Act and Regulations (Qld)* and all federal legislation in respect to work health and safety and amendments, must be adhered to in relation to Council purchases.

Suppliers, contractors and employees must comply with the *Work Health and Safety Act and Regulations (Qld)* and all federal legislation regarding the requirements for the management of hazardous substances in the workplace.

9. PURCHASE ORDERS

Purchase orders are to be raised at the time the order is placed for all purchases of goods and services other than those carried out by petty cash transactions, authorised corporate credit card or in circumstances where it is not commercially practical to raise a purchase order. In the latter instances the invoice or other supporting documentation shall be authorised by an officer with the appropriate financial delegation prior to processing by the accounts payable section.

10. CONFLICTS OF INTEREST AND ACCEPTANCE OF GIFTS

All Council employees, when purchasing goods and services will act impartially, advance the interests of the Council and maintain a high level of professionalism, confidentiality and accountability. All Council employees must comply with the Council's Code of Conduct, Conflicts of Interest and Acceptance of Gifts Policy and disclose interest provisions when purchasing goods and services.

11. PROBITY

Contracts and acquisitions with a value greater than \$200,000 associated with commercial undertakings are to be referred to the Internal Auditor for review prior to referral to Council for acceptance. Depending on the nature of the acquisition, the Internal Auditor may include further recommendations to Council prior to acceptance.

Such activities require the completion of a procurement activity plan. The plan must state -

- a) its objectives;
- b) how they are to be achieved;
- c) how the achievement of the objectives will be measured;
- d) any alternative ways of achieving the objectives, and why the alternative ways were not adopted;
- e) the proposed terms of the contract for the goods or services; and
- f) a risk analysis of the market from which the goods or services are to be procured.

12. DELEGATIONS

The *Local Government Regulation 2012* (QLD) outlines the requirements of entering into a contract under delegation (*Section 238*). This section states –

1. This section applies if a local government delegates, under Section 257 of the Local Government Act, power to make, amend or discharge a contract for the local government.
2. The delegate may make, amend or discharge a contract (the contractual action) for the local government if –
 - (a) the local government's expenditure because of the contractual action has been provided for in the approved annual budget for –
 - i) the financial year when the contractual action is taken; or
 - ii) the financial year in which the delegation is made, if the expenditure is within the limits stated in the resolution making the delegation; or
 - (b) the contractual action has been taken because of genuine emergency or hardship.
3. The delegate may take the contractual action in the same way as an individual.
4. This section does not affect another law that requires –
 - (a) an approval, consent or permission to be obtained; or
 - (b) a procedure to be complied with for taking the contractual action.

Only Council employees listed in the approved Council Delegations Register or related Purchasing Delegations Register are entitled to authorise requisitions for the purchase of goods and services and

then only in accordance with their financial delegation limits. By authorising a requisition, employees acknowledge understanding of, and full compliance with, all of the requirements of this policy.

13. DEFINITIONS

	Definition
Purchasing Limits	All purchasing limits exclude GST
LGA	Local Government Act 2009
Local Buy	A company owned by the Local Government Association of Queensland, established to provide procurement services and solutions to Queensland councils.
LG Tender Box	An electronic (web based) tendering facility set up by Local Buy.
Open and effective competition	Purchasing should be open and result in effective competition in the provision of goods and services. Council must give fair and equitable consideration to all prospective suppliers.
Value for money	<p>Council must harness its purchasing power to achieve the best value for money. The concept of value for money is not restricted to price alone. The value for money assessment must include consideration of:</p> <ul style="list-style-type: none"> (i) contribution to the advancement of Council's priorities; (ii) fitness for purpose, quality, services and support; (iii) whole-of-life-costs including costs of acquiring, using, maintaining and disposing; (iv) internal administration costs; (v) technical compliance issues; (vi) risk exposure; and (vii) the value of any associated environmental benefits.
Encouragement of the development of competitive local business and industry	<p>Council encourages the development of competitive local businesses within the region first and secondly within the Wide Bay region.</p> <p>Where price, performance, quality, suitability and other evaluation criteria are comparable, the following areas may be considered in evaluating offers:</p> <ul style="list-style-type: none"> (i) creation of local employment opportunities; (ii) more readily available servicing support; (iii) more convenient communications for contract management; (iv) economic growth within the local area; and (v) benefit to Council of associated local commercial transactions.
Environmental protection	Council promotes environmental protection through its purchasing procedures. In undertaking any purchasing activities Council will:

	<ul style="list-style-type: none"> (i) promote the purchase of environmentally friendly goods and services that satisfy value for money criteria; (ii) foster the development of products and processes of low environmental and climatic impact; (iii) provide an example to business, industry and the community by promoting the use of climatically and environmentally friendly goods and services; and (iv) encourage environmentally responsible activities.
Ethical behaviour and fair dealing	Council employees involved in purchasing are to behave with impartiality, fairness, independence, openness, integrity, and professionalism in their discussions and negotiations with suppliers and their representatives.
Quality Assurance	<p>Quality Assurance is a method whereby a purchaser is assured that the item purchased will be of consistent quality over time. To achieve this, suppliers are required to have in place a quality system which complies with all relevant standards that apply to the particular goods or services to be supplied.</p> <p>Quality assured suppliers are issued with a certificate and are audited regularly by Queensland Government departments. This certificate shall be readily available for inspection and/or displayed in a prominent position in the suppliers business premises.</p>

14. RELATED DOCUMENTS

Code of Conduct (DOCS#1969232)
Purchasing Delegations Register (DOCS#1095333)
Tender/Contracts Register (DOCS#1969309)

15. HEADS OF POWER

Local Government Act 2009
Local Government Regulation 2012
Work Health and Safety Act 2011 & Regulations 2011 (QLD)

wide bay burnett

regional recreation and sport strategy



April 2010

Released Under RTI Act 2009

ROSS
planning



Queensland Government

wide bay burnett

regional recreation and sport strategy

April 2010

SUPPORTING
LOCAL
GOVERNMENTS



SOUTH BURNETT
REGIONAL COUNCIL



ROSS
planning



Queensland Government

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Table of Contents

Released Under RTI Act 2009

0.0 Disclaimer	1
1.0 Introduction	2
2.0 Recommendations	4
3.0 Background	7
4.0 Background Research	9
5.0 Trends	16
6.0 Economic Impact of Events	20
7.0 Noisy Sport Protection	22
8.0 Inventory	24
9.0 Land Requirements	88
10.0 Appendix	90

INTRODUCTION

SECTION

Over the next 25 years, the Wide Bay Burnett is expecting a population increase in the order of 180,000 people and it is important that the lifestyle infrastructure is in place to support this population.

In supporting the Wide Bay Burnett Regional Plan, this Strategy seeks to identify the region's recreation and sport requirements for the future. The identification of these needs will assist Councils within the Region to plan for future land and facility provision in areas that will have the population to sustain them.

One thing that is apparent is that the coastal parts of the Wide Bay Burnett have different strengths than the inland areas. The coastal areas, with their high populations, accommodation and transport options can support regional level facilities that have high capital and operational expenses e.g. aquatic centres, indoor centres, multi-field sport complexes and artificial hockey fields. The inland local governments have strengths in the large area, noisy and dangerous sports (e.g. shooting and motor sports), animal sports (campdraft and rodeo) as well as nature based recreation.

This Strategy focuses on a range of regional level sport and recreation facilities (not local level and not State or higher level facilities). Regional, as used in this Strategy, means serving the needs of the Wide Bay Burnett or a significant proportion of it. Despite their ability to host regional level competitions most facilities also host local level competitions on a regular basis. Regional level competitions may, in many instances, be held only a few times per year. The local level competition is important for the viability of the facility.

In many instances the move to regional level facilities, from local level facilities, will see an increasing specialisation and higher costs. Sharing the facility with other sports, whether in the same season or the off-season becomes less likely. Turf maintenance levels, and thus costs, are increased. Surfaces and lighting are often required to meet higher standards. Off field facilities, for players as well as spectators, have to be bigger and better to meet the standards determined by State Sporting Organisations.

Protecting the Region's assets such as its natural landscape and open spaces whilst also providing opportunities for the Region's residents and visitors is a challenge faced by all Councils in Queensland.

With a significant amount of its assets already existing, it is an exciting time for the Region with many opportunities presenting themselves.

Of key focus is the natural environment which provides a diverse source of potential for recreational activities and needs to be investigated further to understand its impact on the Region, now and in the future.

The Region also loves its sport and has achieved a great deal in this area. However, to continue its standing within Queensland and Australia, it is important that State Sporting Organisations seek to implement solid planning frameworks with the assistance of the State and Local Governments, encouraging a coordinated approach to sport development and infrastructure.



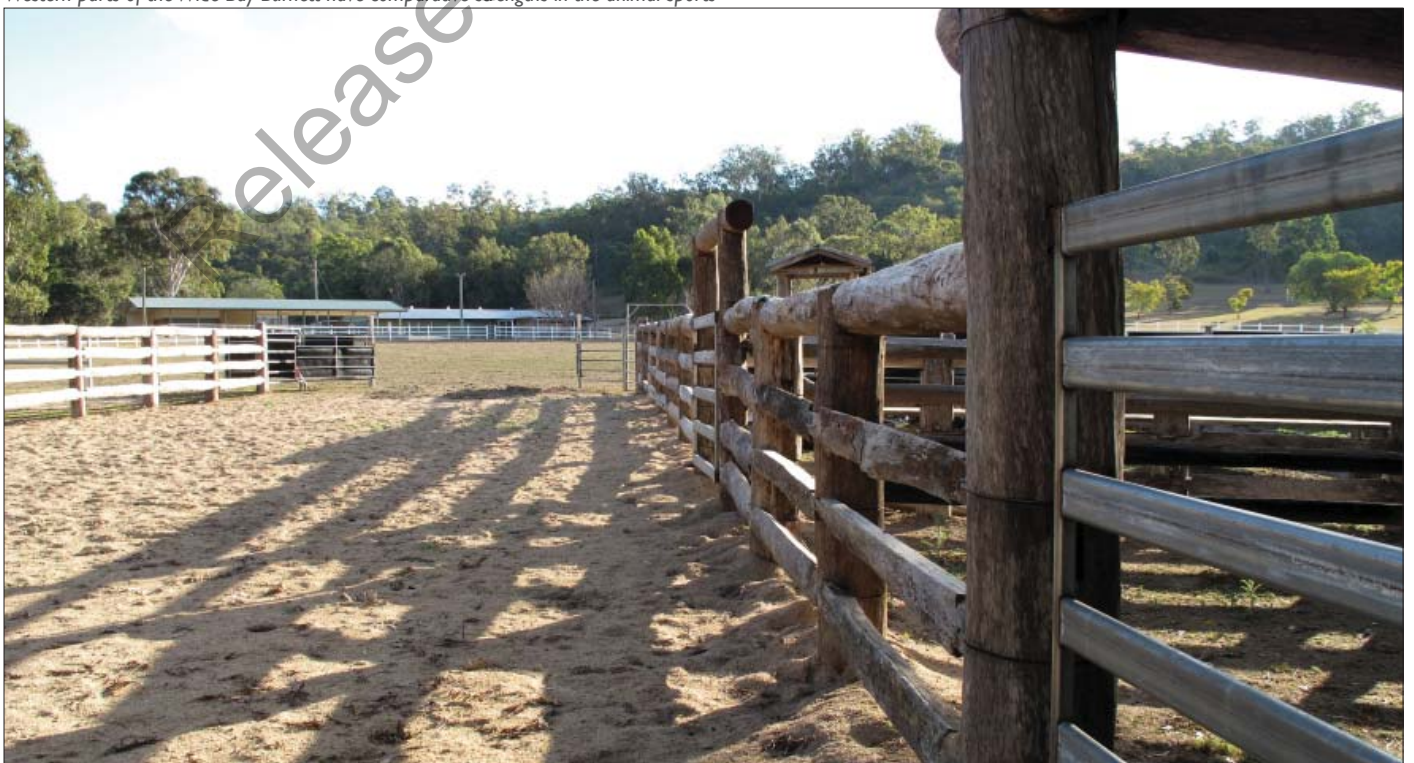
This Strategy attempts to provide realistic and achievable recommendations to ensure that the Region meets its recreational and sporting expectations by accommodating for its large population growth and requirement for better planned infrastructure.

Importantly, this Strategy is a partnership approach and each recommendation identifies a lead agency and key partners to drive the implementation of the action. This Strategy will not achieve its potential if its recommendations are attempted to be implemented by one organisation alone.

Regional level Strategies such as this, require the cooperation and collaboration of each stakeholder to firstly investigate the feasibility of each recommendation and then address the challenges and opportunities to implement a long-term sustainable future for the Region.

A coordinated approach to the future of Wide Bay Burnett recreation and sport is within reach.

Western parts of the Wide Bay Burnett have comparative strengths in the animal sports



BACKGROUND RESEARCH

SECTION

4

Existing Plans and Studies

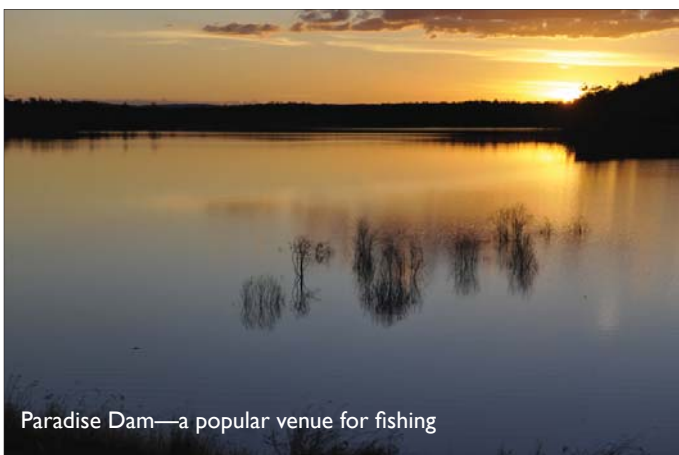
The study team was provided with a range of strategic plans and similar that have been prepared over the last eight years or so. The documents were:

1. Biggenden Shire Sport and Recreation Plan 2006
2. Bundaberg City Council/Burnett Shire Regional Sport and Recreation Strategy 2006
3. Burnett Shire Walk and Cycle Plan For a Mobile Community 2004
4. Cherbourg Aboriginal Council Sport and Recreation Plan 2006
5. Cooloola Shire Open Space and Recreation Plan 2007
6. Eidsvold Shire Sport and Recreation Plan 2006
7. Fraser Coast Regional Sport, Recreation and Open Space Strategy 2006
8. Gayndah Shire Sport and Recreation Plan 2006
9. Hervey Bay City Council Recreation and Open Space Strategy 2003
10. Hervey Bay Sport and Recreation and Community Facilities Plan (draft 2006)
11. Kilkivan Shire Sport and Recreation Plan 2002
12. Kingaroy Shire Sport and Recreation Plan 2007
13. Kolan Shire Sport and Recreation Plan 2004
14. Maryborough City Council Sport and Recreation Plan 2006
15. Monto Shire Sport and Recreation Plan 2006
16. Mundubbera Shire Sport and Recreation Plan 2006
17. Murgon Shire Recreation and Open Space Plan 2001
18. Proposed Imbil Multi-Purpose Recreation Facility
19. South Burnett Regional Council—Wondai Area Recreation and Open Space Plan
20. Tiaro Shire Sport and Recreation Facility and Social Development Plan

The 1999 Isis Shire Sport and Recreation Facility Plan was also made available but this Plan was too old to add any value.

Each report was reviewed for recommendations relating to facilities that are currently considered to be a regional standard, or have the capability to reach that standard.

All the reports outlined above were prepared prior to the amalgamation of the 21 Wide Bay Burnett Councils into six. Council Officers have pointed out that the priorities, in some cases, may now have changed as the LGs are taking a broader view and being less parochial.



Paradise Dam—a popular venue for fishing

Eidsvold Shire Sport and Recreation Plan 2006

The summary for regional facilities written up under the Biggenden Shire Sport and Recreation Plan 2006 was also reproduced in this Plan. Additional recommendations in the Plan were aimed at local level facilities.

Fraser Coast Regional, Sport, Recreation and Open Space Strategy 2006

This Strategy considered "Regional" in the context of the four funding Shires—Maryborough, Hervey Bay, Tiaro and Woocoo, though the definition used aligns well with that used in this Strategy.

The report identified over twenty facilities considered to be regional. In considering the final recommendations the report considered the viability of the facilities, recognising that regional standard facilities are generally expensive to sustain given the extra facilities (e.g. grandstands) and high quality finishes that are required.

These relevant recommendations include:

- continue developing Maryborough Park (now Maryborough Showground and Equestrian Park) as a nationally significant equestrian facility
- continue to enhance the Hervey Bay Foreshore for sailing, outrigger canoeing and surf life saving
- consider the feasibility of Eskdale Park being upgraded to a regional level facility catering to rugby league and rugby union
- extend the Hervey Bay PCYC by one or two courts to make it a regional level indoor sport centre
- investigate the feasibility of establishing a regional level campdraft facility in Tiaro
- continue to develop Newtown Oval and Walkers Road Reserve as regional sport facilities
- investigate the feasibility of establishing a motor sport precinct in the Fraser Coast Region
- establish the Maryborough Hockey Centre as the regional centre for hockey
- establish Raward Road Reserve as the regional level facility for AFL
- continue to develop the Fraser Coast Shooting Complex as the regional facility for shooting sports
- continue to develop the Maryborough Cycling Velodrome as the regional level cycling facility
- develop a regional level BMX facility in Maryborough
- develop a regional level netball complex within the proposed Western Sports Complex at Hervey Bay
- maintain Wide Bay Gymnastics Centre as the regional facility
- investigate the feasibility of a regional athletics complex in the Fraser Coast Region.

Gayndah Shire Sport and Recreation Plan 2006

The summary for regional facilities written up under the Biggenden Shire Sport and Recreation Plan 2006 was also reproduced in this Plan. Additional recommendations in the Plan were aimed at local level facilities.

Hervey Bay City Council Recreation and Open Space Strategy 2003

This Strategy's vision is to achieve a well balanced and well linked range of quality open space and recreation opportunities to the Hervey Bay community. Although it is an old strategy from 2003, its desired outcomes remain valid and align well to the VBBRRSS focussing on the following principles in relation to recreation and open space:

- effective planning

- effective use
- high quality
- community involvement
- resourcing provision
- access
- minimal impact on surrounding land uses
- effective management
- public safety.

Hervey Bay Sport, Recreation and Community Facilities Plan (draft 2006)

The purpose of this Plan (not formally adopted by Council) was to provide a practical action-oriented plan to deliver equitably distributed built facilities for sport, recreation and community purposes in Hervey Bay over the next 15-20 years. The Plan was an expansion of the previous Sports Facility Plan developed by Council in 2003.

The Plan addressed sport and recreation facility needs in the Hervey Bay area. However, the following recommendations may prove to be regionally significant:

- assist with the installation of lighting at relevant sport and recreation parkland to cater for night competition
- continue to encourage and identify opportunities, and negotiate with property developers to contribute to the provision of land and/or facilities for sport, recreation and community purposes
- continue negotiations with developers to secure parcel of land and existing building on Tooth & Halcro Streets, Point Vernon for community purposes
- ensure future facility development considers collocation of user groups and infrastructure
- complete a feasibility study into the progressive construction and ongoing management of a multi-purpose youth facility at Urangan. Example activities include skate park facilities, BMX track and dirt jumps, indoor rock climbing, cycle and walking path networks.
- consider seniors and youth activity spaces in the Torbanlea Recreation Reserve Master Concept Plan and the proposed Burrum Heads Sportsground Master Concept Plan (e.g. Bocce Court)
- investigate venue and facility management opportunities in consideration of Master Concept Plans over Hervey Bay Sports and Leisure Park (HBSLP) Raward Road and Walker Road
- complete a Master Concept Plan for the Burrum Heads Sportsground to identify specific needs and ensure sustainable development of the site
- progressively implement the HBSLP, Raward Road Recreation Reserve and Walkers Road Recreation Reserve Master Concept Plans with the view of establishing high standard sporting precincts
- support Hervey Bay Netball Association in their need to secure a suitable location for facility expansion to include grass and asphalt courts, storage, amenities and other support infrastructure
- encourage more indoor recreation groups and community organisations to use the Community Recreation Centre/PCYC by expanding the hours of operation to accommodate more users and provide an additional playing court, improved acoustics, power, storage and a retractable/portable stage
- acquire land to develop Western Sports Complex as per recommendations in the Fraser Coast Regional Sport, Recreation and Open Space Strategy
- any extensions to the current HBSLP Master Concept Plan to consider the construction of a multi-purpose shared facility to accommodate Dance and Calisthenics
- implement lighting recommendations highlighted in Master Concept Plans for the HBSLP, Raward Road and Walkers Road
- address the need for support infrastructure at major sporting precincts

- complete a feasibility study into the current and future requirements for outdoor event, entertainment, cultural and performance space in Hervey Bay and the supporting infrastructure required to meet these needs. Incorporate an audit of the level of usage and type of events conducted at existing open space and parkland.

Kilkivan Shire Sport and Recreation Plan 2002

This 2002 Plan is now quite old and some of the recommendations have probably been completed. Some that may still be significant for this Strategy include:

- the Plan noted the importance of retaining recreational access to the State Forests in the Shire
- a significant section—107 kilometres—of the Bicentennial Trail passed through the old Kilkivan Shire and is still an active facility
- Tansey Showground required improved camper facilities to encourage camping on the grounds during events.

Kingaroy Shire Sport and Recreation Plan 2007

Recommendations that may be regionally significant in this Plan include:

- redevelopment of Memorial Park Aquatics Centre
- development of a rail trail from Nanango to Wooroolin
- protecting the future of the Kingaroy Showground and the equestrian activities that take place within.

Maryborough City Sport and Recreation Plan 2006

This 2006 Plan made the following recommendations that concern facilities and events that may be regionally significant:

- undertake a feasibility study to consider options for the redevelopment of the aquatic centre

- Undertake a master plan for Maryborough Park (now called Maryborough Showgrounds and Equestrian Park) and develop a strategic plan for the next ten years
- negotiate acquisition of additional land surrounding the Maryborough Showgrounds and Equestrian Park
- undertake a feasibility study for a new indoor sport and recreation centre with a minimum of two courts
- work with the BMX Club to secure them new land and develop a State level facility
- continue to work with neighbouring Councils to develop regionally significant facilities including:
 - future relocation of motor sports
 - consolidation of shooting sports
 - enhancement of equestrian facilities at Maryborough Park
 - development of the hockey grounds
- Encourage and facilitate communication and strategic partnerships to optimise planning and future development outcomes for Eskdale Park.

Kolan Shire Sport and Recreation Plan 2004

This Plan was developed in-house following the success of an earlier Plan. Extensive consultation was undertaken. Most recommendations though are focussed on local-level facilities—and recommendations are only made until June 2005.

Of the recommendations, none are of regional significance though there is mention of developing a new 50m pool at some point in the future.



APPENDIX

SECTION
10

Appendix I: Health Data Definitions

Health Indicators/ Behaviours	Definition
Self-Assessed Health: Fair or Poor	Respondent's general assessment of their own health, against a five point scale from excellent to poor – 'fair' or 'poor' being the two lowest in the scale.
Smokers	Respondents aged 15 years and over who reported undertaking regular (or daily) smoking at time of interview.
Physical Inactivity	Respondents who reported no exercise two weeks prior to the interview through sport, recreation or fitness (including walking). Excludes incidental exercise undertaken for other reasons such as work or domestic duties.
High Health risk due to alcohol consumed	Respondents estimated average daily alcohol consumption in the seven days prior to interview (based on number of days and quantity consumed). Alcohol risk levels were grouped according to NHMRC risk levels for harm in the long term, with 'high risk' defined as a daily consumption of more than 75ml for males and 50ml for females. Dosage is based on pure alcohol content.
Obesity	Using self reported height and weight, Body Mass Index (BMI) was calculated and grouped into categories (to allow for comparison against WHO and NHMRC guidelines) obese was categorised as a BMI of 30.0 or greater.
Mental & Behavioural Disorders	Respondents were asked whether they had been diagnosed with any long term health condition (a condition which has lasted or is expected to last for 6 months or more).
Self-Assessed very high psychological distress levels	Derived from the Kessler Psychological Distress Scale-10 items (K-10), which is a scale of non-specific psychological distress based on 10 questions about negative emotional states in the 4 weeks prior to interview. 'Very high' distress is the highest level of distress category (of a total of four categories).
GP Services per 1,000 head of Population	GP services data: supplied by Health Insurance Commission, 2001/02. It includes the total number of active GP's in the Ipswich area. Population data: estimated from the Resident Population, ABS, mean of 30 June 2001 and 30 June 2002 populations.
Index of Relative Socio-Economic Disadvantage	The Index summarises census variables at a CCD level that are considered indicators of disadvantage (i.e. low income, high unemployment, low education levels). A low score indicates high levels of disadvantage. A high score signifies the lack of disadvantage rather than high advantage.

FRASER COAST DESTINATION TOURISM PLAN

Final Report

May 2014



Executive Summary

Tourism is both a major economic activity and lifestyle driver for the Fraser Coast Region, and visitor expenditure impacts a number of key regional economic sectors. The visitor economy injects **\$360 million of direct overnight expenditure** into the destination's economy which **contributes to nearly \$648 million of direct and indirect expenditure across the sectors** including transport, accommodation, food services and retail trade. It also **contributes to securing 6,015 jobs** (direct and indirect) for the Region.

To help achieve Queensland's 2020 target aspiration of doubling overnight visitor expenditure to \$30 billion by 2020, the **Fraser Coast will have to contribute approximately \$759 million** towards the 2020 target. In order to do this, a planned approach is required to harness key market segments to drive growth in the Region.

Recognising this, the following Fraser Coast Destination Tourism Plan has been prepared to provide the **definitive direction for tourism and events in the Fraser Coast Region towards 2020**, highlighting the resources required to create a sustainable, resilient and competitive tourism and events destination.

About the Destination

The Fraser Coast Region is a holiday playground blessed by nature, with long sandy beaches, relaxing island retreats, abundant marine life and pristine parks. There are a wealth of coastal paradises, recreational pursuits, adventure activities and historic explorations, rich in diversity and natural beauty.

The Region encompasses Fraser Island, Hervey Bay, Maryborough, the Fraser Coast Hinterland and the Great Sandy Strait; covering an area of 7,116.7 km². Manufacturing, health care and allied health are amongst Fraser Coast's largest industries alongside tourism, and these industries help to support a population of nearly 100,000 residents.

With a regional airport situated at Hervey Bay and located within 300km of Brisbane, the

Fraser Coast is easily accessible by air and road, as well as rail.

The mild year-round climate means the 662,000 annual visitors can enjoy a subtropical haven. The diverse Fraser Coast Region provides the opportunities for whale and bird watching, 4WD, fishing, retail therapy and a variety of adventure activities and events.

Key Markets

Tier One

- Connectors* in Regional Queensland and Brisbane (400km radius of Fraser Coast)
- United Kingdom

Tier Two

- Social Fun-seekers in Sydney and Melbourne
- Active explorers in Brisbane, Sydney and Melbourne.
- USA, Canada, Europe and Scandinavia

Tier Three

- Korea, Malaysia and New Zealand

New and Developing

- China, Taiwan and Hong Kong

*For further detail on Queensland's domestic consumer segments please refer to www.tq.com.au/marketing/

Opportunities for Growth

To grow and prosper as a destination and to achieve its \$759 M aspiration for 2020 (an extra \$399M), it is recommended that the following markets be considered as key target areas for growth of the Fraser Coast's visitor economy:

- Sports and Events Tourism
- Interstate Fly/Drive Visitors (NSW/ Vic)
- Visiting Friends and Relatives (VFR)
- Drive Tourism
- Long Stay Visitors (seniors, grey nomads)
- Niche markets (marine, natural and cultural heritage, agri-tourism, health and wellbeing)
- Nature-based tourism (including fishing)
- Travel for a Purpose (education).

Towards 2020

Our Vision

The 2020 vision for Fraser Coast is to be:

'Globally recognised for world class personal natural encounters, World Heritage Listed Fraser Island and as Australia's number one whale experience destination.'

Strategic Objectives

1. Become a Top Tier Queensland Destination
2. Grow the Quality of Tourism Experiences and Overall Sector Value
3. Fraser Coast will be regarded as a high quality visitor destination through winning recognition via appropriate industry and 'best in category' awards.
4. Clear Market Positioning around 'Personal Natural Encounters' of the Great Sandy Strait and the iconic Fraser Island
5. Community Support and Enthusiastic Partners.

The Fraser Coast is synonymous with its hero experiences - whale watching and 'personal natural encounters', adventure, coastal lifestyle and the iconic Fraser Island.

Development to fully deliver the potential of these differentiators is essential, however, for the destination to reach its 2020 target, these hero experiences must be leveraged alongside development and delivery of a region-wide balanced portfolio of products and experiences including;

- Events (development and acquisition)
- Positioning and implementing a program to establish Fraser Coast as Australia's fishing capital
- Niches including natural and cultural heritage, nature-based and marine, adventure, health and well-being and agri-tourism
- Investment in key tourism precincts including Hervey Bay foreshore.

2020 targets will be achieved through a combination of strategies which seek to grow both volume and value: growing market share in target markets and extending average visitor length of stay and expenditure.

Our Goals

- Cement the Region's position as the **leading destination for personal natural encounters** by maximising the tourism potential of whale watching and positioning Fraser Island to the fore and rebuilding its status as an iconic visitor attraction. Pre-requisites for success in working towards this goal will be a program of innovative marketing and compelling itineraries, alongside high quality new products and experiences.
- Establish the Region as a **leading Queensland events destination**. We will attract new event visitors and expenditure via the successful acquisition and attraction of new major events, in addition to growing the impact and sustainability of existing events. We need to grow the Region's market share of domestic and international event visitors by 2%.
- Increase our share of Queensland marine tourism activities in the leisure market – growing domestic overnight expenditure (dive, snorkel, whale watching) by 3% (under 21 nights), and achieve an 8% growth in the Region's share of fishing (as an activity), building on the strategic ambition of developing a major new fishing event and **establishing Fraser Coast as Australia's home of fishing**.
- **Leverage off our natural advantage with whale watching and destinations such as the iconic Fraser Island and the Great Sandy Strait** to grow average length of stay in target markets i.e. 400km radius leisure market and identified leisure niches (nature-based/ marine, natural and cultural heritage, education, adventure, health and well-being agri-tourism, touring) as a driver for expenditure growth. Creating a range of high quality and unique experiences such as those offered by securing a decommissioned naval vessel for a dive wreck on the Fraser Coast is fundamental if the Region is to stand out in a crowded and competitive market.
- **Growing the Region's market share** in Queensland of target overseas markets (UK, Europe and USA) and interstate visitors (VIC/NSW). In overseas markets, the Region

needs to leverage the potential offered by co-operative marketing as part of the Australia's Nature Coast partnership.

- Generating **growth in repeat visits** in existing markets. Developing excellence in service standards, providing a warm and genuine welcome, and high quality experiences are all essential elements in building strong levels of visitor satisfaction and propensity to visit again and provide positive recommendations. When positive visitor satisfaction levels are accompanied by new products and events which provide reasons to visit, then repeat growth becomes a realistic underpinning growth strategy.
- Building **thriving and mutually beneficial partnerships** with communities, industry and public sector partners as the key enabler which will facilitate sustainable growth. Building engagement with communities, developing vital and viable precincts which will be enjoyed by locals and visitors, will help unlock the value in the VFR sector.

Destination Priorities

The following priority strategies have been identified;

1. Develop and implement a major marketing and PR campaign targeting interstate/intrastate leisure markets (including 400km drive market), supported via ongoing development of the destination's hero experiences.
2. Develop and implement a comprehensive partnership program to position and establish Fraser Coast as Australia's home of fishing.
3. Secure funding for major public works for tourism oriented projects which also deliver broader community benefits. Build on existing initiatives to develop a high quality investment prospectus.
4. In partnership with industry, develop the potential of the business meetings and conference sector through leveraging links with local business clusters and growing average length of stay via development of a program of pre and post trip itinerary options.
5. Develop and implement an event development and acquisition plan which leverages Fraser Coast's mix of coast/islands/ sheltered water infrastructure to grow sector value and position it as a leading Queensland event destination.
6. Grow the international markets (starting with long-haul western) through co-operative marketing with the Australia's Nature Coast partnership.
7. Work with Council to progress the foreshore master plan and development of the Urangan Harbour Marina Precinct.
8. Create the 'Big 5' wildlife encounters (whale, turtle, dolphin, manta, and sharks); - delivered via new and enhanced product and tours.
9. Cement Fraser Coast's position as the leading destination for personal natural encounters by creating a virtual 'Centre of Excellence' in marine tourism through established education partnerships.
10. Rebuild Fraser Island's iconic status as a world heritage area, positioning it as a high quality and unique destination for adventure and nature-based activities. Alongside Fraser Island, broaden the range of destination-wide experiences for identified niches (i.e. nature-based/ marine, natural and cultural heritage, education, adventure, health and well-being, agri-tourism, touring) through targeted marketing of current and planned products to build demand for new products. Key opportunities include securing a decommissioned naval vessel for a dive wreck as the focal point for building the region's appeal as a dive and snorkel destination.

Market Opportunities

Sports and Event Tourism is a growing trend nationally. With less than 10% of domestic visitors travelling to the Region for events, there is potential for significant growth as well as providing the perfect opportunity for mid-week visitation and seasonal/ geographic dispersal.

Interstate Fly/Drive Visitors from NSW and Victoria becomes a key market opportunity when considering 19% of all domestic overnight visitors are from interstate markets. Fraser Coast has an opportunity to seek further growth in these markets. Capturing a small market share increase in the number of visitors or by generating an increase in average length of stay by interstate visitors could dramatically impact on the value of the visitor economy.

Visiting Friends and Relatives is a key market opportunity when considering 30% of all domestic overnight visitors come to Fraser Coast to visit friends and relatives. With forecast population growth in the Region, the market opportunity is set to broaden. A small increase in spend per night generated in this sector can dramatically impact on the value of the visitor economy.

Drive Tourism accounts for the majority of domestic visitors to the Region. Precinct masterplanning and implementation, alongside road infrastructure improvements could help to increase access and dispersal and further grow the day trip and short break markets out of Brisbane.

Long Stay Visitors (who stay over 21 days) are primarily comprised of seniors/ grey nomads. There has been a rapid nation-wide growth trend in this market over the past five years as the baby boomer generation is beginning to retire and purchase caravans to explore the country. A strong events program and development of a range of experience options alongside provision of suitable accommodation options are the keys to growing average length of stay in the Region.

Nature-based Tourism is gaining interest across Australia and relates strongly the Region's core product and hero experiences. Leveraging new experiences through partnerships such as Australia's Nature Coast could be a significant

growth potential for the Region, specifically in international markets such as the UK, Europe and the USA. Meeting the needs of the backpacker and youth market remains a priority.

When the nature-based tourism niche is expanded to incorporate activities such as **fishing**, growth potential is significant. Event-led growth, accompanied with targeted marketing and packaging, and infrastructure investment in key precincts and hubs are the levers which will facilitate growth.

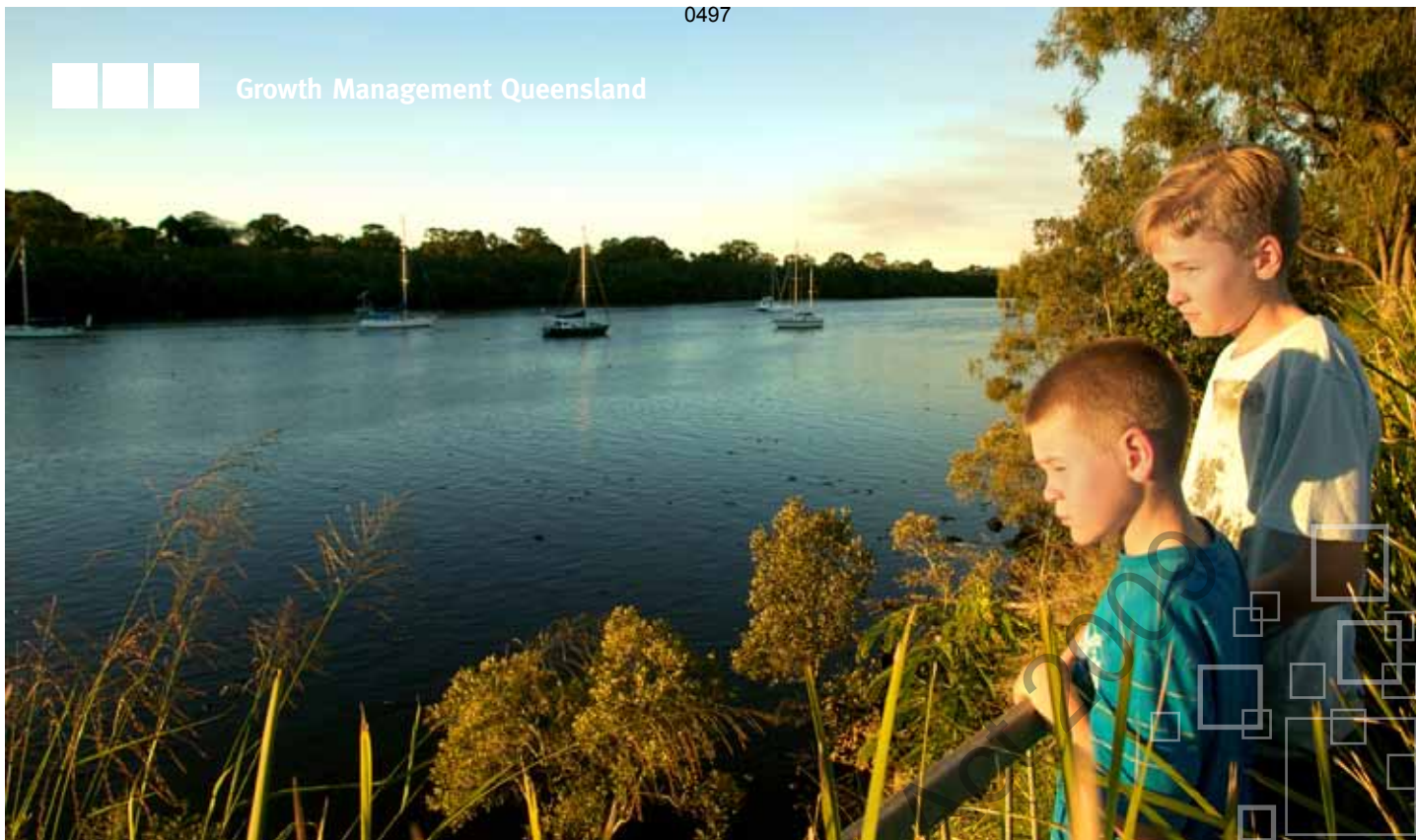
Niche markets including adventure and marine represent opportunities for growth. Artificial reefs and dive wreck site development can augment existing reef experiences.

Establishing and delivering the 'Big 5' wildlife encounters (whale, turtle, dolphin, manta, and sharks); and positioning the Region's natural encounters clearly in the market place will be instrumental in delivering growth potential. Furthermore, establishing compelling natural and cultural heritage, agri-tourism and health and wellbeing experiences have the potential to add an additional set of niche attractions which support the overall leisure market.

Travel for a Purpose is an often overlooked market segment. With regard to the education market, although small in terms of total numbers at present, the Region's 'Big 5' and scientific positioning around its natural encounters alongside the proposed continued development of the Discovery Sphere provide opportunities for growing education market share/ mid-week visitation.

Business Tourism accounts for a relatively small proportion of overall overnight visits at present, and although large scale conferencing capacity is limited, there are opportunities to seek growth. For existing visitors, via dedicated program of increasing average length of stay by adding options for pre/post trip leisure experiences, and examining the potential in the small conferences and exhibitions sector, where links between smaller and quirky meeting venues and existing clusters and economic activity can be developed.

Building awareness across target markets is vital as part of increasing visitor numbers.



Wide Bay Burnett Regional Plan

Cultivating a strong, healthy and sustainable
future for the Wide Bay Burnett

September 2011



Wide Bay Burnett Regional Plan (WBB Regional Plan)

Prepared by the Honourable Paul Lucas MP, Attorney-General, Minister for Local Government and Special Minister of State in accordance with the *Sustainable Planning Act 2009*, section 27 and 58.

With assistance from the Department of Local Government and Planning.

In consultation with the Wide Bay Burnett Regional Planning Committee.



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Acknowledgement

Regardless of creed or colour, whether in sorrow and hardship or in joy and prosperity, we acknowledge the collective contribution of all peoples in the Wide Bay Burnett region. The Wide Bay Burnett Regional Planning Committee also acknowledges the traditional people of the country within the area where this project has been carried out.

The Butchulla/Badtjala, Wakka Wakka, Gubi Gubi/Kabi Kabi, Gurang, Gureng Gureng/Gooreng Gooreng, Wulli Wulli, Djak-Unde, Burrunggam and Taribelang Bunda people are fully recognised in all their cultural diversity and fulfilment of continuing responsibilities under customary law/lore for this country.

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Release notes

The *Wide Bay Burnett Regional Plan* is released by the planning Minister under the *Sustainable Planning Act 2009* for consultation purposes. The regional plan does not commit or pertain to commit any government, organisation, industry or community organisation to implement, fund or otherwise resource specific activities or programs.

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to view at Department of Local Government and Planning offices (see below) and at most council chambers, libraries and customer service centres within the local government areas covered by the regional plan
for free collection on CD-ROM or in hard copy by contacting Department of Local Government and Planning offices in Bundaberg, Hervey Bay and Brisbane (see below)
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Front cover: Main image – Bundaberg *Courtesy of MWA Viewfinder*. Left – Bundaberg City, *Courtesy of Peter Lik*. Right – Sugar cane growing near Bundaberg *Courtesy of Ray Cash Photography*.

Back cover: Left – Bundaberg cattle farm *Courtesy of Ray Cash Photography*. Right – Hervey Bay *Courtesy of Peter Lik*.



Foreword



The Honourable Anna Bligh MP
Premier and Minister
for Reconstruction



The Honourable Paul Lucas MP
Attorney-General,
Minister for Local Government
and Special Minister of State

The Wide Bay Burnett region is renowned for its diverse landscapes—from pristine beaches and wetlands to fertile coastal plains and rich agricultural lands. Areas within the region are experiencing significant growth with the regional population expected to grow from 293 500 people in 2010 to around 425 000 people in 2031.

The *Wide Bay Burnett Regional Plan* is the Queensland Government's long-term plan to shape and guide growth in the Wide Bay Burnett region over the next 20 years and enhance the quality of life in the region.

Wide Bay Burnett faces distinct challenges over the next two decades. These include an ageing population; improving the economy and associated employment opportunities; the anticipated effects of climate change; the need to consolidate urban growth and protect areas of significant environmental and biodiversity value; and making the most of existing and future infrastructure investments.

The regional plan responds to these challenges while promoting the expansion of economic drivers to support long-term growth while safeguarding the unique lifestyle and natural assets important to the region. It establishes a settlement pattern framework that focuses on consolidation and efficient use of infrastructure to meet existing and future needs.

We would like to acknowledge the Aboriginal and Torres Strait Islander peoples as the first peoples of the land and recognise and acknowledge the traditional owners and elders of the region. The regional plan will contribute to advancing reconciliation through reinforcing the need to engage with Aboriginal and Torres Strait Islander peoples in planning processes. It includes policies and programs that will work towards closing the gap in disadvantage to help meet their needs.

The Queensland Government is now getting on with the job of implementing the *Wide Bay Burnett Regional Plan*, acknowledging that its success will rely on the cooperation and collaborative efforts between all tiers of Government, industry and the community.

Importantly, the policies and strategies included in the plan will make a significant contribution to *Toward Q2: Tomorrow's Queensland 2020* vision of a strong, green smart, healthy and fair Queensland.

The Honourable Anna Bligh MP
Premier and Minister
for Reconstruction

The Honourable Paul Lucas MP
Attorney-General,
Minister for Local Government
and Special Minister of State



Table of contents

Part A Introduction.....	6		
Purpose.....	6		
Structure	8		
Operation	9		
Developing the plan	9		
What the plan aims to achieve	9		
Regional overview	9		
Part B Regional framework.....	15		
Regional vision	15		
Strategic directions.....	15		
Sustainability, climate change and natural hazards.....	16		
Environment.....	16		
Natural resource management.....	17		
Rural futures.....	17		
Strong communities.....	17		
Engaging Aboriginal and Torres Strait Islander people.....	18		
Urban consolidation and delivery.....	18		
Towns and cities structure and form.....	18		
Strong economy.....	19		
Infrastructure and servicing.....	19		
Regional settlement pattern	20		
Bundaberg Regional Council.....	22		
Cherbourg Aboriginal Shire Council.....	27		
Fraser Coast Regional Council.....	29		
Gympie Regional Council.....	35		
North Burnett Regional Council.....	40		
South Burnett Regional Council.....	42		
Part C Desired regional outcomes	46		
1 Sustainability, climate change and natural hazards.....	47		
1.1 Sustainability.....	47		
Principle	47		
Policies	47		
Programs	47		
Notes	48		
1.2 Climate change.....	48		
Principle	48		
Policies	48		
Programs	48		
Notes	49		
1.3 Planning for climate change	49		
Principle	49		
Policies	49		
Notes	50		
1.4 Mitigating hazards.....	51		
Principle	51		
Policies	51		
Programs	51		
Notes	52		
2 Environment.....	57		
2.1 Biodiversity	57		
Principle	57		
Policies	58		
Programs	58		
Notes	58		
2.2 Coastal environment	61		
Principle	61		
Policies	61		
Programs	61		
Notes	61		
2.3 Air quality and noise.....	63		
Principle	63		
Policies	63		
Programs	63		
Notes	63		
2.4 Regional landscapes	64		
Principle	64		
Policies	64		
Programs	64		
Notes	65		
2.5 Green space network	66		
Principle	66		
Policies	66		
Programs	66		
Notes	66		
3 Natural resource management.....	68		
3.1 Natural resource management	68		
Principle	68		
Policies	68		
Programs	68		
Notes	68		
3.2 Ecosystem-dependent economic resources	69		
Principle	69		
Policies	69		
Programs	70		
Notes	70		



3.3	Mineral resources and extractive industry.....	71	5.2	Addressing social and locational disadvantage.....	87
	Principle	71		Principle	87
	Policies	71		Policies	87
	Notes	71		Programs	88
3.4	Planning and managing agricultural land.....	72		Notes	88
	Principle	72	5.3	Healthy and safe communities.....	89
	Policies	72		Principle	89
	Programs	73		Policies	89
	Notes	73		Programs	89
3.5	Regional water supply planning	76		Notes	89
	Principle	76	5.4	Community engagement, capacity building and identity.....	90
	Policies	76		Principle	90
	Programs	76		Policies	91
	Notes	76		Notes	91
3.6	Total water cycle management.....	78	5.5	Heritage, arts and cultural development	93
	Principle	78		Principle	93
	Policies	78		Policies	93
	Programs	78		Programs	93
	Notes	79		Notes	94
3.7	Water quality, waterway health and wetlands.....	79	6	Engaging Aboriginal and Torres Strait Islander people	96
	Principle	79	6.1	Traditional Owner and Elder engagement.....	96
	Policies	79		Principle	96
	Programs	79		Policies	96
	Notes	80		Programs	96
4	Rural futures	82		Notes	98
4.1	Sustainable rural economy.....	82	6.2	Community engagement	98
	Principle	82		Principle	98
	Policies	83		Policies	98
	Programs	83		Programs	98
	Notes	83		Notes	99
4.2	Rural growth.....	84	6.3	Social and economic equity.....	99
	Principle	84		Principle	99
	Policies	84		Policies	99
	Programs	84		Programs	99
	Notes	85		Notes	100
5	Strong communities	86	7	Managing growth.....	101
5.1	Social planning.....	86	7.1	Efficient use of land.....	101
	Principle	86		Principle	101
	Policies	86		Policies	102
	Programs	86		Programs	102
	Notes	87		Notes	103



Table of contents (continued)

7.2	Planning for growth	105	Programs	126
	Principle	105	Notes	127
	Policies	105	9.3 Diverse and strong business and industry	128
	Notes	106	Principle	128
7.3	Rural residential development	109	Policies	128
	Principle	109	Programs	128
	Policies	109	Notes	129
	Notes	110	9.4 Employment and skills development	130
7.4	Housing choice and affordability	111	Principle	130
	Principle	111	Policies	130
	Policies	111	Programs	130
	Programs	111	Notes	131
	Notes	111	9.5 Tourism development	132
8 Urban form	112		Principle	132
8.1	Urban form	112	Policies	132
	Principle	112	Programs	132
	Policies	113	Notes	133
	Programs	113	10 Infrastructure	134
	Notes	114	10.1 Infrastructure planning	134
8.2	Heritage and character	117	Principle	134
	Principle	117	Policies	136
	Policies	117	Programs	136
	Notes	117	Notes	137
8.3	Rural towns	118	10.2 Protecting key sites and corridors	138
	Principle	118	Principle	138
	Policies	118	Policies	138
	Programs	118	Programs	138
	Notes	118	Notes	138
8.4	Centres	120	10.3 Energy	138
	Principle	120	Principle	138
	Policies	120	Policies	138
	Programs	120	Programs	138
	Notes	122	Notes	139
9 Strong economy	123		10.4 Information and communication technology	139
9.1	Strong economic leadership	123	Principle	139
	Principle	123	Policies	139
	Policies	123	Programs	139
	Programs	123	Notes	140
	Notes	124	10.5 Waste and recycling	140
9.2	Infrastructure supporting job creation and business opportunities	126	Principle	140
	Principle	126	Policies	140
	Policies	126	Programs	140
			Notes	141



10.6	Social infrastructure	141
	Principle	141
	Policies	141
	Programs	141
	Notes	142
10.7	Efficient, accessible and safe transport	142
	Principle	142
	Policies	143
	Programs	143
	Notes	144
10.8	Freight	146
	Principle	146
	Policies	146
	Programs	146
	Notes	146
Part D Preparation and implementation		147
Regional plan operation		147
	Planning period	147
	Preparation	147
	Effect	147
	Implementation	148
	Governance	149
	Community plans	149
	Other relevant plans, policies and codes	149
	Local government planning schemes	149
	Development Areas	150
	Identified Growth Areas	150
	Monitoring	151
Regional plan review		151
	Wide Bay Burnett State Planning Regulatory Provisions	151
	Wide Bay Burnett regional land-use categories	151
Regional Landscape and Rural Production Area		153
Urban Footprint		153
Rural Living Area		154
Glossary		156
Abbreviations		157
Bibliography		158
Acknowledgments		161

Part E Wide Bay Burnett State Planning Regulatory Provisions 2011		162
Division 1—Preliminary		162
1.1	Short title	162
1.2	State planning regulatory provisions apply in addition to planning instrument	162
1.3	Definitions	162
1.4	Relationship to the Wide Bay Burnett regional plan	162
1.5	Wide Bay Burnett region divided into categories	162
1.6	When these State planning regulatory provisions do not apply	162
Division 2—Material change of use		164
2.1	Material change of use outside the urban footprint	164
2.2	Material change of use in a development area	166
Division 3—Subdivision		166
3.1	Subdivision in the regional landscape and rural production area	166
3.2	Subdivision in a development area	167
Division 4—Regional planning Minister notices		168
4.1	Regional planning Minister notices	168
Schedule 1—Maps		168
Schedule 2—Dictionary		168
2.1	Use definitions	168
2.2	Administrative definitions	169
Schedule 3—How to determine overriding need for the development in the public interest		170
Schedule 4—Assessment requirements for community activities, sport and recreation and tourist activities		171



Great Barrier Reef, Bundaberg
Courtesy of Darren Jew

Part B Regional framework

Regional vision

The Wide Bay Burnett region has a distinct identity and strong sense of community, achieved through a balanced lifestyle that respects cultural values and provides diverse employment and recreation opportunities.

It has a robust regional economy supported by a well-managed and high value natural environment, plentiful natural resources and a strong agricultural base.

This in turn provides accessible community services, infrastructure and affordable housing choices that support the region's liveability and sustainability.

The regional vision is the foundation of the regional plan. It defines the community's long-term aspirations for the region, and presents a view of what the region values now and how it would like to be in the future. It seeks to balance the recognised 'lifestyle' values of the region with the establishment of a strong economy, while recognising that the long-term prosperity of the region is reliant on sound management of the region's natural resources and ongoing viability of the agricultural sector.

In seeking a liveable and sustainable region, the regional plan will support:

- a balanced lifestyle with diverse housing, employment and recreation opportunities
- a distinct character and sense of community based on its people and their culture
- the retention of the regionally unique built and natural environments
- a robust economy built on the foundations of its natural and human resources that takes opportunities to build diversity and resilience to change
- infrastructure and services that meet the region's need to support the economy, accessibility and healthy, active communities.

The regional vision was developed in consultation with the Wide Bay Burnett Regional Planning Committee, and reflects the aspirations of regional communities, as well as key regional networks and industry sectors.

The vision is consistent with the Queensland Government's 2020 vision (*Toward Q2: Tomorrow's Queensland*), which sets out targets around five ambitions for communities in every Queensland region:

- **Strong:** Create a diverse economy powered by bright ideas
- **Green:** Protect our lifestyle and environment
- **Smart:** Deliver world-class education and training
- **Healthy:** Make Queenslanders Australia's healthiest people
- **Fair:** Support a safe and caring community.

The regional framework establishes the direction for how the regional plan seeks to achieve the vision and includes the following components:

- The **strategic directions** further express regional vision while describing the current situation and the desired outcomes for the region.
- The **regional settlement pattern** narrative describes how the region will grow and develop. It tells the historical story of the region, and expresses the features of the settlement pattern that will contribute to the achievement of the regional vision.
- The **subregional narratives** apply the features of the settlement pattern and the desired regional outcomes to each local government area that makes up the region, describing each subregion's historical context and role in advancing toward the regional vision.

Strategic directions

The strategic directions set down the broad policy framework for the region. They identify the important aspects involved in planning for the region's long-term development into a connected and accessible network of vibrant, healthy communities. These healthy communities will be achieved through appropriate management of the region's natural resources and environmental assets, and mechanisms that support a bustling economy.



be achieved through identifying and preserving areas of high ecological significance, protecting and restoring waterways, and expanding and linking green space across the region, allowing for increased public use and accessibility. This will allow the region's significant biodiversity to continue its contribution to the prosperity of the region economically, socially and culturally.

Natural resource management

The region's plentiful natural resources include productive agricultural land, freshwater systems, air, forests, native plants and animals, minerals and marine waters. These resources underpin the region's economy, and support the diverse range of industry and business opportunities that rely on their quality and accessibility.

Population growth places significant stress on the condition and availability of natural resources. Escalating pressures and a continual reliance on natural resources highlights the necessity for sustainably managing these resources for current and future generations. Proper management of the natural resources associated with agriculture and mining is also vital to the future of the region.

Limiting loss and further fragmentation of productive agricultural lands and forestry will ensure the strong economic base of the region is maintained. Supporting rural activities through opportunities for diversification and value adding will encourage ongoing confidence in the industry.

Water resources, both quality and quantity, will play a significant role in building resilience and providing water security for the region.

Rural futures

Rural communities are an important component of the regional fabric. They are major contributors to Queensland's economy, providing diverse agriculture, grazing and fishing opportunities. Strong rural communities that have sustainable economies will contribute to the overall wealth, character and liveability of the area. The sustainability and viability of rural communities needs to be supported to ensure the region's quality of life.

Natural resources are in many ways the foundation of rural communities. Economic growth will result from the protection of natural resources, such as water through sustainable management practices, and rural production lands by limiting further fragmentation and managing impacts from urban encroachment. Alternative activities that are compatible with rural activities, such as tourism and rural industries, will also assist in sustainability and longevity of these rural landscapes.

Sustainable planning and infrastructure and human services delivery in a region with many small towns and a dispersed settlement pattern requires diverse and adaptive approaches. State and local government will need to work together with rural communities to promote leadership, social networking and enhanced communication to provide opportunities to capitalise on and preserve their special attributes and valued characteristics.

Strong communities

The region is made up of many vibrant local communities, each with their own unique character and identity.

The region is growing rapidly, and this presents many challenges in managing the implications of growth while continuing to support the prosperity of local communities.

High levels of disadvantage have been consistently recorded over many years for the region². There are many causes for these circumstances, and records show that a significant number of residents are experiencing some form of disadvantage, such as low income, low educational attainment, unemployment or low levels of car ownership.

Demographic factors, such as a significantly higher than average ageing population and the dispersed nature of the population, mean supporting growth is a complex task. Other factors, such as geographical distribution, access to transport, appropriate and affordable housing, family and social support, adequate income and employment, a quality built environment, community safety and optimal health are all contributors to community wellbeing.

Strengthening the region's communities will occur through consolidating and improving built environments, understanding the uniqueness of place and the needs of individual groups, working in partnership with communities to inform planning and decision-making processes, and ensuring access to key essential community services by all residents. This will ensure that the liveability of the region is retained and improved.

Many residents live in rural areas, where essential community services are often provided via outreach from larger centres. The dispersed settlement pattern in the region results in many residents travelling some distance to access health and education services, business and employment opportunities, and social and cultural experiences. Other factors, such as a lack of timely and affordable transport options, further inhibit access to such services. A settlement pattern that consolidates growth within, and close to, key centres will improve accessibility, as will adopting alternative solutions such as videoconferencing as part of service provision.

² Social and Economic Indicators for Areas (SEIFA) data from the 2006 Census, the Scan of Disadvantage 2010.



Individual communities create place and identity, and are the essence of any regional area. It is their ability to respond to change and maintain unique characteristics that distinguishes one region from another. Strong communities look to provide social and economic opportunities to encourage people to remain in, return or move to the region. Improving employment and education opportunities will assist in the attraction of a wider demographic profile. This is particularly important to locations with greater numbers of older people. Ensuring a more balanced social mix and providing for the retention of young people and young families within these communities are essential for the future growth and sustainability of the region.

Engaging Aboriginal and Torres Strait Islander people

Many of the region's communities have significant numbers of resident Aboriginal and Torres Strait Islander people, in particular, Cherbourg Aboriginal Shire Council area. Although the Aboriginal and Torres Strait Islander population is not proportionally high, these residents show very high levels of social disadvantage (notably in terms of health, education and general community service participation and access).

The active involvement of Aboriginal and Torres Strait Islander people, including Traditional Owners, in planning and decision-making processes is imperative, particularly given the high number of cultural sites and artefacts to be identified and considered across the region.

The culture of Aboriginal and Torres Strait Islander people is unique and offers many economic and cultural advantages. Similarly the importance of connection to Country for Aboriginal and Torres Strait Islanders should not be underestimated, as it is this connection that underpins the wellbeing of Aboriginal and Torres Strait Islander communities.

Urban consolidation and delivery

The region's settlement pattern currently consists of several regional cities and large towns, and numerous rural and coastal communities. This produces many challenges to economic growth, accessibility, and the provision of infrastructure and services across the region. In addition, the trend toward growth in coastal locations may potentially result in risk to life and property through storm surge and climate change impacts, as well as significant implications for the environment and natural resource assets.

Extensive agricultural lands surround existing urban and rural residential areas and support a vibrant rural industry. Urban encroachment has the potential to impact on the viability of agricultural activities; however, some losses of agricultural land will be inevitable to accommodate the

projected growth for the region. The continuation of high value primary production activities will be safeguarded through the development of a regional framework, which will identify strategically located and recognised productive agricultural land. The framework will recognise the importance of these lands and protect them indefinitely.

Recent trends show changing household structure and reduction in average household size will mean the percentage of growth in housing demand will continue to be higher than the population growth rate. A diverse housing supply, providing suitable options for a range of circumstances, will also need to include affordable housing alternatives that respond to current and future resident needs, as well as making more efficient use of available land for urban development.

Providing a more compact urban settlement pattern focusing on existing towns and cities will provide higher levels of accessibility and more efficient and cost-effective provision of infrastructure and services. These strategies will assist in limiting the loss of valuable resources, such as agricultural land, and environmental values of the region.

A coordinated approach to urban planning and development, including the provision of infrastructure, will ensure growth is managed well into the future.

Areas at risk from flooding, storm surge, climate change impacts or other natural or man-made hazards should not be extensively developed. Where this cannot be avoided, for example, in areas that have already been settled and are part of the urban fabric, measures will be required as part of development to ensure these risks are minimised.

Towns and cities structure and form

Towns and cities are the focus for regional growth in employment, housing and provision of services. Where and how growth is accommodated can affect accessibility, the character of a place and the economic sustainability of the region.

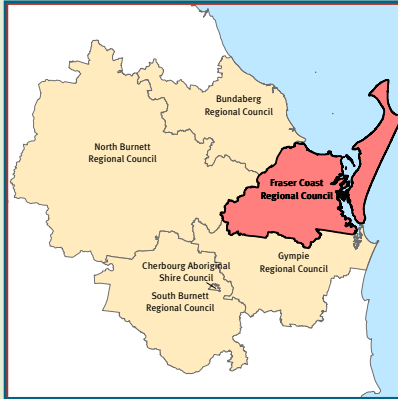
A mix of uses, including affordable housing, will be designed to enhance accessibility and efficiency of infrastructure provision and management for long-term sustainability and investment security. It will also assist in the reduction of greenhouse gases that influence climate change.

Establishing a clear role for centres, and adopting a complementary and cooperative approach to the planning and development of the subregions, will benefit the economy of the region as a whole by reducing unnecessary competition between centres.

Maintaining and enhancing the character and heritage of the region, and considering design attributes that suit the climate, will further build on the characteristics that make the region a sought-after location to live and visit.



Fraser Coast Regional Council



Estimated population in 2010: 102 080

Indicative planning population in 2031: 146 700

Forecast additional dwellings by 2031: 19 400

Principal regional activity centres: Maryborough, Hervey Bay

Local activity centres: Howard–Torbanlea, Tiaro

Opportunities

- Coordination and complementary growth of Maryborough and Hervey Bay
- Unique natural environment and abundant natural resources
- Marine industry
- Tourism
- Aviation and related industries
- Primary production and rural industries
- Rail, road and air transport infrastructure
- Gas supplies in Maryborough
- Granville Development Area (residential and employment)
- Nikenbah Development Area (residential and employment)
- St Helens Development Area (employment)

Challenges

- Planning for significant growth
- Effects of climate change and natural hazards
- Impacts of coastal development
- Reliable water supply
- Job creation
- Diversifying the economy
- Ageing population

The Fraser Coast Regional Council area contains the Great Sandy Biosphere area, recognised internationally in 2010 for its unique environmental values, and the subregion is home to areas of critical environment and geological distinctiveness, including the World Heritage area of Fraser Island. Its coastal waters also host humpback whales on their annual migrations past the Queensland coast. These naturally occurring characteristics assist in making the Fraser Coast the region's premier visitor destination. The Fraser Coast was also home to 102 080 people in 2010.

The Fraser Coast subregion possesses rich soils, which assist in agriculture remaining an important economic feature in the region. Productive rural lands will be protected to ensure the viability of rural pursuits in the future. Tourism and manufacturing industries are becoming more prevalent, and will continue to do so, further diversifying the economy of the Fraser Coast over time.

Historically, urban development was concentrated in Maryborough and the coastal villages that now make up Hervey Bay. The Mary River was the foundation of first European settlement within the region, with historic settlements originally located on the banks of the river at Maryborough.



The subregion is supported by two major centres—Hervey Bay and Maryborough—supplying a range of community health and services, retail, and education and employment opportunities to the residents of surrounding rural areas and towns. It supports two airports, a state boat harbour at Urangan, and two smaller marinas. An operational state north–south rail network and the Bruce Highway form the major interregional transport links for the region.

The centres of Hervey Bay and Maryborough are closely linked due to their proximity and overlapping catchments. A complementary approach to the development of these two centres will be required in the future to support a sustainable Fraser Coast community.

Maryborough

Originally established around a thriving river port used for immigration and the export of wool, cotton, timber, sugar and gold, the city of Maryborough has been a significant centre for the subregion. Its early history has been largely preserved, and the town is well known for its intact heritage buildings and architecture.

Maryborough is centrally located within the Fraser Coast area, and will accommodate a significant proportion of the region's future administrative and employment growth. It possesses a wealth of development potential due to fewer environmental or topographic limitations than other major centres of the region. Key advantages of the Maryborough area include its accessibility to other markets, the available infrastructure, including the national highway, the north–south rail line connecting Brisbane to Cairns, local air transport services, gas supply mains and an established electricity substation.

The preferred settlement pattern for the region supports the potential for Maryborough's population to double in size. Planning for infrastructure, community services and employment will be essential. The Urban Footprint has capacity to accommodate broad ranging uses, in addition to meeting dwelling demand.

Several locations have been identified with the potential to accommodate further growth in industry and manufacturing, including St Helens and Granville. Each of these locations will need to be investigated for suitability and development potential in the short to medium future, before any development commitments are reached. In addition, a marine industry precinct, to be established on the banks of the Mary River at Granville east of Maryborough, will assist in the diversification of the industry base.

The Urban Footprint consists of sufficient land area to accommodate additional urban development and residential dwellings by providing for a mix of broadhectare development and infill capacity. Significant land for rural residential development has also been assigned in the Rural Living Area close to Maryborough.

Granville contains a DA that may provide opportunities for medium term residential and employment expansion. It is intended that the area will primarily provide for residential growth; however, opportunities for local services and employment opportunities to support a higher level of self-containment should be incorporated.

Prior to development, further planning will be required to establish the appropriate mix and location of land uses, the preferred sequence of development, connectivity and accessibility in the area, and a coordinated approach to infrastructure delivery. Constraints such as the potential risk of flooding will need to be considered, as well as the interface with adjacent agricultural land and the nearby marine industry precinct. Planning for the Granville DA should consider the broader context of the site, particularly the intent for the marine industry precinct to be established on the banks of the Mary River, intended future uses, and possible expansion and infrastructure requirements. Significant investment in infrastructure will be required, and access across the Mary River will be a key consideration in the sequencing and delivery of development. Transport impacts in the immediate vicinity, as well as the broader context of Maryborough, will require resolution prior to development commitment in the area.

The St Helens DA will deliver medium- to long-term opportunities for industrial activities. The St Helens DA will predominantly provide employment opportunities for Maryborough, building on the existing industrial uses and the accessibility of the site. Some residential activities are already established in St Helens. Appropriate measures will be required to ensure impacts from the employment activities are mitigated. Prior to development of the DA, planning will need to address the connectivity and accessibility in the area; the interface to the potential Maryborough bypass; access to, and the need for widening of, the Maryborough–Hervey Bay Road; constraints such as risks from flooding; and infrastructure planning, in particular the impacts of the use of recycled water in the area.



Hervey Bay



City centre, Hervey Bay *Courtesy of MWA Viewfinder*

Hervey Bay is one of the region's major retail and commercial centres and biggest holiday destinations. Its role as a key tourist destination and gateway to Fraser Island will facilitate further growth in the community.

The existing settlement pattern of Hervey Bay has resulted from the development of small coastal villages, loosely based on the historical settlements, which have merged to become suburbs of one large coastal city.

The Urban Footprint of Hervey Bay has capacity to accommodate the anticipated dwelling demand to 2031, primarily within established urban zoned land, as a mix of broadhectare and infill development. The city will continue to experience growth in the short to medium future; however, the proximity of the settlement in relation to the coastline will restrict expansion, given the area's inherent locational vulnerability to the projected implications of climate change.

Hervey Bay is capable of supporting further growth in tertiary education, tourism and service related activities—such as aged care and support services—to a larger extent than Maryborough, expanding on the existing education facilities, such as University of Southern Queensland's Fraser Coast campus. This will support an increase in the diversity of local services and employment opportunities.

One of the key challenges for Hervey Bay in the last two decades has been maintaining centralised retail and commercial development in specific nodes. This is a particular consideration in the protection and primacy of Main Street Pialba and Boat Harbour Drive, Urraween, with secondary retail centres to be provided by Urangan and Eli Waters.

Urangan Boat Harbour is the local hub for marine transport and tourism. Potential future upgrades and renewal of these facilities will reinforce this focus for the marina. Strong tourism has developed over time as the city established

itself as a gateway to Fraser Island. While this opportunity has provided a range of benefits to the area, it has also limited potential for the commercial marine industry to expand among the existing tourism-oriented facilities.

Coastal suburbs, including the Eli Waters and Dundowran Beach areas, are susceptible to the constraints associated with climate change, including sea level rise and storm tide inundation. Consequently, development within the Eli Waters and Dundowran Beach areas may be limited. Consideration for development within these areas would require detailed analysis and planning, particularly in relation to impacts from coastal hazards and protection of its significant environmental values. Planning for infill or redevelopment of existing urban areas of Hervey Bay should also consider the potential impacts from coastal hazards and climate change.

The Nikenbah DA will provide additional residential and employment growth opportunities. Land identified between Maryborough–Hervey Bay Road and Madsen Road is subject to constraints, and is unsuitable for residential development. However, subject to appropriate planning to identify the area of developable land and the range of acceptable uses, other urban activities may be appropriate. Remaining portions are intended to accommodate residential growth in the medium to long term. Infrastructure planning and investment will be required prior to development occurring.

Coastal towns

Growth has historically been dispersed and fragmented, with many coastal towns, including Toogoom, Poona, Riverheads and Boonooroo, accommodating a mix of permanent residences and holiday homes. While this responds to a lifestyle demand for affordable coastal living, it increases the burden on an inadequate coastal road network and social infrastructure, and adversely impacts on natural environment values.

Communities within the coastal towns will continue to be primarily focused on residential accommodation rather than employment or commercial expansion, and the majority of specialist and skilled employment will continue to be provided by Hervey Bay and Maryborough. Employment opportunities provided by each of these coastal areas will continue to maintain locally relevant industries, including retail, tourism and community services.

Residential growth in coastal towns will be consolidated within the Urban Footprint to minimise the increased risk from natural hazards, the potential impacts of climate change, and the restricted capacity of social infrastructure to service further growth.



The coastal town of Burrum Heads was originally established as a coastal holiday village, but has grown into a small community for permanent residents and holiday-makers. The area has significant environmental values, including habitat for the endangered Wallum Froglet, and is potentially at high risk from permanent inundation from sea level rise and impacts from storm tide. Past investment in infrastructure and existing development indicates that some limited additional growth may be supported at Burrum Heads, subject to detailed analysis and planning, particularly in relation to impacts from coastal hazards and protection of its significant environmental values.

Rural towns and surrounds

Tiaro, Howard and Torbanlea are the main subregional towns providing local services for residents and those of surrounding rural towns. Higher order services, such as health, retail and community services, will be met by Hervey Bay and Maryborough.

The establishment of Tiaro was originally influenced by the Gympie gold rush, while Howard was settled as a coalmining town. Both towns are now rural settlements that provide an important role in servicing surrounding settlements and rural communities.

The Tiaro and Torbanlea towns are not currently serviced by reticulated sewerage networks. Reticulated sewerage service areas within Howard are limited and the existing sewerage treatment plant requires future investment prior to considering expansion of the urban area it supports.

Detailed analysis and planning of rural towns should be undertaken to determine future growth needs and appropriate locations for residential and employment activities, as well as other infrastructure requirements. Subject to the outcome of these investigations, expansions to the urban area may be identified in local government planning schemes.

A significant defence facility, the Wide Bay Training Area, is located within the Fraser Coast and Gympie Regional Council areas, as identified on Map 2. The defence facility is used by the Australian Defence Force for live firing ranges and field training. This facility can result in noise impacts, and residential development should be avoided adjacent to the facility to ensure the ongoing operation of the facility is not compromised.

Infrastructure

Complementary planning of Hervey Bay and Maryborough will be supported by enhanced transport links between, and within, the centres themselves. Investment in public transport and active transport links will be a key driver to the success of this approach to planning for the Fraser Coast subregion.

Regional water capacity and supply is likely to require additional investment to cater for future population growth in the subregion. In some towns and the urban fringe of Hervey Bay and Maryborough, sewerage treatment plants may require upgrades in order to support projected population growth over time. Planning for these areas needs to consider capacities and the timeframes required for upgrades.

Electricity infrastructure will require investment in both Maryborough and Hervey Bay to support anticipated growth. Sites for substations and other infrastructure should be identified as part of the planning for expansion to ensure availability when demand requires installation of these services.

The Fraser Coast currently supports two airports, in Maryborough and Hervey Bay. Future planning of airport land needs to be investigated, and the potential impacts from nearby development should be mitigated to ensure ongoing viability of both airport sites.

Economy and employment

Hervey Bay and Maryborough are key activity centres for the subregion, in recognition of their level of commercial, retail and government services. However, their proximity, and the promotion of a greater proportion of growth to Maryborough, will require coordinated and complementary planning and investment in infrastructure and services, and the appropriate allocation of land for commercial, retail and industrial purposes as part of local government strategic planning programs.

Tourism will continue to be a major economic driver in the Fraser Coast, particularly for Hervey Bay. Growth and intensification of these services will contribute to a diverse and self-sufficient employment sector for local residents. The natural environment and rural character of the subregion are the major drawcards for tourist visitation, and planning and development decisions should continue to protect these important resources to support and stimulate the region's attractiveness for tourism activities.

Rural areas contribute significantly to the amenity of the regional landscape through their natural environment values, and play an important role in the attraction to the region of day-trippers and nature-based tourists.

Agriculture, native forestry and pine plantations have been strong drivers of the subregional economy, and they will remain significant contributors to the region into the future. Farming activities are predominantly within sugarcane and timber farming sectors; however these activities have been declining in their contribution to the economy. Opportunities for diversification and product value-adding will be important long-term strategies for the rural sector, including the ongoing viability of the sugar and timber industries.



In addition to maintaining the traditional industries of the subregion, manufacturing has emerged as an important future employment and economic driver, particularly for Maryborough, which maintains a strong reliance on this sector. Economic strategies and land-use planning should continue to build opportunities for additional manufacturing and other industries in appropriate locations to limit the possible impacts of incompatible land uses, and to encourage diversification of the sector.

The natural coastal and river environs present opportunities to build on existing marine industry and aquaculture projects. The marine industry precinct near Maryborough provides a key opportunity for the subregion, as opportunities for these facilities are becoming increasingly limited.

The viability of coalmining is being re-examined near Maryborough. Should mining activities recommence, direct and indirect employment opportunities will result, and will have a positive impact on the economy of the community and region as a whole. However, the conduct of these activities should maintain satisfactory separation from, and consideration of, the existing urban fabric and residents of nearby settlements in a way that promotes a balanced approach to land uses that stabilise and diversify the economy.

Canterwood Industrial Area at Owanilla is recognised as having the potential to provide additional industrial lands, using high quality access to an existing rail siding and the Bruce Highway, and relative proximity to the ports of Brisbane, Gladstone and Bundaberg.

Residential

By 2031, it is anticipated that an additional 19 400 dwellings will be required to house growth within the Fraser Coast subregion.

The Urban Footprint can accommodate over 20 000 dwellings through broadhectare and infill development. Taking into account existing capacity of rural and rural residential lands to provide alternative residential forms, the subregion contains sufficient area to accommodate growth within the major cities and larger towns beyond 2031.

The significant areas of broadhectare land available within the subregion will require coordinated and detailed planning by state and local government to accommodate appropriate infrastructure to serve the projected population, as well as delivery of infrastructure with development. Prior to undertaking development or expansion, many of the region's existing urban areas will require infrastructure upgrades, such as sewerage treatment facilities in Hervey Bay and Howard; and secure water supply, electricity and transport infrastructure for the growing communities of Maryborough and Hervey Bay.

Planning of broadhectare areas will be required to make effective use of available land and existing or planned infrastructure. Mixed uses and dwelling diversity in these areas will assist in consolidating growth, reduce reliance on the private motor vehicle, and improve self-containment of the major centres, coastal towns and rural centres.

Existing rural residential areas of the subregion are recognised as providing a valid housing and lifestyle choice for the region, with ample capacity available within the Rural Living Area for growth of this type of development for the life of the regional plan.

Community services

Most community services within the subregion are recognised as being at or near capacity. Ongoing investment will be required to strengthen and sustain these important community facilities and services. Higher order community services will be predominantly located in Maryborough and Hervey Bay. Co-location of complementary services will be supported where appropriate.

Further investment will be required in the future to ensure sufficient levels of service are maintained and improved to meet the needs of the diverse and ageing population. Planning for community services will need to take into account predicted growth levels, and the unique implications that population expansion will have for each community.

The University of Southern Queensland's Fraser Coast campus is located in Hervey Bay. A range of programs and courses are offered in the areas of human services, community welfare and development, accounting, marketing, education and nursing. The human services focus reflects the needs of the community, and provides an opportunity to develop and retain skilled workers in the region. Capacity to expand the university in its current location provides a further opportunity to diversify the range of programs and courses offered, to retain and attract school leavers through to 35 year olds.

Hervey Bay and Maryborough hospitals will continue to service the subregion over time for specialist and emergency health care. Additional health services will continue to be enhanced by private hospitals in the region, such as St Stephen's hospitals in Maryborough and Hervey Bay, which recently received funding for expansion.

Providing diverse and universal housing designs as part of the urban expansion will assist in accommodating different and changing housing needs over time, including those of an ageing population.



Hervey Bay
Courtesy of MWA
Viewfinder

Part C Desired regional outcomes

The desired regional outcomes (DROs) articulate the preferred direction for the development and land-use outcomes for the region, and include specific policies and programs to manage the growth of the region over the next two decades.

Embedded within each DRO are a series of principles that seek to achieve the DRO. Detailed policy statements recognise the steps that must be taken for the principles to have effect. These policies are supported by programs, to be implemented over the life of the plan, that identify actions that underpin the achievement of the policies.

The programs will not detail all actions that may be required during the life of the plan to achieve the policies and may be added to over time through implementation. Notes have been included with each DRO to provide an explanation of the policy statements, identify implementation processes, or provide additional relevant information to aid in the understanding of the DRO.

The principles and policies will guide state and local government in the formulation of their own policies and planning documents, such as planning schemes. Local government planning schemes and subordinate policies must align with the intent of the DRO, principles and policies.

Programs may be delivered by state or local government, industry, non-government organisations or community groups.

The DROs are an integrated and holistic set, with no intended priority. They appear under the following headings:

1. Sustainability, climate change and natural hazards
2. Environment
3. Natural resource management
4. Rural futures
5. Strong communities
6. Engaging Aboriginal and Torres Strait Islander peoples
7. Managing growth
8. Urban form
9. Strong economy
10. Infrastructure.



2.4 Regional landscapes

Principle

- 2.4.1 Regional landscape values and areas are managed to maintain or enhance their ability to contribute to the region's liveability, lifestyle, health and economy.

The regional landscape contributes significantly to the region's economy and liveability. The community recognises this by taking part in the use and management of these areas, both passively and actively. Some of these regional landscape values include:

- areas of significant biodiversity value
- rural production and primary industry
- scenic amenity
- landscape heritage
- outdoor recreation.

Any part of a landscape may have one or more of these identified values associated with it. These values exist on different tenures of land, with no single jurisdiction responsible for their protection or management. For example, highly valued scenic landscapes occur both on privately and publicly owned land within the region. Areas of significant biodiversity value, and the biodiversity networks that join these areas, can also be found on privately owned land. It is therefore a responsibility to be shared across all levels of government, non-government organisations, community and industry groups to collectively and cooperatively protect and manage these areas.

Policies

- 2.4.2 Development complements, protects and enhances landscape values and areas of significance, limiting impacts on these regional assets.
- 2.4.3 Regional landscape areas are appropriately managed to optimise economic, social, recreational and ecosystem services to the region.
- 2.4.4 Inter-urban breaks are protected from development that diminishes their function.

Programs

- 2.4.5 Develop a consistent methodology for identifying regional landscape values across the region.
- 2.4.6 Identify and map regional landscape areas to inform land-use planning and decision-making.
- 2.4.7 Identify current and potential landscape corridors, including regional and local biodiversity corridors and networks, to connect priority regional landscape areas.
- 2.4.8 Develop a consistent approach to the assessment, approval and management of rural, nature-based and ecotourism facilities that ensures such facilities do not degrade the values of the regional landscape area.



Notes

It is important that landscapes with recognised natural, cultural, social and economic value within the region are identified, protected and managed to meet current and future community and environmental needs.

Residents and visitors to the region value the extensive and diverse range of environmentally, culturally, socially and economically significant landscapes that underpin the region's many values. These values and landscapes can be some of the main reasons that people move to, and stay in, the region.

The regional landscape is made up of multiple components, each with its own specific value and significance to the environment and residents of the region. These components include:

- core landscape areas—areas of multiple landscape value and ecosystem services such as Fraser Island, Great Sandy Strait and the Bunya Mountains
- inter-urban breaks—areas separating urban development, which can have a variety of uses such as productive agricultural land, environmental reserves, and sport and recreational activities
- regional offset areas—strategically identified areas to manage the offset of negative impacts from development
- regional community green space network—areas of land publicly owned that facilitate community health and wellbeing through physical activity, social interaction, liveability and direct interaction with the environment
- rural towns—scenic amenity of rural towns in rural and natural environs
- coastal waters and foreshores—which provide a significant service and maintain environmental, community and economic integrity within the region
- biodiversity networks—wildlife habitats and associated connecting corridors that are managed to maintain biodiversity values at a regional scale
- natural economic resource areas—sections of the landscape that support agricultural production, extractive industry, forestry, fisheries and rural industries.

To remain a competitive, functional and attractive place, the natural environment qualities of the regional landscape must be maintained to support values such as biodiversity, rural production, scenic amenity, landscape heritage and outdoor recreation.

Any part of a landscape may have one or more of these regional landscape values associated with it. These values exist on different tenures of land, with no single jurisdiction responsible for their protection or management. Scenic landscapes, as an example, occur both on privately and publicly owned land.

It is also important to recognise that landscape values are not limited only to natural environmental features. Rural towns and rural activities, such as cropping and grazing, contribute to the character of the region, and illustrate their importance, not only to the economy, but also to the regional landscape. The patchwork of greens and rich soil in the undulating landscape of the South Burnett, or the cane fields around Bundaberg, provide a backdrop to the picturesque region, as much as its natural environs.

Open space and rural lands contribute to a sense of place and to the scenic amenity of the region, and play a role in creating inter-urban breaks. The benefits of inter-urban breaks can be enhanced by compatible land uses and activities. Local government may undertake an investigation into the benefits and contribution of inter-urban breaks which will provide clarity and certainty by ensuring:

- the long-term viability of maintaining inter-urban breaks through effective management and use by supporting appropriate rural industries, including agricultural production, tourism and recreational opportunities
- the clear identification of the important landscape value, planning and management functions of inter-urban breaks.



2.5 Green space network

Principle

- 2.5.1 An integrated green space network caters for a range of community and environmental needs.

Attractive, safe and accessible green space and land for public recreation contribute positive social, economic and environmental benefits, improving public health, wellbeing and quality of life. Green space is a vital part of delivering a sustainable and prosperous state.

The majority of the region's green space network is owned and managed by state or local government, including national parks, state forests, marine parks, beaches, major waterways, water storage areas and major urban parks. This network preserves and protects regionally significant areas for public access, and provides diverse values and uses, including nature conservation, outdoor recreational activities, forestry production, water catchment management, education and scientific research.

To maximise the multiple benefits of green spaces, it is necessary to integrate, manage and plan green space networks to provide for a range of community and environmental needs, now and into the future.

Policies

- 2.5.2 Existing green space networks are expanded to meet current and future environmental and community needs.
- 2.5.3 State, regional and local biodiversity networks are protected and promoted to maintain ecological services, and the intrinsic landscape values and settings provided by the regional green space network.
- 2.5.4 Development is located and designed to contribute to, and integrate with, the green space network.

Programs

- 2.5.5 Define, identify and map a preferred future regional green space network that meets community, biodiversity and ecological service requirements.
- 2.5.6 Investigate development of a recreational rail trail along the decommissioned Kingaroy to Theebine rail corridor.

Notes

The draft Queensland Greenspace Strategy focuses on the expansion of land for public recreation, where public use and access are the priority, rather than biodiversity values. Green space represents places where people play, recreate and socialise. It includes council parks, public gardens, playing fields, children's play areas, foreshore areas, bushland and linear reserves, national parks, state forests and conservation reserves. The definition excludes roads and marine areas.

As the population increases, retention of land for green space, including for nature conservation and public recreation, will become more important.

Five key planning actions have been identified. These proposed actions are to:

1. promote additional green space
2. introduce better planning processes, tools and instruments to increase green space
3. remove arbitrary barriers that limit public access to state-owned land
4. encourage recreation opportunities on private land
5. investigate the potential to use surplus state-owned land as green space.

Toward Q2: Tomorrow's Queensland

On 27 March 2010, the Queensland Government released draft Queensland Greenspace Strategy to support delivery of the government's Toward Q2: Tomorrow's Queensland target to protect 50 per cent more land for nature conservation and public recreation by 2020. The policies and programs of the region plan will help achieve this target.

For more information visit www.towardq2.qld.gov.au/tomorrow/index.aspx.



5.

Strong communities

The region has vibrant, inclusive, safe, active and healthy communities, where a range of social services are accessible by all, and where unique cultural heritage and diversity is acknowledged, valued and celebrated.

Continued population growth in the region presents many challenges in supporting existing local communities and their capacity to deal with change. Demographic factors such as a significantly higher than average ageing population and the dispersed settlement of the population mean supporting growth within the region is a complex task.

Community wellbeing is influenced by geographic location, access to transport, appropriate and affordable housing, family and social support, adequate income and employment, a quality built environment, community safety and optimal health.

Many residents live in rural areas, where essential community services are often provided via outreach from key centres. The dispersed urban form in the region results in many residents travelling some distance to access health and education services, business and employment opportunities, and social and cultural experiences. Due to their location, residents in rural areas have limited access to timely and affordable transport options, further inhibiting access to such services. Differing government agency service boundaries also make holistic service delivery difficult.

Well-planned growth in a more compact urban form will help reduce social and locational disadvantage. Providing opportunities in employment, education and training will influence and support changes in the demographic age profile, and result in a more balanced social mix, enabling communities to prosper.

5.1 Social planning

Principle

5.1.1 Social planning is incorporated into planning processes to manage and respond to changing communities, and support community wellbeing and quality of life.

The negative impacts of social change in the region over time can be minimised through the use of community-focused policies to identify current and future community and social needs, trends and solutions. Key components to the wellbeing of the region include a commitment to monitoring levels of social and locational disadvantage, providing support and services for the ageing population, and delivering programs aimed at the retention of young people in the region.

A strong community can have positive impacts on the actual and perceived liveability of the region. Liveability factors have flow-on effects for the local residents by assisting in the attraction of new business and migration to the region, and drawing greater diversity of services and community activities.

Policies

- 5.1.2 Land-use and community infrastructure planning decisions incorporate social and community needs assessments.
- 5.1.3 Planning outcomes that support an ageing population, including appropriate housing, retirement and aged care options, and access to services and facilities, are actively pursued.
- 5.1.4 An accessible and high quality public realm is achieved by allocating or revitalising open space and creating well-designed public spaces.
- 5.1.5 An evidence-based approach, which identifies social characteristics and demographic trends, is used to inform planning processes.

Programs

- 5.1.6 Profile and respond to the social impacts of in-migration patterns (including people from other cultures), and incorporate in planning frameworks.



Burnett Heads Rural Fire Station
 Courtesy of the Department of Community Safety



Notes

Key considerations for the region include high levels of social and locational disadvantage, an ageing population, retaining young people, and the influx of seasonal workers into communities. Potential social impacts of growth and change (such as those resulting from mining) can be identified and mitigated as necessary through the implementation of social planning principles.

The *Sustainable Planning Act 2009* requires that community wellbeing issues be integrated into the preparation of planning schemes. It states that the cultural, economic, physical and social wellbeing of people and communities is maintained if:

- well-serviced and healthy communities, with affordable, efficient, safe and sustainable development, are created and maintained
- areas and places of special aesthetic, architectural, cultural, historic, scientific, social or spiritual significance are conserved or enhanced
- integrated networks of pleasant and safe public areas for aesthetic enjoyment and cultural, recreational or social interaction are provided.

Social impact

Social impacts, including social change (e.g. the potential impacts of mining), should be considered in the development of planning schemes and policy decisions. This consideration should be undertaken in partnership and consultation with affected communities and stakeholders.

Positively Ageless – Queensland Seniors Strategy 2010–20

The *Positively Ageless – Queensland Seniors Strategy 2010–20* identifies priority areas and key initiatives that will benefit older Queenslanders (including those living in this region), particularly those who are vulnerable, disadvantaged or socially isolated.

For more information visit www.communityservices.qld.gov.au.

Toward Q2

The Queensland Government has committed to delivering world-class education and training, making Queenslanders Australia's healthiest people, and supporting safe and caring communities in *Toward Q2: Tomorrow's Queensland*.

For more information visit www.towardq2.qld.gov.au.

5.2 Addressing social and locational disadvantage

Principle

5.2.1 Social and locational disadvantage in communities is recognised and addressed.

Disadvantage concerns any unfavourable circumstances or conditions affecting an individual or group of people. The dimensions of disadvantage within the broader community may include a lack of access to affordable, diverse and age-appropriate housing, education and health services, or an inability to participate in, or have access to, a variety of employment, recreation, family support or social network opportunities.

Traditionally, people living in rural or fringe areas often find it difficult to access a diversity of services such as health, recreation, education or employment. Owing to the existing highly dispersed settlement pattern, these circumstances are exacerbated for many in the region. Barriers preventing community members from accessing these opportunities

include a lack of public transport options and limited availability of desired services within the local area. In order to reduce the likelihood of further disadvantage occurring as a result of future decision-making, social planning principles and strategies that enhance community participation and engagement will be implemented.

Identification of development locations for community infrastructure and services will build on the strength and self-containment of subregional communities. Co-location opportunities for sharing infrastructure and facilities with neighbouring communities will improve efficiencies in providing and operating these services, and will contribute to the reduction of disadvantage.

Policies

5.2.2 Appropriate social services and community facilities are cost-effective, sustainable, accessible and responsive to community need.

5.2.3 Strategies to respond to identified pockets of social and locational disadvantage are developed and implemented.



5.2.4 Accessible and affordable transport options that enhance connectivity and level of service to remote or locationally disadvantaged communities are investigated.

5.2.6 Establish partnerships across community, government and business to provide more proactive, community-driven, coordinated and sustainable responses to social and locational disadvantage.

Programs

5.2.5 Implement and evaluate flexible, integrated, client-driven and sustainable prevention, promotion and early intervention strategies to pre-empt and address social and locational disadvantage.

Notes

Many factors influence the degree of social disadvantage experienced by individuals, including relative ease of access to housing, employment, income, education, health status and service access. Many residents of the region experience multiple disadvantages, particularly those living in smaller rural areas.

Community servicing and support needs in rural communities are quite different to urban areas. Outreach services are the norm for rural and coastal communities; however, higher service demands in larger communities can mean outreach service provision to these rural and coastal areas is reduced.

The region's migrating and existing resident community includes, in part, the socially disadvantaged that relocate from other areas. This is due to factors such as rising housing costs or reduced housing availability in nearby areas such as South East Queensland. This trend increases the demand for local services and support facilities.

The development of strong, supportive social networks, the provision of affordable housing, education, health, high-speed and reliable internet access, recreation opportunities and accessible public transport play a central role in responding to regional disadvantage and minimising exclusion.

A strong socially inclusive community is about all residents being able to fully participate in community life. This can be a significant challenge in some communities (notably rural settlements), as geographic location often restricts social participation and leads to feelings of isolation.

Technological advances (for example in telemedicine and videoconferencing) are useful tools that enhance access to specialist health and support services. The major public hospitals located in Hervey Bay, Maryborough and Bundaberg already have videoconferencing facilities that provide access to specialist practitioners within the broader Queensland health care network.

Sustainable community planning outcomes will only be achieved where all levels of government and community stakeholders participate in working partnerships to respond to current and emerging issues of disadvantage.



5.3 Healthy and safe communities

Principle

- 5.3.1 Quality of life is enhanced by offering healthy and safe environments that promote active living and healthy lifestyles, and provide accessible health services.

The relative health of communities is underpinned by a range of considerations, including social disadvantage, population characteristics, social cohesion, access to key social infrastructure, housing affordability, transport, availability of open space, physical activity and climate change.

It is important to recognise that 'health' not only refers to a physical state, but also to mental health and psychological wellbeing. Appropriate community-based planning specifically addressing the needs of each community will provide safe, accessible open space and health services to enable the communities to enjoy active lifestyles and participation.

The community will be strengthened by an increase in housing choice and diversity, accessible and reliable infrastructure (including information communication technology), appropriate motorised and non-motorised transport options, and strong and supportive social network prospects.

Policies

- 5.3.2 Physical activity and healthy lifestyles are supported through appropriate location and design, including facilitating the provision of active transport infrastructure such as pedestrian and bicycle paths, and appropriate sport and recreation facilities.
- 5.3.3 Crime prevention through environmental design principles is applied to enhance community safety in public areas.
- 5.3.4 Biting insect mitigation strategies are developed and implemented.

Programs

- 5.3.5 Develop a collaborative framework that requires multi-strategy and multi-tiered prevention and promotion programs to address community health and safety issues.
- 5.3.6 Undertake a health service planning program across the region, addressing inpatient and preventative health to provide a coordinated and holistic forward service planning approach which maximises the health and wellbeing of care recipients.

Notes

Regular physical activity and appropriate nutrition is required to prevent a range of negative health and wellbeing impacts, including chronic diseases. Community wellbeing is optimised by the provision of open space, sport and recreation opportunities, walk and cycle paths, and supporting infrastructure that makes physical activity and participation safe. Supporting infrastructure includes seating, lighting, toilets, shade and water fountains.

Biting insects

The health of communities (notably in coastal areas) requires responsive planning and mitigation of the effects of biting insects. This can be achieved by limiting residential developments within insect habitat areas, putting management plans in place to mitigate impacts, and ensuring appropriate water-flow design. Monitoring programs will continue to be important in identifying increases in biting insect numbers to ensure mitigation strategies are appropriately deployed.

Toward Q2

Making Queenslanders Australia's healthiest people is a key theme in the Queensland Government's *Toward Q2: Tomorrow's Queensland*.

For more information visit www.towardq2.qld.gov.au.

Wide Bay Burnett Regional Recreation and Sports Strategy 2010

The *Wide Bay Burnett Regional Recreation and Sports Strategy 2010* identifies future regional recreation and sporting requirements, and builds on existing government recreation and sport planning work. It assists local government, state agencies and sporting organisations to plan for future land and facility provision.

For more information visit www.wbbroc.org.au.



5.5 Heritage, arts and cultural development

Principle

- 5.5.1 The region's unique heritage places and experiences are identified, protected and valued, with further opportunities for arts and cultural development provided.

Cultural heritage relates to those places that have a unique claim on our landscapes, lifestyles, community history and identity. Conserving this heritage is an important part of protecting and building on an established sense of place and social practices, contributing to a strong and connected community.

The region's heritage is embodied in its archaeological sites, cemeteries, historic homes, landmark structures, wide street formation, and rural and urban landscapes. They are important and highly valued features that strengthen and bind the community to their local area, and create a shared sense of the region for all resident Queenslanders, as well as tourists.

The significant heritage themes of Gympie, Hervey Bay and Maryborough and regional townships provide a comprehensive understanding of the historic use and development of the region. The patterns of development within these themes have defined and shaped the region and encompass important heritage places.

Policies

- 5.5.2 Heritage places, including Aboriginal and Torres Strait Islander heritage (such as archaeological sites, landscapes, places or objects) are appropriately recognised and protected.
- 5.5.3 Accessible public spaces exist for cultural activities, events and festivals.
- 5.5.4 Arts and cultural infrastructure, facilities and programs are provided to meet community need.
- 5.5.5 Arts workers are supported at local levels through regional initiatives and programs.
- 5.5.6 Business opportunities based on culture, heritage and the arts are recognised and promoted to attract investment and diversity to the region.

- 5.5.7 Historical and contemporary cultural information, artefacts and sites significant to Aboriginal and Torres Strait Islander communities are identified, protected and preserved, including the development of local agreements and protocols as required.

- 5.5.8 Initiatives are developed aimed at raising the profile of the region and enhancing pride by increasing awareness of heritage, culture and the arts.

Programs

- 5.5.9 Build the capacity of government, community and industry groups to recognise and protect heritage and sites that are important to the region.

Health and Wellbeing Strategic Framework

2017 to 2026

Released Under RTI Act 2009

Health and Wellbeing Strategic Framework 2017 to 2026

Published by the State of Queensland (Queensland Health), June 2017

This document replaces the Health and Wellbeing Strategy 2015 to 2020



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An electronic version of this document is available at www.health.qld.gov.au/system-governance/strategic-direction/plans/default.asp

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Contents

Summary.....	3
Goal	4
Objectives.....	4
The need for action	4
Unhealthy behaviours.....	4
Broad view – influencing behaviour	5
Multi-strategy approach.....	5
Pathway to a healthier Queensland.....	5
Monitoring performance and reporting	7
Related strategies and plans.....	9

Figures

Figure 1 Broad view: factors and strategies that influence healthy behaviours.....	10
Figure 2 Pathway to a healthier Queensland – medium to long-term outcomes.....	11

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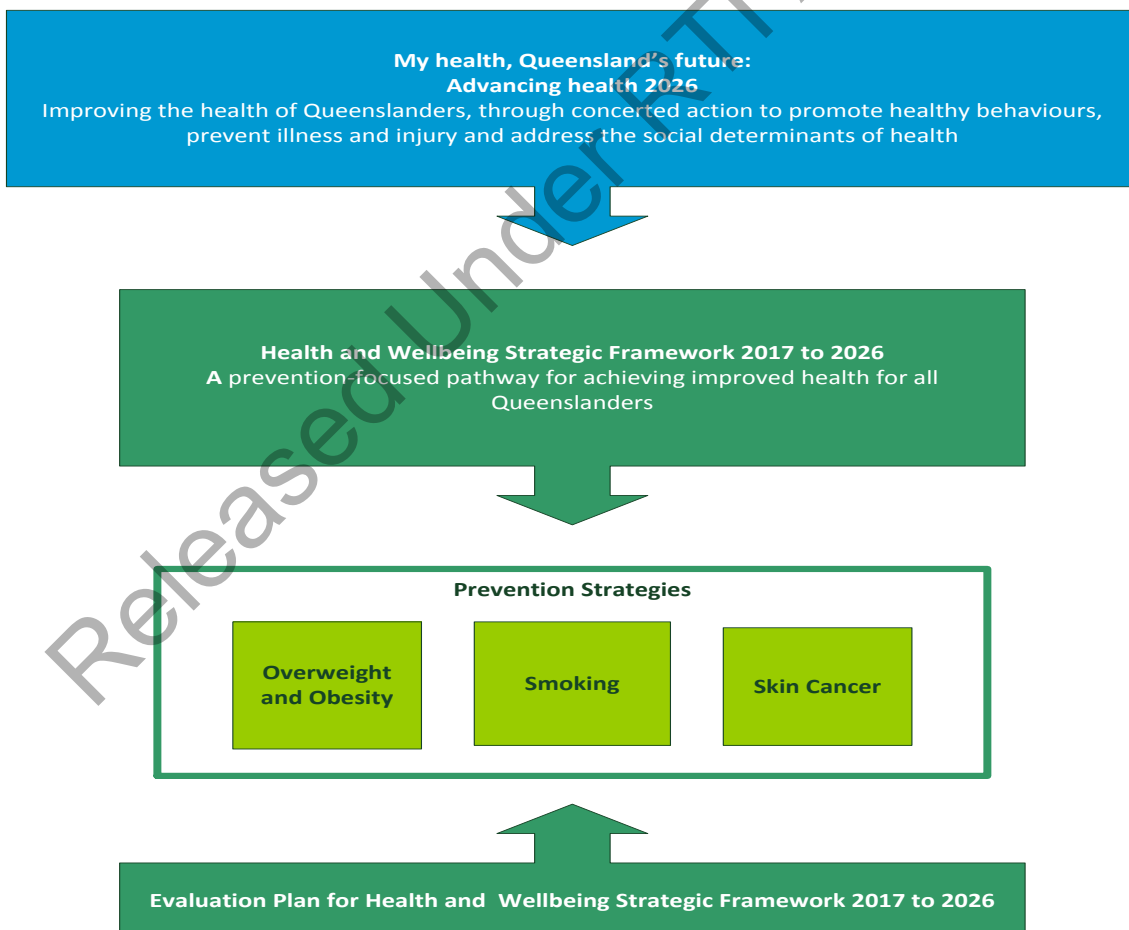
Summary

An important aim of any health system is to promote, maintain and restore a healthy society. Improving the population's health and wellbeing has direct benefits and also leads to greater productivity, a stronger economy, better quality of life, reduced inequalities and less demand on health and social services.

My Health, Queensland's Future: Advancing health 2026 sets an ambitious vision of making Queenslanders among the healthiest people in the world.¹ Effective prevention and health promotion is vital to achieving the vision.

The *Health and Wellbeing Strategic Framework 2017 to 2026* provides a prevention-focused pathway for the improved health for all Queenslanders. The framework focuses on the key modifiable behaviours of unhealthy eating, physical inactivity, tobacco smoking, and unsafe sun exposure.

The strategic framework promotes integrated and complementary actions across multiple strategies which have been shown to make a difference. Progress towards the achievement of ambitious 2020 and 2026 targets will be monitored and reported.



Goal

To increase the proportion of Queenslanders who adopt healthy behaviours and reduce unhealthy behaviours.

Objectives

Healthy environments—to create healthier places where people live, work, learn and play to support Queenslanders to live healthier lives.

Empowered people—to empower Queenslanders with the knowledge, skills, positive attitudes and motivation to live healthy lives; and promote community norms and values consistent with better health and wellbeing.

The need for action

While many Queenslanders are living longer due to gains in average life expectancy—living longer can also mean spending more time with illness that is largely caused by chronic diseases such as cardiovascular disease, type 2 diabetes, high blood pressure, and some cancers.²

Tobacco smoking, poor diet, physical inactivity, overweight and obesity all significantly contribute to chronic diseases and reduced life expectancy in Queensland.

Chronic disease impacts on the health system, the health and wellbeing of the community, and the economy. Health expenditure costs in Queensland associated with chronic diseases were estimated to be \$9.6 billion in 2011–12 (most recent estimate).²

The financial benefits to the Australian economy of realistic reductions in the prevalence of chronic disease risk factors have been conservatively estimated to be \$2.3 billion over the lifetime of the 2008 population.³ Two-thirds would result from reduced health sector costs, and one-third from financial benefits associated with reduced workforce productivity losses and household costs.

Unhealthy behaviours

Reducing unhealthy behaviours and increasing healthy habits across the population is an effective way of reducing the chronic disease burden.

The most significant unhealthy behaviours are tobacco smoking, poor diet and physical inactivity. Skin cancer prevention remains a priority as Queensland has the highest rates of melanoma in the nation, with Australian rates alongside New Zealand, the highest in the world.

Unhealthy behaviours and diseases are not equally distributed across the population, with socioeconomically disadvantaged groups and Aboriginal and Torres Strait Islanders having a higher burden of disease.²

Broad view – influencing behaviour

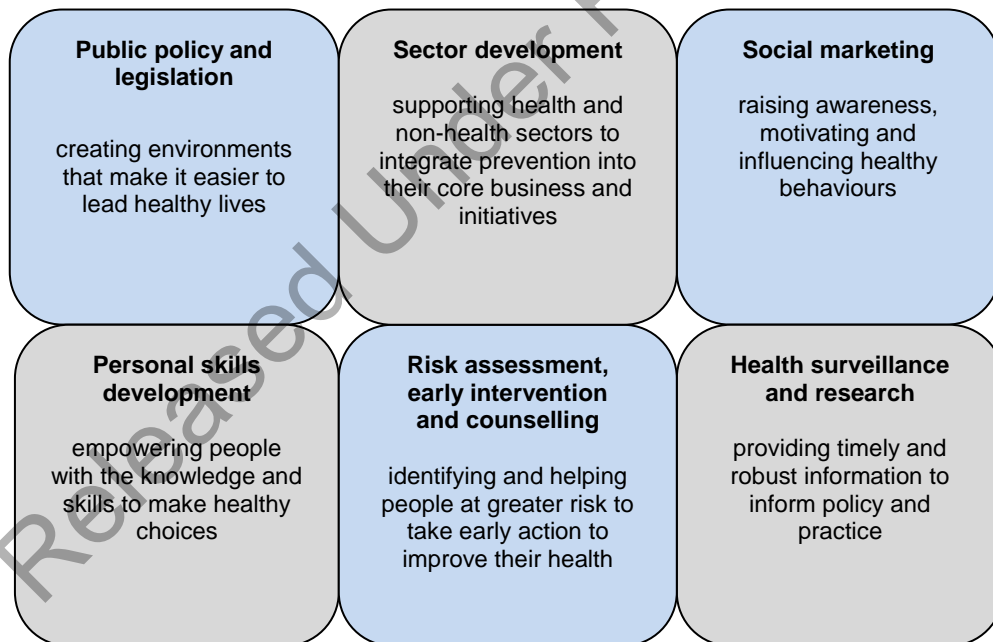
Many factors combine to influence human behaviour. The relationships between these factors and environments are often complex and cumulative.⁴

Behaviours are shaped by individual characteristics such as genetics, knowledge, skills and attitudes, as well as the places where people live, socioeconomic status, education level, and relationships with family, peers and the wider community.⁴

Other influencing factors include social and cultural norms and values; megatrends (e.g. globalisation, digital technology and demand for personalised services); regulations, policies and facilities in our schools, workplaces and neighbourhoods; and government policies and legislation that influence social and physical environments. Figure 1 shows this complex interplay.

Multi-strategy approach

A multi-strategy approach which recognises and is responsive to broader societal factors can significantly contribute to the achievement of healthy behaviour change. The six integrated strategies below are informed by evidence-based recommendations for influencing broad and sustainable health improvements.



Pathway to a healthier Queensland

Achieving behavioural change is often difficult and complex.⁴ Tangible improvement towards healthy behaviours is incremental and evidence of change accumulates over the medium to long term. Figure 2 is the pathway (or program logic model) for incremental change and improved health and social outcomes.

For the period 2017 to 2020, prevention strategies have been developed to tackle overweight and obesity, smoking, and skin cancer. They include analysis of the latest prevalence data and 10-year trends, as well as action plans with universal and targeted actions to be delivered over the coming years.

The Queensland Government is also creating an independent health promotion commission. Once established, this statutory body will bring new insights and innovative ways of working. The commission will supplement the efforts of agencies already involved in improving the health and wellbeing of children and families.

Guiding principles for the implementation of strategies and actions include:

- Using a systems approach which engages sectors outside the health system, identifies key leverage points and facilitates new opportunities to improve health.
- Building capacity by developing individual skills, strengthening community action and enabling organisations to create healthy environments and empowered people.
- Reducing inequity through addressing the differences in health status in the community by recognising and responding to the needs of those groups whose health is poorest, and who are most likely to miss out on opportunities to be healthy.
- Building knowledge by developing effective ways to share information and measure collective impact.

Stronger partnerships and deeper engagement with a range of agencies and sectors will inform, guide and facilitate implementation. Key agencies and sectors include:

- Proposed Queensland health promotion commission
- Australian Government
- Queensland Government departments and agencies
- Local government
- Hospital and Health Services
- Aboriginal community-controlled health services
- Primary Health Networks
- health research networks
- non-government organisations
- academia, education and training
- industry and businesses.

Monitoring performance and reporting

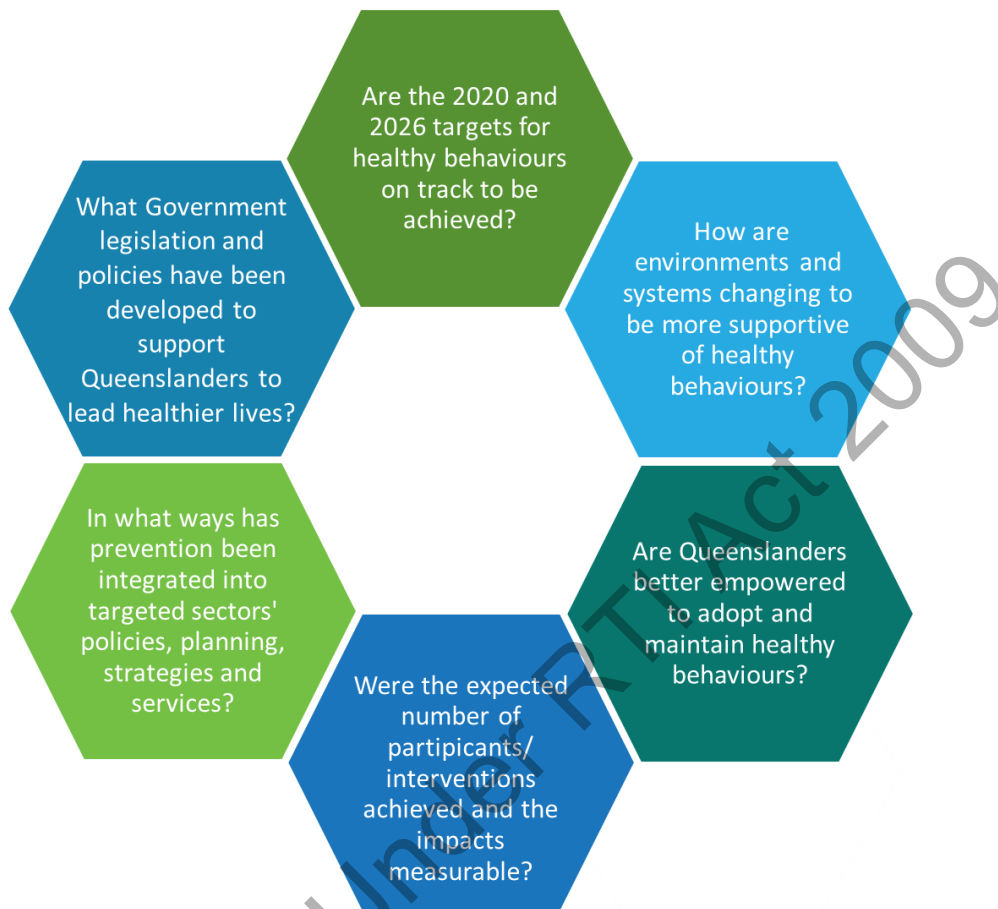
A *Performance Measurement Strategy* will be used to monitor and report on the outputs, impacts and outcomes of the *Health and Wellbeing Strategic Framework 2017 to 2026*.

Specific childhood and adult targets have been set for 2020 and 2026. These targets are ambitious but essential for achieving improved health and wellbeing in Queensland.

		2020 Targets	Numbers needed to reach 2020 Targets*	2026 Targets	Numbers needed to reach 2026 Targets*
Children	Reduced overweight and obesity	23% overweight or obese (2014: 24%)	47,000 fewer overweight or obese children	22% overweight or obese	106,000 fewer overweight or obese children
	Improved physical activity	43% children active every day (2014: 39%)	154,000 more children active every day	47% children active every day	344,000 more children active every day
	Increased fruit consumption	74% eating recommended fruit serves daily (2014: 67%)	265,000 more children eating recommended fruit serves daily	80% eating recommended fruit serves daily	591,000 more children eating recommended fruit serves daily
	Increased vegetable consumption	7% eating recommended vegetable serves daily (2014: 6%)	25,000 more children eating recommended vegetable serves daily	8% eating recommended vegetable serves daily	82,000 more children eating recommended vegetable serves daily
	Improved sun protection	51% practicing sun protection behaviours (2014: 47%)	186,000 more children using 30+ sunscreen, wearing broad brimmed hats and wearing protective clothing	56% practicing sun protection behaviours	415,000 more children using 30+ sunscreen, wearing broad brimmed hats and wearing protective clothing
Adults	Reduced daily smoking	10% smoking daily (2014: 14%)	157,000 fewer adults smoking daily	8% smoking daily	277,000 fewer adults smoking daily
	Reduced overweight and obesity	55% overweight or obese (2014: 58%)	114,000 fewer overweight or obese adults	52% overweight or obese	255,000 fewer overweight or obese adults
	Improved physical activity	65% physically active (2014: 60%)	217,000 more adults becoming active	71% physically active	474,000 more adults becoming active
	Increased fruit consumption	64% eating recommended fruit serves daily (2014: 58%)	231,000 more adults eating recommended fruit serves daily	70% eating recommended fruit serves daily	515,000 more adults eating recommended fruit serves daily
	Increased vegetable consumption	11% eating recommended vegetable serves daily (2014: 10%)	41,000 more adults eating recommended vegetable serves daily	13% eating recommended vegetable serves daily	136,000 more adults eating recommended vegetable serves daily
	Improved sun protection	24% practicing sun protection behaviours (2015: 22%)	87,000 more adults using 30+ sunscreen, wearing broad brimmed hats and wearing protective clothing	26% practicing sun protection behaviours	194,000 more adults using 30+ sunscreen, wearing broad brimmed hats and wearing protective clothing

* *Than there would have been if no behaviour change had occurred since 2014 (2015 for sun protection) baseline.*

The Performance Measurement Strategy also addresses the key evaluation questions below.



An annual progress report will be produced within three months of the end of each financial year. The Department uses various channels to share information including the online Queensland Survey Analytics System (QSAS), conferences, forums, teleconferences and reports published on the Queensland Government website.

The biennial Report of the Chief Health Officer of Queensland also provides a publicly available assessment of the health status of the population.

Related strategies and plans

The *Health and Wellbeing Strategic Framework 2017 to 2026* also works in tandem with other health strategies and plans that address issues such as mental health, health protection, alcohol and drug use, or the specific needs of population groups. These include:

- ***National Strategic Framework for Chronic Conditions*** provides national direction applicable to a broad range of chronic conditions by recognising that there are often similar underlying principles for the prevention and management of many chronic conditions.
- ***My health, Queensland's future: Advancing health 2026*** gives a focus and process to identify and harness advances critical to the future wellbeing of Queenslanders.
- ***Immunisation Strategy 2017–2022*** (draft) provides a state-wide framework for addressing vaccine-preventable disease in Queensland.
- ***Making Tracks towards closing the gap in health outcomes for Indigenous Queenslanders by 2033; policy and accountability framework*** articulates the vision for closing the health gap by 2033.
- ***Making Tracks investment strategy 2015–2018*** builds on the achievements of previous years and details key actions that will be undertaken by the Queensland Government.
- ***Queensland Sexual Health Strategy 2016–2021*** aims to support optimal reproductive health and healthy and safe sexual experiences, and provide services responsive to the needs of all Queenslanders. It is supported by:
 - HIV Action Plan 2016–2021
 - Hepatitis B Action Plan 2016–2021
 - Hepatitis C Action Plan 2016–2021
 - North Queensland Aboriginal and Torres Strait Islander Sexually Transmissible Infections Action Plan 2016–2021
- ***Queensland Mental Health, Drug and Alcohol Strategic Plan 2014–2019*** sets a path towards improving mental health and wellbeing for all Queenslanders. It is supported by:
 - Queensland Alcohol and Other Drugs Action Plan 2015–17
 - Early Action: Queensland Mental Health Promotion, Prevention and Early Intervention Action Plan 2015–17
 - Queensland Suicide Prevention Action Plan 2015–17
 - Queensland Rural and Remote Mental Health & Wellbeing Action Plan 2016–18
 - Queensland Aboriginal and Torres Strait Islander Social and Emotional Wellbeing Action Plan 2016–18.

Figure 1: Broad factors and strategies that influence healthy behaviour

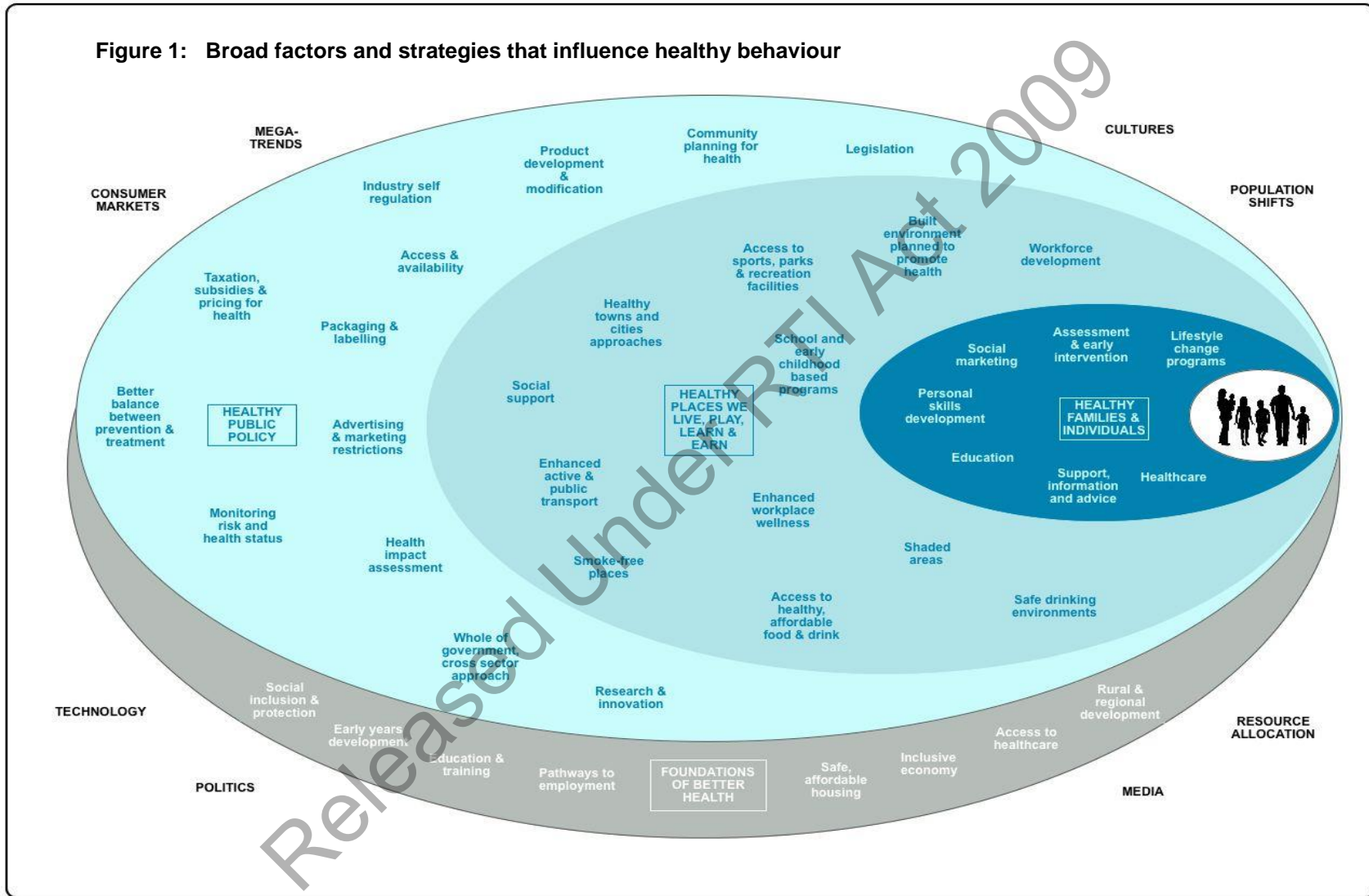
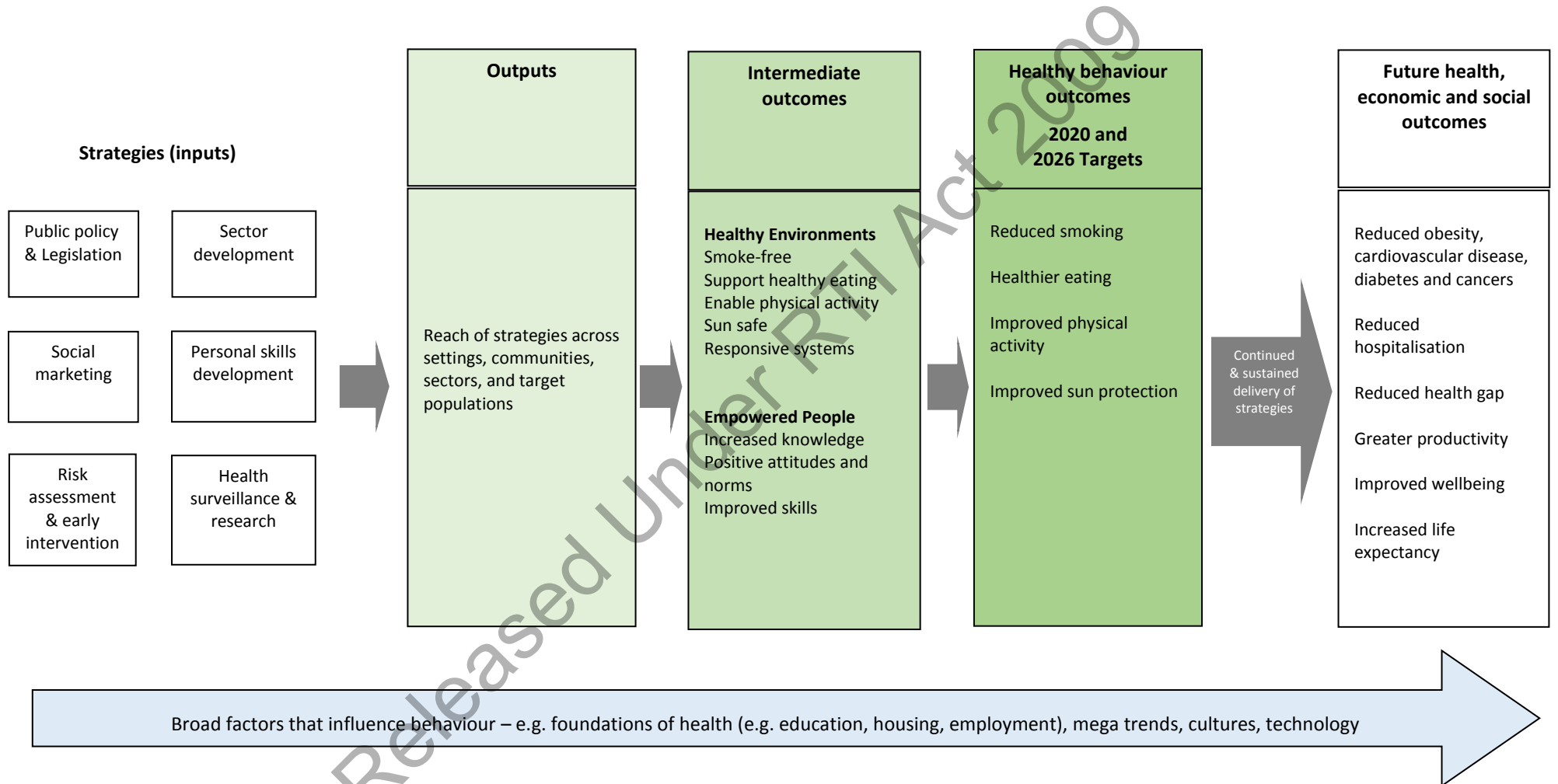
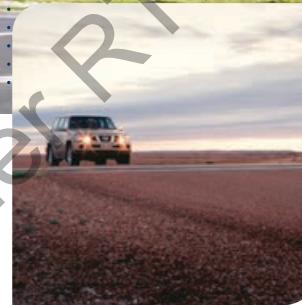


Figure 2: Pathway to a healthier Queensland – medium to long-term outcomes



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Queensland Drive Tourism Strategy 2013–2015

December 2012

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Contents

Foreword.....	ii
Executive summary.....	iii
Introduction.....	2
What is the way forward?.....	9
Chapter 1: Meeting consumer needs.....	10
Chapter 2: Road quality, safety and maintenance.....	14
Chapter 3: Signage.....	18
Chapter 4: Roadside infrastructure.....	21
Chapter 5: Accommodation and facilities.....	25
Chapter 6: Visitor information and technology applications.....	32
Chapter 7: Marketing and promotion.....	37
Implementing the strategy.....	43
Action plan.....	45
Abbreviations, glossary and consultation and strategy development process.....	50

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Executive summary

A plan to make Queensland number one

Tourism is one of the four pillars of the Queensland economy and the Queensland Government is committed to returning Queensland's tourism industry to number one. Growing the drive tourism market represents a great opportunity to help achieve this goal. It will also promote job creation, infrastructure development and provide incentives for regional Queensland communities to create unique regional attractions to help drive economic growth.

Challenges and opportunities

There are many challenges facing the industry. For example, the high Australian dollar, the distances involved in travelling in Queensland by road, ongoing economic shocks, competition with other sectors (like resources and freight) for road use, lack of investment in short term accommodation, and competition with low cost airlines. Notwithstanding this, Queensland is poised to capitalise on a number of significant opportunities including a renewed government focus on tourism, enhanced industry partnerships and collaboration opportunities, and being at the forefront of emerging technology applications.

Our vision for drive tourism

Our vision for drive tourism is for Queensland to be Australia's number one drive tourism destination by 2020. This will be achieved by showcasing outstanding experiences throughout the state. Visitors will be well informed of visitor opportunities, events, and tourist facilities as they explore Queensland's diverse holiday destinations. Visitors will have access to reliable information, delivered in user friendly and innovative ways across a range of mediums as they plan their journey and while they are holidaying. Accommodation, roadside infrastructure, rest areas and dump points will be well planned and will enhance the drive tourism experience.

A new partnership approach

Underpinning all our efforts is a commitment to a new partnership approach with industry and local government. A strong drive tourism sector presents opportunities for the whole of Queensland, particularly its regional centres. As such it will be important to ensure the key challenges are identified and addressed collaboratively and cooperatively, for the benefit of the Queensland economy and Queensland communities.

With a broad range of Queensland Government agencies directly involved in delivering this strategy, the strategy has already started to deliver a stronger whole-of-government focus on tourism by getting agencies 'thinking tourism' and identifying collaborative opportunities.

Our themes and actions

Key themes and related actions are outlined below.

Meeting consumer needs

For Queensland to grow drive tourism and increase visitor expenditure across the state, the overriding focus of the strategy is on meeting the needs of the consumer. There is a need to develop and communicate a thorough understanding of the drive tourism market, what consumers expect from a drive tourism experience and how best Queensland's tourism industry can deliver on those expectations.

Actions under this theme include analysing the different market segments and examining consumer travel patterns and motivations. Steps will also be taken to ensure the drive tourism industry is better informed about key markets, and can improve the way it communicates to these travellers. An understanding of what consumers expect needs to then be ingrained into tourism experiences through infrastructure development, skills and service quality. The strategy also foreshadows a greater consumer focus for national parks.

Introduction



Introduction

“Encourage the promotion of tourism destinations through the development of a Queensland Drive Tourism Strategy”

(Queensland Government's Six Month Action Plan July–December 2012)

This includes the Fraser Coast

As part of the current Queensland Government tourism strategy (released in the lead-up to the 2012 state election), the Queensland Government stated ‘*Queensland can be positioned as a world-leading drive tourism destination*’, and designated the tourism industry as one of the four pillars of the economy. Support for drive tourism will play a part in contributing to the government’s goal of increasing overnight visitor expenditure in Queensland to \$30 billion per annum by 2020.

Many of the state’s regional cities and towns rely on the drive market to support their economies, and an outcome of the inaugural *DestinationQ* forum and the Queensland Government’s *Six Month Action Plan* has been the preparation of the *Queensland Drive Tourism Strategy 2013–2015* to stimulate and re-energise the drive tourism market.

The sustainability of Queensland’s drive tourism market depends on the number of visitors embarking on self-drive journeys, the length of their journey, the time they spend in particular places, and the amount of money they spend.

A strategy to revitalise drive tourism has the potential to:

- enhance drive travel experiences to visitors travelling in and around the state and encourage visitors to travel beyond major tourism destinations;
- encourage longer stays in regional centres, creating greater spend within the region; and
- promote driver/traveller safety whilst creating new travel experiences.

The strategy has been developed to outline actions that could be taken to strengthen the state’s economy through this sector by encouraging potential travellers to take a driving holiday in Queensland and by delivering targeted support for the drive sector.

The strategy encompasses relevant areas of the drive market, from tourers on extensive road trips and families taking camping trips, to short day trips and weekends away. Initiatives are designed to support the growth of a four pillar economy by identifying and delivering coordinated infrastructure and services for the drive market.

Through the strategy, both government and industry are presented with an opportunity to work together in planning the integration of drive tourism into all relevant planning, development and marketing initiatives. It will also provide an opportunity for regional communities to build upon existing initiatives to help grow this segment of tourism and enhance local economies.

In addition to leveraging the opportunities presented by the new model for partnership with the Regional Tourism Organisations (RTOs), the realisation of drive tourism priorities will be informed by Tourism and Events Queensland (TEQ) Destination Tourism Strategies and the suite of Tourism Opportunity Plans (TOPs).

What is drive tourism?

Tourism is a major industry for Queensland, directly contributing around 124,000 jobs annually.

It is critical drive tourism is defined for the purposes of this strategy. Historically, it has been defined in many different ways and for different purposes.

For the purposes of this strategy, the following definition is adopted:

“The drive market represents visitors who use some form of vehicular transport as a mode of transport to reach their destination, where their main purpose of visit is leisure (i.e. where their main purpose is for a holiday or to visit friends and relatives). This includes day trips and overnight trips to one or multiple destinations.”

However, accurate data for the more broadly defined drive market is tenuous at best. According to Tourism Research Australia’s National and International Visitor Surveys, in the year ending September 2012 there were:

- 632,000 international overnight drive tourism visitors to Queensland (or 32 per cent of all international visitors to Queensland); and
- 10.3 million domestic overnight drive tourism visitors to Queensland (or 57 per cent of all domestic visitors to Queensland).

Overnight drive leisure visitors can be further broken down into the following categories:

- short break visitors, who are away from home between one and three nights; and
- long haul visitors, who are away from home four nights or more.

Long haul drive leisure visitors can be further segmented into two groups:

- point-to-point visitors, who stay overnight in one or two different locations; and
- touring visitors, who stay overnight in three or more different locations.

In recent times, the focus has been on getting a better understanding of both the profile of the touring market (who they are and where they come from) and their travel behaviour (where they stay and which tourism regions and assets they visit).

Queensland tourers are:

Visitors who have had at least four nights and three stopovers during their Australian trip, where at least one stop involved driving³ to a Queensland destination for leisure² purposes.

While every segment of the drive market is important, the touring market has taken on a stronger focus due to higher perceived economic benefits to the state and regional areas (because of their longer length of stay and higher number of stopovers).

Notwithstanding this, tourers represent a relatively small proportion of visitors to Queensland. Between the years 2000 and 2010, only 6 per cent of domestic visitors and 18 per cent of international visitors were tourers³.

Drive tourism includes those who utilise multiple forms of transport as part of their journey including fly-drive and rail-drive. For regions such as Tropical North Queensland, fly-drive visitors are a significant market and drive tourism is intrinsically linked to aviation access.

It is also important to recognise not all drive journeys are undertaken in personal vehicles and the vehicle hire market is a major stakeholder in the tourism industry. This includes the hire of 4wd’s, motorhomes, campervans and regular vehicles.

Drive tourism is important

The drive tourism market is very important for Queensland’s tourism industry, accounting for approximately 70 per cent of the overnight leisure market in Queensland.

In addition, day trippers are a significant part of the overall drive market and represent a significant portion of visitors in some parts of the state. The Queensland day trip market, the vast majority of which was by car, was worth \$4.4 billion to the state’s economy each year⁴.

¹ Driving includes using a private or company car, rental car, long distance road travel and using a campervan or motorhome.

² Leisure includes holidays (including sporting events, shopping, entertainment, special events and accompanying conference/convention attendees).

³ In 2012, specific research was undertaken into the economic contribution of touring visitors to Queensland. The research was conducted using Tourism Research Australia’s (TRA) National and International Visitor Surveys data from the year ending December 2000 to the year ending December 2010

⁴ National Visitor Survey, TRA YE September 2012.

Recently research was commissioned to find out more about tourers due to their longer length of stay and higher number of stopovers. The findings from this research include⁵:

- tourers directly contribute approximately \$1.9 billion to the Queensland economy per year: \$1.2 billion for domestic and \$737 million for international tourers;
- touring supports approximately 15,000 jobs annually (or 12 per cent of all tourism jobs) in the state;
- 950,000 domestic visitors tour Queensland by road (6 per cent of all domestic visitors) and 360,000 international visitors take to the road (18 per cent of all international visitors to Queensland);
- domestic tourers spend an average of 11.8 nights in Queensland and spend an average \$113 per night; and
- international tourers spend an average of 26.4 nights in Queensland and spend an average of \$76 per night.

Queensland's hotels, resorts, motels, guest houses and serviced apartments with 15 or more rooms generate \$2.228 billion in revenue annually.⁶

⁵ In 2012, specific research was undertaken into the economic contribution of touring visitors to Queensland. The research was conducted using TRA's National and International Visitor Surveys data from the year ending December 2000 to the year ending December 2010.

⁶ Tourist Accommodation Data Sheet YE June 2012. Tourism Queensland <www.tq.com.au>

Commercial caravan parks also play an important role as accommodation providers and contributors to the economy. Analysis of 25 parks from a representative cross section of different park types, turnover levels and local government areas Australia-wide showed⁷:

- the average contribution of these parks to the economy was in excess of \$1.26 million;
- for every \$1 of park income, \$1.38 of local economic activity is generated, by the individual park; and
- although four to five tourist parks with greater than 40 powered sites have closed down every quarter for the last 15 years, revenue has continued to grow at 6.75 per cent per year for the last 15 years.

Australia's ageing population and a corresponding increase in retirees who travel around Australia presents significant economic opportunities for many sectors across the tourism industry.

Drive tourism is vital for regional destinations

Drive tourism is the lifeblood of the tourism industry in many regions. It is vital in facilitating regional dispersal and access to Queensland's many and varied visitor experiences. Dispersal is the extent to which growth in visitor numbers and expenditure are shared across the state. Given the vastness of the state and the distances between regional destinations, the diversity of tourism experiences is critical to both the tourism industry and to the economic and social development of the regions.

Businesses in rural and regional communities rely on income from drive visitors (who stop), as they often buy local tourism products and services, as well as basic travel necessities like fuel, food and other supplies. Driving is also the only or main way to get to many Queensland destinations.

⁷ Caravan, RV Accommodation Industry of Australia, *Economic Benefit Report—Commercial Park to a Local Community*, BDO, October 2012.

Notwithstanding this, the advent of cheaper air fares and new airline routes means there are now more fly-drive visitors to the state than in previous times. This trend is likely to continue.

Drive tourism provides a number of benefits to businesses, particularly to regional and rural communities which are primarily accessible by driving. These include:

- increased profits;
- job growth;
- opportunities for new business startups;
- increased demand for new products and services;
- opportunities for business collaboration; and
- addressing skills shortages by tapping into the skills of temporary visitors.

Drive tourism is a priority for the Queensland Government

As one of the four pillars, tourism has been identified by the Queensland Government as one of the most productive sectors of the economy with the potential for strong growth.

The government is committed to developing the state's drive tourism sector, acknowledging the role it can play in restoring Queensland to its rightful place as Australia's number one tourism destination.

The Queensland Government's tourism strategy contains the following commitment:

“Through a coordinated program of policy, regulation, planning approvals, infrastructure and marketing initiatives, the Government believes Queensland can be positioned as a world-leading drive tourism destination.”

The Queensland Government has made clear its intention to stimulate and re-energise the drive tourism market. It is one of the 11 key niche markets identified for development in the tourism strategy and reinforced as a priority at the inaugural *DestinationQ* forum and in the Government's *Six Month Action Plan*.

The *Queensland Drive Tourism Strategy 2013–2015* is strongly aligned with, and meets the strategic objectives of the Queensland Government to create strong and diverse regional economies. As an important segment of the tourism industry, the drive market supports local and regional economies by providing opportunities for economic growth and employment.

Growth in drive tourism will contribute to the government's goal of doubling annual overnight visitor expenditure by 2020 and at the same time, address seasonality issues in the tourism industry, and encourage visitation to our regional destinations.

The strategy also seeks to leverage from and inform other key *DestinationQ* priorities and broader strategic tourism initiatives including the proposed 2020 Tourism Marketing Plan and 20-year Strategic Plan for Tourism. Any improvements in access to national parks for ecotourism will support the market through encouraging visitation for drive visitors.

A partnership approach is needed to grow drive tourism

There are a range of important stakeholders who can help to grow drive tourism, and it is by working in partnership that we ensure the best results can be achieved. Key partners include local governments, RTOs, industry associations and individual tourism operators.

Government and industry working together can help build drive tourism.

Maximising the opportunities from drive tourism will require a concerted whole-of-government approach. Support for the drive sector is undertaken by a variety of agencies as part of their normal business activity and service initiatives and may be carried out in isolation.

The strategy is therefore intended to provide a vehicle for whole-of-government coordination and strategic direction for drive initiatives. This will include both supply and demand issues, ensuring travellers are encouraged to take a drive holiday in Queensland while providing targeted support for drive visitors and tourism operators. Key agencies include DTMR, the Department of Tourism, Major Events, Small Business and the Commonwealth Games (DTESB), and TEQ.

The facilitation of drive tourism requires an investment in road construction and improvements, along with the development of effective signage, roadside rest areas, maps, and cooperative marketing. A key challenge is to ensure drive tourism interests are considered in government transport planning processes, including the annual Queensland Transport and Roads Investment Program (QTRIP).

As the operators of much of the state's road network, DTMR will work with local governments to create a seamless driving experience for drive visitors across the state's road networks and leverage existing funding programs to give more focus to drive tourism access.

Other areas where drive tourism issues are aligned with and recognised in policy and industry development activities across government include:

- **land use planning**—using the government's planning framework (statutory, local and regional plans), caravan park policy, and other relevant legislation or policies to identify and facilitate drive tourism opportunities;
- **empowering Queensland local government policy**—recognising the role of local governments as the most qualified government entities to address and respond to local community issues;
- **reducing red tape**—clearing government red tape and creating better planning certainty. This includes opportunities to streamline and simplify tourist signage guidelines on state-controlled roads;
- **events**—capitalising on opportunities presented by the Queensland Government's strong events agenda (including the 2018 Commonwealth Games in the long term) and commitment, as highlighted by the recent formation of Tourism and Events Queensland; and
- **infrastructure programs**—leveraging tourism outcomes such as investment in roads or roadside infrastructure through a range of Queensland Government funding programs like Royalties for the Regions (RFR) and the Local Government Subsidies Program.

Chapter 1

Meeting consumer needs

Objective:

To better understand what it is that today's drive tourism consumer is looking for to improve the travelling and holiday experience.



Photo courtesy of the Campervan and Motorhome Club of Australia

Who is the consumer?

The drive market represents visitors who use drive as a mode of transport to reach their destination, where their purpose of visit is leisure. This includes day trips and overnight or multiple day journeys. This market is extremely important to tourism in Queensland due to the large number of visitors who drive during their time in the state.

Consumer research is paramount in understanding the habits and profile of the drive traveller. Questions abound, such as *'what triggers someone to get into a car and drive somewhere?' and 'what are the statistics on the weekend traveller?'* These and other questions require answers to ensure consumer needs can be met.

As Queensland is such a large decentralised state, where many experiences are outside of popular destinations, the drive market presents a significant opportunity to increase visitor dispersal and potentially increase repeat visitation as consumers are introduced to new and different parts of the state.

TEQ has defined two main subsets of self-drive leisure visitors to Queensland. The first are short break visitors who have a trip length of between one and three nights. The second are the long haul visitors who have a trip length of four nights or more.

The drive tourist is a large consumer group. Of the 16.7 million Australians that visit Queensland each year, 12.8 million come for leisure and 9.6 million of them drive during their trip. Of the 2 million international visitors to Queensland each year, 1.8 million are leisure visitors and 675,000 of these drive during their journey.

Segmentation analysis

In 2008, TEQ conducted research identifying domestic visitors' ideal holiday needs and wants⁸. While this was not specific to the drive market, it helps to understand the consumers' needs and wants. The impact of the marketing dollar can be maximised through more effective communication with the consumer.

Segments identified by TEQ are:

- **active explorers**—holidays are about pushing boundaries through challenging themselves via physical activity. The focus is on exploring the extremes of their physical environment and themselves. (Getting around—*I am likely to drive sometimes taking a caravan or recreational vehicle (RV)*);
- **stylish travellers**—a holiday is a chance to demonstrate their achievements both to themselves and others. They do this by seeking out unique and exotic experiences and products, making them feel discerning, stylish and successful. (Getting around—*I prefer to fly and hire a car than drive long distances*);
- **self discoverers**—holidays are about discovery, nourishment and enrichment of the self (physically and intellectually). (Getting around—*I'd rather fly, taking advantage of cheap fares whenever I can, and hire a car*);
- **unwinders**—holidays are all about relaxation and release, focusing on themselves as an escape from their busy lives. They seek an unstructured holiday. Decisions are made when at the destination. (Getting around—*I prefer to fly rather than drive*);

⁸ Understanding our Consumers—TEQ domestic market segmentation, accessed 24 October 2012 <www.tq.com.au>

- **connectors**—holidays are a chance to connect with the people they care most about. (*Getting around—I am more likely than other segments to drive to the holiday destination and consider the journey to be part of the experience*); and
- **social fun seekers**—the essence of the holiday is about having fun. They do lots of different activities, but sharing the experience with friends and other holidaymakers makes the difference. (*Getting around—I will often drive. However, once I am there I prefer to not drive much*).

Consumer travel patterns and motivations

The travel patterns of the drive tourism market are influenced by consumer preferences and demands and social and economic trends. The age of the travellers, whether driving as a family or a couple, income, or being domestic or international visitors will change the type, length and expenditure of a drive holiday. In addition, fuel prices, exchange rates, weather patterns and time of year will determine how many visitors there are on the road at any one time.

International visitors also may have distinct travel patterns and motivations which will need to be catered for.

Drive visitors also have different motivations for choosing the type of holiday. It could be a long held dream to experience travelling through the state, a desire to see a specific destination or attraction, a need for the freedom to make choices as you travel, or something as simple as just 'getting away from it all'.

Queensland's natural environment with its diverse landscapes and unique wildlife, is a key drawcard for domestic and international visitors alike. In particular, the state's five World Heritage areas and hundreds of national parks are a major driver for tourism.

Queensland's self drive market heavily relies on access and the provision of infrastructure and visitor experiences in national parks located along popular drives and touring routes. Queensland's new Ecotourism Plan will be released in early 2013 to provide a strategic framework for ecotourism in Queensland. A partnership approach between industry and government, it will incorporate a significant focus on Queensland's National Parks which will support Queensland's self drive market.

Today, there is an increased use of new technologies for planning and booking holidays, and searching for information and making further bookings mid trip. Today's traveller is using mobile technologies and social media to research, plan, book and stay in touch. These changes in consumer preferences require changes in how destinations and experiences are promoted, how visitor information is provided and what services, products and experiences are relevant and how they are marketed.

Importantly, the strategy recognises the importance of understanding that each segment of the drive market has different motivations, consume different visitor services, have different lengths of stay and contribute differently to the economy.

To fully address opportunities across the drive sector there is a need to develop an improved understanding of each segment including their behaviours and how they can impact on visitor expenditure, what tourism services they consume and each segments differing accommodation needs. As such the strategy identifies the need for further research to understand consumer travel patterns and motivations.

A better understanding of this will underpin more effective marketing, product development and decisions relating to infrastructure including signage, roadside stops and visitor information centres (VICs). This also underpins the work of many government and industry organisations and therefore there are numerous opportunities to establish partnerships to address research needs. A strong evidence base is essential to position the industry to respond to changing consumer trends and expectations.

Chapter 4 Roadside infrastructure

Objective:

To ensure roadside infrastructure enhances the drive tourism experience through the provision of adequate, high quality and appropriately located infrastructure which meets the needs and expectations of the consumer.



Road based travel is the predominant mode of transport for visitors in many of Queensland's tourism regions. Growth in the number of visitors taking driving holidays will need to be supported by investment in new and upgraded roadside infrastructure to provide these travellers with safe and comfortable places to stop, adequate places to dispose of rubbish and waste water, appropriate roadside amenities, effective roadside signage and interpretive signage which helps visitors learn more about the area they are visiting.

Inadequate roadside infrastructure has the capacity to impact negatively on the drive experience and subsequently influence future travel decisions. Insufficient rest areas and aged or faulty facilities can all leave a negative impression with visitors. Conversely, infrastructure can positively impact the drive experience, improve driver safety and encourage longer stays in a region with potential to generate greater expenditure.

Forecast growth in the number of RV travellers on the road is likely to create additional demand for roadside infrastructure and new investment needs to be aware of the changing needs of the drive consumer. A shift towards greater self-containment in some RVs means provision of dump points becomes more important in helping to meet these travellers' needs.

Much of Queensland's roadside infrastructure is managed by local governments and developments in design and sustainability provide an opportunity to build more eco-friendly or low-maintenance infrastructure, helping to free up council resources. New infrastructure also needs to be more resilient to better cope with extreme climate variations and natural disaster events.

There is a strong need for new and improved roadside infrastructure, particularly in more regional and remote areas. Infrastructure development has been supported by industry groups, community organisations and local governments. A range of federal, state and local government grant programs provide an opportunity to leverage funding to support the development of roadside infrastructure.

Issues

Rest areas

Roadside rest areas are an important safety feature on the road network, designed to manage driver fatigue which is a leading cause of mortality on Queensland's roads. Rest areas need to be appropriately located and offer facilities which encourage drivers to stop and rest. As more drive travellers take to Queensland roads, the need for more rest areas is becoming apparent.

Rest areas may include a range of facilities including public amenities, picnic tables/seating, refuse points, barbeques, dump points and potable water. Some rest areas have information boards and interpretive signage to inform travellers of local history and attractions in the area. The age and quality of rest area facilities varies widely across the state and within regions.

While Queensland has some first class rest areas, rest area quality is a common complaint among tourists. Anecdotal evidence indicates tourists are seeking a more consistent standard as they travel across the state. A better understanding of what tourists are seeking in rest area facilities and what drives them to use or not use rest areas could inform future development of a rating system which could provide tourists with information about the facilities on offer at each rest area to help guide travellers on their trip. This would also encourage investment in facilities, improving the overall standard and providing a more consistent quality.

There are costs associated with the provision of maintenance of rest area facilities. Some local governments have partnered with community groups to help maintain rest areas. Utilising new design and materials such as fibre composites to lower initial capital costs and ongoing maintenance costs could also drive further investment in rest area facilities.

Chapter 7 Marketing and promotion

Objective:

To ensure marketing and promotion of Queensland's events, experiences and regions is undertaken in a coordinated manner, to maximise visitor expenditure attributed to Queensland's drive market.



Tourism and Events Queensland

TEQ is a new organisation formed from Tourism Queensland and Events Queensland. TEQ is the Queensland Government's lead marketing, promotion, experience development and major events agency for tourism and events.

TEQ coordinates marketing and promotional strategies and experience and destination development strategies in partnership with RTOs.

TEQ also supports a broad range of events from major international tournaments to small community run festivals. Through the TEQ Regional Development Program, TEQ strategically invests in events that have the potential to drive visitors to their area and support local business.

The drive market is the backbone of tourism in Queensland, with every region dependent on this market for visitation. The major source of travellers for the domestic Queensland short break drive market is from the South East Queensland region, however every destination relies on the short break (four-hour drive market). Therefore marketing is crucial for portraying destinations and experiences to attract drive visitors.

The international drive market is also important to tourism in Queensland, with 332,000 self-drive leisure visitors to Queensland in the year ending September 2012. Overseas markets, including Europe, United Kingdom and New Zealand, are keen to journey through Queensland and experience many of the state's regions. The vast majority of these self-drive visitors (85 per cent) were tourers. This group has three or more overnight stops over four or more nights, highlighting drive tourism as an important means for visitor dispersal throughout the state.

The drive market is targeted through TEQ's emphasis on marketing and promoting the state's various experiences and destinations.

TEQ's Global Brand Strategy was developed so that Queensland's diverse experiences and destinations are promoted in a way that appropriately connects with visitors. Under the Global Brand Strategy, marketing is focused on the tourism experience and the emotional response of the consumer.

The consumer market is divided into six segments:

- active explorers;
- stylish travellers;
- self discoverers;
- unwinders;
- connectors; and
- social fun seekers.

Drive marketing activity promotes experiences aligned to four key themes relevant to the Queensland Brand Strategy. These are:

- Queensland lifestyle—food, wine, produce, events, shopping, and indulgence Queensland style;
- natural encounters—reef, rainforest, flora and fauna;
- adventure—outback, theme parks, wildlife parks, adventure activities, sailing, diving; and
- islands and beaches—reef experiences, water activities, surfing and beach culture.

Way forward

The new RTO funding model will provide RTOs, which identify drive projects as a priority, with greater capacity to promote drive market experiences in their region.

Growth in the drive market will be achieved through a coordinated and collaborative approach to marketing and promotion among the wide range of stakeholders who have a role in promoting Queensland tourism experiences.

	Action	Partners	Timeframe
Marketing and promotion			
7.1	<p>Work in partnership to maximise the effectiveness of marketing and promotion of drive experiences throughout Queensland and the regions by:</p> <ul style="list-style-type: none"> • using opportunities under the partnership model between TEQ and the RTOs to market and develop drive experiences where identified; • collaborating in the promotion of the drive experiences to key international markets; and • continuing to promote drive experiences in addition to collaborative activity. 	TEQ, RTOs, industry associations, TA	ongoing
7.2	<p>Maximise opportunities for events to encourage drive holidays by:</p> <ul style="list-style-type: none"> • improving coordination of the events calendar across the state to increase events in low and shoulder seasons; and • strengthening collaborative opportunities to promote events, including food and wine, arts and culture, and sporting events. 	TEQ, RTOs, AQ, local governments, RACQ, DEHP, industry associations, DNPRSR	ongoing
7.3	Promote drive tourism messages through digital billboards.	DTMR, TEQ	3 months
7.4	Continue to support regional caravan and camping shows and consumer group rallies to market destinations.	CMCA, CRVA, CPAQ, RTOs, industry associations	ongoing
7.5	Identify gaps in regional content and image libraries and explore opportunities to leverage support to update content.	TEQ, RTOs, RACQ	12 months

Wide Bay Hospital and Health Service Strategic Plan 2015-2019 (reviewed & updated 2017)

- 1 Delivering **sustainable, patient centred, quality health services**
- 2 Engaging with **our communities and partners**
- 3 Developing and empowering **our workforce**
- 4 Encouraging **innovation and excellence**
- 5 Delivering **value for money**

Wide Bay Hospital and Health Service Purpose

We aspire to be a provider of patient centred, high quality, innovative and cost effective health care by engaging with our community and developing our highly skilled workforce.

Government objectives for the community

Wide Bay Hospital and Health Service contributes to the Government's objective of delivering quality front line services and strengthen our public health system by providing hospital and health services in the Wide Bay and North Burnett.

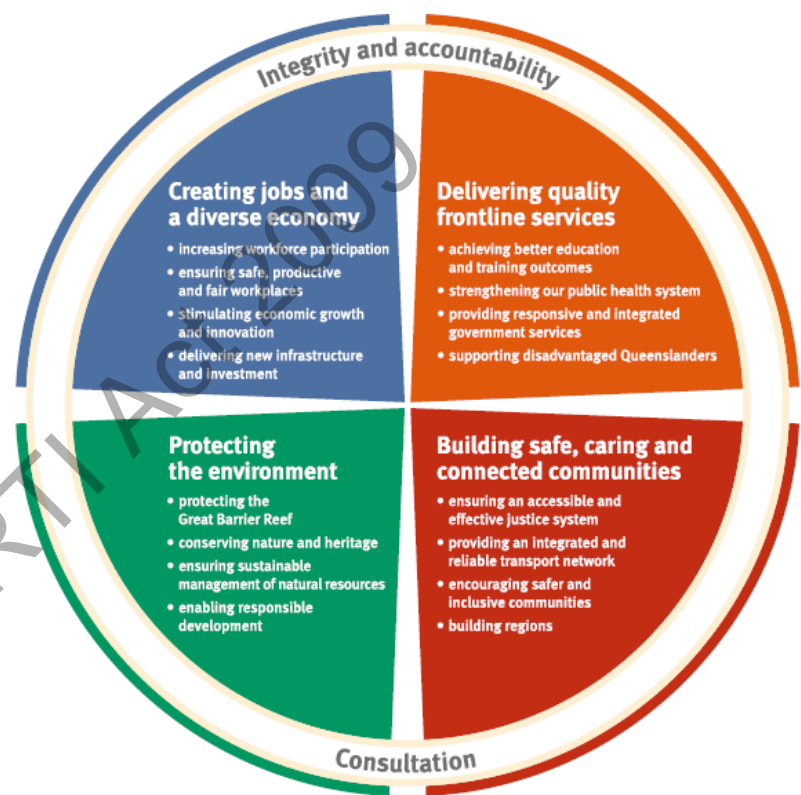
The Wide Bay Hospital and Health Services Strategic Plan advances the principles and directions of the Queensland Governments vision stated in *My health, Queensland's future: Advancing health 2026*.

People, Population Imbalance and Low Socio-Economic Communities

Between 2000 and 2010, the Wide Bay population increased by almost 30% and is expected to reach 300,000 within the next 20 years.

The proportion of people aged between 20 and 44 years (the main income earning group) in the Wide Bay is the lowest in Australia but the highest for people in the 60-64, 65-69 and 70-74 year age groups. These significant disparities are projected to continue into the future.

Socio-economic disadvantage is the largest cause of burden of disease and the greatest source of health inequality in Queensland. Wide Bay ranks as the 2nd most disadvantaged HHS region in Queensland after Torres Strait-Northern Peninsula HHS.



Wide Bay Challenges & Opportunities

Key Challenges	Strategic Risk	Opportunities
Increasing demand for services	Impact of population growth, demographics, increased life expectancy and growing burden of disease surpasses HHS's ability to meet service demands	Clinical redesign, service reconfiguration, technology and demand management strategies jointly developed with the primary care and aged care sectors Enhance capacity across health sector to implement preventative health strategies
Community expectations	Ability to provide ongoing access to a full range of free hospital and health services 24 hrs a day and 7 days a week throughout the Wide Bay HHS	Create a more inclusive environment using the Wide Bay HHS Community Engagement Strategy and the local Consumer Advisory Networks/Consultation Committees
Financial pressures	Ability to deliver services within a national efficient price without sufficient funding that recognises Wide Bay's unique demographics	Work with Government to move towards population based funding for HHSs
Workforce	Capacity and capability of our workforce may be insufficient to meet future service/skill requirements in changing health environment	Development of an innovative Workforce Plan and implementation of the Government's Future Workforce Strategy for Better Healthcare in Queensland
Infrastructure & technology	Limited capacity of existing buildings, equipment and ICT systems to introduce new and advanced services and technologies; and the cost impact of split sites for our 3 major hospital facilities	Manage structural inefficiencies through service reconfiguration, relocation, public/private partnerships and other strategies to be addressed in the Wide Bay HHS 5-20 year Capital Plan
Disaster management	High exposure and vulnerability of hospital and health services to natural disasters and their impact on service delivery	Active participation in the implementation of the Wide Bay Burnett Disaster Management Strategy Establishment of Mobile Disaster Medical Response Unit

Delivering sustainable, patient centred, quality health services

Objectives	Key initiatives	Measure
Consistently provide safe, high quality patient focused care	<ul style="list-style-type: none"> Ensure our planning and delivery of services is focused around the needs of patients including those in rural areas Reduce the rate of preventable and avoidable hospital admissions by improving 'out of hospital' care Develop whole of community clinical pathways for our 10 most common Diagnostic Related Groups (DRGs) 	<ul style="list-style-type: none"> Rural Health Strategy developed and implemented Reduction in rate of hospitalisation for preventable admissions Clinical pathways in place for top 10 Diagnostic Related Groups (DRGs)
Improve health outcomes for our Aboriginal and Torres Strait Island communities	<ul style="list-style-type: none"> Develop an action plan in partnership with NGOs and Primary Health Network to demonstrate our commitment to the National Partnership on Closing the Gap in Indigenous health outcomes 	<ul style="list-style-type: none"> Finalise and implement the WBHHS Indigenous Health Strategy Achieve Closing the Gap targets
Improve access to our health services	<ul style="list-style-type: none"> Expansion of cancer care and oral health services in Hervey Bay and Bundaberg Improve patient flow in Hervey Bay emergency department – opening of CDU and additional infrastructure Improve the patient journey through the hospital system by developing holistic clinical pathways for the top 10 DRGs; better aligning our systems and processes; and implementing clinical redesign methodologies 	<ul style="list-style-type: none"> Increase in occasions of service Reduction in transfer of patients to tertiary facilities Increased use of Clinical Decision unit facilities Commissioning of new Emergency Department funded as part of the <i>Enhancing Regional Hospitals</i> programs under the 2015-16 budget Reduced patient length of stay and readmission rates in our 10 most common diagnosis related groups (DRGs) Clinical pathways in place for top 10 conditions/DRGs

Engaging with our communities and partners

Objectives	Key initiatives	Measure
Open and transparent communication channels	<ul style="list-style-type: none"> Undertake a comprehensive review of the HHS Consumer Engagement Strategy and its structures to ensure clear communication pathways including direct input for members of the public 	<ul style="list-style-type: none"> Implement Consumer Engagement Strategy and national accreditation requirements met
Partner with local health providers to improve the diversity of services, patient choice and continuity of care	<ul style="list-style-type: none"> Develop integrated clinical pathways between GPs, hospitals and other community providers to empower patients to better understand how to self-manage chronic diseases 	<ul style="list-style-type: none"> Increase access to community based chronic disease management programs and primary prevention
Encourage greater focus on health promotion and early intervention to address the growing burden of chronic disease	<ul style="list-style-type: none"> Work with primary care, to tackle the growing burden of chronic disease and avoidable hospital admissions Work with schools, local authorities, NGOs and PHN to develop targeted health promotion activities 	<ul style="list-style-type: none"> Community based chronic disease management programs increased accessibility Level of feedback on multi-agency development and delivery of targeted health promotion activities

Developing and empowering our workforce

Objectives	Key initiatives	Measure
Become a centre of excellence for learning to ensure our staff are both capable and competent to meet service needs	<ul style="list-style-type: none"> Create an environment where Wide Bay is the preferred career and lifestyle destination for high performing health professionals 	<ul style="list-style-type: none"> Reduced job vacancy rates Reduced reliance on locums and agency staff
Create a workplace culture that supports positive and respectful behaviours, high performance, accountability and customer service	<ul style="list-style-type: none"> Establish a WBHHS committee to implement the Healthy Workers/ Workplace Wellness program 	<ul style="list-style-type: none"> Reduced staff leave due to preventable ill health or injury Reduced WorkCover payments
Develop and implement new workforce models to improve access and quality of care	<ul style="list-style-type: none"> Ensure our workforce is aware of how their role contributes to the wellbeing of the community by instilling health promotion/patient education as a core activity in every patient contact 	<ul style="list-style-type: none"> Percentage of actions implemented under the Health Promotion Strategic Plan

Encouraging innovation and excellence

Objectives	Key initiatives	Measure
Create an environment supportive of innovation and research through partnerships	<ul style="list-style-type: none"> Undertake a joint feasibility study with the private sector to expand the range of specialist medical services Transfer the development of clinical protocols onto patient information mobile applications (Apps) 	<ul style="list-style-type: none"> Reduced patient travel outside of Wide Bay region Increased access and range of local specialist service Number of mobile application in place and quality and uptake of Apps
Ensure all services are evidence based and embrace innovative approaches to service delivery	<ul style="list-style-type: none"> Develop a medium-term health service plan which meets the essential health needs of the Wide Bay community 	<ul style="list-style-type: none"> Four-year comprehensive Health Service Plan established

Delivering value for money

Objectives	Key initiatives	Measure
Manage resources effectively to ensure ongoing sustainability of services	<ul style="list-style-type: none"> Implement clinical capacity plans and embed service planning and performance monitoring as core activities across the HHS Evaluate and implement continual quality improvement within operational and support services to ensure maximum efficiency 	<ul style="list-style-type: none"> Number of embedded service planning and performance monitoring key performance indicators in clinical capacity plans Management Support Framework for cost centre managers implemented
Actively pursue efficiency opportunities to enable reinvestment in health services in the Wide Bay community	<ul style="list-style-type: none"> Develop HHS wide ICT solutions to ensure high quality robust and integrated information systems. 	<ul style="list-style-type: none"> Number of HHS ICT solutions in use

FRASER COAST REGIONAL COUNCIL

INTERNAL BRIEFING NOTE FOR EXECUTIVE MANAGEMENT TEAM

14 DECEMBER 2017

Subject:	Pialba Youth Precinct – subsidy funded project 2017–19 Local Government Grants and Subsidies Program (LGGSP)
Author:	Grants Officer, Maria Carkagis and Project Officer Technical Officer Planning & Capital, Dave Roberts
DOC NO:	#3464740

Introduction

This Briefing Note is intended to seek direction from the Executive Management Team (EMT) in relation to subsidy funding received under the application level applied for.

Council lodged an application to the 2017–19 Local Government Grants and Subsidies Program (LGGSP) for the Pialba Youth Precinct project with a total project budget of \$2,634,942 requesting a 50% subsidy. The State have offered a 45% subsidy which leaves a shortfall as outlined below.

Description	Funding
Total project budget	\$2,634,942
LGGSP Application for 50% of the project budget	\$1,317,471
LGGSP Funding Awarded for 45% of the project budget	\$1,154,098
Funding Shortfall	\$163,373

Discussions

Council's Open Space and Environment Department have advised that they do not have \$163,373 available in their 2017-18 capital budget for the funding shortfall.

The Grants Officer has held discussions with [REDACTED] Acting Regional Manager, Department of Infrastructure, Local Government and Planning as to the options available to Council.

The options are:

- Council contributing the difference in funding to \$163,373 and completing the project as approved; or
- Re-scoping the project and making an application for a variation to the approved project. [REDACTED] [REDACTED] advises that, while council may make a request for a variation based on the allocation of the funds allocated to this project, that the Department is most likely to adjust the

funding offered based on the percentage (45%) of the project costs and therefore, with a re-scoped project, there is a possibility that the value of the funding offered might also change.

An email was sent to the Department through the Acting Regional Manager to explore Council's option of re-scoping the project and seeking official advice on whether the budgeted contribution of \$1,154,098 could be maintained at a different funding ratio.

The advice from the Acting Regional Manager is that the Department would still apply the funding ratio to any change in scope and that should the scope change significantly, then it may be considered that the project no longer meets the project that was approved. Therefore, a change in scope would result in a reduction in the funds on offer.

Considerations

A review of budget availability to fund the shortfall was undertaken in discussions with Project Officer Technical Officer Planning and Capital, and it has been determined that funds are available from existing capital budget 2021.02 Anzac Park – Skate Park Improvements as outlined below:

1. In the construction of the Anzac Park Skate Park, Council originally received approval for project expenditure of \$263,682 for Stage 1 of the project under the (fully funded) Works for Queensland program.
2. On 5 July 2017 Council resolved to complete all stages of the project – Ord 15.2 (2) *That Council endorses the appointment of Concrete Skate Parks to construct all elements of the Anzac Skate Park Upgrade.* (There was a budget of \$313,682 allocated to undertake the additional works.)
3. The total cost of the Anzac Park Skate Park on completion was \$458,801.17 - potentially requiring expenditure of \$195,119.17 out of Council's budget allocation.
4. As some projects funded under the Works for Queensland program were completed under estimated budgets, an application for variation to the funding was made to the Department. Approval has been received for total subsidy against the Anzac Park Skate Park project of \$436,307.27 requiring expenditure of only \$22,493.90 from the Council budgeted funds. This has saved \$172,625.27 from the Council budget. That is, of the original \$313,628 Council budget, only \$22,493.90 has been expended.

For clarity and more detail on the financial status of the Anzac Park Project and funds available from that budget number please refer to financial table below:

2021.02 Anzac Park – Skate Park Improvements	Funds Available
<i>Project Funding (W4Q/FCRC Budget)</i>	
Original Works for Queensland Round 1 Project	\$263,682
Council Resolution 5/7/2017 approving works value \$313,682 (W4Q \$263,682 + Council budget \$313,682 = Total funds available \$577,364)	\$577,283 (revised budget as per Finance 1 report – note difference of \$81)
Total Funds Available Approval received from State Government to increase Works for Queensland funding from other underspent W4Q projects (as per email from Department to CEO 5/12/2017) confirming that project budget for Anzac Park Skate Park was now \$436,307.27 (ie additional \$172,625). This had the effect of reducing Council's required contribution to this project) (Revised W4Q \$436,307.27 + Council budget \$313,682 = Total funds available \$749,989.27)	\$749,908 (note difference of \$81)
Project Expenditure	
Final Expenditure for project as at 14/12/2017	(\$461,381)
Remaining Commitments as at 14/12/2017	(\$3,958)
Total Expenditure	(\$465,339)
Surplus Budget in 2021.02 (Funds Available)	\$284,569

Conclusion

That consideration is given for the additional funds required to implement the Pialba Youth Precinct, in the sum of \$163,373.10 be allocated from the existing surplus capital budget in 2021.02 Anzac Park – Skate Park Upgrades. The funds available are as follows:

Description	Funds Available
Available Funds resulting from W4Q approved funding reallocation	\$284,569
Additional Funds required resulting from 45% funding awarded from LGGSP funding instead of 50% requested	(\$163,373)
Remaining funds available for allocation/savings	\$121,196



Minister for Local Government and
Minister for Aboriginal and Torres Strait Islander Partnerships

Our ref: MBN17/1418

18 October 2017

Councillor Chris Loft
Mayor
Fraser Coast Regional Council
PO Box 1943
HERVEY BAY QLD 4655

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PO Box 15009, City East Qld 4002
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www.datsip.qld.gov.au

ABN 65 959 415 158

Dear Councillor Loft

I refer to Fraser Coast Regional Council's (the council) project proposals for funding under the Queensland Government's 2017-19 Local Government Grants and Subsidies Program (2017-19 LGGSP).

I am pleased to advise that I have approved funding under the 2017-19 LGGSP to the council for the following project:

Project title	Percentage of eligible project costs	Maximum approved subsidy amount
Pialba Youth Precinct	45%	\$1,154,097.90

This funding is to be used for the approved project as outlined in council's 2017-19 LGGSP project proposal.

It is important that the benefits of this project be realised as soon as possible, since it will create jobs for Queenslanders and boost economic activity for local communities, which is a major priority for the State Government. As such, it is a condition of funding that all works be completed and acquitted by 30 June 2019.

The Director-General of the Department of Infrastructure, Local Government and Planning (the department) will write to the council's Chief Executive Officer providing further details of the approved and not approved projects, and delivery requirements to assist the council in meeting the program guidelines.

I would like to congratulate council on its successful project proposal and I look forward to seeing the benefits which flow to your community as a result of this important funding.

If you require any further information, I encourage you to contact Ms Nicole Johnson, Regional Director (South), Local Government and Regional Services, in the department on 3452 7272 or by email at nicole.johnson@dilgp.qld.gov.au.

Yours sincerely

MARK FURNER MP
Minister for Local Government and
Minister for Aboriginal and Torres Strait Islander Partnerships

Pialba Youth Precinct- Project notes

25/01/18

Meeting with Roz Ackworth, Craig Botcher, Kylie Mathesian and Tracey Genrich (skype) at Ellengowan St.

Project delivery dates need to be pushed out in project plan for CEO signoff

No \$ until approved by state

EMT will need to see parking design and will also need to address stakeholder management

Concepts are required for state op works approvals which take 3 months

Lauren P can assist with the op works approvals

Soil testing for skate park. There are settlement issues that the designers will need to be aware of as well as bearing capacity.

GHD & Cardno to be sent a brief with a request for recommendations for design. To include necessary soil testing. To be provided to skate park designers. RFQ sent to GHD 7/2/18

Internal design costs-> when can this be booked to the project?

Roads have brought forward ponding rectification \$ for SF Oval into 18/19.

Design team to prepare concept for EMT approval (different from precinct plan).

Design team to investigate use of 900mm SW pipe east of extension as the avenue for draining carpark and skate bowl.

February

Report to EMT on progress and event conflict within the oval

Tract engaged to update master plan and include car parking and location of activities, provide artist impression etc for media and consultation.

Convic RTQ for skate and parkour

Denis Waring asked for cost for stage design.

IS advised that drainage works and pipe replacement unlikely to make 18/19 budget as they are overcommitted and this is not seen as a IS priority. Project can add spoil and shape to improve drainage and re-turf.

Need to consult with WBW re potential conflict with their assets once a carpark concept has been agreed upon.

The concepts need to go to EMT for regular project updates.

Project Leadership Team Meeting 27/03/18

Actions

- Continue with Tract concept development- this need to go to CR briefing end of April to go to further public consultation 28 days website- letter drops, adjacent residents and business's
- Evaluate skate tenders and appoint
- DR to-Develop programme of works- working backwards from completion date and note this on Cr briefing report- High Priority
- JM- to send RTQ template for car park design and seek further detail on car park transition on Esplanade.
- JM states that oval acts as basin and landscaping around surcharge pit needs consideration. To be communicated to TRACT
- DR to send out RTQ for car park design. Also need estimate and consideration for traffic management.
- IS are now upgrading diagonal drainage line. JM to send this through as it is required for carpark and skate drainage design works.
- CCTV considerations
- Events- works is to be coordinated around booked events- see Economic development
- Drainage works will take approx. 4 weeks.
- Toilet and stage concept is to be distributed amongst team when available
- DA will takes approx. 2 months. Talk to planning once concept design is complete to initiate approvals.
- Talk to WBW- send concept through to them for feedback

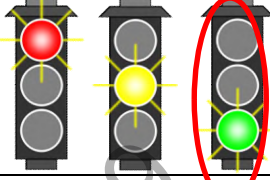
Toni Averay notes below

- > *Pialba Youth precinct PLT*
- > *27-3-18*
- > *Dave Roberts, John McLennan, TA*
- >
- > *Proposed revised Pialba plans tabled and discussed - new carpark*
- > *location and design tabled by John and discussed with Craig by phone -*
- > *88 spaces in new carpark - also discussed upgrade of stormwater pipe*
- > *across Seafront Oval - will be in 18/19 budget - works will take 4*
- > *weeks - need to liaise with Economic Development on suitable dates in*
- > *18/19 to close Seafront for the drainage works - avoid clashing with*
- > *any key events or activities*
- >
- > *Carpark design to be progressed by Parks using project funds*
- >
- > *Funded under BOR - to be completed (acquitted?) by 30 June 2019 -*

- > \$2.6m includes Skate park, toilet & stage area, car park, landscaping
 - >
 - > Will need to take design to Councillors for approval
 - >
 - > Note - Council resolution to undertake further consultation on
 - > Esplanade master plan - this is still to be actioned but not in Open
 - > Resolutions Register - TA to follow up
 - >
 - > Toilet upgrade and construction of new stage space with large screen
 - > LED screen - Upgrade to half court - table tennis table
 - >
 - > Wayfinding signage will be included - note signage for Adventure
 - > Playground will be installed in next 2 weeks
 - >
 - > Action items:
 - > 1. DR to progress with Tract to prepare concept designs
 - >
 - > 2. Cr briefing session second half of April
 - >
 - > 3. Community consultation plan - DR and TG to liaise with Melissa and
 - > Kieran
 - >
 - > 4. Monthly PLT Meetings to be scheduled - DR
 - >
 - > 5. CCTV cameras - DR to liaise with IT.
 - >
 - > 6. Scarness lighting component - TG to follow up and confirm status
 - >
 - >
 - > Over to you all.
 - > Thanks!
 - >
 - > Toni Averay
 - > Director Development and Community
 - > Fraser Coast Regional Council
 - > toni.averay@frasercoast.qld.gov.au
 - > T 07 4197 4314
 - > M 0459 869 278
-

Pialba Youth Precinct- Report to Project Leadership Team

Project Name:	Pialba Youth Precinct
Project Leadership Team:	Dave Roberts, Nigel Greenup, Toni Averay, John McLennan
Report Date:	March 2018

On Schedule	On Budget	Scale of Risk	Overall Status	
Yes	Yes	Medium	In Design	

Tasks completed	
➤	Project plan submitted to funding body as per agreement condition
➤	Tract landscape architects engaged to update Concept plan of precinct
➤	PW architecture engaged to provide concept drawing of stage refurbishment
➤	Quotes received for skate and parkour design
➤	Concept design developed for internal car parking and site drainage
➤	Precinct concept sketch received for comment
➤	Initial discussion with claimants has occurred

Risk Categories & Identified Risks (Time, Cost, Quality, Scope and Reputation)		
Identified Risks	Categories	
Communication	Time, Quality, Scope and Reputation	<ul style="list-style-type: none"> Engage Council's media section to promote staged works and post revised concept on website. Monthly leadership team meetings during planning stage of project Consult with stakeholders and adjacent residences through email and letter drop.
Seasonal Weather Events	Time, Cost	<ul style="list-style-type: none"> Monitor weather forecasts and make allowance in delivery program
ACH	Scope, Time, Cost and Reputation	<ul style="list-style-type: none"> Further consultation with Claimants once concept plan is amended
Events	Time, Cost and Reputation	<ul style="list-style-type: none"> Direction received to open oval for bookings Continue to consult with event organisers to facilitate works around booked events to minimise conflict.

Project Milestones	Complete Date	Previous Month	Current Month
Project Management Plan submitted to State	5/02/18	Complete	
Project Scope	5/02/18	Complete	
Design Concepts	13/04/18	<ul style="list-style-type: none"> Tract engaged to amend precinct masterplan to reflect existing changes. PW architects engaged to provide concept of stage and screen Quotes requested for skate and parkour design Concepts developed for internal carparking and drainage solution. 	<ul style="list-style-type: none"> Masterplan concept sketch prepared for team comment. Stage concept prepared for comment. Car park design prepared for DA approvals. Quote evaluation on skate and parkour area
Approvals	30/06/18	Not Commenced	Awaiting concept of elements to lodge application
Detail Design	TBA	Not Commenced	Not Commenced
Construction works	TBA	Not Commenced	Not Commenced

Project Budget	Actual to Date	Current Commitments	Total Expenditure	% Expenditure
\$2,634,942	\$2,031	\$9,360		



BUILDING BETTER REGIONS FUND

Pialba Youth Precinct

PROJECT PLAN as at 21 February, 2017



1. Background

In 2015 Council undertook a comprehensive master planning process for the four high profile tourist precincts of Hervey Bay, those being Pialba, Scarness, Torquay and Urangan. This master planning process resulted in a Master Plan for the precinct which considered the “look” and “feel” of each of the Precinct and achieved:-

- Identifying placemaking and revitalisation opportunities to give a clear sense of place and identity for each of the precincts;
- Seeking to maximise the level of activation and excitement, and economic opportunities in each precinct;
- Celebrating the wonderful features that already exist in each precinct and identifying ways to improve their setting and maximise their potential;
- Presenting an agreed framework to guide decisions and future investment to continue promoting each precinct’s unique character and spirit; and
- Being visionary, with measures that consider practical short term initiatives along with broader long term goals and opportunities.

This Master Plan, which will be included as an attachment to the funding application, was adopted by Council in late 2015.

In the abovementioned Master Plan, the Pialba Precinct was identified as being “A Place for Adventure”. With a view to complementing and providing a wider range of experiences in the Pialba Precinct the Master Plan outlined the potential for a new skatepark, adventure playground, enhancements to seafront oval, additional water slide for Wetside and additional and re-arrangement of carparking facilities to service the additional activities.

With a view to progress, Council commissioned Tract Consultants to prepared a detailed Master Plan, specifically focussing on the Pialba Foreshore Esplanade Precinct with this master plan being finalised in June, 2016. A copy of this detailed master plan will also be attached to the funding application.

The guiding principles of the Detailed Pialba Foreshore Esplanade Precinct Master Plan were to:-

- Become a CBD Gateway;
- Hold boutique seaside events;
- Provide City-wide Adventure;
- Be a place for youth; and
- Respect the site

1. Project Scope

1.1. Project Site

The site for the proposed Pialba Youth Precinct is on the Pialba Foreshore and Seafront Oval. For context the aerial below depicts the actual location:-



2.2. Scope of Works

The scope of works for this project is as follows (refer to figure 1 below):-

- Skatepark;
- Enhancements to Seafront Oval;
- Improvements to Basketball Court;
- Stage Improvements;
- Carparking infrastructure;
- Landscaping;
- Lighting

(note – this application for funding does not include the “adventure playground” component of the Master Plan as this component has been funded under the Queensland Government’s Works for Queensland package)

detailed areas

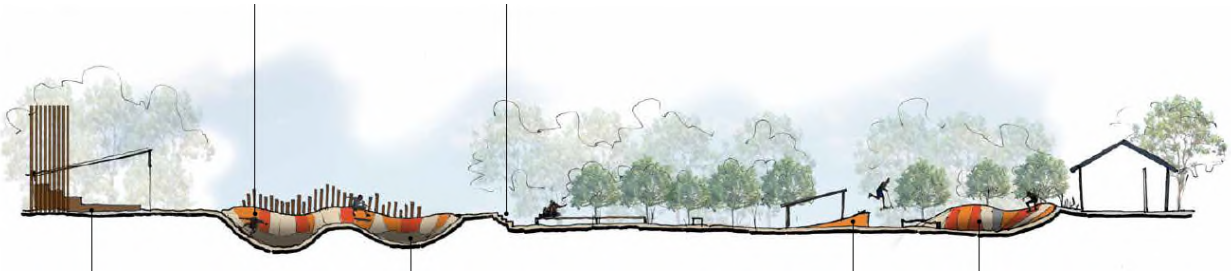
04 skate park



detailed areas

02 central parking





Project Management

1.2. Project Delivery

The project will be delivered through Council's Office of the CEO directorate. Council's Manager Priority Projects will work with other internal staff and consultants to manage the project.

1.3. Key Personnel

Full Name	Title
Tracey Genrich	Fraser Coast Regional Council - Manager Priority Projects
Ian Munro	Fraser Coast Regional Council – Executive Manager Infrastructure Delivery
Craig Bottcher	Fraser Coast Regional Council – Manager Design
Rob Searle	Fraser Coast Regional Council – Senior Recreational Services Officer
Melissa Dower	Fraser Coast Regional Council – Principal Officer Community Development
Contractors	To be determined

2. Project Risk Management

Attached is a risk register that outlines all identified risks and proposed mitigation strategies for the **Pialba Youth Precinct**.

5. Project Costs

The project costs for this project have been determined by robust cost estimation by Council's Infrastructure Services staff with a total project cost of \$2,634,942 million excluding GST. A full breakdown of this overall cost is attached to this Project Plan.

Skate Park	\$970,241
Seafront Oval Enhancements	\$688,914
Carparking	\$975,787
TOTAL	\$2,634,942

6. Financial Contributors

Council's approval to submit a funding application to the federal government's Building Better Regions Fund, total project cost and Council's contribution was resolved at the Council's Ordinary Council Meeting held on 18/1/2017.

Category	Funding contributor	Contribution description	Amount (ex GST)	Funding status	Funding status details
Local Government	Fraser Coast Regional Council	Capital Contribution	\$1,317,471	Confirmed	Confirmed via Council Resolution dated 18/1/2017
Total contributions			\$1,317,471		

7. Cost Management

This project would be cost managed through Council's existing financial management system. Each project is given a unique Capital Works Budget number and the project funds are allocated to that unique number.

Procurement procedures and processes will be in accordance with Council's Purchasing Policy and the Local Government Act 2009.

The Project Coordinator will be responsible for regular assessment of project cost reconciliations and these are reported monthly through the Council's Executive and Councillors.

Contract variations will be controlled through the appropriate contract terms and conditions.

8. Regulatory Requirements

This project will require the preparation and lodgement of an Operational Works Development application due to its coastal situation. There may also be building applications required for the proposed small shade structures.

9. Asset Management

Once constructed this project will be managed through Council's existing Infrastructure Asset Management Plan. Council's Asset Management portfolio will be amended to reflect this addition to the existing terminal building. This Management Plan is administered by Council's Infrastructure Services area.

Attached is a copy of Council's Infrastructure Asset Management Plan which generally guides the future maintenance and replacement regime for all infrastructure type assets.

10. Project Tasks/Milestones

Project Component	Project Task	End Date	Estimated Expenditure
Whole of Project	DA Approvals Process	31/7/2017	\$15,000
Skatepark	Design & Construct Tender Process	31/7/2017	Nil
	Manufacture of Components	30/10/2017	Nil
	Construction of Skatepark	31/3/2018	\$600,000
	Pathways	30/4/2018	88,574
	Landscaping & Park Structures	30/4/2018	427,581
Seafont Oval Enhancements	Improvements to Basketball Court	31/7/2017	10,000
	Stage Enhancements	31/12/2017	533,000
Carparking	Detail Design	31/7/2017	42,168
	Construction Tender	30/9/2017	Nil
	Construction	28/2/2018	750,890

	Supervision & Contingency	28/2/2018	167,729
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10. Cost Benefit Analysis

Attached is a cost benefit analysis that provides an economic evaluation of all the costs and benefits associated with **Pialba Youth Precinct**

Released Under RTI Act 2009



Pialba Youth Precinct

PROJECT PLAN

5 October, 2017

LOCAL GOVERNMENT GRANTS AND SUBSIDY FUND
Application 2017 – 19 round



Background

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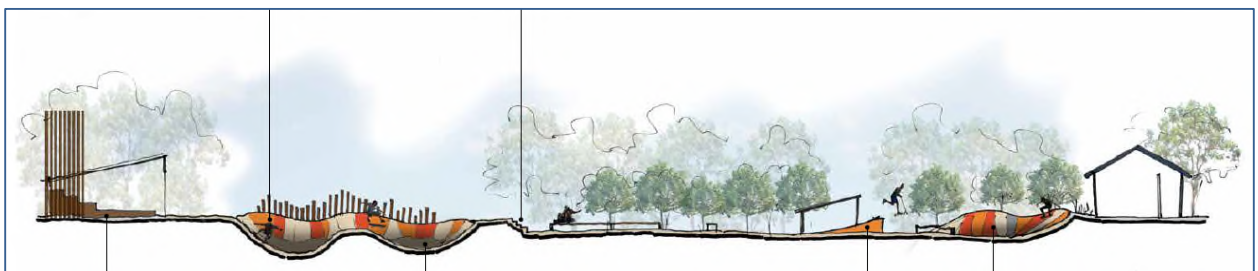
detailed areas

04 skate park



detailed areas

02 central parking



Supporting Local, Regional and State Objectives

This project provides outputs and outcomes that support the Local Government Grants and Subsidies Program objective and aims:

- meet community needs, contributing to sustainable and liveable communities
- align with state, regional and local priorities
- support economic growth, innovation and community development, increasing local job creation and training opportunities
- contribute to building safe, caring and connected communities, enhancing access to infrastructure and services
- support the delivery of infrastructure that meets community needs and increasing employment and growth for local communities
- protect natural and built environments

This project meets current and future community needs identified in local and regional plans.

It provides increased physical activity opportunities and grows our Region's capacity to deliver infrastructure and events that provide for extended tourist stays and increased expenditure – creating opportunities for growth and new enterprises to develop in the service and commercial sectors, positively impacting on job creation and training opportunities for locals.

It aligns with State, Regional and Local Strategies and Plans priorities highlighted in:

- Qld Drive Tourism Strategy 2013-2015 and 2020 TEQ Strategic Marketing Plan
- Wide Bay Burnett Sport and Recreation Strategy (2010)
- Wide Bay Health Service Strategic Plan 2015 - 2019
- Wide Bay Burnett Regional Plan 2011
- Fraser Coast Destination Tourism Plan 2015-2020
- Hervey Bay Esplanade Tourist Precinct Master Plan 2015
- Pialba Esplanade Detailed Master Plan 2016

The project responds to community need for additional capacity, higher quality recreational services for youth. The 10-24 age group makes up almost 20% of Hervey Bay's population, and families with children comprise just under 50% of the local population. (ABS 2016 Census)

Extract from 2016 Census QuickStats

http://www.censusdata.abs.gov.au/census_services/getproduct/census/2016/quickstat/31904?opendocument

People — demographics & education

[demographics & education](#) | [cultural & language diversity](#) | [employment](#)

People tables are based on a person's place of usual residence on Census night

People	Hervey Bay		Queensland		Australia	
<i>Persons count based on place of usual residence on Census night</i>						
Male	27,170	47.9	2,321,889	49.4	11,546,638	49.3
Female	29,509	52.1	2,381,308	50.6	11,855,248	50.7
Aboriginal and/or Torres Strait Islander people	2,278	4.0	186,482	4.0	649,171	2.8

In the 2016 Census, there were 56,678 people in Hervey Bay (Statistical Area Level 3). Of these 47.9% were male and 52.1% were female. Aboriginal and/or Torres Strait Islander people made up 4.0% of the population.

[View the data quality statement for Place of Usual Residence \(PURP\)](#)

Age	Hervey Bay		Queensland		Australia	
Median age	48	--	37	--	38	--
0-4 years	2,714	4.8	296,466	6.3	1,464,779	6.3
5-9 years	3,443	6.1	317,138	6.7	1,502,646	6.4
10-14 years	3,424	6.0	299,097	6.4	1,397,183	6.0
15-19 years	3,168	5.6	296,287	6.3	1,421,595	6.1
20-24 years	2,338	4.1	316,860	6.7	1,566,793	6.7
25-29 years	2,382	4.2	320,753	6.8	1,664,602	7.1
30-34 years	2,481	4.4	325,943	6.9	1,703,847	7.3
35-39 years	2,740	4.8	305,218	6.5	1,561,679	6.7
40-44 years	3,180	5.6	322,901	6.9	1,583,257	6.8
45-49 years	3,450	6.1	322,982	6.9	1,581,455	6.8
50-54 years	3,626	6.4	308,727	6.6	1,523,551	6.5
55-59 years	3,997	7.1	292,198	6.2	1,454,332	6.2
60-64 years	4,212	7.4	260,685	5.5	1,299,397	5.6
65-69 years	4,917	8.7	242,192	5.1	1,188,999	5.1
70-74 years	4,164	7.3	180,406	3.8	887,716	3.8
75-79 years	3,007	5.3	126,084	2.7	652,657	2.8
80-84 years	1,889	3.3	83,731	1.8	460,549	2.0
85 years and over	1,563	2.7	85,528	1.8	486,842	2.1

The median age of people in Hervey Bay (Statistical Area Level 3) was 48 years. Children aged 0-14 years made up 16.9% of the population and people aged 65 years and over made up 27.4% of the population.

Families

[includes family composition](#) | [weekly incomes](#) | [employment status of couple families](#) ➤

Families — family composition

[family composition](#) | [weekly incomes](#) | [employment status of couple families](#)

Family composition	Hervey Bay		Queensland		Australia	
Couple family without children	7,932	50.5	481,451	39.4	2,291,987	37.8
Couple family with children	4,832	30.8	518,494	42.5	2,716,224	44.7
One parent family	2,765	17.6	201,308	16.5	959,543	15.8
Other family	168	1.1	19,898	1.6	102,559	1.7

Of the families in Hervey Bay (Statistical Area Level 3), 30.8% were couple families with children, 50.5% were couple families without children and 17.6% were one parent families.

[View the data quality statement for Family composition \(FMCF\)](#)

Single (or lone) parents	Hervey Bay		Queensland		Australia	
<i>Proportion of the total single (or lone) parent population</i>						
Male	--	16.6	--	18.5	--	18.2
Female	--	83.4	--	81.5	--	81.8

In Hervey Bay (Statistical Area Level 3), 16.6% of single parents were male and 83.4% were female.

[View the data quality statement for Family composition \(FMCF\)](#)

Hervey Bay is an area of Socio-economic disadvantage characterised by

- Low income
- Low educational attainment
- High unemployment
- Residents working in relatively unskilled occupations
- High proportion of residents with poor English proficiency
- High proportion of single parent families
- High proportion of residents paying low rent

Index of Relative Socio-economic Disadvantage

Fraser Coast Regional Council area's small areas and benchmark areas

Area	2016 index	Percentile
Dundowran Beach - Craignish	1036.5	67
Australia	1002.0	47
Queensland	1001.5	47
Regional QLD	986.3	39
Western Hinterland	972.6	33
Booral - River Heads	935.9	20
Great Sandy Strait - Fraser Island	917.9	15
Fraser Coast Regional Council area	916.8	15
Burrum Heads - Toogoom	915.7	15
Northern Hinterland	914.0	14
Hervey Bay	905.8	13
Southern Hinterland	902.4	12
Maryborough	898.3	11

Source: Australian Bureau of Statistics, Census of Population and Housing 2016. Compiled and presented in profile.id by .id, the population experts.
<http://www.id.com.au>



The Wide Bay Burnett Regional Plan – 2011 – highlights the need for cost-effective facilities addressing locational disadvantage. This includes the provision of sport and recreational facilities that accessible by the broad community. It is noted that physical activity and healthy lifestyles are supported through appropriate sport and recreation facilities. Poor transport infrastructure is noted as an indicator of social disadvantage. The location of the proposed site is readily accessible by in the community. It is on a public transport route and there is on-street parking in the immediate vicinity should off-street parking be unavailable.

Wide Bay Burnett Sport and Recreation Strategy – 2010 highlights a high level of respondents who reported no exercise two weeks prior to the interview through sport, recreation or fitness. The report recommends a feasibility study into the progressive construction and ongoing management of a multi-purpose youth facility (at Urangan) with an example activity include skate park facilities. It further recommended a feasibility study into the current and future requirements for outdoor event, entertainment, cultural and performance space in Hervey Bay and the supporting infrastructure required to meet these needs. The subsequent Hervey Bay Esplanade Tourist Precinct Master Plan identified that the preferred site for investment in youth facilities is in Pialba.

Wide Bay Health Service Strategic Plan 2015 – 19 identifies a need to encourage greater focus on health promotion and early intervention to address the growing burden of chronic disease. The provision of outdoor recreation spaces and infrastructure will assist to promote healthy active lifestyles. Fraser Coast Regional Council's Operational Plan

The Pialba Detailed Master Plan (Hervey Bay Esplanade Tourist Precinct Master Plan) addresses this project site to maximise community benefit and enhance visitor experiences. It builds upon the success of existing site elements.

While the provision of this infrastructure will improve access to recreational facilities for the local community, it also builds on the draw for tourists visiting the region.

Economic benefit is gained by expanding tourism product appealing to families who form a significant portion of domestic drive market. Fraser Coast Destination Tourism Plan 2015 - 2020 identifies our key market as regional visitors from within 400 km, and highlights the need for investment in expanded tourism product including developing Hervey Bay Foreshore.

This project builds on existing infrastructure that is family friendly and provides opportunity for extending stays in the existing visitor market, attracting new visitors and increasing expenditure in the region.

The project includes upgrades to Seafront Oval which is Hervey Bay's premier open event space. This expands

Fraser Coast Regional Council's Economic Development Strategy and Implementation Plan – 2015 details the opportunities and actions to expand tourist product, including the development of infrastructure for tourist nodes and events along the Esplanade in Hervey Bay. It highlights the importance of promoting the family friendliness of the Fraser Coast. This project provides infrastructure to meet all three of these targets.

Benefits that investment in this new and expanded infrastructure provides include:

- Creation of 6 new jobs and sustaining 12 jobs in the construction phase of the project. Post construction, it is estimated that Fraser Coast Regional Council would require one additional employee to ensure maintenance of the facility within its Asset Management Plan.
- Estimated rise in output of \$4.46m in the Fraser Coast Regional Council economy
- Supporting lifestyle attraction by catering for the needs of young people;
- Developing and promoting a healthy lifestyle;
- Developing the athletic skills of residents;
- Providing low-cost recreation opportunities;
- Supporting Event development by enabling the attraction of Skateboarding competitions and events to the Fraser Coast;
- Supporting year-round tourism by building tourist product on the Fraser Coast; and
- Providing an enhanced Event space for current and future events.

Project Management

Project Delivery

The project will be delivered through Council's Development and Community Directorate. Council's Manager Strategic Economic Projects will work with other internal staff and consultants to manage the project.

Key Personnel

Full Name	Title
Tracey Genrich	Fraser Coast Regional Council - Manager Priority Projects
Ian Munro	Fraser Coast Regional Council – Executive Manager Capital Delivery
Craig Bottcher	Fraser Coast Regional Council – Manager Design
Rob Searle	Fraser Coast Regional Council – Senior Recreational Services Officer
Melissa Dower	Fraser Coast Regional Council – Principal Officer Community Development
Contractors	To be determined

Risk Management

This Risk Management Plan describes the specific risk management techniques and standards to be applied and the responsibilities for effectively managing the risk associated with the Planning and Investigation Stages, Construction Stage and ongoing life cycle of the project.

Risk Management Procedure and Activities

Identify Risks	All risks will be entered into the Risk Log as they are identified. Risks can be raised by any stakeholder associated with the project by formally notifying the Project Manager. Each risk has a unique identifier and description. The risk effect is then identified. The risk effect identifies the impact that the risk would have on the project objectives should the risk materialise.
Assessment of Risks	By using the risk methodology outlined below, the risks associated with this project are rated.
Methodology	The project was reviewed for risk factors. The general risks have been identified and the likelihood of these risks eventuating will be rated 3 (high), 2 (moderate) or 1 (low). The 3 impacts of each risk on the project was then be rated 3 (high), 2 (moderate) or 1 (low). By adding the impact of the risk with the likelihood of the risk occurring, a rating of the risk level has been made and consequences determined.
Assessed Risk Level / Risk Rating	1 = Low; 2 = Moderate; 3 = High Utilising the risk rating, appropriate responses have been developed to ensure identified risks are managed i.e. remove or reduce threats and maximise opportunities. Construction phase risks will be continually monitored by the Project Management Team, through the Project Manager, until construction is complete.
Risk Response	The results of the risk identification and assessment will determine the risk response planning of the project. The primary goal is to prepare specific management responses to the set of risks, ideally to remove or reduce the threats and maximise opportunities. Attention to this activity will ensure that the project is able to manage any potential risks that may affect the completion of the project.
Implement Responses	Risk responses will be closely managed to ensure the planned responses are actioned, their effectiveness monitored and corrective action taken where responses do not match expectations.
Communication	The state of the project risks will be continuously communicated to appropriate parties both internal and external to the project.
Tools and Techniques	A risk log will be maintained using current Council risk management tool. The project management team will oversee all aspects of the construction project including the status of the risks. Council's Asset Management Team will continue to oversee the risks related to the life of the project on completion of construction.

Risk Register

Id	Description	Impact	Likelihood	Grade	Change	Mitigation Actions	Responsibility
1	Project does not meet identified timeline	High	Medium	B	C	<ul style="list-style-type: none"> • Ensure that any key project stakeholders are consulted in the early planning phases of the project. • That the project is monitored on a regular basis and the project plan is adjusted accordingly • All contingencies are allowed for in the project timelines 	Project Manager
2	Funds are insufficient to meet the project budget	High	Medium	B	C	<ul style="list-style-type: none"> • Review design and amend where possible without compromising project outcomes • Ensure that contractors are fully informed of project scope, particularly in relation to the skatepark Design & Construct tender component. • Continually monitor project budget throughout all stages to identify any issues as early as possible 	Project Manager, Project Working Group and Superintendent
3	Compliance of project with relevant laws/ policies and industry standards	Medium	Medium	C	D	<ul style="list-style-type: none"> • Ensure all consultants and contractors are suitably qualified and have experience in this particular field/discipline • Ensure design is compliant with relevant laws/ policies and industry standards • Monitor contractor performance during construction phase in accordance with the contract 	Project Manager
4	Detailed Design Delay	Medium	Low	D	D	<ul style="list-style-type: none"> • Project scoping in relation to inclusions and timeframes against funding guidelines has been well researched; • Ensure all officers (including internal and external consultants) are well informed of the requirements for funding • Ensure design meetings are held regularly and timeframes are driven 	Project Manager
5	Capability to deliver project within construction timeframes	Medium	Medium	C	D	<ul style="list-style-type: none"> • Ensure liquidated damages clauses within contract. • Ensure construction contingency for inclement weather adequate. • Ensure contractors are well qualified and resourced during assessment of tenders. 	Project Manager, Superintendent

Key to Risk Rating Symbols used:-

Rating for likelihood and Seriousness for each risk			
L	Rated as Low	E	Rated as Extreme (Used for Seriousness Only)
M	Rated as Medium	NA	Not Assessed
H	Rated as High		

Grade: Combined effect of Likelihood/Seriousness					
	Seriousness				
		Low	Medium	High	Extreme
Likelihood	Low	N	D	C	A
	Medium	D	C	B	A
	High	C	B	A	A

Released Under RTI Act 2009

Project Costs

The project costs for this project have been determined by robust cost estimation by Council's Infrastructure Services staff with a total project cost of \$2,634,942 million excluding GST.

A full breakdown of this overall cost is attached to this Project Plan.

Skate Park	\$970,241
Seafront Oval Enhancements	\$688,914
Carparking	\$975,787
TOTAL	\$2,634,942

Financial Contributors

Council's original approval to submit a funding application to the federal government's Building Better Regions Fund. Total project cost and Council's contribution was resolved at the Council's Ordinary Council Meeting held on 18/1/2017.

As this application was unsuccessful, Council subsequently resolved to put forward this project to the Local Government Grants and Subsidies Program for support at the Council's Ordinary Meeting held on 27/9/2017.

Category	Funding contributor	Contribution description	Amount (ex GST)	Funding status	Funding status details
Local Government	Fraser Coast Regional Council	Capital Contribution	\$1,317,471	Confirmed	Confirmed via Council Resolution dated 18/1/2017 Lodgement confirmed via Council Resolution dated 27/9/2017 Prioritisation of projects was undertaken at Executive Management Team meeting dated 28/9/17.
Total contributions			\$1,317,471		

Cost Management

This project would be cost managed through Council's existing financial management system. Each project is given a unique Capital Works Budget number and the project funds are allocated to that unique number.

Procurement procedures and processes will be in accordance with Council's Purchasing Policy and the Local Government Act 2009.

The Project Coordinator will be responsible for regular assessment of project cost reconciliations and these are reported monthly through the Council's Executive and Councillors.

Contract variations will be controlled through the appropriate contract terms and conditions.

Regulatory Requirements

This project will require the preparation and lodgement of an Operational Works Development application due to its coastal situation. There may also be building applications required for the proposed small shade structures.

Asset Management

Once constructed this project will be managed through Council's existing Infrastructure Asset Management Plan. Council's Asset Management portfolio will be amended to reflect this addition to the existing terminal building. This Management Plan is administered by Council's Infrastructure Services area.

A copy of Council's Infrastructure Asset Management Plan is attached which generally guides the future maintenance and replacement regime for all infrastructure type assets.

Council's Operational Plan 2017-18 outlines that asset management should optimise whole of life value to the community.

Fraser Coast Regional Council

Fraser Coast Regional Council	
OUTCOME:	1.3 Service Provision
ACTION	DEPARTMENT
STRATEGY:	1.3.1 Council services are accessible, equitable and clearly explained.
STRATEGY:	1.3.2 Services and assets are managed in an efficient and cost effective manner optimising the whole of life value to the community.
maintenance/operating costs of assets. Implement Business Enhancement Plan for Caravan Parks. Manage value for money. utilisation and life cycle of the facilities. supporting the organisational requirements. improved. Optimise Fraser Coast Regional Council's asset management capability. Implement prioritised recommendations within the delivery and project management external review report.	Design Corporate Business Corporate Business Corporate Business Information Services Information Services Information Services Office of the CEO

Project Tasks/Milestones

Project Component	Project Task	Start Date	End Date	Estimated Expenditure
Skatepark & Carparking Components	DA Approvals Process	1 February, 2018	31 May, 2018	\$15,000
Skatepark	Design & Construct Tender Process	1 June, 2018	31 July, 2018	Nil
	Manufacture of Components	1 August, 2018	30 November, 2018	Nil
	Construction of Skatepark	1 December, 2018	28 February, 2019	\$600,000
	Pathways,	1 March, 2019	30 April, 2019	88,574
	Landscaping & Park Structures	1 March, 2019	30 April, 2019	427,581
Seafont Oval Enhancements	Improvements to Basketball Court	1 February, 2018	30 April, 2018	10,000
	Stage Enhancements	1 February, 2018	30 June, 2018	533,000
Carparking	Detail Design	1 November, 2017	31 January, 2018	42,168
	Construction Tender	1 February, 2018	31 March, 2018	Nil
	Construction	1 April, 2018	31 August, 2018	750,890
	Supervision & Contingency	1 April, 2018	31 August, 2018	167,729

Cost Benefit Analysis

Attached to this Project Plan is a cost benefit analysis that provides an economic evaluation of all the costs and benefits associated with **Pialba Youth Precinct**.

FRASER COAST REGIONAL COUNCIL

INTERNAL BRIEFING NOTE FOR EXECUTIVE MANAGEMENT TEAM

22 AUGUST 2017

Subject:	Local Government Grants and Subsidies Program (LGGSP)
Author:	Acting Executive Manager Economic Development, Louise Knol and Innovation Hub Support Officer (Relief Grants Officer), Claire Phillips
DOC NO:	#3401824

Introduction

This Briefing Note is intended to seek further clarification from the Executive Management Team (EMT) for consideration of project submissions for the current Local Government Grants and Subsidies Programme (LGGSP). This matter was discussed at the EMT meeting on 17 August 2017 with the outcome that projects would be selected from the State Government election advocacy list previously put before the EMT.

Funding Aims and Objectives

The Department of Infrastructure, Local Government and Planning is responsible for administering the LGGSP which aims to support local governments to meet the needs of their community by providing funding for the delivery of priority infrastructure projects.

(Information is taken verbatim from documents accessed on the grant programme's web site.)

The 2017–19 LGSSP has a strong focus on:-

- Supporting infrastructure projects which generate employment and economic activities for a local community; and
- Enhancing, extending the life or improving the functionality, of existing council assets.

The aim of the LGGSP is to provide funding assistance to support local governments to deliver key infrastructure projects that:-

- Meet community needs, contributing to sustainable and liveable communities;
- Align with state, regional and local priorities;
- Support economic growth, innovation and community development, increasing job creation for local communities;
- Contribute to building safe, caring and connected communities, enhancing access to infrastructure and services; and

- Support Queensland communities to be more resilient to natural disasters and reduce future expenditure on asset restoration.

The objectives of the LGGSP are to support eligible projects that:-

- Support state and local government priorities with a particular emphasis on job creation;
- Support the delivery of infrastructure that meets community needs and increasing employment and growth for local communities;
- Protect natural and built environments; and
- Encourage collaboration and resource sharing between local governments.

Eligibility

Total funding available for the 2017-19 LGGSP is \$60 million. Projects approved for funding under the 2017-19 programme will be allocated a subsidy of up to 60% of eligible project costs. All projects must be completed and funding acquitted by 30 June 2019. LGGSP supports local governments in the delivery of asset management, disaster preparedness and resilience, community, economic and social infrastructure projects.

Applications

Applicants are required to submit a separate application per project (i.e. per event or programme) with submissions closing at 5:00pm on 6 October 2017.

Priority Projects

As outlined above, the EMT has previously advised that the State Government Advocacy List would be used as the basis for consideration of projects to be submitted to the LGGSP. Accordingly, in order to focus the initiatives being considered, the advocacy list is provided in the table below with the projects that are considered as being appropriate for consideration for this programme identified.

(Note that this includes some areas that are not the ultimate responsibility of Council to Deliver)

State Government Election Priorities	Suggested Submission to LGGSP	Priority Projects for submission to LGGSP as decided by the EMT Ranked 1-3 (1= highest 3 = lowest)
CBD creation – Pinalba	No – separate body of work with EDQ	
Medical Precinct	No – separate body of work with EDQ	
Regional Stadium (Sports Precinct)	No – advocacy and further scoping, concept planning and cost estimation required	
Water Security – for a permanent supply of water for region (WBBROC)	No – advocacy and further scoping required	
Unallocated crown land	No – advocacy and separate body of work	

State Government Election Priorities	Suggested Submission to LGGSP	Priority Projects for submission to LGGSP as decided by the EMT Ranked 1-3 (1= highest 3 = lowest)
	with EDQ and PQ	
Boat Ramps	Yes	
Extension of the roadworks of Boundary Rd to Urraween Rd	Yes	
Double lanes on highway between Maryborough and Hervey Bay	No – advocacy	
Bruce Highway from Gympie to Maryborough	No – advocacy	
Maryborough Rail Trail to Hervey Bay	Yes – for next identified stage	
Nomination of Capital Works Programme Items	Possible – details required to prioritise	

Next Steps

The proposed internal actions for the progressing applications to the LGGSP are as follows:-

1. EMT to confirm the priority projects that need to be put forward for funding including smaller projects from the capital works programme;
2. The Grants Officer will provide the outcome to Executive Managers to action with their respective teams for funding application documentation and provide ongoing liaison and support to the Executive Managers and Project Managers;
3. The Grants Officer will provide updates on the progress of funding applications, through the Executive Manager Economic Development.

[REDACTED]

From: Maria Carkagis
Sent: Monday 9 October 2017 9:34 AM
To: [REDACTED]
Subject: FW: Scan Data from [FX007031]
Attachments: img-171006164557-0001.pdf

[REDACTED]
Signed certification

Kind regards,

Maria Carkagis
Grants Officer
Economic Development
Fraser Coast Regional Council
T (07) 4190 5849 | E maria.carkagis@frasercoast.qld.gov.au

From: Peter McDonnell
Sent: Friday, 6 October 2017 4:50 PM
To: Maria Carkagis
Subject: FW: Scan Data from [FX007031]

Please confirm this is received.

Regards

Peter McDonnell
Project Officer
Organisational Services
T (07) 4197 4321 | E peter.mcdonnell@frasercoast.qld.gov.au

From: IT16015@frasercoast.qld.gov.au [<mailto:IT16015@frasercoast.qld.gov.au>]
Sent: Friday, 6 October 2017 4:48 PM
To: Peter McDonnell
Subject: Scan Data from [FX007031]

2017-19 Local Government Grants and Subsidies Program Certification form

To be completed, signed, scanned and submitted with the completed Project Proposal(s).

Council name Fraser Coast Regional Council

Project Proposal(s) for which this certification relates

Council Priority Number	Project Title	Subsidy Requested
1	Pialba Youth Precinct	\$1,320,800.93

I certify that:

- I am authorised to submit this/these Project Proposal(s) for funding
- I have submitted 4 Project Proposal(s) with all sections completed
- the details in the Project Proposal(s), including any supporting documents, are true and correct
- I have read the 2017-19 Local Government Grants and Subsidies Scheme guidelines
- I understand that the submission of this/these Project Proposal(s) does not guarantee funding approval for either all or part of the funding being sought
- the applicant council will deliver the project(s) within the required timeframe(s)
- the project(s) will comply with all relevant Acts, Laws, Regulations, State and/or Commonwealth policies and Industrial Agreements and Awards
- the applicant council consents to the release of information in the Project Proposal(s) (excluding personal details) for non-commercial public information purposes
- the applicant council consents to the Department providing the Project Proposal(s) and/or material from the Project Proposal(s) to other government agencies/bodies/organisations/individuals to assist in the assessment process. If this occurs, the applicant organisation understands that all information will be treated as confidential
- should this/these Project Proposal(s) be successful, I confirm that the project(s) will not commence until funding has been approved and funding arrangement(s) has/have been entered into with the Department.

Given name	KEN	Surname	DIEHM
Phone	1300 79 49 29	Mobile	0438 192 082
Position	Chief Executive Officer		
Signature		Date	6 October 2017

Scan this signed certification form and upload to the certification package.

FRASER COAST REGIONAL COUNCIL

INFORMAL BRIEFING

MONDAY 15 JANUARY 2018

BRIEFING NOTE

Subject:	Pialba Youth Precinct – subsidy funded project 2017–19 Local Government Grants and Subsidies Program (LGGSP)
Author:	Grants Officer, Maria Carkagis
DOC NO:	#3480851

This Briefing Note is intended to provide information on a recent funding application in relation to project subsidy funding offered from the Queensland Government in relation to the Pialba Youth Precinct Project.

In accordance with Council resolution of 27 September, 2017, Council lodged an application to the 2017–19 Local Government Grants and Subsidies Program (LGGSP) for the Pialba Youth Precinct project with a total project budget of \$2,634,942 and requesting a 50% subsidy from the funding body.

The Queensland Government has advised that Council's application has been successful however have offered a 45% subsidy in lieu of the 50% subsidy applied for in Council's application. This leaves a project budget shortfall of \$163,373 as outlined below.

Description	Funding
Total project budget	\$2,634,942
Council Contribution as per adopted Capital Budget	\$1,317,471
LGGSP Funding Awarded for 45% of the project budget	\$1,154,098
Funding Shortfall	\$163,373

To secure the Grant, a Project Plan needed to be submitted by 15 December 2017. A Draft Project Plan was submitted on the basis that Council was still in the process of reviewing its options to fund the project in its original form. Council committed to submit a final Project Management Plan once Council's deliberations are complete, and as soon as practicable.

It is proposed to accept the subsidy offered and continue with the project. The funding shortfall will be included in the budget review and amendment to be considered by Council in February, 2018.



**COUNCILLOR AND EXECUTIVE BRIEFING MEETING
OUTCOMES**

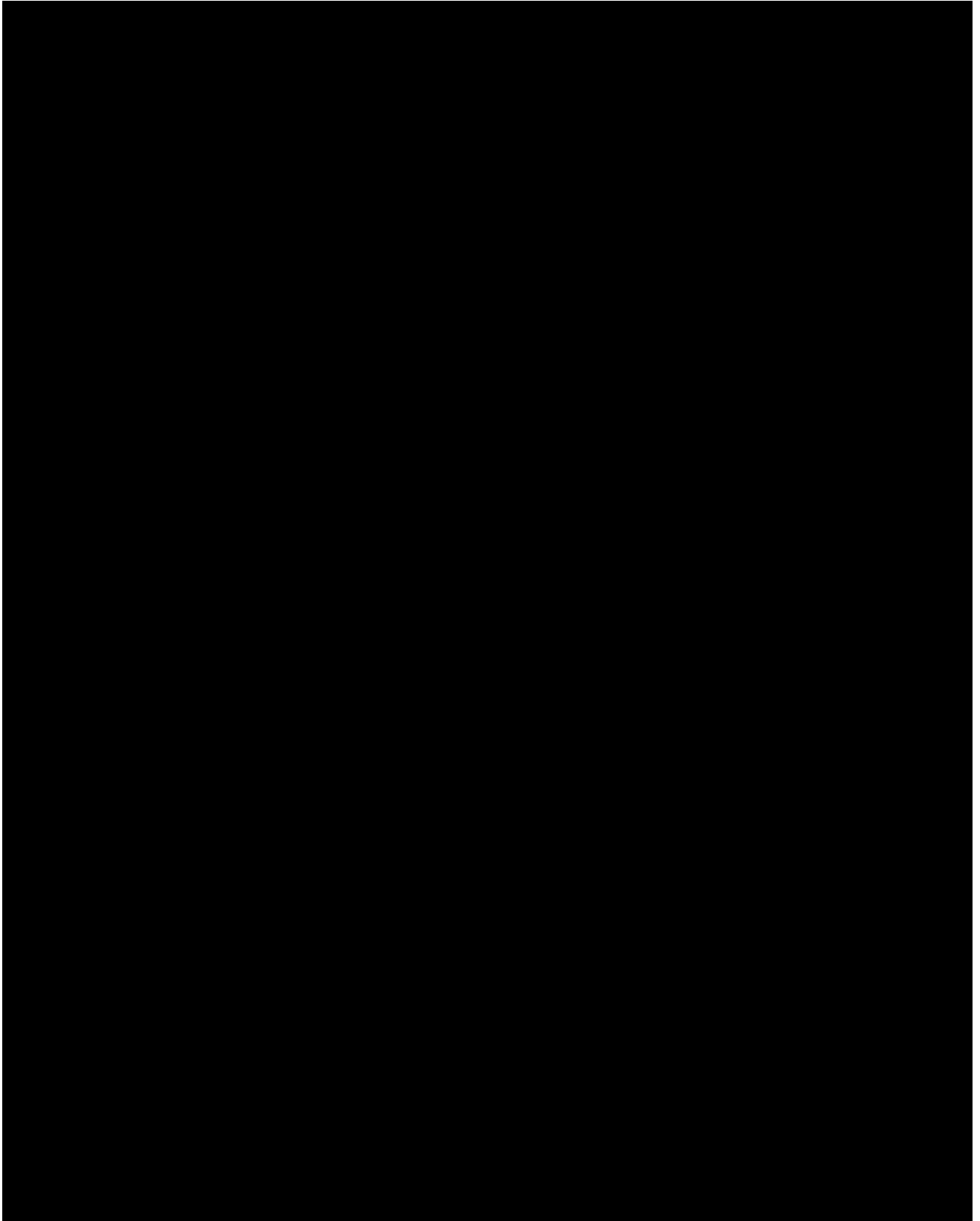
Monday 15 January 2018
Commence at 9am – 11.35am
Docs#3484838

Councillors	Mayor Cr Loft Cr Seymour Cr Everard Cr Light Cr Sanderson Cr Lewis Cr Chapman Cr Maddern
EMT	CEO - Ken Diehm Acting Director Infrastructure Services - Craig Hutton Director Organisational Services - Keith Parsons Director Development & Community – Toni Averay Director Wide Bay Water & Waste Services – Peter Care
Apologies	Cr Truscott Cr Hansen Cr Taylor
Attendance	Grants Officer – Maria Carkagis Executive Manager Economic Development – Louise Knol Manager Marketing and Communications – Kevin Corcoran

BUSINESS ITEMS

1. Report from Executive Manager Economic Development and Grants Officer – Pialba Youth Precinct – Subsidy funded project 2017-19 Local Government Grants and Subsidies Program (LGGSP) – Docs#3480851

Councillors and the Executive Management Team received and considered the report and noted there are no objections from Councillors for the CEO to execute delegated authority to add the funding shortfall of \$163,373.





MEETING CLOSED 11.35am

Released Under RTI Act 2009