

# WIDE BAY BURNETT RURAL FUTURES STRATEGY 2008-2013

An Implementation Plan For the Wide Bay Burnett Regional Planning  
Advisory Committee and the Department of Infrastructure and Planning .

## FINAL VERSION

*Finalised on 10 December 2007*

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## Introduction

The *Wide Bay Burnett Rural Futures Strategy* was commissioned by the Department of Local Government, Planning, Sport and Recreation on behalf of the Wide Bay Burnett Regional Planning Advisory Committee, as one of three priority planning projects across the region. The Strategy came about from the understanding that rural communities and rural industries are the backbone of the Region's economy through their contribution to agricultural industries, maintenance of the Region's lifestyle and the preservation of many of the Region's natural assets.

The purpose of this Strategy is to provide a proactive, operational document to Local, State and Federal Governments, industry and community stakeholders through the Wide Bay Burnett Regional Planning Advisory Committee, to outline the future progress of rural communities in the Region and the actions required to manage the future in a manner desired by communities.

The *Rural Futures Strategy* is an implementation document which is designed to sit within the policy framework of the *Wide Bay Burnett Regional Plan 2007-2026* and to be the key document providing short term direction and long term strategies for sustaining rural communities of the region. The broader strategies are present in the Rural Futures chapter (Chapter Five) of the *Wide Bay Burnett Regional Plan 2007-2026* and are divided into four key areas:

- Rural Sustainability, Growth and Planning
- Rural Communities
- Rural Industries
- Rural Living

The *Rural Futures Strategy* suggests 18 key issues which need to be addressed and 25 projects which will work towards building the economic, social and environmental sustainability of the Wide Bay Burnett's rural communities. The issues and projects suggested in this document are listed under these headings.

It is important to note that the strategy presents a number of the projects which are described as regional. It is the intention that these projects focus on rural communities as a priority. That is, communities which sit outside of the urban footprint as defined by the *Regional Settlement Pattern*. Also, a number of projects cross over the strategic priority areas. For example, projects listed in the 'Rural Industries' section may have a connection with other projects listed in 'Rural Communities', 'Rural Sustainability, Growth and Planning' and/or 'Rural Living'. Projects are listed under the strategic priority within which they were highlighted during the consultation process. Each project is described together with desired outcomes, current actions, actions required to achieve the outcomes and a table of links between the project and policy actions from the *Wide Bay Burnett Regional Plan 2007-2026*. An implementation plan is presented at the end of the document which outlines timeframes, lead agencies, partners and possible funding opportunities for each project.

This *Rural Futures Strategy* recognises that a coordinated approach is required across the Region to address key issues affecting rural communities. The Strategy aims to provide

communities with a framework for planning for sustainability and to provide a more strategic approach to economic and community development.

## About the Strategy

The *Wide Bay Burnett Rural Futures Strategy* has been developed to identify key issues pertaining to rural communities in the Wide Bay Burnett (WBB) Region and to recommend to the WBB Regional Planning Advisory Committee (RPAC) a framework for implementing the Rural Futures Chapter (Chapter Five) of the Wide Bay Burnett Regional Plan 2007-2026 launched by The Hon. Andrew Fraser, then Minister for Local Government, in May 2007.

The *Wide Bay Burnett Rural Futures Strategy* provides a proactive, strategic document to Local, State and Federal Governments, industry and community stakeholders, outlining the future development of rural communities in the Region and the actions required to manage the future in a manner desired by those communities.

Rural communities, industries and environments make an important and often under-recognised contribution to the region's quality of life. Wide Bay Burnett rural communities are major contributors to the region's economy, providing diverse opportunities including strength in horticulture, cropping, grazing, forestry, aquaculture and fishing. There is extensive community interest in the future of rural areas and a desire to ensure rural communities remain viable. In these constantly changing times, rural communities and industries are facing financial, economic, social, environmental, cultural and climatic challenges. Whilst it is critical for a healthy region to ensure rural communities and industries remain self-sustainable, rural issues must be considered in the context of the national and international economic and social climate.

Key issues affecting the profitability and sustainability of rural industries, especially agricultural industries, include:

- accessibility and cost of water;
- availability and affordability of labour;
- increase in regulation;
- biosecurity risks;
- changing expectations regarding natural resource management and environmental protection
- uncertainty surrounding climate change
- declining Local Government revenue;
- increasing global and national competition (eg. market power of domestic food retailers)

All of these issues, in terms of their impacts on people in the Region, have been addressed in this Strategy.

The Wide Bay Burnett Region is a large geographical area with a relatively small and dispersed population, a low rate base, high dependency on resource-based industries and a business community categorised by a majority of micro- and small-to-medium sized enterprises. These factors create specific challenges in terms of the Region's business, industry and community sectors' capacity to engage in and implement major planning initiatives,

such as those proposed through the *Rural Futures Strategy*. The engagement of these sectors, in partnership with government agencies, is vital to the success of the Strategy.

This *Rural Futures Strategy* aims to provide communities with a framework for planning for sustainability and develop a more strategic approach to economic and community development. The development of the *Rural Futures Strategy* will form the basis for an integrated rural planning framework in the Wide Bay Burnett Region across Federal, State and Local Government in consultation and partnership with communities to ensure an 'inside out', balanced approach to regional development in line with the principles of the Queensland Government's *Blueprint for the Bush* initiative.

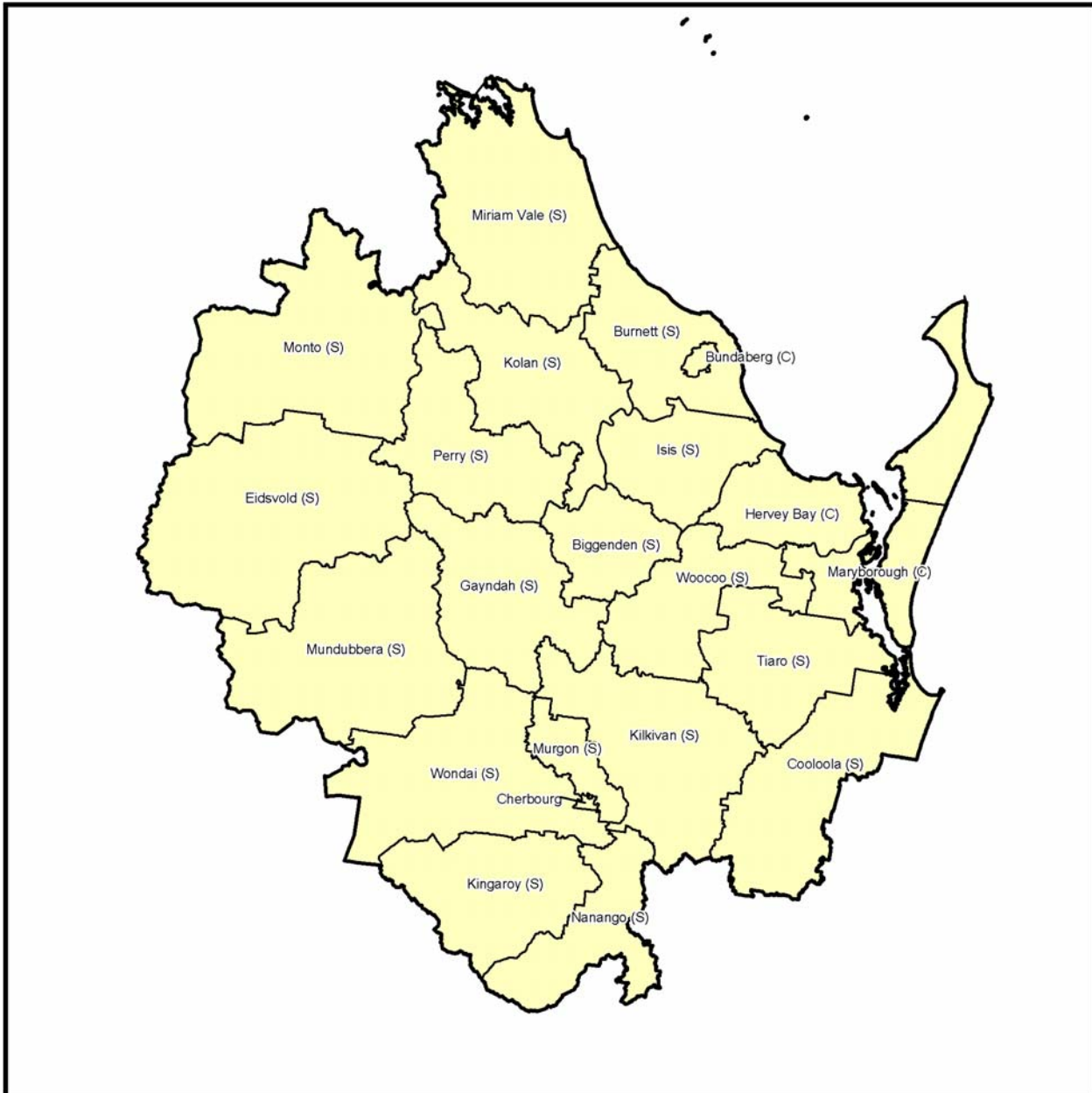
It is important to note at the outset that this document recognises the unique nature of rural communities and does not propose a 'one size fits all' approach. The Strategy has been developed through a comprehensive consultative approach which captures the key issues affecting rural communities and establishes a way forward in terms of engaging people, connecting the public and private sectors to ensure ongoing and meaningful development of partnerships at a regional and community level and proposing initiatives which address concerns raised across a range of industries to support the economic development of the Region.

The joint Queensland Government and Agforce *Blueprint for the Bush* Initiative together with other possible funding opportunities such as the Natural Heritage Trust 3 and Regional Partnerships may present some opportunities for Lead Agencies or Partners to apply for resources to support the progression of the required actions outlined in the Wide Bay Burnett Rural Futures Strategy.

In summary, the Wide Bay Burnett *Rural Futures Strategy* sets the context for operationalising the existing Rural Futures Chapter of the Wide Bay Burnett Regional Plan based on research of key documents and community consultation findings. It is a document which proposes practical, tangible and relatively short-term solutions to key issues by establishing mechanisms for engagement and communication and by ensuring a focus on the social, economic and environmental sustainability of the Wide Bay Burnett Region.

## Overview of the Wide Bay Burnett Region

The Wide Bay Burnett Region in Queensland is made up of 22 local governments in one of the fastest growing regions in Australia. The Region stretches from Nanango Shire in the south to Miriam Vale Shire in the north and Eidsvold Shire in the west. The region has a number of unique strengths, including the coexistence of five regional centres – Bundaberg, Hervey Bay, Maryborough, Gympie and Kingaroy. These urban centres create hubs of economic activity and are often sites for the coordination of government services for the Region.



## **Local Government Reform**

It is critical to note that, at the time of writing, the Queensland Government announced its plans to reform local government. Results of these changes mean that instead of the existing 22 local governments the Wide Bay Burnett Region will be governed by five Regional Councils and one Aboriginal Shire Council. These proposed changes are as follows:

### **Bundaberg Regional Council**

Isis Shire Council, Kolan Shire Council, Bundaberg City Council, Burnett Shire Council.

### **Cherbourg Aboriginal Shire Council**

Unchanged

### **Fraser Coast Regional Council**

Hervey Bay City Council, Maryborough City Council, Divisions 1 and 2 of Tiaro Shire Council, Woocoo Shire Council.

### **Gympie Regional Council**

Cooloola Shire Council, Kilkivan Shire Council, Division 3 of Tiaro Shire Council.

### **North Burnett Regional Council**

Biggenden Shire Council, Eidsvold Shire Council, Gayndah Shire Council, Monto Shire Council, Mount Perry Shire Council, Mundubbera Shire Council. ,

### **South Burnett Regional Council**

Kingaroy Shire Council, Murgon Shire Council, Nanango Shire Council, Wondai Shire Council.

## Scope of the Strategy

The *Wide Bay Burnett Rural Futures Strategy* is one of a number of planning initiatives being undertaken by the RPAC and other government and non-government agencies. The purpose of this Strategy is to identify common issues across departmental or sectoral boundaries, rather than focusing on specific industry or sector issues. It is not the purpose of this document to impose planning and/or change on any sector, but to respond to identified demand within the Region which can be addressed by coordinating effort and resources across sectors.

The concept of Rural Futures can be an ambiguous one. The notion of 'futures' does not indicate that this Strategy is able to accurately predict future change in the economic, social or environmental fabric of the Wide Bay Burnett Region. There is no doubt, both anecdotally and empirically, that the rural communities of the Wide Bay Burnett have been affected by economic, social and environmental change – specifically since the 1980s. The focus of this Strategy is to ensure that the appropriate structures are in place to quickly respond to these changes when they occur in the future.

In this respect, the *WBB Rural Futures Strategy* has been developed with three overarching principles in mind:

- Innovation, Commercialisation and Investment
- Collaboration and Cooperation
- Managing Sustainability (social, economic and environmental)

### **Sub-Regional vs. Regional Actions**

While this *Rural Futures Strategy* proposes specific regional actions within the implementation framework, it is important to note from the outset that significant work at a local and sub-regional level will be required to ensure the success of these regional initiatives. In most instances, the regional projects suggested are a response to existing work that is being undertaken at a local level which can be fed into a regional project.

Recommended actions within the implementation plan do not indicate that work has not been undertaken in these areas. The actions suggest ways of reinforcing work that is currently underway through a regionally coordinated approach under the RPAC's guidance and support.

### **Timeframes**

The scope of this *Rural Futures Strategy* is to fit within the five year implementation planning process which is underway within the RPAC at the time of writing. Therefore, all strategies and actions recommended in this document should either be completed or have begun within this five year timeframe.

## The Definition of Rural

It is important to note that the definition of 'rural' used in the development of this Strategy is a geographical one. The *Rural Futures Strategy* specifically refers to those communities which sit outside the urban footprint as defined in the Wide Bay Burnett Settlement Pattern, developed by the Department of Local Government, Planning, Sport and Recreation.

It is vital to consider that agricultural industries are a major industry driver in the Wide Bay Burnett Region and that the vast majority of this industry takes place in the areas outside of the urban footprint. However, this Strategy is not designed to wholly focus on agriculture. This is a holistic document which examines the social, economic and environmental sectors of the Region and their inter-connectivity. Doing this will ensure a focus on balanced and sustained development as referred to in the Regional Vision, articulated in the *Wide Bay Burnett Regional Plan 2007-2026*.

### **Regional Vision**

*The quality of our region's relaxed; balanced lifestyle is widely known and distinguishes the Wide Bay Burnett from other places in Queensland and Australia.*

*It is characterised by ready access to a well managed natural environment which underpins a robust regional economy. This in turn supports better employment opportunities, a range of community services, and a choice of affordable housing options that satisfy the community's needs.*

*People choose to live in or visit the Wide Bay Burnett because it has a strong sense of community and a distinct identity based on the ability of the region to manage its natural resources, settlement pattern, and economy.*

## The Definition of Sustainability

Sustainability should be understood as those measures that have a high likelihood of continuing in the long-term. Simply put, **if it cannot be kept going, it is not sustainable.**

Sustainability embodies characteristics of robustness (capable of withstanding shocks and setbacks), self-reliance (not dependent upon the continued injection of external resources) and efficient (not wasteful of scarce capital - natural, human and financial).

Conservation of natural capital through using less energy and water is now becoming an imperative. National and provincial governments globally are moving to introduce mandatory targets for energy and water consumption and market mechanisms to penalise those who are wasteful of these resources. The Wide Bay Burnett Region will have the benefit of learning from other regions' successes and failures and building on those lessons.

Sustainability is also about interdependence between the various parts of a community. The local economy, the local society and the local environment all need each other to prosper. When local businesses do well, whether they are farmers, traders, professionals or trades people, the benefits they generate spill over into the community in a myriad of ways.

More importantly, the ability to preserve and enhance community assets depends vitally on a proportion of profits being tapped for reinvestment in those assets. Communities cannot maintain much of their social capital without the ability of people to contribute to the sporting clubs, the cultural and social groups that reinforce the social ties and the culture of working together. Similarly, **protecting and enhancing the natural environment requires effort, knowledge and skill but also money.**

## The Present and Future for Wide Bay Burnett Rural Communities

During consultations, participants identified the current issues affecting rural communities with a view to establishing a vision for the future of the Wide Bay Burnett Region's rural areas. It should be said that, regardless of participants' backgrounds in social, industry or government sectors, the issues and visions were consistent. Participants described the current situation for rural communities in the Wide Bay Burnett and then developed visions for the future. These visions form the basis of the *Rural Futures Strategy*.

### **The Current Situation**

Drought was considered the major issue affecting rural communities. Agricultural producers have often put remediation strategies in place, meaning reduced inputs and production and the subsequent higher levels of restructuring and/or unemployment in the sector. The impact of drought on farming families has meant that off-farm income has had to be sought in many instances. The high impact of the drought has been seen in financial and social crises around the Region. Communities' reliance on agriculture, and the impacts of the agricultural sector on social factors was considered the most important issue facing rural communities at this time and changes to this dynamic were considered vital in dealing with a similar situation in future.

The impact of economic policies and subsequent industry deregulation was also a major topic of conversation. Examples have been cited of the effects of such policies. Two industries that have been affected are the dairy and sugar industries. While these deregulated industries continue to have a presence in the Region, the increased global competition, high input costs and the influx of large corporate entities has placed a strain on the competitiveness of small-to-medium sized primary producers in the Region. These issues, along with limits on availability of appropriate labour and strong market pressures, also affect non-regulated agricultural industries such as horticulture.

ICT and transport infrastructure were thought to be lacking in the Wide Bay Burnett Region. Numerous cases were cited of intra-regional and international exporters having difficulties with finding cost-effective and efficient means of transporting their goods to major markets such as Brisbane, Sydney and Melbourne. Lack of access to high-speed broadband in rural communities continues to be a major inhibitor to business growth and development.

Access to tertiary education for people in rural communities in the Wide Bay Burnett Region is lower than in other areas and is, according to statistics, lower in the WBB Region than in other regions. It was considered that lack of access to flexible post-compulsory educational service delivery is the major inhibitor to take-up of these opportunities. Connections were made between post-compulsory education access and limited availability of high-speed broadband internet access as well as the traditionally limited flexibility in post-secondary education; especially for people who are employed full-time on farms or in any other business. It was considered that access to tertiary business education was required for a new generation of primary producers to be competitive in a global marketplace.

Reference was also made to the Wide Bay Burnett Regional Organisation of Councils' recent research commissioned from the National Institute of Economic and Industry Research (NIEIR) into the economic effects of demographic change occurring in the Wide Bay Burnett Region.

Lack of retention and attraction of young people, particularly high-skilled families, and the high impact of population expansion in urban centres and the relative decline or stability of population bases in rural communities was seen as a significant issue affecting the sustainability of rural communities.

## ***The Vision***

Participants in consultation workshops developed visions relevant for Rural Futures Strategic Priorities as identified in the Wide Bay Burnett Regional Plan 2007-2026:

- Rural Sustainability, Growth and Planning
- Rural Industries
- Rural Communities / Rural Living

## **Rural Sustainability, Growth and Planning**

The Region has vibrant communities who work together to build on strengths and to increase competitive advantage with other regions. Engaged communities work hand-in-hand with government to ensure ongoing and effective investment in the region's critical infrastructure such as road, rail, ICT and the maintenance and growth of accessible human services. The sustainability of the Region is enhanced by government planning which responds to industry and community needs in a coordinated way. Such engagement means that there is an increased confidence to invest in Wide Bay Burnett's rural communities.

## **Rural Industries**

The future of rural industries in the Wide Bay Burnett will be dependent on well resourced, well planned and well maintained, modern ICT, transport and social infrastructure and utilities. The Wide Bay Burnett will have parity of infrastructure, services and supply with its metropolitan counterparts and will demonstrate an increased economic performance over time as a result of increased infrastructure investment.

The Region recognises that fostering, enhancing and harnessing knowledge and the attraction of skills lies at the crux of viable industry development. The importance of all sectors of education working together with communities and industry is essential to achieving economic growth. It is also recognised that the attraction and retention of skilled labour in the Wide Bay Burnett will be dependent on the Region working collaboratively to market the advantages of rural living.

Educational and professional development opportunities will be critical to agricultural enterprise owners, managers and staff. In particular, these people will need ongoing skills development in areas such as agricultural business management, supply chain management and marketing. Another critical issue will be building capacity of agricultural managers to document and demonstrate how they meet market and regulatory requirements for food safety, quality assurance, biosecurity, environmental and natural resource management through efficient property business management systems.

Rural communities are assured of the security of their agricultural land and ability to continue normal agricultural operations through coordinated and consolidated planning and development. Governments and industries have fully investigated the most feasible economic models for sustaining the growth of agricultural industries and have implemented initiatives to support viable primary industries and a flourishing value-added sector.

Niche franchises and business networks, innovative industries, and 'tidal business growth' (ie: business growth in response to the movement of people out of the South East Corner), building on existing trends, will herald a new era of economic productivity and a new direction for rural business growth.

This vision will be dependent on government agencies working together, the public and private sectors collaborating in the development of the infrastructure, services and capabilities of the Region and the allocation of sufficient resources to action collaborative plans.

Rural industry operators will have the information and tools available to assist in adapting to climate change.

## **Rural Communities / Rural Living**

The Wide Bay Burnett has a wide diversity of lifestyle, industry and employment options which underpin strong communities. A diversity of lifestyle and industry leads to communities which balance industry development and employment with their social responsibilities. Increased performance of businesses means increased salaries and higher levels of disposable income which is invested locally. Local businesses support local people and a strongly engaged community demonstrates this by investing in itself. The Region's rural villages and towns work hand-in-hand with the urban centres to promote and strengthen each other and to proactively plan for the future.

The Region recognises that the attractiveness of the Wide Bay Burnett is based on well planned and well managed natural assets. While strong economic growth is the basis of the Region's development, this must take place within a regulatory framework which protects our major competitive advantage. Government, industry and communities recognise and support this need for the protection of identified natural assets.

## Rural Futures Strategies

### RURAL SUSTAINABILITY, GROWTH AND PLANNING

#### 1. COORDINATION OF PLANNING INITIATIVES

##### 1.1 Regional Inter-departmental Planning Exercise

###### Purpose

Through the Wide Bay Burnett Regional Co-ordination Group (WBBRCG) the Department of Natural Resources and Water has trialled an inter-departmental planning ('tablecloth') exercise which matches each department's existing policies to the policy actions of the Wide Bay Burnett Regional Plan 2007-2026. This process demonstrates how policy actions are being implemented across the Region and where there are gaps in delivery on actions in the Regional Plan. It is proposed that this process be undertaken in the human services and economic development sectors as well to ensure a clear picture of how departments are delivering on outcomes recommended in the Regional Plan.

###### Desired Outcomes

- Coordination of departmental policies and initiatives in line with the Regional Plan
- Understanding of duplication issues or gaps in policies and service delivery across the Region
- Input the *Rural Futures Strategy* actions into the 'tablecloth' planning matrix to ensure appropriate servicing of rural communities

###### Lead Agencies

DNRW, DOC, DTSDI,

###### Current Actions

- Through the WBBRCG NRW has undertaken this exercise for all agencies with a stakeholding in natural resource management and has indicated that the Department is willing to demonstrate the methodology employed with other sectors as required.

###### Actions Required

- NRW to demonstrate the process to the human services and economic development lead agencies.
- Process to be undertaken in line with previous activity.
- Reporting of outcomes to be undertaken through the RMCN.
- Strategic issues such as duplications and gaps to be dealt with at RMCN level or RPAC if further action is required.

#### Wide Bay Burnett Regional Plan Policy Actions Linked to this Activity

5.1.1 e  
8.1.2 a  
8.1.2 c  
10.1.1 h  
11.1.1 a  
11.3.1 a

## 2. WIDE BAY BURNETT ADMINISTRATION

### 2.1 Wide Bay Burnett Established as a Consolidated Administrative Unit

#### Purpose

The Wide Bay Burnett Region has five distinct regional centres in Bundaberg, Maryborough, Hervey Bay, Gympie and Kingaroy. This unusual position means that service delivery is fragmented across the region and that, in a number of circumstances, services are required to be sought outside of the Region due to various government departmental boundaries. This fragmentation of services is creating some difficulties at a local level with regard to accessibility and equity. Though this proposal is a long-term one, which requires a significant degree of planning and resource analysis, it is considered critical to the ongoing sustainability of rural communities in the Region. The purpose therefore is to seek opportunities to align the service boundaries of State Governments or promote avenues to allow for increased flexibility, co-ordination and efficiency in service delivery and planning.

#### Desired Outcomes

- Better alignment of government departmental boundaries
- Coordinated, flexible service delivery across the Region
- Coordinated planning across government boundaries
- Increased efficiency of service for people living in rural communities in the Region

#### Lead Agencies

All agencies

#### Actions Required

- When departmental review opportunities arise, this action is prioritised for consideration.

Wide Bay Burnett Regional Plan Policy Actions Linked to this Activity
3.1.1 e; 3.3.1 b 8.1.1 a 11.3.1 b

## 3. LAND USE PLANNING

### 3.1 Strategic Protection of Agricultural Land

#### Purpose

It has long been identified that one of the major risks in the growth of this Region is the encroachment of urban and peri-urban development on productive agricultural land. Agriculture is the mainstay of the Wide Bay Burnett's economy and will continue to be so for the foreseeable future and, as such, prime agricultural land should be protected through whatever means are available.

#### Desired Outcomes

- Identification of what constitutes 'agricultural land'
- Development of Agriculture Industry Local Area Plans by Local Government, ensuring detailed consultative and industry engagement processes are used in the development of these plans.
- Mapping of prime agricultural land through GIS databases.
- Investigation of zoning initiatives to protect strategic agricultural land while considering urban and peri-urban development issues.
- Feasibility analysis of agribusiness precincts in across the Wide Bay Burnett Region.

#### Lead Agencies

Local Government, DIP, DPI&F, DNRW

#### Current Actions

- DPI&F will soon be scoping, identifying and prioritising agribusiness precincts across the state for stakeholder investment potential. Agricultural land serviced by Paradise Dam is typical of the sort of area that will come under consideration. To this end, an 'Agribusiness Precinct Framework' has been developed by DPI&F and a template for assessing potential agribusiness precincts has been drafted.

#### Actions Required

- Engagement of agricultural industries by Local Government, particularly to clearly identify their criteria for the successful operation of farms that need to be protected through local government controls and plans.
- Detailed agricultural land use assessment studies
- Undertake a detailed mapping process with industry at a local level
- Detail current zoning issues and seek feedback on suggested changes from industry
- Investigation of changes to zoning to ensure industry needs are met
- Undertake feasibility analyses at a regional level, as appropriate, to determine the feasibility of agribusiness precincts
- Investigate the range of available means of protecting areas of land identified as focus areas for ongoing or future agricultural use that have proven to be effective in other regions (nationally and internationally)
- Analyse the potential impacts of climate change on existing agricultural enterprises / potential agricultural industries and factor this into planning responses

#### Wide Bay Burnett Regional Plan Policy Actions Linked to this Activity

1.1.3 a, b, e; 1.2.1 a, c, d  
3.1.1 g; 3.2.1 a; 3.4.1 c, d  
5.1.1 b, d; 5.3.1 b; 5.4.1 b  
10.9.1 b-e

## 3.2 'Right to Farm' Marketing/Promotion Initiative

### Purpose

With the development of urban and peri-urban areas comes the intersection between residential living and agricultural enterprises. When residential properties are developed around existing farms, the associated issues of access to water, agricultural spraying and noise can become a point of conflict. Given the significance of agriculture to the Wide Bay Burnett's economy, it is important that conflicts are managed in a manner that recognises prior occupancy and prior land uses. It is proposed that local governments develop a "Right to Farm" campaign together with DPI&F and industry bodies which is made available to rural residential developers, prospective buyers and existing ratepayers.

### Desired Outcomes

- Broader community understands the issues of urban and peri-urban development and how these can impact on the agricultural sector.
- Decreased complaints received from peri-urban and rural residential ratepayers.
- Dispute resolution processes developed where they are not available at present.
- 'Right to Farm' underpinned by adherence to 'best management practice' and industry codes of practice.
- Educating industry stakeholders (e.g. developers, real estate agents, buyers) about the importance of agriculture to the Region and associated planning provisions that seek to minimise conflict between rural and non-rural activities.
- Educating primary producers about future land use and encouragement of best practices that minimise off-site impacts of activities on adjoining properties.

### Lead Agencies

Local Government  
DPI&F  
EPA  
DIP

### Actions Required

- Engagement with industry and ratepayers.
- Development of a steering committee including government agencies, farmers, industry groups and affected residents.
- Promotional collateral developed and distributed with rates notices and to strategic stakeholders such as real estate agents.

Wide Bay Burnett Regional Plan Policy Actions Linked to this Activity
1.1.3 e; 1.2.1 b, c; 1.2.2 d 3.1.1 g; 3.4.1 a, b, d

## 3.3 Coordination of GIS Information

### Purpose

Strategic land use planning requires the access to accurate and detailed information about existing uses and future potential through the various planning bodies. Consultation indicates that there is not a consolidated site for the collection and coordination of GIS information from all agencies. Undertaking this exercise is important for planning issues and will provide a strategic advantage within the Regional Investment Strategy which is being proposed within this *Rural Futures Strategy*. Having information on proposed uses of land will mean that developers will be able to access information on possible site location in an efficient manner and be able to understand government agencies' recommendations on the uses of land as mapped in the system.

### Desired Outcomes

- Coordination and consolidation of all GIS data into one location (either geographic or virtual) with universal access to all relevant stakeholders.
- Inclusion of proposed or preferred uses of land in the database to assist in communication and reduction of red tape for developers.
- Access to this information for developers and entrepreneurs to assist in their planning and the broader economic development of the Region.
- Consultation with relevant agencies as data custodians regarding access to, and coordination of, GIS information.

### Lead Agencies

DIP

### Actions Required

- Agreement from relevant agencies to coordinate information
- Technical issues regarding coordination and collection of information established and solutions generated
- Lead agency to input information
- Establish protocols for public access to the database
- Management of the process through the RMCN.

Wide Bay Burnett Regional Plan Policy Actions Linked to this Activity
3.3.1 b, d 5.3.1 c 8.1.2 f 10.1.1 j; 10.5.1 c, d; 10.8.2 b; 10.9.1 b-e 11.2.1 d

## 4. TRANSPORT

### 4.1 Coordination of Alternative Transport Options

#### Purpose

Access to transport services can be difficult for people in rural communities. This has been noted as a major issue in a range of planning initiatives and is seen as a priority under this *Rural Futures Strategy*. There are a number of innovative approaches to coordinating community transport capacity in both the North and South Burnett and these projects could be used as models for other communities to supply the demand for services for those who do not otherwise have access to transport between communities; particularly for health and education related reasons.

#### Desired Outcomes

- More efficient use of community transport assets.
- Coordination between government and non-government agencies.
- Ready access to transport services by people in rural communities at an affordable rate (comparable with urban areas).
- Increased movement between communities creates more efficient service delivery in a range of sectors.

#### Lead Agencies

Queensland Transport

#### Current Actions

- Existing services include:
  - South Burnett Community Integrated Transport Service
  - North Burnett Community Transport Service

#### Actions Required

- Inclusion of existing community transport options in Wide Bay Burnett Integrated Transport Plan (to be completed by mid 2008)
- Feasibility analysis undertaken to map supply and demand at a local government level.
- Community transport assets audited.
- Methods for coordination established in line with existing models.

Wide Bay Burnett Regional Plan Policy Actions Linked to this Activity
6.1.1 f; 6.2.1 a; 6.3.1 a

## **RURAL COMMUNITIES**

### **5. SOCIAL PLANNING**

#### **5.1 Ensuring each local government has a social plan**

##### **Purpose**

A number of communities have developed comprehensive social plans through detailed community consultation. In order for local governments to be proactive in planning and development of social services and initiatives, it is important to have such a plan which is revisited on a regular basis. These plans also form the foundation of regional planning, enabling agencies and non-government organisations to collaboratively plan across the region to ensure the most efficient use of resources. It is recommended that each local government revisits their social plans following the local government reform process to ensure coverage across all communities.

##### **Desired Outcomes**

- Comprehensive social plans developed through each local government
- All rural communities are included in social plans at a Regional Council level
- Detailed community consultation processes employed to ensure accuracy of, and access to, information

##### **Lead Agencies**

WBBHSN  
Local Government

##### **Actions Required**

- Existing social plans to be reviewed by new local governments
- Reviewed social plans released

<b>Wide Bay Burnett Regional Plan Policy Actions Linked to this Activity</b>
5.4.1 c 8.1.1 k, l, m; 8.1.2 h; 8.2.1 e 9.1.1 d; 9.3.1 c, d 10.1.1 o; 10.8.2 d

## 5.2 Regional Social Plan

### Purpose

Once social plans have been reviewed at a local government level, it is recommended that these social plans are reviewed at a regional level in a regional integrated social plan to map key trends and service delivery issues. This information would be used by the Wide Bay Burnett Human Services Network to feed information into the RMCN and, in turn, the RPAC.

### Desired Outcomes

- Regional integrated social plan advisory group established under the WBBHSN.
- Advisory group reviews local government social plans to determine key trends and service delivery issues.
- Advisory group proposes initiatives to promote resource sharing across the region where appropriate.
- Regular reporting of issues to the WBBHSN and RMCN and, where appropriate, to the WBBRPAC.

### Lead Agencies

WBBHSN  
Local Government

### Actions Required

- Local government plans reviewed
- Regional advisory group established under the WBBHSN
- Regional mapping of social and human services through the advisory group
- Integrated social plan developed
- Actions generated to promote resource sharing
- Actions implemented

Wide Bay Burnett Regional Plan Policy Actions Linked to this Activity
5.4.1 c 8.1.1 k, l, m; 8.1.2 g; 8.2.1 e 9.1.1 d 10.1.1 o; 10.8.2 d

## 6. RURAL BUSINESS ASSISTANCE

### 6.1 Register of Rural Business Assistance Service Providers

#### Purpose

Given the economic circumstances being experienced in many rural communities, it is important that ongoing assistance is provided to the business community to enhance business performance where such services are required. A number of departments and private operators provide business development services, but it has been identified that business operators are frequently unable to access these services in a timely manner. It is recommended that a regional online register of business development services is established as a 'one stop shop' for business operators across the region.

#### Desired Outcomes

- Increased access to business assistance service providers
- Accurate and timely information is kept in one online portal
- Users of the portal respond favourably to the access and services provided

#### Lead Agencies

RMCM, BIEDO

#### Current Actions

- Regional database of businesses (including town-based & primary production enterprises) under development,
- Online Professional Services Directory (Business) currently under development,
- Online Learning & Skills Analysis Management System currently under development,
- Existing data from Annual Business Audits currently being collated (to be e-published)
- Capacity of businesses to engage with relevant tools, such as online portals, etc is under development.
- Finite support offered by DPI&F Farm Financial Counsellors and extension staff

#### Actions Required

- Online register established by lead agency
- Register use monitored through online statistics and through user surveys
- Increasing use of, and satisfaction with, the online portal
- Reported satisfaction with services provided through online referral

Wide Bay Burnett Regional Plan Policy Actions Linked to this Activity
5.2.1 c 9.3.1 b 10.1.1 g; 10.6.1 d; 10.7.1 g, h

## **RURAL INDUSTRIES**

### **7. EDUCATION**

#### **7.1 Create a Regional Education Planning Framework**

##### **Purpose**

A Regional Education Planning Framework would create a mechanism for all key stakeholders in the provision of educational services in the Region to communicate and strategise for the development of the sector in the future. The framework would be designed to be able to communicate with, and respond to, rural communities to establish demand for educational programs relevant to needs.

Such a Framework would include senior management from Central Queensland University, University of Southern Queensland, University of Sunshine Coast, Wide Bay Institute of TAFE, Department of Education and the Arts and independent schools. The primary outcome of such collaboration would be the identification of articulation options from compulsory to post-compulsory education and the development of programs which support demand from the region through an ongoing consultative process. The Framework would be intrinsically linked to the Senior Schooling / ETRF Committees in each sub-region to ensure an on-the-ground connection with school principals and community leaders.

##### **Desired Outcomes**

- Specific strategies for the engagement of rural communities and the ongoing development of programs specific to the needs of rural communities.
- Increased participation in post-compulsory education by people in rural communities.
- Development and provision of flexible post-compulsory education to rural communities based on specified needs.
- Education sector working closely with industry on a regional basis to plan for education and skills development in the Wide Bay Burnett.
- Investigation of creative options for flexible education delivery (e.g. Through sponsored internships/cadetships)
- Increased retention of young people in the Wide Bay Burnett Region.

##### **Lead Agencies**

WBBRPAC  
DETA  
BIEDO

##### **Current Actions**

- DPI&F's Rural Skills and Labour Strategy is a commitment to improve skills and labour in Queensland's primary industries. The strategy support DETA's Queensland Skills Plan, launched by the Premier in March 2006 and establishes DPI&F as the lead agency for coordination and advice to DETA and other external agencies on training and development needs of primary industries. DPI&F is working with Industry to achieve industry-owned solutions to skill, training and labour supply issues for primary industries and targeted DETA investment in vocational education and training. Dedicated staff have been appointed to the WBB region to action this strategy.
- Agribusiness Skills Formation Strategies in place in Bundaberg region (Production Horticulture) and Burnett Inland (Agribusiness)
- Agricultural Training Groups convened by Australian Agricultural College Corporation in Bundaberg region, South Burnett region and North Burnett region

- Education Queensland (North Burnett Region) establishing “host school” model through which identified schools become the specialist school with curriculum aligned to identified industry needs (eg. Agriculture; manufacturing; engineering; tourism; aviation)
- Industry-led workforce development plan for Bundaberg Horticulture had been developed
- Development has commenced on careers pathway promotional material for Production Horticulture designed to increase attract people to employment in the industry

## **Actions Required**

- Agreement for all agencies to collaborate
- Defining roles and responsibilities within the group
- Undertake a strategic plan initially focusing on rural communities
- Outline KPIs and measurement tools

<b>Wide Bay Burnett Regional Plan Policy Actions Linked to this Activity</b>
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3.3.1 b 5.1.1 f; 5.2.1 c; 5.4.1 c 6.2.1 e 7.6.1 a 8.1.2 b, k, n, j 9.3.1 d 10.7.1 d, e, f, k; 10.8.2 d; 10.9.1 f
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## 7.2 Formal Collaboration between academic/research and rural business communities.

### Purpose

The Wide Bay Burnett Region has three universities spanning the coastal strip: Central Queensland University, University of Southern Queensland and University of Sunshine Coast. The academic/research capacities of these universities have the potential to have a significant impact on sustainable planning and development across economic, social and environmental sectors within the region if activities are coordinated between universities, industries and government agencies.

### Desired Outcomes

- Coordination of university research capacities and the promotion of these capacities to government, industry and community stakeholders.
- Development of a clearinghouse for industry and rural sustainability research which both responds to, and drives, the economic development of industry sectors in the Region based on strong communication and collaboration with industry. Queensland Department of Primary Industries and Fisheries and the Burnett Mary Regional Group for Natural Resource Management would be initial partners in this project. Other partners will be determined in the future as required.
- Undertaking industry viability and benchmarking would be a key outcome of the Clearinghouse.

### Lead Agencies

Universities, DETA, BIEDO

### Current Actions

- Memorandum of Understanding being developed and signed between three universities.
- DPI&F and BMRG engaged in negotiation process.
- Bundaberg Horticulture Workforce Development Plan and similiar work being progressed in Inland Burnett.

### Actions Required

- Consultation with established industry research and development providers.
- In line with the MOU, specific planning to establish both a Rural Industries Research and Development Centre and a Rural Sustainability Research Centre with key government and industry partners.
- Management groups established and responsibilities assigned.
- A Chair assigned to each Centre who is responsible for overseeing their development.
- Strategic and business planning carried out for the Centres.
- Cooperative funding sought for key initiatives which respond to strategic and business plans.
- KPIs generated and measured regarding key initiatives.
- Reporting of activity through WBBRPAC.

*Continued over...*

Wide Bay Burnett Regional Plan Policy Actions Linked to this Activity	
Rural Sustainability Research Centre	Rural Industries R&D Centre
1.1.1 c, d, e, h; 1.1.2 a, b, d 1.2.2 a, c, e; 1.2.3 c; 1.3.1 c 2.1.1 b; 2.3.2 a 5.1.1 d; 5.2.1 a, c 8.2.1 j 9.3.1 c 10.7.1 f; 10.8.2 e	1.1.1 c, d, h; 1.1.2 a, b, c; 1.2.2 a 1.3.1 c 2.1.1 b; 2.3.2 a 5.1.1 d; 5.1.1 f; 5.2.1 a, c; 5.3.1 a 7.6.1 a 8.2.1 j; 8.3.1 e, f 9.3.1 c 10.1.1 i; 10.3.1 a; 10.7.1 a, b, f, h; 10.8.2 e; 10.9.1 a

## 8. REGIONAL INFRASTRUCTURE

### 8.1 Establishment of a Regional Infrastructure Planning Group

#### Purpose

To ensure a coordinated and collaborative approach to critical economic and social infrastructure delivery in the Region. Such a group could include the WBBRPAC, DIP, DTRDI, QR, Port of Brisbane Corporation (Bundaberg Port), Gladstone Port Authority, Transport, Emergency Services, Education, Health, Local Government, WBBACC, key industry bodies, key community representatives.

#### Desired Outcomes

- Collaboration between government, industry and community leaders in planning infrastructure development in the region.
- Development of a Wide Bay Burnett Infrastructure Strategy which prioritises infrastructure developments and spending in the Region.
- Mapping of current infrastructure and mapping of future demand.
- Increased high-speed broadband internet access for rural communities.
- Decreased transport input costs for exporters from the Region.
- Ongoing development and maintenance of key road and rail links in line with current and future industry demand.
- Specialised storage facilities for agricultural produce (for example, temperature controlled and vermin proof).
- Work in line with the Regional Investment Strategy to support economic development outcomes for rural communities.
- Inclusion of 'green infrastructure' planning.

#### Lead Agencies

WBBRPAC, DTRDI, DIP, Local Government

#### Actions Required

- Establishment of the Regional Infrastructure Planning Group.
- Key agencies and representatives engaged.
- Audit and mapping completed.
- WBB Regional Infrastructure Strategy Developed.
- Specific links made with WBB Regional Investment Strategy.
- Funding sought through collaborative activity to support key initiatives from the Regional Infrastructure Strategy.

Wide Bay Burnett Regional Plan Policy Actions Linked to this Activity
3.1.1 c, g, h, j; 3.3.1 b; 3.4.1 d 5.1.1 d; 5.2.1 a, b; 5.3.1 c; 5.4.1 a, c 6.2.1 e; 6.3.1 f; 6.4.1 b 7.1.1 a, b; 7.2.1; 7.3.1; 7.4.1; 7.5.1; 7.6.1 8.2.1 d 10.1.1 e, o; 10.4.1 f; 10.7.1 j; 10.8.1 d, h; 10.8.2 a, d 11.1.1 a

## 9. REGIONAL INVESTMENT

### 9.1 Regional Investment Strategy

#### Purpose

To ensure coordinated and effective use of resources to market the Region and to attract investment to the region to support a range of regional development initiatives.

#### Desired Outcomes

- Clear understanding of regional assets through an audit of existing land use and available industrial land (see item 3.3 – Coordination of GIS information)
- Coordinated regional marketing approach with clear campaigns designed to both retain and attract target markets
- Investigate innovative ways of stimulating and supporting investment in the region; particularly in rural communities.
- Brokering projects designed to achieve investment in the region; especially in rural communities.
- Develop and test regional branding
- Capitalise on the Regional Vision – the focus on marketing lifestyle and natural assets
- Development of a 'Buy Local' campaign based on food and produce. Build this into existing food, wine and tourism product together with TQ and RTOs
- Support Local Governments' marketing initiatives through the WBBROC
- Regional Investment Strategy supported by specialist marketing and industry development staff
- Strategy based on community engagement processes

#### Lead Agencies

WBBRPAC, DTRDI

#### Current Actions

- Country Coast branding
- Country Coast portal
- WBBROC proposal to support regional investment and marketing

#### Actions Required

- Mapping of agricultural and industrial land through coordination of GIS information and other enhancement and extension activities
- Strategy developed
- Funding achieved
- Specialist staff employed
- Campaigns developed

Wide Bay Burnett Regional Plan Policy Actions Linked to this Activity
1.2.1 a 3.3.1 d 5.1.1 e; 5.2.1 a; 5.3.1 c; 5.4.1 c 7.6.1 b 8.1.2 b, f; 8.3.1 c, e; 8.4.1 d 9.3.1 a 10.1.1 e, h, j, k, l; 10.2.1 b, d; 10.3.1 a, c, d; 10.3.2 a, b, d; 10.4.1 f; 10.5.1 c, d, e; 10.7.1 c; 10.8.1 c, h; 10.8.2 c; 10.9.1 a

## 10. INDUSTRY ENGAGEMENT

### 10.1 Creation of Cross-Sectoral Rural Industry Advisory Groups

#### Purpose

For government agencies to understand issues affecting rural industries, it is important for industry groups to have ongoing structures and processes for engaging with agencies at a regional level. The creation of rural industry advisory groups could occur on an as-needs basis, with specific, short-term priorities placed on current and future industry drivers which are seen of significance to the ongoing competitive advantage of the Region (e.g. Primary industries value adding, tourism). To ensure engagement at the highest level of planning in the region, these groups could be established at a local government level and feed into a regional advisory group which reports to the RPAC as a standing agenda item. It is assumed that industry bodies such as AgForce, Queensland Farmers' Federation, Growcom and local growers and producers' organisations would be represented on these cross-sectoral advisory groups.

#### Desired Outcomes

- Ongoing engagement between local, state and federal government agencies and key industry sectors at a local and/or regional level.
- Industry sectors able to make collaborative contributions to regional planning and strategic initiatives which will affect the economic development of the Region.
- Increased performance of key industry sectors as measured against defined strategies.
- Industry sectors proactive in their response to government initiatives.
- Advisory groups resourced through industry brokers.
- Industry brokers act as coordinators and managers of industry strategies.
- Brokers demonstrate, through increased government and private investment, returns to the Region in economic terms.

#### Lead Agencies

Dependent on Industry Issues

#### Current Actions

- RTOs establishing Tourism Advisory Groups. Recommended that specific TAGs be established in North Burnett and South Burnett Regions.
- AIEM representing the manufacturing sector in the Region. Collaborative programs developed between AIEM and DTRDI.
- Bundaberg Horticulture Skills Formation Strategy
- Inland Burnett Agribusiness Skills Formation Strategy
- Agricultural Training Groups convened by Australian Agricultural College Corporation in Bundaberg region, South Burnett region and North Burnett region
- BIEDO has established a range of regional industry advisory networks and a system for engagement and response.
- BIEDO has business and industry databases which can be the basis of advisory group growth

*Continued over...*

## Actions Required

- Rural Industry Advisory Groups established based on demand and/or opportunity
- Investigation of suitable models of engagement (including the Far North Queensland Regional Industry Advisory Group)

Wide Bay Burnett Regional Plan Policy Actions Linked to this Activity
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5.2.1 a, c; 5.3.1 c 6.4.1 b 8.1.2 b; 8.3.1 e 9.3.1 d 10.2.1 a, f; 10.3.1 b, e; 10.7.1 k; 10.8.1 h; 10.9.1 b-e 11.1.1
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## 11. REGIONAL EXPORT

### 11.1 Establishment of a Regional Export Consolidation Process

#### Purpose

Smaller exporters find it costly to get shipments smaller than one container to market. One of the key identified ways of boosting the economy of the Wide Bay Burnett Region is to encourage export – both intra-regionally and internationally. In order to support small exporters, who may also be early stage exporters, a process of consolidating freight would lower prices. But this can only happen when exporters and service agencies work together. It is proposed that this process would be driven jointly by DTRDI and Austrade.

#### Desired Outcomes

- Identification of quantity of small exporters in the Wide Bay Burnett Region.
- Undertake a feasibility study into the development of a regional export consolidation process, coordinated by one lead agency.

#### Lead Agencies

DTRDI

#### Actions Required

- Establishment of a lead agency.
- Establishment of export consolidation project steering committee.
- Establish a funding source for the feasibility study.
- Create a Request for Tender document for the development of the feasibility study.
- Analyse the results of the feasibility study and report back through the WBBRPAC.
- Decide whether to progress on developing the project.

Wide Bay Burnett Regional Plan Policy Actions Linked to this Activity
5.2.1 a; 5.3.1 c 6.4.1 a, b 10.1.1 h; 10.3.1 a; 10.9.1 f

## 12. TOURISM

### 12.1 Role of Regional Tourism Organisations

#### Purpose

Consultation indicated that, while the Region has an enormous potential for tourism, the capacity of operators and the quality of some of the tourism product needs to be enhanced to be attractive to the high-end tourism market. It seems that one of the keys to tourism development in the Wide Bay Burnett, in addition to the existing efforts in destination marketing, is the capacity building of the sector. Capacity building may mean business development and/or training in product development, collaborative project and/or product development, as well as strategic sector planning and development at a sub-regional level. This hands-on approach to tourism business development seems critical in the Region at this time.

#### Desired Outcomes

- Development of Tourism Action Groups (TAG) at a sub-regional level (e.g. North Burnett TAG, South Burnett TAG)
- Destination Action Group informing regional collaboration between Fraser Coast Tourism and Bundaberg Region Tourism
- Collaborative marketing projects developed between Fraser Coast Tourism and Bundaberg Region Tourism around key natural assets (such as Fraser Island)
- Increasing emphasis on tourism business development delivered through RTOs
- Measured increase in business performance of those enterprises assisted by RTOs

#### Lead Agencies

Bundaberg Region Tourism, Fraser Coast Tourism, Tourism Queensland, Local Tourism Officer (South Burnett)

#### Current Actions

- Queensland Tourism Strategy
- Regional Tourism Infrastructure and Investment Planning Process
- Destination Management Plans for Fraser Coast and Bundaberg Region RTOs
- Bundaberg Region Limited Tourism Skills Formation Strategy
- Bundaberg Region Limited North Burnett Regional Tourism Development Coordinator

#### Actions Required

- Mechanism for collaboration between Fraser Coast and Bundaberg RTOs
- Destination Management Officer to identify cross regional activities
- Business development officers to measure existing business performance (e.g. North Burnett Hinterland Tourism Officer)
- Business development officers to work with businesses on an individual level to boost performance where required by the business
- RTOs to measure increases in business performance on an annual basis through confidential surveys

Wide Bay Burnett Regional Plan Policy Actions Linked to this Activity
10.1.1 h; 10.3.2 c; 10.4.1 b, d, f; 10.6.1 c; 10.9.1 f 11.1.1

## 12.2 Development of alternative tourism products

### Purpose

The Wide Bay Burnett has infinite potential to grow as a tourist destination based on existing natural assets, lifestyle and location. Tourism Queensland and Regional Tourism Organisations have existing strategies for product development and these opportunities could be enhanced by building on existing drive markets and market gaps in eco-tourism, sports tourism, conferencing, cultural tourism, heritage and indigenous tourism.

### Desired Outcomes

- Markets analysed and mapped based on market gaps outlined above
- Building on existing themed routes
- Linking tour operators with local cultural tourism and food and wine options
- Linking heritage and cultural tourism
- Link to the Regional Recreation and Sport Strategy
- Create a strategic plan for developing the niche conferencing market in rural communities
- Link with 12.1 outcomes in terms of industry engagement, capacity building and business development
- Broaden the current perception of rural land owners and investors about the opportunities to earn alternative incomes outside of traditional agricultural pursuits.
- Further investigation of the backpacker industry and its connection to the agriculture/horticulture sector specifically in terms of tourism product development.

### Lead Agencies

Tourism Queensland, RTOs, LTOs

### Current Actions

- Branded trails and roads
- Regional Recreation and Sport Strategy being developed by DIP (Sport & Recreation)
- Queensland Tourism Strategy
- Destination Management Plans
- Regional Tourism Infrastructure and Investment Planning

### Actions Required

- Industry engaged at a local level based on current strengths and/or aspirations
- Collaborative planning and product development initiated
- New product success measured and reported

Wide Bay Burnett Regional Plan Policy Actions Linked to this Activity
1.1.3 b 2.4.1 a, e, f 5.2.1 a 9.2.1 a; 9.3.1 a 10.3.2 e; 10.4.1 a, b, e, f; 10.6.1 c

## **RURAL LIVING**

### **13. AGED CARE**

#### **13.1 Development of an Aged Care Cluster**

##### **Purpose**

Aged care has regularly been identified as a strength and an increasing opportunity for the Wide Bay Burnett Region. However, consultation has indicated that there is no mechanism in place for regional strategic development of the sector. In order for this to happen, a significant industry engagement process needs to be undertaken, creating an aged care cluster which can work collaboratively to develop sector and, therefore, individual enterprises. It is important that the sector works closely with planning agencies to ensure a proactive approach to the future provision of services to ensure adequate access for a population which is increasing in age. It is proposed that this project is led by Department of Health.

##### **Desired Outcomes**

- Engagement between the aged care sector and government agencies
- Strategic sector-based planning based on collaborative action
- Industry communicating effectively and proactively with developers and investors

##### **Lead Agencies**

Health, WBBHSN

##### **Actions Required**

- Strategic partners identified
- Key people approached to join the aged care cluster
- Cluster develops a strategic sector plan
- Actions taken on strategic sector plan to address key issues

<b>Wide Bay Burnett Regional Plan Policy Actions Linked to this Activity</b>
8.1.1 j; 8.1.2 b; 8.2.1 d 10.8.2 d; 10.9.1 f

## 14. HOUSING

### 14.1 Wide Bay Burnett Regional Housing Board Recognised as Key Stakeholder

#### Purpose

It is critical to ensure that a mechanism is in place that can input into regional planning including proposed major developments in the region regarding the potential impact and future requirements for housing and support. The Wide Bay Burnett Regional Housing Board (WBBRHB) should be included in any consultations regarding any housing issues across the region.

#### Desired Outcomes

- WBBRHB to liaise with Regional Councils across the Wide Bay Burnett to enhance awareness of housing priorities in their communities and to develop their capacities to support communities to respond to housing needs.
- Community, business and industry engaged to ensure knowledge and understanding of housing issues and trends.
- Coordination of response to issues around housing and related themes.
- WBBRHB considered as a key stakeholder in liaising with the Technical Planners Group (a sub-group of the WBBRPAC).

#### Lead Agencies

DOH, WBBRHB

#### Actions Required

- Formal recognition of the WBBRHB's status as a key stakeholder through existing coordination processes
- Formal connection between the Technical Planners Group and WBBRHB
- Ongoing consultations with WBBRHB

Wide Bay Burnett Regional Plan Policy Actions Linked to this Activity
4.2.1 j 5.2.1 b, 5.4.1a 8.2.1 c-d 9.3.1 c 11.5.1

## 14.2 Strategic Approach to Community Managed and Public Housing Planning

### Purpose

A coordinated, strategic approach is needed in terms of understanding the issues and data around housing (including affordability) in the Wide Bay Burnett Region. This project aims to bring the university, government, community and private sectors together to create a strategic approach to community managed and public housing provision.

### Desired Outcomes

- Provision of up-to-date quantitative research on housing finance, affordability, availability and accessibility in rural communities
- Identify housing priorities in rural communities and link these to funding allocations
- Build partnerships with financial institutions and other key stakeholders in developing commercially viable products and services around housing initiatives to support rural communities
- Community education in identified key housing priority areas

### Lead Agencies

DOH, WBBRHB

### Actions Required

- Create strong links with stakeholders from university, government, community and private sectors to create strategic approaches to housing provision
- Develop detailed local profiles of existing housing stock
- Work with universities to research housing needs and priorities in rural communities
- Research and promote innovative affordable housing options
- Research current issues pertaining to housing finance in rural communities
- Engage with financial institutions as well as industry and business stakeholders to investigate new, innovative partnerships in the development of products for rural communities
- Identify sustainable tenancy opportunities for rural communities

Wide Bay Burnett Regional Plan Policy Actions Linked to this Activity
4.2.1 5.4.1 8.1.2 b, 8.3.1

## 15. VOLUNTEERISM

### 15.1 Coordinate Volunteer Databases

#### Purpose

Volunteer numbers are dwindling in the Region. This is seemingly part of a national and international trend. However, the enormous social and economic impact of volunteering is such that this trend is alarming. It has also been identified that the Wide Bay Burnett has a larger than average population of retired or semi-retired people who are an excellent resource for volunteer organisations. A number of organisations, including BIEDO and Wide Bay Volunteers, keep volunteer databases, but this is not consistent across all rural communities in the Region. It is proposed that organisations that house existing volunteer databases are resourced to enhance the databases on a sub-regional level to ensure access across all communities. This resourcing would need to include promotion and development of volunteerism in the region in order for the project to be effective.

#### Desired Outcomes

- Enhancement of existing volunteer databases
- All communities have access to a volunteer database
- Volunteerism and the registration on volunteer databases is widely promoted
- Use of volunteer databases increases – both in registrations and placements

#### Lead Agencies

Wide Bay Volunteers

#### Current Actions

- BIEDO
- Wide Bay Volunteers

#### Actions Required

- Funding sourced
- Agencies / organisations housing volunteer databases resourced
- Databases promoted and developed

Wide Bay Burnett Regional Plan Policy Actions Linked to this Activity
5.4.1 c

## 16. CHILD CARE

### 16.1 Demand analysis of child care services and facilities in rural communities

#### Purpose

Access to child care facilities is a major economic enabler. The economics of the Region mean that many households require a double income and, in order to maintain their family life, require access to good quality child care services and facilities. Consultation indicates that, in some communities, this access is limited. In order to fully understand the extent of the issue and to effectively plan for the improvement of facilities and/or services, a detailed audit of the supply and demand of child care needs to be undertaken.

#### Desired Outcomes

- Empirical evidence of supply and demand of child care facilities and services in rural communities
- Planning undertaken to fill gaps in supply
- Child care sector clearly engaged in the process

#### Lead Agencies

DOC

Local Government

#### Actions Required

- Funding for analysis sought
- Request for Tender developed
- Consultant engaged to undertake audit of supply and demand
- Results of report analysed
- Actions established to assist in filling supply gaps

Wide Bay Burnett Regional Plan Policy Actions Linked to this Activity
5.4.1 c 8.2.1 d 10.8.2 d

## 17. YOUNG PEOPLE

### 17.1 Youth Engagement Policies and Processes Established through Local Government

#### Purpose

The NIEIR Report clearly indicates that one of the most important economic development strategies for the Wide Bay Burnett is to attract young skilled people to return to prosper in rural areas. Retention of people, as is widely reported in employment and training literature, is far less costly than attraction and, with this being the case, engagement of young people in the community is vital from an early age. Though there are a range of services for young people in response to social issues, it is important to foster entrepreneurship and proactive planning and engagement as well. Local governments have the opportunity to engage young people in planning for the future of communities and to be engaged in projects which seek to develop communities.

#### Desired Outcomes

- Young leaders identified in schools and engaged in proactive planning and community development projects
- Young people actively engaged at a local government level

#### Lead Agencies

Local Government

#### Current Actions

- Youth Councils
- Wide Bay Burnett Youth Network
- Review of Wide Bay Burnett Strategic Plan for Young People

#### Actions Required

- Local Government to specify responsibility of a staff member or local agency
- Local Government to resource processes
- Young people engaged through schools and other organisations
- Collaborative planning undertaken
- Initiatives established and driven by young people which work towards community development outcomes

Wide Bay Burnett Regional Plan Policy Actions Linked to this Activity
5.2.1 a; 5.4.1 c 8.1.2 b 9.1.1 g; 9.3.1 d 10.6.1 a

## 17.2 Coordination of the Wide Bay Burnett Youth Network

### Purpose

The Wide Bay Burnett Youth Network has been established for some time. It has an established web site / directory which is designed to communicate youth initiatives and services at a regional level. Due to funding, this coordination has not occurred for some time. It has been identified that this regional project is vital to the support of the youth development network and is also a vital asset in strategically mapping and developing the youth sector in the Region.

### Desired Outcomes

- Ongoing funding and coordination of the Wide Bay Youth Network
- Regional engagement of youth sector workers
- Web site active and maintained
- Regional Youth Network meets regularly and is engaged in strategic planning initiatives
- Actions from plans are implemented and measured

### Lead Agencies

DOC

### Actions Required

- Local Government to specify responsibility of a staff member or local agency
- Local Government to resource processes
- Indigenous communities engaged through Traditional Owners and local Indigenous organisations
- Collaborative planning undertaken
- Initiatives established and driven by Indigenous communities which work towards community development outcomes

Wide Bay Burnett Regional Plan Policy Actions Linked to this Activity
5.2.1 a; 5.4.1 c 8.1.2 b 9.1.1 g; 9.3.1 d

## 18. INDIGENOUS COMMUNITIES

### 18.1 Indigenous Engagement Policies and Processes established through Local Government

#### Purpose

To ensure ongoing and effective dialogue between local governments and indigenous communities. This will enable proactive initiatives to solve community issues and provide access to local governance approaches by indigenous communities.

#### Desired Outcomes

- Permission granted from Indigenous communities to undertake this engagement process.
- Engagement processes and resources collaboratively designed by indigenous communities and local governments.
- Processes and resources deployed through local government as determined at a local level.
- Indigenous communities engaged in proactive planning and development of community initiatives.
- Feedback mechanism developed to ensure ongoing engagement and interaction with a range of communities and organisations on Indigenous issues.

#### Lead Agencies

Local Government  
ATSIP

#### Actions Required

- Consultation between local governments and indigenous communities and organisations.
- Engagement processes discussed and negotiated.
- Agreement reached on the most appropriate engagement processes and resources required.
- Resources established through local governments.
- Processes applied and both local governments and indigenous communities see demonstrable results from proactive planning initiatives.

Wide Bay Burnett Regional Plan Policy Actions Linked to this Activity
2.4.1 e, f 5.2.1 a; 5.4.1 c 8.1.2 b 9.1.1 a, g; 9.3.1 d

## Implementation Plans

### RURAL SUSTAINABILITY, GROWTH AND PLANNING

Project	Timeframes	Lead Agencies	Partners	Possible Funding
<b>1. Coordination of Planning Initiatives</b>				
1.1 Regional Inter-departmental planning exercise	2007-08	DNRW DOC DTSDI	RMCN	Within existing resources
<b>2. Wide Bay Burnett Administration</b>				
2.1 Wide Bay Burnett established as a consolidated administration unit	2011	All agencies	All agencies	Within existing review processes and structures
<b>3. Land Use Planning</b>				
3.1 Strategic protection of agricultural land	2009	Local Government DIP DPI&F DNRW	BMRG	
3.2 'Right to Farm' marketing/promotion initiative	2008	Local Government DPI&F EPA DIP	BMRG	
3.3 Coordination of GIS information	2009	DIP	DNRW EPA Local Government BMRG DTRDI	
<b>4. Transport</b>				
4.1 Coordination of alternative transport options	2008-09	QT	WBBHSN BIEDO CDO network Transport operators DOC	

### RURAL COMMUNITIES

Project	Timeframes	Lead Agencies	Partners	Possible Funding
<b>5. Social Planning</b>				
5.1 Ensuring each local government has a social plan	2008-09	WBBHSN Local Government	DOC CDO network	
5.2 Regional Social Plan	2009-10	WBBHSN Local Government	DOC CDO network	
<b>6. Rural Business Assistance</b>				
6.1 Register of rural business assistance providers	2008	RMCN BIEDO	DTRDI Chambers of Commerce	

## RURAL INDUSTRIES

Project	Timeframes	Lead Agencies	Partners	Possible Funding
<b>7. Education</b>				
7.1 Create a regional education planning framework	2008	WBBRPAC DETA, BIEDO	USQ, CQU, USC WBITAFE	
7.2 Formal collaboration between academic /research and rural business comm..	2007-08	Universities DETA BIEDO	WBITAFE Industry groups DPI&F DNRW BMRG	
<b>8. Regional Infrastructure</b>				
8.1 Establishment of a Regional Infrastructure Planning Group	2008	WBBRPAC DTRDI DIP Local Government	QR Port of Brisbane (Bundaberg) Gladstone Port Authority QT Emergency Services Health DETA Sun Water Energex Telstra OPEL Industry Groups DOC	
<b>9. Regional Investment</b>				
9.1 Regional Investment Strategy	2008	WBBRPAC DTRDI	WBBROC Local Government Invest Queensland WBBACC TQ RTOs DNRW DPI&F DOC	
<b>10. Industry Engagement</b>				
10.1 Creation of Rural Industry Advisory Groups	2007 +	Dependent on industry issue	All relevant agencies Local Government WBBRPAC	
<b>11. Regional Export</b>				
11.1 Establishment of a regional export consolidation process	2008-09	DTRDI	AusTrade AusIndustry QR Airlines Industry DPI&F	
<b>12. Tourism</b>				
12.1 Role of Regional Tourism Organisations	2008	TQ, RTOs, LTOs	RTOs Industry	
12.2 Development of alternative tourism products	2008 +	TQ, RTOs, LTOs	RTOs and Industry	

## RURAL LIVING

Project	Timeframes	Lead Agencies	Partners	Possible Funding
<b>13. Aged Care</b>				
13.1 Development of an Aged Care Cluster	2008	Health	WBBHSN CDO network Aged care facilities and service providers Local Government DOC	
<b>14. Housing</b>				
14.1 Wide Bay Burnett Regional Housing Board Recognised as Key Stakeholder	2007	DOH WBBRHB	WBBHSN Local Governments RMCN DIP BIEDO DOC	
14.2 Strategic Approach to Community managed and and Public Housing Planning	2008	DOH WBBRHB	WBBHSN BIEDO DOC	
<b>15. Volunteerism</b>				
15.1 Coordination of volunteer databases	2008-09	Wide Bay Volunteers	WBBHSN BIEDO CDO network DOC	
<b>16. Child Care</b>				
16.1 Demand analysis of child care services and facilities in rural communities	2009	DOC Local Government	WBBHSN CDO network Child care peak bodies Child care operators	
<b>17. Young People</b>				
17.1 Youth engagement policies and processes established through Local Government	2008	Local Government	DOC Youth network CDO network	
17.2 Coordination of the Wide Bay Burnett Youth Network	2007-08	WBBHSN DOC	Youth network CDO network	
<b>18. Indigenous Communities</b>				
18.1 Indigenous engagement policies and processes established through Local Government	2008	Local Government ATSIP	Traditional Owners Land Councils Indigenous Organisations BMRG Traditional Owners Working Group	

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## APPENDIX A: Methodology

### ***Rural Futures Discussion Paper***

Starfire Solutions was contracted, in 2006, to develop a Discussion Paper for the WBBRPAC which proposed a process for undertaking the *Rural Futures Strategy*. The research and consultations in the Discussion Paper project focused on determining current and potential future drivers of change to create a framework for decision-making on future strategies for the development of rural communities. Such drivers create the context for social interactions and the development of the culture of regional and rural places. Therefore, it is important to identify and strengthen these drivers. The WBB Region's drivers, or enablers of change, identified through research and consultation, are as follows:

#### **CURRENT DRIVERS**

- Property (commercial development and home ownership)
- Agriculture/Horticulture (e.g. sugar cane, citrus, macadamia nuts, seafood, grazing and feedlotting)
- Manufacturing
- Property development
- Education
- Health
- Other Queensland and Australian Government Services
- Local Governments
- Professional Services
- Tourism

#### **FUTURE DRIVERS**

- Tourism
- Aquaculture
- Mining
- Aged Care
- Value adding
- People – quality of products and services revolves around people
- Small business sector
- Health
- Alternative Fuels
- Aviation
- Property
- ICT infrastructure
- Expanding current industries
- Attracting and retaining people in line with NIEIR recommendations / WBBROC strategies
- Climate change – finding innovative local approaches to emission control/trading, etc.
- Port of Bundaberg
- Regional exports
- Home based 'lifestyle' industries – when measured as an aggregate
- Advanced Manufacturing
- Food Processing
- Marine Industry

## ***Desktop Research***

The first phase of the project was to undertake an extensive desktop review of existing plans and strategies relevant to the Wide Bay Burnett's rural communities. The list of documents reviewed can be found in the Bibliography section.

## ***Consultations***

The consultation process took place from June to August 2007 and included face-to-face consultations, three workshops around the Region and presentations to a number of forums. A list of those people and organisations consulted can be found in Appendix C.

Consultations focused on defining the current situation, outlining key issues to address to turn around any negative influences in the present and specifying projects that may address those issues in a planned and proactive way. The three principles of 'future proofing' the Region were used as a stimulus to these discussions. These principles are defined in the Scope of the Project section earlier in this document as:

- **Innovation, Commercialisation and Investment**
- **Collaboration and Cooperation**
- **Managing Sustainability (social, economic and environmental)**

## APPENDIX B:

### Rural Futures – *Wide Bay Burnett Regional Plan 2007-2026*

## 5. RURAL FUTURES

Rural communities, industries and environments make an important and often under-recognised contribution to the region's quality of life. The Wide Bay Burnett's rural communities are a significant contributor to Queensland's economy in the agriculture, grazing, forestry and fishing sectors.

Rural areas and the communities they support contribute greatly to the character of a region, and to the regional economy as a whole. Local business transactions also play an important role in sustaining communities and the vitality of the rural industries in an area. In these constantly changing times, rural communities and industries are facing financial, economic, social, environmental and climate challenges. Whilst it is critical for a healthy region to ensure rural communities and industries remain viable and sustainable, rural issues must be considered in the context of the national and international economic and social climate.

Along with increasing global competition key issues affecting the profitability of the rural sector include market access, the accessibility and cost of water, the availability and affordability of labour, the increase in regulation and the uncertainty surrounding climate change. In some locations industry-specific issues dominate, such as the deregulation of the dairy industry or the viability of sugar cane farming.

### 5.1 Rural Sustainability, Growth and Development

**Objective:** To recognise the significant role rural communities play in the Wide Bay Burnett and support and encourage healthy and viable rural enterprises that enhance the interdependence of urban and rural communities.

#### Policy Principle

5.1.1 **Conserve and manage rural areas to enhance their ongoing contribution to the regional economy, rural industries and the regional landscape.**

#### **Policy Actions**

a

Undertake a Rural Futures Strategy aimed at achieving the following objectives:

- maintaining viable farm sizes and the ability to continue farming practices;
- protecting productive rural lands from incompatible land uses;
- identifying alternative economic uses of rural land;
- ensuring suitable management of peri-urban areas;
- providing infrastructure, facilities and transport services in rural areas; and
- encouraging growth in rural towns and villages.
- aligned with and complements Blueprint for the Bush initiatives

**DLGPSR**  
DoC, WBBROC  
Industry Groups

**b**  
Ensure planning scheme policies discourage the subdivision of rural land parcels into sizes that are unlikely to be economically, ecologically or socially sustainable in the long term.

**Local Government**  
NRW, DPI&F,  
DLGPSR  
Industry Groups

**d**  
Promote sustainable rural areas through planning measures that:

- identify key areas where agricultural or aquacultural production is viable and can sustain rural industry;
- prevent inappropriate fragmentation of rural properties;
- ensures non-productive land is properly managed to reduce weed, feral animal and wild fire threats to adjacent land;
- enhance infrastructure and investment opportunities for agricultural, aquacultural and associated rural uses;
- protect farming operations from conflict with non-farming or rural lifestyle residents;
- enable rural industries to diversify, adjust, innovate and value-add;
- identify non-viable rural lands and preferred future uses of these lands;
- assist local governments to protect and enhance productive rural lands and their associated environmental and landscape values;
- sustain the benefits to the community, which are derived from the natural environment; and
- provide flexibility to allow for innovative approaches.

**Local Government**  
DLGPSR, DPI&F,  
DSD  
Industry Groups

**e**  
Maintain and strengthen working partnerships with Blueprint for the Bush, Ministerial Community Forums and natural resource management and environment groups involved in regional investment strategies

**RPAC**  
WBBROC

**f**  
Support transition programs and partnerships that accelerate the adoption of sustainable farm management practices i.e. financial/business administration, succession planning, environmental management, and diversification.

**DPI&F**  
NRW

## **5.2 Rural Communities**

Rural communities generally have less access to social infrastructure and diverse employment opportunities than their city counterparts. Long travel distances to regional centres and a lack of public transport services often compound this situation.

To address this, State and local governments will work together to improve infrastructure and services to rural areas, and to ensure that the regional land use pattern provides sufficient land around rural towns to facilitate future growth of these centres. The intent is to reduce isolated rural residential development by consolidating growth around discrete serviceable urban centres. The Regional Plan also identifies a number of major urban centres to focus the delivery of higher order infrastructure, community services, commercial activities and transport into rural areas.

**Objective:** Ensure rural communities gain benefits from future growth, and participate fully in the planning and development of the Wide Bay Burnett region.

### **Policy Principle**

**5.2.1 Positive change in rural communities will be facilitated by partnerships between government and local communities that build leadership and networking in local communities.**

**a**

Assist rural communities to identify strategies for economic development and growth, capitalising on their rural character and local attributes.

**DSD**  
DoC, DPI&F, Local  
Government

**b**

Provide and maintain appropriate levels of infrastructure and services to rural towns and settlements.

**Local Government,  
State Government**

**c**

Encourage timely provision of essential support services such as:

- professional business and advisory services;
- technical, management and computer systems support;
- education, training and re-skilling ; and information sites.

**WBBROC**  
DPI&F, DETA, Local  
Government, DSD

## **5.3**      **Rural Industries**

The rural sector continues to undergo structural adjustment due to a range of factors, including competition, deregulation and changing product demands. The intent of the Regional Plan is to maintain and grow industries, which are competitive, and to transition others to new activities.

The changes being experienced by rural areas provide opportunities to develop new activities through the emergence of rural ecotourism, sport and recreation, culture, art and crafts and niche agricultural products.

The cultural heritage and tourism appeal of the region's rural towns and settlements is becoming increasingly important. The unique character of rural towns and settlements and the diversity of natural features, provide significant opportunities to boost these activities.

Efficient transport services, a reliable water supply together with good access to infrastructure is crucial to the ongoing viability of rural industries and communities.

**Objective:** To strengthen rural industries by increasing adaptability, productivity, value-adding and access to markets.

### **Policy Principle**

**5.3.1**    **Maintain a viable rural production sector, capitalising on existing advantages and ready to meet changing circumstances.**

### **Policy Actions**

**a**

Identify and support sustainable existing and new rural industries and innovative non-urban uses for rural land.

**DPI&F**  
WBBSEDAG, DSD  
Industry Groups

**b**

Having regard to sustainable development principles, ensure local planning schemes do not constrain the development of agriculture, agri-business, aquaculture and appropriate ecotourism and recreation opportunities in rural areas.

**Local Government**  
DLGPSR, DPI&F,  
EPA, NRW

**c**

Support public/private sector partnerships and inter-governmental partnerships that identify and target:

- opportunities to strengthen existing enterprises and industries;
- new enterprises and industries;
- export development options; and
- product and market innovations opportunities for investment attraction.

**DSD, DPI&F**  
WBBSEDAG  
Industry Groups

## 5.4 Rural Living

Historical subdivision throughout the region has resulted in a large number of land parcels, some of which cannot, individually, support viable traditional farming industries. This ad hoc rural subdivision has the potential to significantly increase the already dispersed settlement pattern of the region, making it increasingly difficult to effectively supply services to residents in these areas through traditional channels. Policies to encourage rational rural settlement patterns, as well as innovative means of providing acceptable levels of services to these residents need to be developed and implemented to ensure that the lack of services, itself, does not contribute to the decline of otherwise viable communities.

**Objective:** Consolidate future rural population growth around existing towns and settlements.

### Policy Principle

**5.4.1 Residential development in rural areas will be encouraged in areas that can be provided with a level of infrastructure and services appropriate to the maintenance of lifestyle standards that are consistent with local community expectations.**

### **Policy Actions**

**a**

Implement co-operative approaches between infrastructure and service providers, incorporating community input, to ensure that appropriate levels of infrastructure and services are available to residents in rural areas to maintain lifestyle standards.

Local Government,  
WBBROC,  
WBBSEDAG,  
State Agencies

**b**

Ensure planning scheme policies achieve consolidation of future rural population growth around existing towns and settlements.

**Local Government**  
DLGPSR

**c**

Negotiate flexibility in funding approaches to allow services to be provided more effectively to isolated urban centres and rural areas.

**Local Government**

## APPENDIX C: List of People Consulted

### Rural Futures Workshop Attendees

Name	Organisation
Kym Spandley	QCOSS
Pam Soper	WBB Conservation Council
Alan Stephens	DPI&F
Mike Moller	DSD
Susie Williams	Insite Strategies
Ian Tandy	Starfire Solutions
Adrian Tantari	DOC
Julie Gee	Department of Employment and IR
Peter Wilson	DNRW
Cr Mary Walsh	Bundaberg City Council
Sharon Rowe	DLGPS&R
Glenn Flatley	DNRW
Sue Camps	Community Housing Resource Worker
Shelley Jackson	DOC
Helen Hughes	DOC
Cr Warren McLachlan	Monto Shire Council
Cr Paul Lobegeier	Monto Shire Council Monto Community Development Council Inc
Andrew Crowther	Insite Strategies
David Newby	Monto Shire Council
Les Hotz	Monto Shire Council
Cr Paul Francis	Perry Shire Council
Cr Joy Jensen	Monto Shire Council
Cr Danielle Powter	Nanango Shire Council
Sheena Lindholm	Insite Strategies
Jeff Miles	DPI&F
Sue Kratzmann	Wondai Shire Council
Cr David Carter	Department of Education
Cecily Andersen	DNRW
Alan Key	Kingaroy Shire Council
Cr Roger Nunn	Old Dairy Farmers / QFF
Brian Tessmann	SQIT
Ron Trace	

## People Consulted

<b>Name</b>	<b>Organisation</b>
Pauline Nicholson	Suncorp Business Banking
Peter Treasure	Suncorp Business Banking
Peter Randall	NAB
Angela Williams	Sugar Executive Officer
Matt Dagan	Bundaberg Fruit & Vegetable Growers
Simon Jacobs	Bundaberg Region Limited
Anne Braund	Bundaberg Region Limited
David Brown	BMRG
Linda Kleinschmidt	Sport & Rec
Professor Phillip Clift	CQU - Bundaberg
Brett Tucker	DPI&F
Leath Stewart	DPI&F
Alan Stephens	DPI&F
Frank Smith	DSD
Mike Moller	DSD
Ross Tilly	DSD
Adam Johnson	BPA
Spencer Slatter	WBBROC
Cameron Bisley	WBBACC
Ron Everest	DSD
Shelley Jackson	DOC
Adrian Tantari	DOC / B4B
Professor Greg Hill	University of the Sunshine Coast
Brian Arnold	CRDB
Linda Silburn	BIEDO
Maryanne Pidcock	Qld Wine Industry Assoc.
Nina Temperton	South Burnett CTC
Paul McDonald	DNRW
Jan Carlson	DSD
Howard Liseman	Kewpie Enterprises, Kingaroy
Shane Woltman	Kewpie Enterprises, Kingaroy
Louise Judge	Community Development Worker
Professor Ken Stott	Provost, USQ Hervey Bay Campus
Russell Cummings	Strategic Business Development
Terry Cleary	Agforce / Farmer
Dr Patrick O'Brien	USQ - Fraser Coast Regional Research Unit
Wayne Pease	USQ - Faculty of Business
Assoc. Professor Romina Jamieson-Proctor	USQ - Assoc. Prof. Teacher Education
Assoc. Professor Trudy Yuginovich	USQ - Assoc Dean - Faculty of Sciences USQ - Program Coordinator, Assoc Lecturer, Faculty of Arts
Lauretta Wright	

<b>Name</b>	<b>Organisation</b>
Penny Richards	USQ - Manager, Student HUB, Lecturer, Faculty of Business
Katrina Corcoran	USQ - Coordinator, Marketing and Communications
Jane Muller	Growcom
Brett Langabeer	USQ - Campus Manager, Corporate Services
Judy Hawkes	USQ - Coordinator, Services and Events
Andrew Penney	Bundaberg Region Limited
Sue Camps	Community Housing Resource Worker Program
Cassie Browning	Tourism Queensland
Krista Hauritz	Tourism Queensland
Monica Groenert	Tourism Queensland
Diana Mulholland	Tourism Queensland
Gary Poulsen	Queensland Transport
Professor Phillip Clift	Head of Campus, Central Queensland University (Bundaberg)

## **Groups Consulted**

In addition to the above workshops and individual consultation, Starfire Solutions and/or Department of Infrastructure and Planning staff were also involved in discussions and/or presentations with the following organisations and Networks:

- BIEDO Board
- DPI&F Stakeholder Consultation held in Gympie on 22 August 2007
- Wide Bay Burnett Human Service Network on 23 August 2007 and 22 November 2007
- Wide Bay Burnett Regional Housing Board on 5 December 2007

The Department of Infrastructure and Planning would like to thank all who have participated in the development of this Implementation Plan. Please be assured that your time, commitment and knowledge shared in this regard is valued and very much appreciated.