



# Burdekin Shire Council

## AGENDA

### ORDINARY COUNCIL MEETING

**HELD AT COUNCIL ADMINISTRATION BUILDING,  
145 YOUNG STREET, AYR**

**on 14 August 2018**

**COMMENCING AT 9:00AM**

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# Burdekin Shire Council

TUESDAY 14 AUGUST 2018

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## **1 PRAYER**

## **2 DECLARATIONS OF INTEREST**

## **3 MINUTES AND BUSINESS ARISING**

### **3.1 Ordinary Council Meeting Minutes - 24 July 2018**

#### **Recommendation**

That the minutes of the Ordinary Council Meeting held on 24 July 2018 be received and confirmed.





# **Burdekin Shire Council MINUTES**

## **ORDINARY COUNCIL MEETING**

**HELD AT COUNCIL ADMINISTRATION BUILDING,  
145 YOUNG STREET, AYR**

**on 24 July 2018**

**COMMENCING AT 9:00AM**

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# Burdekin Shire Council

TUESDAY 24 JULY 2018

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Ordinary Council Meeting 24 July 2018



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## **ATTENDANCE**

Councillors L.A. McLaughlin (Mayor), J.T. Bonanno (Deputy Mayor), E.J. Bawden, A.J. Goddard, U.E. Liessmann, S.P. Perry and J.F. Woods

Mr. T. Brennan - Chief Executive Officer  
Mr. N. O'Connor – Director Corporate and Community Services  
Mr. N. Wellwood – Director of Infrastructure, Planning and Environmental Services  
Mr. K. Byers - Manager Technical Services (part of meeting)  
Mr. W. Saldumbide - Manager Operations (part of meeting)  
Mr. T. Vaccaro – Manager Community Development (part of meeting)  
Mrs. L. Vidmar – Acting Manager Community Development (part of meeting)

Minutes Clerk – Ms. K. Flanagan

## **1 PRAYER**

The meeting prayer was delivered by Pastor Gavin Henderson of the Presbyterian Church.

## **2 DECLARATIONS OF INTEREST**

## **3 MINUTES AND BUSINESS ARISING**

### **3.1 Ordinary Council Meeting Minutes - 10 July 2018**

#### **Recommendation**

That the minutes of the Ordinary Council Meeting held on 10 July 2018 be received and confirmed.

#### **Resolution**

Moved Councillor Woods, seconded Councillor Bawden that the recommendation be adopted.

CARRIED

### **3.2 Community Grants Advisory Group Meeting Minutes - 5 July 2018**

#### **Recommendation**

That the minutes of the Community Grants Advisory Group Meeting held on 5 July 2018 be received and adopted.



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## **Resolution**

Moved Councillor Liessmann, seconded Councillor Woods that the recommendation be adopted.

FOR: Councillors Perry, Goddard, Liessmann, Bonanno, Woods and McLaughlin

AGAINST: Councillor Bawden

6/1

CARRIED

It is noted that Councillor Bawden objected only to the request in CLAUSE 2 from the Burdekin Readers and Writers Association as the organisation had already received donations under other Council grant programs.

### **3.3 Community Grants Advisory Group Meeting Minutes - 19 July 2018**

## **Resolution**

Moved Councillor Perry, seconded Councillor Bawden that the minutes of the Community Grants Advisory Group Meeting held on 19 July 2018 be received and adopted.

CARRIED

*9:10am – Mr Wayne Saldumbide – Manager Operations entered the meeting.*

*9:11am – Mr Kevin Byers – Manager Technical Services entered the meeting.*

## **4 REPORTS**

### **4.1 Capital Projects Report for Period Ending 30 June 2018**

## **Recommendation**

That the Capital Projects Report for Period Ending 30 June 2018 be received.

## **Resolution**

Moved Councillor Liessmann, seconded Councillor Woods that the recommendation be adopted.

FOR: Councillors Perry, Goddard, Bonanno, Woods, Bawden and McLaughlin

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AGAINST: Councillor Liessmann

6/1

CARRIED

## **4.2 Operational Monthly Report for Period Ending 30 June 2018**

### **Recommendation**

That the Operational Monthly Report for Period Ending 30 June 2018 be received.

### **Resolution**

Moved Councillor Woods, seconded Councillor Goddard that the recommendation be adopted.

CARRIED

## **4.3 Council Workshops - June 2018**

### **Executive Summary**

The Council conducted workshops during the past month on 5 and 19 June 2018 with a range of policy and operational issues discussed.

A brief summary of the items discussed at the workshops is contained in the report.

### **Recommendation**

That the report on the Council workshops held on 5 and 19 June 2018 be received and noted.

### **Resolution**

Moved Councillor Bonanno, seconded Councillor Perry that the recommendation be adopted.

CARRIED

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## **5 GOVERNANCE**

### **5.1 Easement Acquisition - Lower Burdekin Water - Lot 1 on RP732311**

#### **Executive Summary**

Council has received correspondence from Cohen Legal acting on behalf of Lower Burdekin Water (LBW) seeking Council's consent to the registration of an easement over part of Lot 1 on RP 732311 which is Council owned freehold land located on an unformed road in the Barratta area.

#### **Recommendation**

That Council offers no objection to Lower Burdekin Water acquiring an easement over part of Lot 1 on RP 732311 for the purpose of proposed irrigation infrastructure and access to that infrastructure for operational purposes.

#### **Resolution**

Moved Councillor Goddard, seconded Councillor Woods that the recommendation be adopted.

CARRIED

### **5.2 Nomination of Burdekin Show Holiday Date for 2019**

#### **Executive Summary**

Council has received correspondence from the Office of Industrial Relations inviting Council to make nomination for a show or special holiday for 2019.

#### **Recommendation**

That Council makes application to the Office of Industrial Relations for the appointment of the following public holiday in 2019:

Wednesday 26 June 2019 – for the whole of the Burdekin Shire – Burdekin Annual Show Holiday.

#### **Resolution**

Moved Councillor Goddard, seconded Councillor Liessmann that the recommendation be adopted.

CARRIED



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## **6 ENVIRONMENTAL AND HEALTH SERVICES**

## **7 CLIENT SERVICES**

## **8 FINANCIAL & ADMINISTRATIVE SERVICES**

## **9 OPERATIONS**

## **10 TECHNICAL SERVICES**

### **10.1 Byrne Valley Roads**

#### **Executive Summary**

Request for Council's views on road opening and closure on Lot 4 SP117921.

#### **Recommendation**

Council resolves to not object to the proposed road closures and openings except for those roads proposed to be closed that provide legal access to the Burdekin River.

#### **Resolution**

Moved Councillor Bawden, seconded Councillor Goddard that the recommendation be adopted

**Amendment** - Moved Councillor Woods, seconded Councillor Perry

That the recommendation be adopted with the exception of the proposed Road Closure (Lot 2) from Kirknie Road to the Unallocated State Land described as Lot 4 on USL42095 and the Proposed Road Opening (Lot 10) to provide alternate dedicated access to this lot.

#### **The Amendment was put to the vote**

FOR: Councillors Perry, Goddard, Bonanno, Woods and McLaughlin

AGAINST: Councillors Liessmann and Bawden

5/2

CARRIED



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**The Amendment became the Motion and was put to the vote**

FOR: Councillors Perry, Goddard, Bonanno, Woods and McLaughlin

AGAINST: Councillors Liessmann and Bawden

5/2

CARRIED

**10.2 Interface Agreement between Queensland Rail and Burdekin Shire Council****Executive Summary**

Council's existing Interface Agreement with Queensland Rail for the management of road/rail interfaces was formed in 2011 and is currently under review to ensure compliance with new legislation. The revised agreement provides clearer definition of each organisation's responsibilities which reflects the current arrangements.

There has been one crossing removed and two crossings added to Schedule 1 in the agreement.

The siding near Cromarty Creek Boat Ramp Road has been removed and two crossings at the southern end of the Shire have been included. The two additions (ID5185 and ID5186) shown in the attached locality map were previously identified as occupational crossings. Legal advice from Queensland Rail has recommended the change to Council responsibility due to the existence of road reserves across the rail corridor servicing public roads on the western side of the railway line.

**Recommendation**

Council resolves to approve the inclusion of the two additional crossings ID5185 and ID5186 to Schedule 1 of the proposed agreement and delegates the Chief Executive Officer authority to finalise the agreement.

**Resolution**

Moved Councillor Liessmann, seconded Councillor Goddard that the recommendation be adopted.

CARRIED

**10.3 Road Closure - Clare****Executive Summary**

A request has been received for Council's views on the temporary road closures of part of McNee and Cussen Roads, Clare.

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## **Recommendation**

That Council resolves to offer no objection to the temporary closure of

- part of McNee Road Clare and
- part of Cussen Road Clare (the proposed boundary of the closure is to provide a minimum of 10m from the centre of the formed road)

and the issue of road licences over the closed areas.

## **Resolution**

Moved Councillor Goddard, seconded Councillor Woods that the recommendation be adopted.

FOR: Councillors Perry, Woods, Goddard, Bonanno and McLaughlin

AGAINST: Councillors Liessmann and Bawden

5/2

CARRIED

## **10.4 Sandstone Block Supply**

### **Executive Summary**

Approval is sought to use a sole supplier of sandstone blocks for the retaining walls to be constructed in Anzac Park and the Adventure Playground.

## **Recommendation**

That Council resolves, in accordance with the *Local Government Regulation 2012*, Section 235 (a), it is satisfied that there is only 1 supplier who is reasonably available to supply cut natural sandstone blocks for Anzac Park and Adventure Playground projects.

## **Resolution**

Moved Councillor Woods, seconded Councillor Perry that the recommendation be adopted.

CARRIED

*10:07am – Mr Tony Vaccaro – Manager Community Development entered the meeting.*

*10:07am – Mrs Laura Vidmar – Acting Manager Community Development entered the meeting.*

*10:10am – Mr Wayne Saldumbide – Manager Operations left the meeting.*



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10:10am – Mr Kevin Byers – Manager Technical Services left the meeting.

10:10am – Break for Morning Tea.

10:38am – Meeting Resumed.

## **11 PLANNING & DEVELOPMENT**

## **12 COMMUNITY DEVELOPMENT**

### **12.1 Burdekin Library Collection Development Policy Report**

#### **Executive Summary**

The Burdekin Library Collection Development Policy provides a formally endorsed framework for the development and maintenance of the Burdekin Library collections. The library collection includes print materials, photographs, streaming services and various digital mediums. The Policy is aimed at ensuring the information, educational, recreational and cultural needs of the community are considered and balanced in relation to the limitations of Library space and budget. The policy sets out criteria for selection of materials as well as detailing the maintenance and disposal triggers for items within Council's Library Collections.

#### **Recommendation**

That Council adopts the Library Collection Development Policy as attached to the report.

#### **Resolution**

Moved Councillor Goddard, seconded Councillor Liessmann that the recommendation be adopted.

CARRIED

### **12.2 Community Assistance Policy Report**

#### **Executive Summary**

The purpose of the Community Assistance Policy is to offer guidance for Council and community on the provision of transparent, impartial and fair assistance to the community. This revised policy has been amended to include changes to the community grants program and inclusion of the sporting and cultural grants. This policy does not apply to the Revenue Financial Assistance (interest free loans) or the Regional Arts Development Fund (RADF).

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## **Recommendation**

That Council adopts the Community Assistance Policy as attached to the report and note that the following policies will be rescinded upon adoption of the policy:

- Donations made to non-profit organisations in the form of refunds for Building and Plumbing permit fees (A049)
- Sponsorship of Council Queen/Ambassador/Bachelor entrants for local festivals (A055)
- Donations to Burdekin Shire schools celebrating anniversaries (F005)
- Annual Sponsorship of Christmas Morning Melodies (F029)
- Sporting and Cultural Grants (A012)

## **Resolution**

Moved Councillor Liessmann, seconded Councillor Woods that the recommendation be adopted.

CARRIED

*10:56am – Mr Tony Vaccaro – Manager Community Development left the meeting.*

*10:56am – Mrs Laura Vidmar – Acting Manager Community Development left the meeting.*

## **13 ECONOMIC DEVELOPMENT**

### **13.1 2017-2019 Works for Qld Program - Proposed Visitor Information Facility**

#### **Executive Summary**

The Council was allocated an amount of \$3 Million by the State Government under the 2017-2019 Works for Queensland Program. One of the approved projects under this program was the construction of a new Visitor Information Centre (VIC).

The working group for the project has reviewed various options for the project given the flood constraints of the existing site in Plantation Park. It has also considered advice by Stafford Strategy on the changing nature of visitor information services and the need to investigate alternate forms of visitor information services in the Burdekin.

It is considered that a mobile Visitor Information facility offers a number of advantages over a permanent facility and will be a point of difference from other VICs in the region.

Preliminary planning has been undertaken to locate a mobile facility in Plantation Park near the site of the existing VIC, which will be demolished. The project would also involve the construction of a new car parking area, retaining wall, slab and roofed area and new public toilets to replace the existing inadequate public toilets adjacent to the current VIC.



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The preliminary estimates of cost for the various elements of the project indicate that it can be undertaken within the approved funding allocation for the VIC project but it will be necessary to seek approval to vary the scope of the project.

### **Recommendation**

That Council submit an application to the Department of Local Government Racing and Multicultural Affairs seeking approval to vary the scope of the Visitor Information Centre project under the 2017-2019 Works for Queensland program to enable the provision of a mobile Visitor Information facility and associated infrastructure in Plantation Park, Ayr.

### **Resolution**

Moved Councillor Liessmann, seconded Councillor Perry that the recommendation be adopted.

CARRIED

## **14 NOTICES OF MOTION**

### **14.1 Councillor Attendance at Australian Clean Energy Summit**

#### **Background Information**

Mayor Lyn McLaughlin was invited by the Clean Energy Council to do a presentation at the Australian Clean Energy Summit 2018. The Australian Clean Energy Summit is being held in Sydney from Tuesday 31 July – Wednesday 1 August. Cr McLaughlin's presentation 'How regional Local Governments support renewable energy projects' will form part of the session focused on community engagement. The Clean Energy Council has offered complimentary registration for the two day conference and a discounted ticket to the Gala Dinner.

### **Recommendation**

That Council approves the attendance of Councillor McLaughlin to present at the Australian Clean Energy Summit 2018 from 31 July to 1 August 2018, with any expenses to attend the summit being met by Council, noting that registration for the Summit is complimentary.

### **Resolution**

Moved Councillor Goddard, seconded Councillor Woods that the recommendation be adopted.

CARRIED

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## **15 CORRESPONDENCE FOR INFORMATION**

### **15.1 Northern Alliance of Councils Inc. Conference - Ingham - 21 to 23 August 2018**

#### **Resolution**

Moved Councillor Bonanno, seconded Councillor Liessmann that Council approves the attendance of Councillors Woods, Perry, Goddard and McLaughlin at the Northern Alliance of Councils Inc. Conference from 21 to 23 August 2018 with any expenses of attendance being met by Council.

CARRIED

### **15.2 Australian Local Government Women's Association State Conference - Ingham**

#### **Resolution**

Moved Councillor Bonanno, seconded Councillor Bawden that Council approves the attendance of Councillors Perry and McLaughlin at the Australian Local Government Women's Association Queensland State Conference from 5 to 7 September 2018 with any expenses of attendance being met by Council.

CARRIED

## **16 GENERAL BUSINESS**

### **16.1 Request for Support - Wunjunga Progress Association**

#### **Resolution**

Moved Councillor Liessmann, seconded Councillor Bawden that Council supports the Wunjunga Progress Association's request for donation of two rolls of fencing wire, 50 galvanised star pickets and five beach protection signs for their local community project to replace a damaged section of fencing protecting the dune system, with funding to be sourced from NQ Dry Tropics, Protecting Beach Scrub Communities project.

CARRIED

### **16.2 Rectification - Water Feature - Home Hill Comfort Stop**

#### **Resolution**

Moved Councillor Liessmann, seconded Councillor Bawden that Council Officers prepare a report on the options for rectification of the water feature at the Home Hill Comfort Stop.

CARRIED



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### **16.3 Home Hill High School - Art Ideas Proposal**

#### **Resolution**

Moved Councillor Liessmann, seconded Councillor Woods that Council corresponds with the Home Hill High School Art Coordinator to request their Senior Art students submit concept designs for consideration as part of rectification works for the water feature at the Home Hill Comfort Stop.

FOR: Councillors Perry, Goddard, Liessmann, Bonanno, Woods and Bawden

AGAINST: Councillor McLaughlin

6/1

CARRIED

### **16.4 Approved Leave of Absence - Councillor Bawden**

#### **Resolution**

Moved Councillor Woods, seconded Councillor Liessmann that Council approves leave of absence for Councillor Bawden from Wednesday 31 October 2018 to Thursday 15 November 2018.

CARRIED

### **16.5 Approved Leave of Absence - Councillor Goddard**

#### **Resolution**

Moved Councillor Woods, seconded Councillor Bawden that Council approves leave of absence for Councillor Goddard from Wednesday 1 August 2018 to Sunday 5 August 2018.

CARRIED

## **17 CLOSED MEETING ITEMS**

### **Council Meeting closed to Public under *Section 275 of Local Government Regulation 2012***

#### **Resolution**

Moved Councillor Goddard, seconded Councillor Liessmann that the Council meeting be closed to the public under the following sections of the *Local Government Regulation 2012*:

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275(1)(d) rating concessions;

For the purpose of discussing:

1. Canegrowers Burdekin – Request for Interest Free Payment Plans.

CARRIED

### **Council Meeting opened to Public**

#### **Resolution**

Moved Councillor Bawden, seconded Councillor Bonanno that the Council meeting be opened to the public.

CARRIED

### **17.1 Canegrowers Burdekin - Request for Interest Free Payment Plans**

#### **Executive Summary**

A request has been received from General Manager, Canegrowers Burdekin asking that consideration be given to providing a payment plan for outstanding rates free of any interest charges for cane growers that may apply for assistance to pay in this way.

The Local Government Regulation provides guidelines to determine when concessions may be granted.

Council has recently workshopped a Rates and Charges Recovery Policy and a Rates and Charges Hardship Policy which when adopted will apply to all ratepayers in the Shire.

#### **Recommendation**

That Council not grant any additional rate concession to ratepayers in Differential Rating Category D – Sugar Cane on the basis that Council wishes to provide equal treatment to all ratepayers and individual requests for payment plans or hardship will be considered under Council's Rates and Charges Recovery Policy and Rates and Charges Hardship Policy.

#### **Resolution**

Moved Councillor Bawden, seconded Councillor Liessmann that the recommendation be adopted.

CARRIED



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## **18 DELEGATIONS**

There being no further business the meeting closed at 12:00pm.

**These minutes were confirmed by Council at the Ordinary Council Meeting held on 14 August 2018.**

**MAYOR**

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### **3.2 Aerodrome Advisory Group Meeting Minutes - 23 May 2018**

#### **Recommendation**

That the minutes of the Aerodrome Advisory Group Meeting held on 23 May 2018 be received and adopted.

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## Aerodrome Advisory Group Meeting

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**Meeting Number:** #9  
**Date:** Wednesday, 23 May 2018  
**Location:** Ayr Aerodrome  
**Chair:** Cr. Lyn McLaughlin

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### ATTENDEES:

Cr. Lyn McLaughlin	Burdekin Shire Council
Dan Mulcahy	Burdekin Shire Council
Nick O'Connor	Burdekin Shire Council
Eliza Lovell	Burdekin Shire Council
Rob Potter	Burdekin Shire Council
Brad Pfeiffer	Ayr Craft Avionics
Neil Hoffensetz	Ayr Flying Services
Steve McGuire	Interested stakeholder
Beth McGuire	Interested stakeholder
Graham Andersen	Lease Holder
Robert Oar	Lease Holder, Burdekin Aero Club

### APOLOGIES:

Paul Burgess	Ayr Sports Inc.
Cr Tony Goddard	Burdekin Shire Council
June Powell	Department of State Development, Manufacturing, Infrastructure & Planning
John Pappalardo	Interested stakeholder
Brian Richardson	Interested stakeholder
Kevin Scheuber	Lease Holder
Rupert Kefford	Lease Holder
Hylton Ward	Roncato Helicopters
Steve Garrard	Ayr Sports Inc
Bill Meehan	Interested stakeholder
Talbot Cox	Rocks Farming

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### **1. Welcome and apologies**

Cr. McLaughlin welcomed members to the meeting and introduced Nick O'Connor, Burdekin Shire Council Director Corporate and Community Services.

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### **2. Minutes of previous meeting**

It was resolved to adopt the minutes of the previous meeting as true and accurate. Cr. McLaughlin advised that the minutes from the meeting will be circulated to members for approval prior to being tabled for Council consideration.

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### **3. Action Table (refer Appendix A)**

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### **4. General Business**

#### **Item 1 – Fuel Facility**

Mr Mulcahy advised that Council at its meeting held on 22 May 2018 accepted the quotation from IOR Aviation Pty Ltd to supply, install and commission, retain ownership of and maintain, and sell fuel direct to users. IOR's quotation was for the supply of Avgas only. Council will now begin negotiations with IOR Aviation Pty Ltd in relation to the installation of a fuel facility and provide updates to members as required.

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**Item 2 – Power Supply**

Mr Mulcahy provided an update on the upgrade of power supply for the Ayr Aerodrome:

- Council has appointed a contractor to complete the internal works;
- Council has entered into an agreement with Ergon Energy to complete their works;
- Cabling will be located in road allocation;
- On completion of internal works and supply, Ergon Energy will remove poles;
- A node/pillar will be installed on the corner of each leased lot;
- Council will cover the cost for the meters/nodes;
- Ergon Energy will read external meter;
- Council will read internal meters;

New action: Mr Mulcahy to provide locations of meters to be installed as part of the upgrade of power supply at the Ayr Aerodrome.

**Item 3 – Condition of Cross Strip**

Mr McGuire requested Council consider top dressing the cross strip. Mr Potter advised that the closest deco pit was located in Dalbeg, which would require an estimate to be prepared for consideration.

New action: Mr Potter to obtain an estimate to top dress the cross strip to determine if this would be a maintenance project or capital works project to be considered by Council.

**Item 4 – Kangaroos at the aerodrome**

Mr Hoffensetz raised concerns at the number of kangaroos trapped in the grounds of the Ayr Aerodrome which present an increased risk to aerodrome activities. It was suggested that National Parks and Wildlife may be able to assist with macropod harvesting.

New action: Mr Mulcahy to investigate solutions for macropod harvesting in the area.

**Item 5 – Burdekin Aero Club – Gambling Community Benefit Fund application**

Mr Oar advised that the Gambling Community Benefit Fund application submitted by the Burdekin Aero Club was unsuccessful. Ms Lovell recommended Mr Oar contact the Gambling Community Benefit Fund and obtain feedback on their application. It was also recommended that Mr Oar contact the Burdekin Shire Council Grants Officer, Janice Horan, to seek advice prior to resubmitting their application in the next round closing 31 May 2018.

**Item 6 – Qantas Group Pilot Academy**

Cr McLaughlin advised that Qantas is establishing a Qantas Group Pilot Academy (QGPA) in regional Queensland in 2019 to help meet the increasing need for skilled aviators in one of the fastest growing global industries. The Academy will have the initial capacity to train 100 pilots per year for potential employment opportunities within the Group. It should also be able to add capacity in the future to train up to 500 pilots per year to meet the needs of other industry participants.

Cr. McLaughlin advised that Council has supported Townsville Airport Limited in their Request for Information for the location of the QGPA as a regional submission, with the Burdekin being able to provide a variety of different aspects including unrestricted airspace.

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There been no further business the meeting closed at 12.40pm



## ACTION TABLE

### Appendix A

#### ACTION ITEMS FROM MINUTES OF MEETING #2 – 2/11/2016

	Action	Person(s) responsible	Status
2.1.3	<p>Develop a business case for the development of Lot 15 as follows –</p> <ul style="list-style-type: none"> <li>Estimated cost of a prefabricated hanger.</li> <li>Fire Safety requirements.</li> <li>Provide a plan of the proposal.</li> <li>Expression of Interest within the market (sell off the plan) to ascertain the likelihood of a shared wall hanger facility being sold.</li> </ul>	Dan Mulcahy	Ongoing. Council's building department is investigating this matter, however, due to other priorities within the department this project will be explored at a later date.

#### ACTION ITEMS FROM MINUTES OF MEETING #6 – 30/8/2017

	Action	Person(s) responsible	Status
4.2	<p>Brad Pfeiffer will investigate if a Facebook page could be established by the Burdekin Aero Club to promote the Ayr Aerodrome.</p> <p>It was recommended that Council install a sign at the Ayr Aerodrome to welcome visitors. Sign could include: map of the area, key contact information (taxi etc.), where to stay, where to eat.</p>	<p>Brad Pfeiffer</p> <p>Eliza Lovell</p>	<p>Brad Pfeiffer has created a Facebook page on behalf of the Burdekin Aero Club for the Ayr Aerodrome. All members to forward any information or images of the aerodrome to Brad for inclusion in the page.</p> <p>New action: Members to forward any images that could be included on the Facebook page to Brad Pfeiffer.</p> <p>Eliza Lovell advised that planning has commenced for this sign. Draft design for the sign to be distributed to members. Other airports that have similar signage include Bendigo, Griffith, Tasmania.</p>

#### ACTION ITEMS FROM MINUTES OF MEETING #7 – 15/11/2017

	Action	Person(s) responsible	Status
7.3.1	<p>Sub-committee meeting to be held in the new year to consider developing an iconic event at the Ayr Aerodrome in 2018 to boost visitors to the aerodrome as well as build local community awareness of the facility.</p>	Eliza Lovell	<p>Eliza Lovell advised that the Event Sub-committee has met and decided to host a fly in event in 2018 following the installation of the fuel facility. It was recommended that Council could provide in-kind support by way of promotion of the fuel facility and event in aviation related publications and websites.</p> <p>The Event Sub-committee also agreed that a more substantial event could be held in 2020 which marks 100 years since the first plane landed in Ayr.</p> <p>It was noted that an event ideas list could be generated as a working document for the Event Sub-committee.</p>

**ACTION ITEMS FROM MINUTES OF MEETING #9 – 23/05/2018**

	<b>Action</b>	<b>Person(s) responsible</b>	<b>Status</b>
9.4.2	Provide locations of meters to be installed as part of the upgrade of power supply at the Ayr Aerodrome.	Dan Mulcahy	
9.4.3	Obtain estimate to top dress the cross strip to determine if this would be a maintenance project or capital works project.	Rob Potter	
9.4.4	Investigate solutions for macropod harvesting in the grounds of the Ayr Aerodrome.	Dan Mulcahy	

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### **3.3 RADF Advisory Group Meeting Minutes - 13 July 2018**

#### **Recommendation**

That the minutes of the RADF Advisory Group Meeting held on 13 July 2018 be received and adopted.

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**Burdekin Shire Council**

**Minutes – RADF Advisory Group Meeting held on 13 July 2018**

Held at Ernie Ford Board Room  
The meeting commenced at 2.00pm

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**CLAUSE 1      ATTENDANCE**

Cr. Uli Liessmann – Chairman  
Mrs Mickey McKellar  
Ms. Erin Alloway  
Mrs Treena List

Mrs Janice Horan – RADF Liaison Officer

Apology for Absence:  
Cr. Lyn McLaughlin  
Cr. John Bonanno  
Mrs Laura Vidmar

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**CLAUSE 2      MINUTES RECEIVED**

It was resolved that the minutes of the RADF Advisory Group meeting held on 12 June 2018 be received.

**MATTERS ARISING FROM MINUTES**

**DEVELOPMENT OF MURALS IN AYR AND HOME HILL**

The meeting noted that the proposed sites for murals at 128A Edwards Street, Ayr and 30 Ninth Street, Home Hill had been agreed by Council and that the owners' permission was being sought.

The meeting recommends the following themes for the proposed murals:

128 Edwards Street (Graham Street side of building): Local produce including people  
30 Ninth Street, Home Hill: Recreational activities including people.

**ARTWORK ON FACADE AT AYR SWIMMING POOL**

The meeting noted the colour theme for the artwork on the facade at the Ayr Swimming Pool.

**FENCE AT AYR SHOWGROUNDS (BRUCE HIGHWAY SIDE)**

It was agreed to hold over, until the next meeting, consideration of signage arrangements for the block wall fence at the Ayr Showgrounds (Bruce Highway side) as Mrs Vidmar was not in attendance at the meeting to provide an update.

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**CLAUSE 3      ARTWORK – FORESHORE – ALVA**

A copy of an artistic development proposal for the Alva foreshore prepared by Mrs Lynda Hoey in 2009 was provided to members.

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It was agreed that the proposal would be reviewed by members for further discussion at the next meeting.

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**CLAUSE 4      ENTRANCE STATEMENT IN VICINITY OF NEW VISITOR INFORMATION CENTRE**

The meeting discussed the possible installation of artwork as an entrance statement in the vicinity of the proposed new visitor information centre at Plantation Park.

Members agreed to give consideration to the possible project, and to bring their ideas/concepts back to the next meeting for further discussion.

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**CLAUSE 5      REPLACEMENT OF PLAQUES ON GRANITE MONUMENT – HOME HILL COMFORT STOP**

Cr. Liessmann advised the meeting that the kookaburra and frilled neck lizard artwork had been installed on the granite monument at the Home Hill Comfort Stop. He advised that the plaques require replacement as part of the project.

The meeting requested Mrs Horan to liaise with the Tourism Officer and prepare suitable wording for the four plaques, for further consideration at the next meeting.

The meeting recommends that the plaques on the granite monument at the Home Hill Comfort Stop be replaced using bronze plaques.

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There being no further business, the meeting closed at 3.30 pm.

Cr. U Liessmann  
CHAIRMAN

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### **3.4 Burdekin Building Safer Communities Action Team (BSCAT) Meeting Minutes - 18 July 2018**

#### **Recommendation**

That the minutes of the Burdekin Building Safer Communities Action Team Meeting held on 18 July 2018 be received and adopted.

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**Minutes of Meeting**  
**Burdekin Building Safer Communities Action Team (BSCAT)**  
**Meeting held on 18 July, 2018**

Held at Ideas 108, Burdekin Library  
commencing at 10.30am

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**CLAUSE 1      ATTENDANCE**

Brad Taylor (Chair)	Crime Prevention Officer, QPS, Townsville
Cr. Lyn McLaughlin	Mayor, Burdekin Shire Council
Tammy Quagliata	Community Development Support Officer, BSC
Duane Stanley	Youth Justice, Tville South
Les Heath	Potential Burdekin Neighbourhood Watch
Narelle Hibberd	Community Representative
Sgt. Steve Barton	Qld Police, Ayr
Samantha Haigh	Youth Justice, Tville South

**APOLOGIES**

Cr. Tony Goddard	Burdekin Shire Council
Babette Doherty	Victims Assist Qld
Corey Lane	Qld Police Services
Debra Cochran	Burdekin Community Association Inc.
Gus Dalle Cort	Community Representative
Natalie Saroglia	Burdekin Neighbourhood Centre

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**CLAUSE 2      CONFIRMATION OF PREVIOUS MINUTES**

Moved Steve Barton, seconded Duane Stanley that the minutes of the BSCAT Meeting held 14 February 2018 be received.

CARRIED

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**CLAUSE 3      BUSINESS ARISING FROM THE MINUTES**

- It was noted that the Scam Safety Poster was placed in the local newspaper following the February Meeting.
  - Tammy Quagliata advised that all local sporting groups were emailed the Lock It or Lose It Poster and advised to be vigilant about locking and securing their facilities after hours. It was agreed that the poster be circulated via Council's Facebook page regularly.
  - It was noted that 'Lock It or Lose It', promotional car air fresheners have been purchased following discussions at the previous meeting. These items will be circulated at upcoming community events/projects in order to further increase the Lock It or Lose It message.
- 

**CLAUSE 4      CORRESPONDENCE**

**Inward & Outward Correspondence**

NIL

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**CLAUSE 5      FINANCIAL REPORT**

It was noted that the current balance for the BSCAT & Crime Prevention Conference is \$6096.00.

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**CLAUSE 6      POLICE REPORT**

Sgt. Steve Barton gave a brief overview on crime in the Ayr area over the past few months.

It was noted that in June there has been a significant increase in property crime. Sgt. Barton advised the police are currently using bikes borrowed from Strand Beat in Townsville, to do random patrols in certain areas. He also noted that farm cameras are being utilised in many areas.

Sgt. Barton sought support from the Burdekin BSCAT to purchase 2 x bikes for the Ayr Police to continue utilising as the Townsville bikes would need to be returned. Narelle Hibberd further suggested that Rotary Club of Ayr may be able to assist with costs. Sgt. Barton undertook to obtain quotations to purchase 2 bikes and accessories and forward to the group.

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**CLAUSE 7      SUPPORT FOR PURCHASE OF BIKES TO BE UTILISED BY AYR POLICE**

Moved Narelle Hibberd, seconded Duane Stanley that BSCAT approach the Rotary Club of Ayr to assist with the costs of purchasing 2 bikes and accessories for Ayr Police; and BSCAT assist with the remaining costs up to the value of \$2000.

CARRIED

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**CLAUSE 8      PROPOSED YOUTH MOTIVATIONAL SPEAKER FOR 2019**

Tammy Quagliata tabled a suggestion from the Burdekin Shire Youth Council seeking BSCAT's support in bringing a youth motivational guest speaker to the Burdekin. Tammy Quagliata tabled the biography of proposed guest speaker, Luke Kennedy. Luke is a renowned inspirational speaker and author who captivates his audience after his first sentence, taking them on a 'journey' of how his life turned from innocent, happy childhood to violence and drugs. He then shows how he got out of that life and now runs a successful business helping others both physically and emotionally. Following further discussions, there was support for such a project to go ahead, and it was agreed for Tammy Quagliata to proceed with planning.

Tammy Quagliata undertook to liaise with the local high schools with regard to the most appropriate time to hold the event, as well as the expected number of attendees from schools. It was proposed to host the event in March 2019, with a number of 1 hour sessions being held over 1 day. It was also agreed to host a public session where parents, carers and members of the public could attend.

Moved Narelle Hibberd, seconded Samantha Haigh that BSCAT proceed, in consultation with local high schools, on the planning of youth motivational speaker, Luke Kennedy to present at Burdekin Theatre in March, 2019.

CARRIED

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## **CLAUSE 10      GENERAL BUSINESS AND SERVICE UPDATES**

Committee members were given the opportunity to provide a service update from their business or organisation over the past few months.

- Information was provided on the current STEPS program being run for 15-19 year olds that are disengaged. There are still vacancies in the Burdekin, however there is difficulty in keeping attendance.
- Les Heath spoke to the group about his progress in re-forming Burdekin Neighbourhood Watch within the community. Mr. Heath advised that they have a proposed Committee ready to go and are just waiting on Police approval to officially form under the Neighbourhood Watch banner. Tammy Quagliata advised that they had promotional material and other collateral which belonged to Neighbourhood Watch, which can be passed on once the group has officially formed.

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There being no further business, the meeting closed at 11.20am.

**NEXT MEETING – 12 September, 2018 at 10.30am**

### **CURRENT ACTION ITEMS**

<b>Action</b>	<b>Person(s) responsible</b>	<b>Status</b>
Proceed with planning of youth motivation speaker for 2019, in consultation with local high schools.	Tammy Quagliata	
Obtain quotations to purchase 2 bikes for Ayr Police and seek support through Rotary Club of Ayr to assist with covering costs.	Steve Barton Tammy Quagliata Narelle Hibberd	

Meeting Minutes taken by Tammy Quagliata.

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## 4 REPORTS

### 4.1 Council Workshops - July 2018

#### Document Information

Referring Letter No:	N/A
File No:	1394
Name of Applicant:	N/A
Location:	N/A
Author and Title:	Terry Brennan - Chief Executive Officer

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#### Executive Summary

The Council conducted workshops during the past month on 3 and 31 July 2018 with a range of policy and operational issues discussed.

A brief summary of the items discussed at the workshops is contained in the report.

#### Recommendation

That the report on the Council workshops held on 3 and 31 July 2018 be received and noted.

#### Background Information

Following a review of existing governance arrangements in late 2016 the Council adopted a fortnightly Council meeting cycle. In conjunction with this decision it also agreed to conduct workshops with councillors on the alternate week to the scheduled Council meetings.

During the past month workshops were held on 3 and 31 July 2018. The workshops covered a range of policy and operational issues and also included presentations from external organisations.

A brief summary of the issues discussed at the workshops is outlined below:

#### **3 July 2018**

- Progress on preparation of new Planning Act 2016 Planning Scheme
- Update on Qld Rail Interface Agreement
- Feedback on staging of Sweet Days Hot Nights festival
- Proposed Mobile VIC – Plantation Park
- Water Security and Resilience

- 
- Review of existing policies
    - Advertising Spending
    - Rates and Charges Hardship
    - Rates and Charges Recovery
  - Art work concepts for Burdekin Theatre/Library Complex and Home Hill Comfort Stop

### **31 July 2018**

- EDQ – Electronic Vehicle Super Highway
- Update - Haughton River Crossing
- Update – Pacific Hydro Haughton Solar Farm
- Ayr Swimming Pool – Scum-gutter repairs
- Plantation Park – Proposed Improvements to Parking Layout and Configuration
- Nature Based Play Space – Plantation Park
- Capital Projects Carryover
- Renovation of Public Toilets – Queen Street
- Water Supply Issues – Ayr
- Proposed new policy –Surveillance Cameras
- Review of existing policies
  - Erection of Structures over or Adjacent to Sewers
  - Workplace Bullying and Harassment
  - Community Engagement
  - Rates and Charges Recovery
  - Rates and Charges Hardship

### **Link to Corporate/Operational Plan**

#### **5.3.1 Demonstrate open and transparent leadership**

### **Consultation**

Consultation was undertaken with various parties in the presentation of the workshop topics.

### **Legal Authority or Implications**

N/A

### **Policy Implications**

Any policy proposals are subsequently referred to a Council meeting via a report for consideration and adoption.

### **Financial and Resource Implications**

As highlighted in the workshop presentations.

### **Report prepared by:**

Terry Brennan - Chief Executive Officer

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**Report authorised by:**

Terry Brennan - Chief Executive Officer

**Attachments**

1. N/A



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## 5 GOVERNANCE

### 5.1 Issue of Freehold Lease - Burdekin Singers and Theatre Company Inc.

#### Document Information

<b>Referring Letter No:</b>	N/A
<b>File No:</b>	1620 and 1617
<b>Name of Applicant:</b>	Burdekin Singers and Theatre Company Inc.
<b>Location:</b>	Lot 5 on RP709600 28-30 Ross Street, Ayr
<b>Author and Title:</b>	Vicki Walker – Governance and Property Officer

---

#### Executive Summary

Council approval is requested to issue a lease to Burdekin Singers and Theatre Company Inc over the building located at 28-30 Ross Street, Ayr.

#### Recommendation

That Council approves the issue of a lease to the Burdekin Singers and Theatre Company Inc over the building located at 28-30 Ross Street, Ayr for a term of 10 years subject to the usual terms and conditions set by Council.

#### Background Information

The Burdekin Singers and Theatre Company Inc. (formerly the Ayr Choral Society) occupies the building known as the “Opera House” situated on Council freehold land at 28-30 Ross Street, Ayr for storage purposes.

This building was originally relocated from Kalamia Mill to 28-30 Ross Street by the Ayr Choral Society in 1977 with the permission of Council. It was previously the Society’s clubhouse/practice hall, but is now used only for storage purposes.

The land on which the building stands is Council freehold land which was transferred to Council in 1974 by the trustees of the land at the time, the East Ayr Progress Association, on the condition that Council foregoes any claims against the Association for outstanding rates in respect of the property and that the land be used for the establishment of a public park. Council maintains the grounds. The property has had little, if any use, as a public park over the years. The minor park equipment which was located on the land was removed in 2004/05 for safety reasons and not replaced.

Although the Burdekin Singers and Theatre Company has occupied the building for many years, there has never been a formal lease, and the organisation has never paid any rates or

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charges in relation to the premises. However, Public Liability and Property insurance in accordance with Council's usual requirements are held by Burdekin Singers.

The proposed lease would require the organisation to pay water and sewerage charges (if any) and the applicable fire levy.

The Burdekin Singers and Theatre Company Inc. wish to lease the building only. Council would still be responsible for the maintenance of the grounds.

### **Link to Corporate/Operational Plan**

3.3.3 Encourage creative and cultural pursuits that enhance the community identity.

### **Consultation**

Jim Nuttall, Treasurer, Burdekin Singers and Theatre Company Inc.

### **Legal Authority or Implications**

N/A

### **Policy Implications**

N/A

### **Financial and Resource Implications**

Staff resource allocation for preparation of lease documentation.

### **Report prepared by:**

Vicki Walker – Governance and Property Officer

### **Report authorised by:**

Nick O'Connor – Director Corporate and Community Services

### **Attachments**

1. Aerial view of Lease Area



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## 5.2 Adoption of Revised Community Engagement Policy

### Document Information

**Referring Letter No:** N/A

**File No:** 1196

**Name of Applicant:** N/A

**Location:** N/A

**Author and Title:** Rebecca Stockdale - Executive Officer

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### Executive Summary

Council undertakes many activities that have an impact on the residents and visitors to our local government area. Council must ensure it puts in place proper mechanisms to engage with the community at appropriate levels and appropriate times when undertaking these activities. The Community Engagement Policy assists Council to take a consistent and effective approach to community engagement activities in compliance with the *Local Government Act 2009*.

### Recommendation

That Council adopts the revised Community Engagement Policy as attached to this report.

### Background Information

Council first adopted a Community Engagement Policy in 2011. The policy has now been reviewed and updated.

### Link to Corporate/Operational Plan

5.1 Strong Engagement with the community

5.1.1 Continue and enhance community engagement processes that enable greater community participation and feedback

5.1.2 Be responsive and proactive in providing information in the public interest

5.1.3 Communicate Council intent and decisions to the community using effective messaging tools

5.1.4 Improve digital platforms to improve access to information

### Consultation

Council discussed this policy at a Council workshop on 31 July, 2018.



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## **Legal Authority or Implications**

One of the Local Government principles listed in the *Local Government Act 2009* is:

*2 (c) democratic representation, social inclusion and meaningful community engagement;*

Section 5 of the *Local Government Act*

## **Policy Implications**

This is a revised policy and will replace the existing Community Engagement Policy. The revised policy will be published to Council's website and updated in the policy register.

## **Financial and Resource Implications**

Various community engagement activities will have financial and resource implications which will be managed through the budget and other planning tools.

### **Report prepared by:**

Rebecca Stockdale - Executive Officer

### **Report authorised by:**

Nick O'Connor - Director Corporate and Community Services

## **Attachments**

1. Community Engagement Policy

Policy Type	Corporate
Function	Governance
Policy Owner	Chief Executive Officer
Policy Contact	Executive Officer
Review Schedule	36 Months
Resolution No.	<a href="#">Enter Resolution Number</a>

### 1. Purpose

The purpose of this policy is to promote a consistent and effective approach to community engagement in compliance with the *Local Government Act 2009*.

### 2. Scope

This policy applies to all councillors, employees, and consultants engaged by the council in their dealings with the community. This policy has application across the full range of policy, planning, programs, and services delivered by the council.

### 3. Exceptions

This policy does not commit the council to consult on every issue before the council.

### 4. Definitions

**'community engagement'** is any process or activity that involves the public in decisions, provides education, or sharing of information.

### 5. Policy Statement

While it is not possible or effective to consult with the community on every issue, Burdekin Shire Council engages the community to enhance Council's decisions and to facilitate well-informed community participation in policy, plans, programs, and service levels. This will be achieved through:

- Compliance with the Burdekin Shire Council Community Engagement Guidelines ("the Guidelines")
- Provision of appropriate training and tools to ensure compliance with the Guidelines
- Application of appropriate engagement methods for each activity
- Appropriate scheduling of engagement activities; allowing sufficient time and resources for community input and avoiding periods when community participation may be compromised

### 6. Principles

- 6.1 Community engagement does not replace the decision making function of Council. Community engagement assists the council in accessing a broad range of information about needs, opinions, and options prior to decisions being made.

- 6.2 Community engagement activities will follow the guiding principles from the International Association for Public Participation (IAP2) Public Participation Spectrum:
- Integrity – when there is openness and honesty about the scope and purpose of engagement;
  - Inclusion – when there is an opportunity for a diverse range of values and perspectives to be freely and fairly expressed and heard;
  - Deliberation – when there is sufficient and credible information for dialogue, choice, and decisions, and when there is space to weigh options, develop common understanding, and to appreciate respective roles and responsibilities; and
  - Influence – when people have input into designing how they participate, when policies and services reflect their involvement and when their impact is apparent.
- 6.3 Community Engagement is a two way process whereby aspirations, concerns, needs and values of citizens and communities are incorporated at all levels and in all sectors in policy development, planning, decision making, service delivery and assessment.
- 6.4 Types of community engagement activities include, but are not limited to, direct mail, e-mail, social media, surveys, customer phone requests, over-the-counter interactions, focus groups, and public meetings.
- 6.5 Challenges

In addressing community engagement, Council is aware of the following challenges:

- The need to engage the broader community and avoid focussing all engagement activities with one particular person, community group or stakeholder.
- The need to set aside sufficient time and resources to undertake comprehensive and effective community engagement.
- Ensuring that employees, consultants and contractors are sufficiently skilled in community engagement.
- The need to consider a variety of engagement tools and not just certain methods, such as public meetings, which are not always productive.
- The need to provide participants with post-engagement feedback.
- Ability to manage community expectations that may have been raised during the engagement process.
- To recognise the need, from time to time, to protect the minority interest.

## 7. Objectives

This policy aims to achieve the following key objectives:

- The Burdekin Shire community is well informed about issues, strategies, or plans that may directly or indirectly affect them.
- Council has access to a broad range of information about community needs, opinions, and options prior to decisions.
- Council decisions are understood and supported by the community.

## 8. Legislation

*Local Government Act 2009*

*Local Government Regulation 2012*  
*Planning Act 2016*



**9. Document History**

Revision Number	Revision Details	Approved By (Officers Name)	Resolution Number	Date
0.0	Adopted	Ordinary Council Meeting	1019955	22/02/2011
0.1	Revised draft- New template	Rebecca Stockdale	N/A	4/12/2017
0.2	Updates from Council workshop	Rebecca Stockdale	N/A	31/07/2018

Effective Date: [Select Effect Date](#)**PROTECTIVE MARKING**

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### **5.3 Request for use of Landcare Building - Brandon Heritage Precinct - The Burdekin Machinery Preservationists Inc**

#### **Document Information**

**Referring Letter No:** 1464914

**File No:** 1275

**Name of Applicant:** The Burdekin Machinery Preservationists Inc

**Location:** Brandon Heritage Precinct

**Author and Title:** Vicki Walker – Governance and Property Officer

---

#### **Executive Summary**

Council has received correspondence from The Burdekin Machinery Preservationists requesting approval for the use of the building currently utilised by the Lower Burdekin Landcare Association at the Brandon Heritage Precinct once the Association vacates the building.

#### **Recommendation**

That Council offers no objection to The Burdekin Machinery Preservationists occupying the building currently utilised by the Lower Burdekin Landcare Association at the Brandon Heritage Precinct once the Association vacates the building.

#### **Background Information**

The Brandon Heritage Precinct is located on Lot 1 on SP241138 at 21-27 Spiller Street, Brandon which is freehold land owned by Council.

The Burdekin Machinery Preservationists has a lease over the whole of the lot, however there is a clause in the lease which states “The lessee shall allow the group known as “Lower Burdekin Landcare” to occupy and utilise a part of the building erected on the northern side of Renown Theatre building for its purposes”.

The Lower Burdekin Landcare Association recently entered into a lease with Council over the former Brothers Clubhouse and surrounds located on International Drive, Ayr. Landcare intends to relocate its operations to this location and will be vacating the premises at the Brandon Heritage Precinct sometime in the future.

Written confirmation has been provided by the Association that no objection is offered to the Burdekin Machinery Preservationists occupying the building at the Brandon Heritage Precinct once it is empty.

---

The Burdekin Machinery Preservationists advises their present meeting room is barely adequate and they lack suitable office space. The lined and sealed building would better store paper records and books than any of the present structures. It is for these reasons that the Club membership looks forward to acquiring the use of the Landcare building.

### **Link to Corporate/Operational Plan**

3.2.2 Build capability of individuals working with community organisations.

### **Consultation**

Lower Burdekin Landcare Association Inc

### **Legal Authority or Implications**

N/A

### **Policy Implications**

N/A

### **Financial and Resource Implications**

N/A

### **Report prepared by:**

Vicki Walker – Governance and Property Officer

### **Report authorised by:**

Nick O'Connor – Director Corporate and Community Services

### **Attachments**

N/A

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## 6 ENVIRONMENTAL AND HEALTH SERVICES

### 6.1 Mosquito Management Plan 2018-2020

#### Document Information

**Referring Letter No:** N/A

**File No:** 665

**Name of Applicant:** N/A

**Location:** N/A

**Author and Title:** Preeti Prayaga – Senior Environmental Health Officer

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#### Executive Summary

The Burdekin Shire Council Mosquito Management Plan 2018-2020 provides a framework for Council and the community to manage mosquitoes in the region.

The effective control of mosquitoes in the Burdekin Shire is of considerable importance given their impact on public health in the form of diseases such as Ross River Virus (RRV), Barmah Forest Virus (BFV) and Dengue Fever Virus (DFV) and the detrimental impact mosquitoes have on our tropical outdoor lifestyle.

#### Recommendation

That Council adopts the Burdekin Shire Council Mosquito Management Plan 2018-2020 as attached to this report.

#### Background Information

The *Public Health Act 2005* (the Act) and the *Public Health Regulation 2005* contain the provisions for the control of communicable disease and designated pests which include mosquitoes, rats and mice. The Act identifies local government as the responsible agency for the prevention and control of mosquitoes, rats and mice which are causing, or have the potential to cause, a public health risk.

The Mosquito Management Plan has been developed in alignment with the Queensland Joint Strategic Framework for Mosquito Management 2010-2015 which provides a strategic direction for the management of mosquitos and mosquito-borne diseases in Queensland and the Mosquito Management Code of Practice 2014 developed by the LGAQ.

The main focus of the plan is to identify appropriate mosquito management activities to be implemented throughout the region. These activities will reduce the risk to the community of contracting mosquito-transmitted diseases as well as the nuisance value.

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The Mosquito Management Plan was considered at a Council workshop on 30 January 2018. Since the workshop review, a new section 7 - Potential Future Directions in Mosquito Control has been added to reference the more recent research and field trials being conducted into the use of Wolbachia as a biological control to reduce mosquito transmission of Zika, dengue and chikungunya.

### **Link to Corporate/Operational Plan**

3.1.4 Raise public awareness and improve health and safety through delivery of regulatory and advisory programs

### **Consultation**

N/A

### **Legal Authority or Implications**

*Public Health Act 2005*

*Public Health Regulation 2005*

### **Policy Implications**

N/A

### **Financial and Resource Implications**

Programs are part of Council's annual budget.

### **Report prepared by:**

Preeti Prayaga – Senior Environmental Health Officer

### **Report authorised by:**

Dan Mulcahy – Manager Environmental and Health Services

### **Attachments**

1. Burdekin Shire Council Mosquito Management Plan 2018-2020





**Burdekin**  
Shire Council



# **Mosquito Management Plan 2018-2020**



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## 1. STRATEGIC OVERVIEW

### 1.1 Executive Summary

The Burdekin Shire Council Mosquito Management Plan 2018-2020 (Plan) provides a framework for Council and the community to manage mosquitoes in the Shire. A strategic overview is presented in the Plan. Operational programs are subsequently outlined, identifying the actions required to achieve the strategic objectives.

The *Public Health Act 2005* and the *Public Health Regulation 2005* contain the provisions for the control of communicable disease and designated pests which include mosquitoes. The Act identifies local government as the responsible agency for the prevention and control of mosquitoes which are causing, or have the potential to cause, a public health risk.

Burdekin Shire Council has developed the Plan in alignment with *Queensland Joint Strategic Framework for Mosquito Management 2010-2015*, the *LGAQ Mosquito Management Code of Practice* requirements, consideration of the requirements of the Department of National Parks, Sports and Racing *Fish Habitat Areas Code of Practice* as well as Council's responsibility to effectively manage its control program.

Council has a significant problem with freshwater and saltwater mosquitoes in the region. Increasing mosquito populations are the result of climatic conditions and the availability of suitable breeding sites. In the Burdekin region, several communities are located in close proximity to salt marsh areas and other mosquito breeding sites. Geographical separation of communities within the region presents a major challenge to the delivery of operational programs.

The main focus of the Plan is to identify appropriate mosquito management activities to be implemented throughout the region. These activities will reduce the risk to the community of contracting mosquito-transmitted diseases as well as the nuisance value. The Plan also focuses on proactive management activities, with the aim of reducing reactive management activities. Burdekin Shire Council is committed to the implementation of the Plan which has been developed with consideration for relevant best practice methods, legislation and the environmental amenity of the region.

### 1.2 Scope

The Burdekin Shire Council Mosquito Management Plan 2018-2020 (Plan) provides information on the management of mosquitoes within the Burdekin Shire. The Plan identifies a strategic position and provides detailed information about:

- the operational programmes that will be implemented to achieve the outcomes as listed.
- surveillance, prevention and control of mosquitoes and mosquito-borne disease threats that have significant health impacts.
- internal, external and public communication plan.
- staff education, training and support required to implement surveillance, prevention and control initiatives.
- the collection of intelligence required to inform surveillance, prevention and control initiatives.

### 1.3 Objectives

- Provide effective and equitable mosquito management service to the communities of the Burdekin Shire.
- Control mosquitoes by use of cost effective and environmentally appropriate management methods.

- Undertake regular implementation, review and improvement of best practice methods for mosquito management.
- Undertake mosquito management in accordance with the Mosquito Code of Practice for Queensland and the Australian Mosquito Control Manual.
- Raise awareness of Council's Mosquito Management Plan within Council and the wider Burdekin community.
- Increase proactive mosquito management activities with a subsequent reduction in reactive mosquito management activities.
- Undertake monitoring and surveillance programs to accurately understand the mosquito population dynamics within the Shire.
- Have an integrated management approach which minimises chemical use, is sustainable and considers the environmental assets of the region.
- Undertake detailed species monitoring and data analysis for the purpose of developing and implementing proactive and effective operational programmes.
- Use monitoring and surveillance data to measure the effectiveness of the aerial control program.

#### **1.4 Strategies**

Refer to table on next page.



Strategy	Action	Outcome
Develop a Mosquito Management Plan for the Burdekin	<ul style="list-style-type: none"> <li>Maintain an environmentally safe habitat for humans and other living creatures</li> <li>Develop an efficient and effective framework for mosquito management</li> </ul>	<ul style="list-style-type: none"> <li>Plan developed and adopted by June 2018</li> <li>Review plan annually</li> </ul>
Identify mosquito breeding areas in the Shire	<ul style="list-style-type: none"> <li>Maps of known mosquito breeding areas available on Council's website</li> <li>Update maps with new information as received</li> </ul>	<ul style="list-style-type: none"> <li>Map existing sites by June 2018</li> <li>Review annually</li> <li>Update as required</li> </ul>
Undertake surveillance, prevention and control activities	Develop and implement: <ul style="list-style-type: none"> <li>Sustainable, prioritised and risk-based surveillance of the mosquitoes in the Shire</li> <li>Prevention and control programs that are specific for disease carrying mosquitoes based on the risk matrix of mosquito-borne disease index</li> <li>Control methods based on best practice</li> <li>A review of the effectiveness of implemented prevention and control measures</li> </ul>	<ul style="list-style-type: none"> <li>Mosquito surveillance, prevention and control guidelines are documented and implemented</li> </ul>
Undertake public awareness and education activities	<ul style="list-style-type: none"> <li>Provide accurate, accessible and timely information on mosquito issues relevant to the health and well-being of the Burdekin population</li> <li>Prepare media releases on mosquito borne diseases and preventative education</li> </ul>	<ul style="list-style-type: none"> <li>Information available on website, social media and at Council's customer service centre and libraries</li> <li>2 Media releases annually</li> </ul>
Provide training to staff in the area of mosquito management	<ul style="list-style-type: none"> <li>Staff attend training and professional development activities</li> </ul>	<ul style="list-style-type: none"> <li>Staff updated on mosquito management</li> </ul>

## 2. BACKGROUND INFORMATION

### 2.1 Introduction

The effective control of mosquitoes in the Burdekin Shire is of considerable importance given their impact on public health in the form of diseases such as Ross River Virus (RRV), Barmah Forest Virus (BFV) and Dengue Fever Virus (DFV) and the detrimental impact mosquitoes have on our tropical outdoor lifestyle.

Over 220 mosquito species have been identified in Queensland and are found in a wide range of habitats, with some being widespread and common and others rare and localized to specific areas. Notes on the most common species in the Burdekin Shire and their pest and mosquito status can be found in Appendix 2.

Burdekin Shire Council is committed to reducing the risk of disease and the nuisance value of mosquitoes in the region by implementing an integrated mosquito management program. This program uses a number of control techniques that will collectively contribute to the management of mosquitoes and take into account environmental impact, sustainability and cost effectiveness.

### 2.2 Population and Topography

The Burdekin Shire covers approximately 5053 square kilometres and is made up largely of low lying river systems and flood plains with the major industry being agriculture.

The region has approximately 360 hectares of saltmarsh breeding areas not including areas surrounding Giru with a number of freshwater sites which become active after rainfall events. Saltmarsh areas can breed after high tides (over 3.3 metres), rainfall events or a combination of the two.

The Shire experiences a humid, hot climate in the summer, with a concentration of rainfall in the warmer half of the year and a fairly high degree of rainfall variability from season to season. Average annual rainfall for Burdekin Shire is 929mm.

As at 2016, the estimated resident population of Burdekin Shire was 17, 651 people (ABS 3218.0 Regional Population Growth, AEC group). The main population centres are Ayr and Home Hill which sit on either side of the Burdekin River and both are within 15 kilometres of the coast. A number of other smaller settlements are spread throughout the Burdekin from Giru in the north to Dalbeg in the west with Wunjunga and Alva Beach on the coast.

### 2.3 Legislative Requirements

The *Public Health Act 2005* and the *Public Health Regulation 2005* contain the provisions for the control of communicable disease and designated pests which include mosquitoes. The Act outlines the responsibility Queensland Health has with respect to the surveillance and control of communicable diseases including Ross River Virus, Barmah Forest Virus and Dengue Fever Virus.

The Act identifies local government as the responsible agency for the prevention and control of certain vectors including mosquitoes which are causing, or have the potential to cause, a public health risk. Local government is also responsible for the administration and enforcement of Part 1A - Division 2 – Mosquitoes of the *Public Health Regulation 2005*.

### 2.4 Council Corporate and Operational Plans

The Plan links in with Council's Corporate Plan 2017-2022:

3.1.4 Raise public awareness and improve health and safety through the delivery of regulatory and advisory programs.

4.1.6 Promotion and adoption of environmental best practice by Council, business and residents.



## 2.5 Safety and Operational Procedures

Burdekin Shire Council is committed to the health and safety of its employees working in mosquito management operations. Mosquitoes can transmit diseases such as Ross River, Barmah Forest, and Dengue Viruses. Employees who work on a daily basis within these operations have an increased risk of attaining a mosquito borne disease. It is therefore important that protective measures are in place to minimize the chance of employees becoming ill with a mosquito borne disease. Some simple measures can be taken to reduce the risk of being bitten:

- Wear long sleeved shirt and trousers
- Use diethyltoluamide (DEET ) mosquito repellent and reapply as necessary

Due to the nature of mosquito control operations including the use of 4WD vehicles and quad bikes and the continual use of chemicals, safety of the operators is imperative

- Ensure that the road surfaces are not water logged before using quad bike to ride
- Ensure all safety measures are taken as described on Safety Data Sheets when using chemicals
- Report all incidents including “near miss” incidents and accidents to Senior Environmental Health Officer and fill out appropriate Work Health and Safety forms

It should be noted that this document is not intended to fully address all the issues pertinent to health and safety in the area of mosquito control and reference should be made to the relevant Work Health and Safety legislation, Council Work Health and Safety policies and advice from Council's Safety & Productivity Coordinator.

## 3. Treatment Activities

### 3.1 Larval Control

The larvae control program treats both saltwater and freshwater areas. The application and control method depends on a variety of conditions including:

- Accessibility of the area
- Size of the area to be treated
- Time to treat the larvae (Age/Instar stage of the larvae)

The preferred methods of land based larviciding are by hand, quad bikes or aerial distribution. If the size of the area to be treated is too small and/or inaccessible for helicopter treatment, quad bikes are a more efficient and economical alternative.

#### 3.1.1 Chemical control

- a) Prolink® pellets and briquettes (Methoprene) - prevents the larvae from developing into normal pupae. It is recommended to treat larvae at 2<sup>nd</sup>, 3<sup>rd</sup> and 4<sup>th</sup> instar when control is most effective. The residual effects of briquettes last for up to 150 days and pellets last for up to 30 days. The pellets and briquettes are dispersed by hand and/or on a quad bike.
- b) Teknar® 1200 SC (Biological larvicide) – kills larvae. It is recommended to use Teknar in the early stages of larvae growth, as prior to pupation the 4<sup>th</sup> instar larvae don't feed. In warm weather weekly treatment is recommended. The concentrate is dispersed by hand pump and /or by aerial application. Teknar is the preferred chemical for large areas that are to be treated by aerial application.



### 3.1.2 Biological control

*Bti* is a biological or a naturally occurring bacterium found in soils. (*Bti* is short for *Bacillus thuringiensis* subspecies *israelensis*.) It produces a toxin that specifically targets and only affects the larvae of the mosquito, blackfly and fungus gnat.

Council uses *Bti* as one of the proactive initiative to prevent the larvae from hatching. This treatment is mainly focused in Town area as it is more effective in smaller stagnant water bodies.

## 3.2 Adult Control

At times, it may be necessary to undertake a program to control adult mosquitoes that have emerged, due to an interrupted larval control program or by special request.

Adult mosquito control is best achieved through the use of an ultra-low volume (ULV) misting machine. Adulticiding is carried out early morning, low winds in densely vegetated known harbourage sites. It involves the application of a fine mist of control agent to areas where adult mosquito numbers are at an unacceptable level.

The adult mosquitoes have to come in contact with the airborne droplets or treated surface to be controlled. This makes it an ineffective treatment option and is therefore not a preferred treatment method.

### 3.2.1 Chemical Control

Biflex® aquamax (Bifenthrin) insecticide that affects the nervous system of mosquitoes is used to treat adults. Bifenthrin is used as a barrier treatment at various facilities and amenities such as playground equipment, toilet blocks, park benches and barbecue areas. The product leaves a residual layer affecting resting mosquitoes.

## 3.3 Methods of Application

### 3.3.1 Ground based treatment

The land based larviciding program focuses on both saltwater and freshwater habitats. All known breeding sites have been plotted with GPS equipment and mapped using the Council's GIS system. These sites are continually monitored throughout the year.

Council's Pest Management Officers (PMOs), inspect all sites to determine the presence of mosquito larvae. The timing of the inspections is put in place to intercept the mosquitoes' breeding cycle and is intensified after rainfall and tidal events greater than 3.6 m. For example, history has shown that tidal events greater than 3.6 m will cause inundation of a number of low lying tidal marsh areas.

Breeding sites range from small, water-holding containers, larger areas such as drains and up to vast saltmarsh and mangrove swamps (which may well exceed 400 hectares). Identification of the larval mosquitoes is necessary to determine a suitable control method. Samples of larvae are returned to the laboratory to determine the species.

Council's PMOs undertake pre and post-treatment surveys.

### 3.3.2 Aerial treatment

Aerial larviciding is carried out in accordance with Council's *Procedure for Aerial Larviciding*. The pilot is supplied with aerial photography maps highlighting the proposed areas for treatment and data from each treatment is stored on file. The need to carry out aerial larviciding is determined by the monitoring of the salt marshes for mosquito breeding and risk assessment.



The main target species in the aerial treatments is *Aedes vigilax*, the common salt marsh mosquito. However, *Culex sitiens*, *Aedes alternans* and other species of mosquitoes do breed in the same habitat periodically.

Records of each treatment are kept for quality monitoring and to identify any problems such as treatment failure.

Aerial larviciding supplements the main treatment program with difficult areas to be accessed and treated in a short period of time. This allows staff to deal with more accessible breeding sites when required.

Although aerial application treats large areas, application rates versus accuracy rates are less effective than other treatment methods such as hand pumps and/or quad bikes.

### **3.3.3 Barrier Treatment**

Backpack equipment is used to create and distribute the fine mist with the program being conducted in the early hours of the day. The timing is critical as thermal activity and stronger wind velocities can affect treatments conducted later in the day.

Mosquito adulticiding is conducted in accordance with Council's Procedure for Misting Program and data from each treatment is stored on file.

## **4. Surveillance and Data Collection**

### **4.1 Monitoring and Surveillance**

#### **a) Pre/Post Dipping Surveys**

Larvae are collected from their aquatic habitat using a ladle or pipette. As with adult identification from trapping, larvae are counted to determine population density and then viewed under a microscope to determine the species of the mosquitoes.

Pre and post treatment inspections are essential in assessing the need for treatment, the suitability of the product to be used, and also allow for quantitative, visual evidence of how successful a treatment has been and will assist in the determination of retreatment activities.

#### **b) Adult trapping**

Light traps, which are considered to be reliable tools for mosquito sampling, are small, transportable pieces of equipment which attract and capture adult mosquitoes. They may be placed in rural and urban areas to collect mosquito species information for the respective area. The light trap is normally placed in an area of interest for a period of 24 hours, then samples are collected and analysed.

### **4.2 Data Collection and reporting**

#### **4.2.1 Data Collection**

An integral component of any mosquito surveillance program is the recording of data. Information collected from mosquito surveys can be used to determine the need for a control program and to later evaluate the effectiveness of the program.

The information gathered is documented, filed, and when processed, integrated into the GIS system.

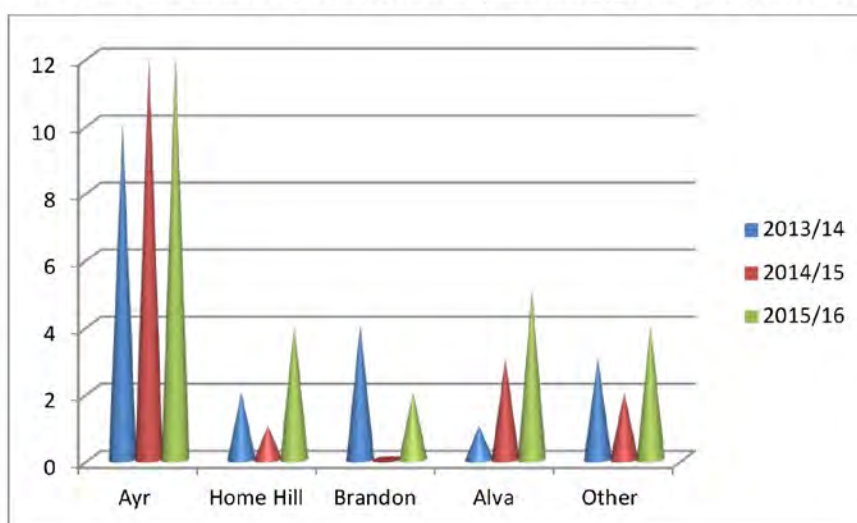
GIS technology adds significant value to data collection analysis by enhancing its function in decision making, especially with regards to service delivery, planning and management.

#### 4.2.2 Reporting

Information in relation to mosquito management will be prepared by Officers and include:

- Tables and graphs based on information extracted from Council's Database system for recording and tracking customer complaints, the information presented in these tables and graphs will be based only on customer complaints and enquiries.
- Table presenting the monthly activities of mosquito control as well as disease notification information from Queensland Health.
- Mapping of treatment areas using Geographic Information Systems (GIS) and subsequently placed on Council's website.

Mosquito Complaints as per Customer Request Management (CRM) Records



#### 4.3 Customer Enquiries

Public interaction is a necessary and important component of any mosquito management plan. It can be a source of useful information to identify problem areas and 'hot spots'. Careful, structured recording of information is required as this information can be used to develop historical understanding of the problem and associated areas.

Public interaction falls into a number of categories. The most obvious category is complaints and enquiries, but other categories include the dispersal of information, education programs and interaction with specific stakeholders.

#### 5. Public Awareness and Education

Public awareness is fundamental in preventing and controlling mosquito nuisance bites and public health mosquitoes. Burdekin Shire Council may provide information about mosquito prevention and control through:

- House to house surveys
- Promotional material
- Media releases
- Website
- Social media



Basic information on how to protect against mosquitoes is an essential inclusion in public awareness campaigns. Messages may include:

- Use insect repellent containing diethyltoluamide (DEET) or picaridin
- Avoid being outside at dawn and dusk
- Wear long, loose, light coloured clothing
- Replace/repair defective insect screens

Public awareness campaigns like 'Mozzie Smart' recommends residents take the following precautions:

- Empty and remove/turn over containers, buckets, ice cream containers, and unused plant pots and bases
- Empty bird baths regularly
- Remove palm fronds
- Refresh water in flower vases inside the house regularly
- Keep swimming pools chlorinated or salted
- Avoid water holding plants such as bromeliad
- Install/repair/replace water tank inlet screens
- Check gutters for build-up of leaves and other debris

## **6. Proactive programs**

### **6.1 Pre-treatment**

Council undertakes an extensive pre-treatment program. This program is an effective way to control areas that are subject to infrequent or irregular tidal inundations and areas that are difficult to access.

Council utilises (S) - Methoprene Prolink® briquettes for its pre-treatment program. These briquettes have an extended life ensuring that these difficult areas are effectively treated with minimal staff involvement.

The incorporation of this control option into the management plan enables ground staff to redirect their resources to other more suitable sites that require treatment in the event of a major larval emergence, therefore expanding the total area of treatment throughout the Burdekin's known breeding locations.

### **6.2 House to House Surveys**

House to house surveys can detect and eliminate mosquito larvae on the spot, especially *Aedes aegypti*. It is an effective means of detecting breeding sites and mosquito densities. The purpose of the house to house survey for *Aedes aegypti* is:

- To monitor and control *Aedes aegypti* within the Shire
- To minimize the incidence of dengue in the Shire.
- To provide information to the public about dengue fever and prevention methods.

*Aedes aegypti* hot spots are identified by areas which are likely to be a higher risk location. These areas are surveyed and treated accordingly.

Higher risk Locations:

- Backpackers
- Hospitals



- Schools
- Rest areas/Comfort Stop
- Areas of town with a history of dengue mosquito activity
- Commercial activities such as tyre dealers and car wreckers

In the event of a sporadic case of dengue it is necessary to initiate dengue control within 200 metres of the case. Mapping of the area within a 200 metre radius is implemented using GIS software. Larval control is conducted together with a 'lure and kill' ovitrap strategy and internal spraying. Within the 100 metre radius Queensland Health will be responsible for spraying. Brochures and verbal information will be provided within the area of treatment. In the event of an outbreak with numerous cases the whole area needs to be treated against larvae and adults. Queensland Health has developed a [Dengue Management Plan 2015-2020](#) in case of an event incorporating either single or multiple cases.

### 6.3 Light Trap Monitoring

Accurate mosquito species data is crucial to the success of any mosquito control activity. Data is collected through light trap sampling of mosquito populations.

Data obtained from light traps include species type, number of individuals and activity times. This data assists in the development of effective control activities for the area.

The light trap is normally placed in an area of interest for a period of 24 hours, then samples are collected and analysed.

## 7. Potential Future Directions in Mosquito Control

Since 2011 Australia and North Qld have been part of world-wide research into using Wolbachia as a biological control to reduce mosquito transmission of Zika, dengue and chikungunya.

In a laboratory mosquitoes are infected with the Wolbachia bacteria and then released into the environment to breed with wild mosquitoes. The Wolbachia bacteria stop the growth of the virus and stop the transmission to humans. *Wolbachia* are naturally occurring bacteria found in 60% of all insect species, and are safe for humans, animals and the environment.

The program commenced in 2011 in Cairns and surrounding areas and later was trialed in the greater Townsville region including Charters Towers. It was very successful in reducing the transmission of dengue fever in these areas. While the initial phases of the project are finished, monitoring of levels of Wolbachia in the wild mosquito population will continue and work is underway to determine the best method of introducing Wolbachia to the wild mosquito population.

Current dengue fever statistics for Burdekin Shire do not indicate that there is a need to undertake any corrective action at this stage. However, Council will continue to monitor the success of the Wolbachia program and further deployment of the program in Queensland.

## 8. Responding to Emergencies

Mosquitoes can be a major problem during or following major events such as flooding caused by rainfall, major runoff or storm surge. There is a trend for disaster situations to be handled at the local level, circumventing the need for declaring a State of Disaster. This trend places increasing importance on planning procedures to mitigate the effects of particular events and to allow effective remedial and recovery responses.

Potential for an emergency situation also arises if exotic mosquitoes are introduced either naturally or accidentally, or if there is an outbreak of mosquito borne disease in Queensland.

For acceptable mosquito control practices during emergency situations refer to standard operating procedures.



Liaison between Council's Pest Management Team and the relevant lead agencies responsible for the management of disaster situations or disease outbreaks is crucial to the implementation of a vector management response. The Local Disaster Management Group is the responsible management unit for disaster situations including flooding, cyclones and storm surges. Queensland Health is the lead agency responsible for the management of disease outbreak within the region.

## **9. Staff and Equipment**

### **9.1 Staff**

Pest Management Officers undertaking the work in the mosquito control area are qualified pest management technicians. This training provides them with the skills and knowledge to use the chemicals required in these programs.

Training in mosquito control operations is essential for all Environmental Health Officers and Pest Management Officers in the Environment and Health section. Council has three experienced Pest Management Officers (PMOs) however additional persons may be required to assist in certain circumstances such as house to house surveys or investigation/treatment of mosquito borne diseases.

Although detailed knowledge of all aspects of mosquito management is not required, some key skills which are useful include:

- Basic identification of the most common mosquito species.
- Identification of mosquito larvae
- The handling of methoprene pellets and briquettes
- Recognition of breeding grounds
- Familiarization with house to house surveys

Pest Management Officers working full time in this area are trained in Mosquito identification and surveillance.

### **9.2 Vehicles and Equipment**

Staff has a variety of options for the application of treatment throughout the Shire. The choice is based on a number of factors including accessibility of the area, type of chemical and area to be treated. Options include:

- a) Hand dosing - briquettes and pellets
- b) Hand pumps/mist blowers - Teknar can be applied by hand although specialized equipment is required such as mist blowers and hand pumps.
- c) Backpacks
- d) 4 WD Vehicles
- e) Quad bikes - Briquettes, pellets and liquid chemicals can all be utilized whilst operating quad bikes.
- f) Aerial spray (external contractor) – Teknar is used by the contractor

Other equipment used in vector management includes:

- a) Light traps
- b) Ladles and pipettes
- c) Microscope and light
- d) Slides
- e) Fixing solution



## Operational Plan:

The table below describes the current operational activities Council undertakes and future actions to be implemented.

Current Program	Proposed Plan	Timeline
<b>CONTROL METHODS: GROUND BASED APPLICATION</b>		
Currently 50% of the vector control activity is not scheduled but dependent on seasonal demands. Larviciding is recognised as the most efficient method of control. Council undertakes a pre-treatment program by distributing Methoprene briquettes and pellets in areas that will be affected by high tides and rainfall. When immediate control is required then <i>Bti</i> is used.	<ul style="list-style-type: none"> <li>Continue to review ground based control methods</li> <li>Scope to increase treatment areas and address the identified need to increase the pre-treatment areas</li> <li>Develop and implement a task calendar</li> <li>Pre &amp; Post Dipping is undertaken and documented</li> <li>Introduce treatment record forms.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> <li>Work program developed and implemented each financial year</li> <li>June 2018</li> <li>Ongoing</li> <li>June 2018</li> </ul>
<b>CONTROL METHODS: AERIAL APPLICATION</b>		
Aerial application is an integral part of the overall treatment program an expensive	<ul style="list-style-type: none"> <li>Develop a risk based assessment to facilitate the decision process to manage the budget</li> <li>Investigate more cost effective alternatives to aerial treatments currently used.</li> </ul>	<ul style="list-style-type: none"> <li>June 2018</li> <li>Ongoing</li> </ul>
<b>CONTROL METHODS: ADULTICIDING</b>		
Adulticiding is not a preferred method of control. This method is used during an emergency or for treatment of public areas prior to a Council event.	<ul style="list-style-type: none"> <li>Continue with current minimal use</li> </ul>	<ul style="list-style-type: none"> <li>As and when required</li> </ul>
<b>MONITORING – PRE/POST DIPPING</b>		
Pre/post dipping is an important part of the treatment program to assist in determining mortality rate/efficacy.	<ul style="list-style-type: none"> <li>Continue to use results of dip monitoring to guide treatment</li> <li>Ensure the pre/post dipping process maintains a mortality rate of 90%</li> <li>Collect information to determine effectiveness and efficiency of the chemicals used</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>



Current Program	Proposed Plan	Timeline
<b>CUSTOMER COMPLAINTS AND ENQUIRIES</b>		
Complaints/requests are received by Customer Service and recorded in the CRM system. They are responded as per standard operating procedure.	<ul style="list-style-type: none"> <li>Achieve 80% service level agreement timeline</li> </ul>	<ul style="list-style-type: none"> <li>Monitored annually</li> </ul>
<b>DATA COLLECTION: SITE IDENTIFICATION AND CHARACTERISTICS</b>		
The mosquito breeding areas of the Shire are mapped into main zones.	<ul style="list-style-type: none"> <li>Ensure all individual sites are mapped</li> <li>Breeding sites and treatment areas to be mapped and loaded onto the GIS system to then be available on Council's website.</li> </ul>	<ul style="list-style-type: none"> <li>June 2019</li> </ul>
<b>DATA COLLECTION: TREATMENT RECORDS</b>		
Currently no formal data is kept on treatment program except chemical usage.	<ul style="list-style-type: none"> <li>Develop a simple and accurate treatment recording system.</li> <li>Determine necessary data to be recorded eg. chemical application, Bureau of Met (BOM) data.</li> </ul>	<ul style="list-style-type: none"> <li>June 2019</li> </ul>
<b>COMPETENCIES: STAFF TRAINING</b>		
Presently staff undertake necessary training as determined by program requirements in mosquito identification, first aid, vehicle/driver safety courses and other relevant licenses and permits	<ul style="list-style-type: none"> <li>Ensure staff have access to training in all required areas including mosquito management and identification; first aid; vehicle use and special tickets eg forklift and other as identified.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>
<b>COMPETENCIES: LICENCES</b>		
Staff are qualified and maintain their Pest Management Technician licence.	<ul style="list-style-type: none"> <li>Ensure Pest Management Technicians licences remain current for relevant staff. Assistance will be provided where required</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>
<b>COMPETENCIES: LEGISLATIVE COMPLIANCE</b>		
Relevant legislations are Codes of Practice. Public Health Act – Public Health Risk (Mosquitoes) Pest Management Technician Licences.	<ul style="list-style-type: none"> <li>Continue to operate under the principles outlined in the Plan.</li> <li>Continue to operate in accordance with Work Health and Safety requirements and Mosquito Management Procedures</li> <li>Continue compliance with relevant statutory legislation</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>



Current Program	Proposed Plan	Timeline
<b>COMPETENCIES: PLANT AND EQUIPMENT</b>		
Suitable plant is provided within the current resources.	<ul style="list-style-type: none"> <li>• Ensure continued review of plants adequacy.</li> <li>• Replace specific plant and equipment as per asset management program</li> <li>• Ensure laboratory instruments are adequately maintained eg. microscopes, microscope camera.</li> <li>• Undertake an annual plant review</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>
<b>COMMUNITY AWARENESS</b>		
<p>Website: Council's website contains a significant amount of information on Vector Management mainly mosquitoes.</p> <p>Promotional material: Council provides promotional material in several formats including brochures/handouts, website.</p> <p>Media releases/Social media posts: 2 media releases per year</p>	<ul style="list-style-type: none"> <li>• Continue to maintain this section of the website.</li> <li>• Continue to provide promotional material in a variety of formats.</li> <li>• Increase public awareness of personal protection</li> <li>• 2 media releases/social media posts per year</li> <li>• Regular website, social media updates</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>

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Queensland Health 2011, *Japanese encephalitis*,  
[http://access.health.qld.gov.au/hid/InfectionsandParasites/ViralInfections/japaneseEncephalitis\\_fs.asp](http://access.health.qld.gov.au/hid/InfectionsandParasites/ViralInfections/japaneseEncephalitis_fs.asp)

## **Appendix 1**

Map of mosquito breeding in Burdekin Shire Council.



## Appendix 2

### Mosquitoes

Council's Mosquito Management Program targets numerous species of mosquitoes based upon vector capability, nuisance value and cohabitation with primary target species. The following sections will group mosquitoes according to:

- Disease Carrying Species (Disease Vectors)
- Nuisance Species
- Domestic Container Breeding Species

### Disease Carrying Mosquitoes Species

#### *Aedes vigilax*

*Ae. vigilax* is the primary vector of Ross River Virus (the cause of epidemic polyarthritis) and Barmah Forest Virus in Queensland. Both viruses are notifiable diseases that can have debilitating effects on those infected.



*Ae. vigilax*'s distribution throughout northern Australia is wide spread along the coastline. The major breeding sites of the *Ae. vigilax* include temporary brackish pools and marshes filled as a result of tidal inundation and are commonly associated with salt-water couch grass (*Sporobolus*). The habits of the adult mosquito include resting amongst dense foliage for shelter throughout the day where possible. They are a voracious biter, will feed off humans and animals day or night and can travel up to 50km from breeding sites. Peak feeding activity is during dawn and dusk.

#### *Culex annulirostris*

*Culex annulirostris* is an efficient vector of a range of viruses including Ross River, Barmah Forest, Japanese Encephalitis, Kunjin as well as being a vector for myxomatosis and an effective carrier of dog heartworm.





*Cx. annulirostris* is wide spread throughout Queensland and Australia. Preferred breeding areas include freshwater wetlands and low lying grassy areas that are commonly inundated following rain as well as irrigation areas having heavy organic effluent component. Peak feeding activity is predominantly at dusk (up to 2 hours following), and to a lesser degree at dawn. They feed off both animals and humans and have the capacity to travel 5 – 10 km from breeding sites.

### Nuisance species

#### *Culex sitiens*

*Cx. sitiens* can become a major pest during summer months. Current research indicates that this species is also a competent vector of Ross River Virus within the laboratory setting, with further research continuing to determine transmission efficiency as a possible field vector.



As with *Ae. vigilax*, *Cx. sitiens* is found along most coast lines of Australia and has the ability to travel large distances (up to 35 km) in order to seek a blood meal. The major breeding sites of *Cx. sitiens* are the same as *Ae. vigilax* – temporary brackish pools and marshes filled as a result of tidal inundation. *Cx. sitiens* is often found breeding with *Ae. vigilax* but also has the ability to successfully adapt to freshwater habitats.

#### *Aedes alternans*

*Ae. alternans* can reach reasonably high pest levels following extended periods of rain. They have the ability to breed both in temporary brackish pools and marshes on the coast along with *Ae. vigilax* and further inland in freshwater areas with *Ae. vittiger*.



*Ae. alternans* are very aggressive biters, will attack throughout the day and night and have the ability to travel 5-8 km from breeding sites in search of a blood meal. As with *Ae. vittiger*, this species may continue to be a pest from one to three weeks after breeding areas are inundated. Ross River Virus has been isolated from *Ae. alternans* (in the laboratory), however this is yet to be proven in the field.

### ***Verrallina funereal***

*Ve. funereal* may be a major pest in communities where residential housing is in very close proximity to breeding sites. *Ve. funereal* has the ability to breed in both fresh and slightly brackish water.



*Ve. funereal* is considered a very aggressive and painful biter. This species travels very little distance from breeding ground and is thus not considered a major pest for areas not adjacent or in close proximity to their coastal breeding areas. There is currently no evidence to suggest that *Ve. funereal* is capable of transmitting disease to humans, however it has been shown to carry a number of arboviruses in the laboratory.

### ***Mansonia uniformis***

*Ma. uniformis* can prove a major pest problem in Burdekin due to the abundance of fresh water lagoon type habitat. It has the unique larval structure of a piercing siphon which allows it to attach to a wide range of aquatic plants such as water hyacinth, as well as aquatic grasses and sedges.



*Ma. uniformis* are more aggressive during the night but willing to feed during the day in protected/shaded areas. The flight range of uniform is limited to about 3-6 km making this species more of nuisance to those living near fresh water areas. This species has been shown to be a competent vector for Ross River Virus, Murray Valley Encephalitis and Kunjin virus in the laboratory however there is no field evidence incriminating the species as a disease vector in Australia.



## Domestic/Container breeders

### *Aedes aegypti*

*Ae. aegypti* is of great importance as it is the major carrier of Dengue Fever and Dengue Haemorrhagic Fever in Queensland (and throughout the world). This mosquito is associated with human habitation.



The *Ae. aegypti* can be found in natural breeding places such as tree holes, fallen palm fronds and plants such as bromeliads. It has however adapted very successfully to human habitation breeding in any available artificial container such as pot plant bases, buckets, tyres, rain water tanks and roof gutters. This mosquito has a limited flight range, up to 1 km (if necessary), in seeking a blood meal. This mosquito is very allusive, tending to bite people around the feet and ankles. *Ae. aegypti* bites during the day.

### *Aedes notoscriptus*

*Ae. notoscriptus* can be a domestic pest species. Its importance relates to the similarity with *Ae. aegypti* and the common breeding area shared.



As with *Ae. aegypti*, *Ae. notoscriptus* is primarily considered a domestic species taking advantage of a range of artificial containers. Laboratory studies have shown this mosquito capable of carrying a number of arboviruses and it is believed to be a suitable vector for Barmah Forest, Ross River and Heartworm in dogs.

The following table provides a summary of the above mosquitoes including their distribution, preferred breeding sites and potential vector ability.





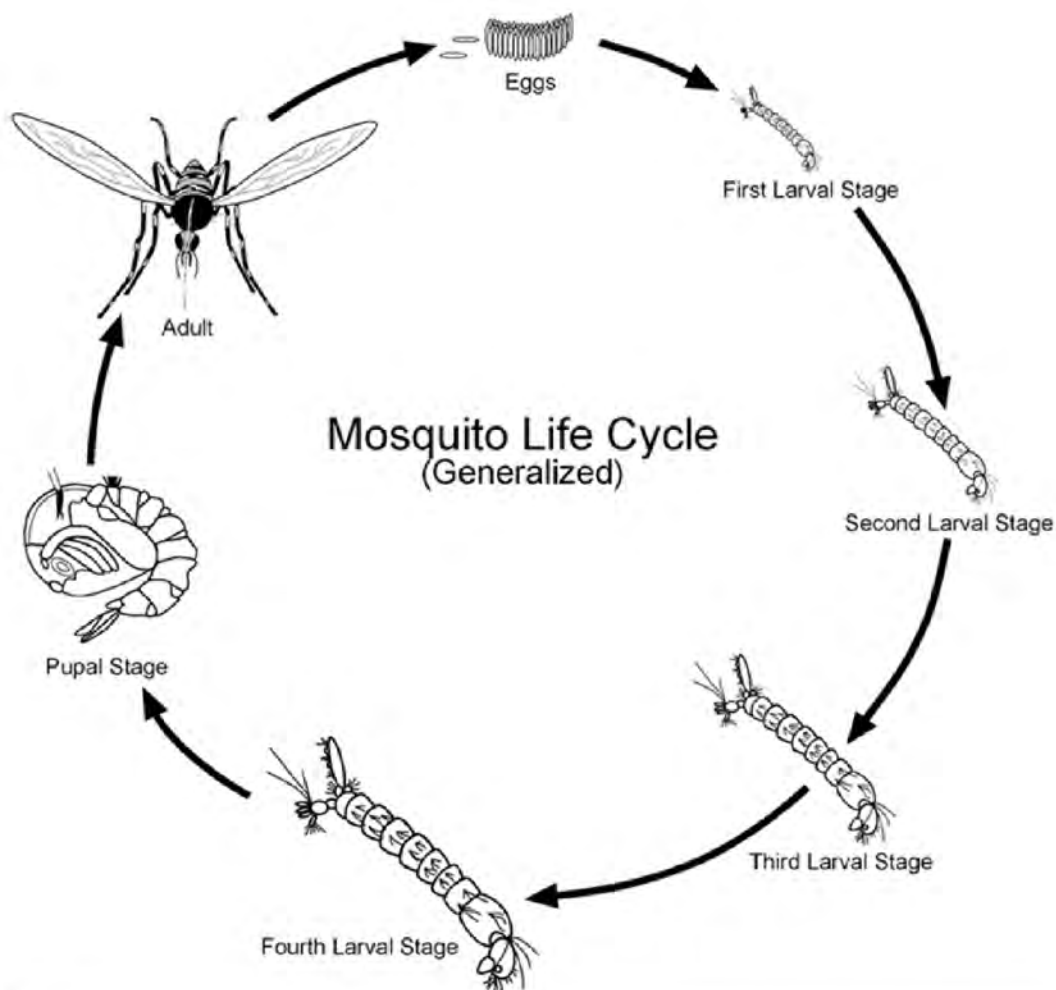
MOSQUITO SPECIES	DISTRIBUTION PREFERRED	BREEDING SITES	CONCERN RISK
<i>Ae. vigilax</i>	Most of coastline	Temporary pools in salt marshes flooded during higher tides or by rain.	Major pest species. Vector of RRV, BFV and heart worm in dogs.
<i>Cx. annulirostris</i>	Widespread	Fresh water wetlands, usually with vegetation. Breeding can be prolific in low-lying areas that hold water for a few weeks after heavy rain.	Most important mosquito in Australia. Vector of BFV, JE, Kunjin, MVE, RRV and heart worm in dogs.
<i>Cx. sitiens</i>	Coastal saline and brackish.	Commonly found in pools formed when high tides flood the upper limits of marine wetlands. Heavy breeding can occur where natural drainage in tidal wetlands is blocked.	Occasional pest where residential areas are close to breeding sites. RRV isolated.
<i>Ae. vittiger</i>	Widespread Coastal and inland	Commonly found in temporary pools filled by rain exposed to sunlight and emerging grass.	Occasional pest where residential areas are close to breeding sites MVE laboratory only.
<i>Ae. alternans</i>	Widespread.	Saline and fresh wetland.	RRV isolated. Rarely abundant.
<i>Verrallina funereal</i>	Coastal	Slightly brackish and fresh water pools that is often shaded. Commonly found breeding near tea-tree and other wetlands adjoining tidal areas.	RRV, BFV isolated. Can be a significant pest in residential areas adjacent to breeding sites.
<i>Ae. aegypti</i>	North Queensland.	Prefers containers. Usually associated with human habitation.	Vector of Dengue
<i>Ae. notoscriptus</i>	Widespread, urban and rural.	Domestic and natural containers.	Can be a significant domestic pest. Isolated BFV, RRV and heartworms in dogs.
<i>Mansonia uniformis</i>	Widespread, mainly coastal.	A fresh water lagoon type habitats.	May be a serious pest in the vicinity of freshwater wetlands. RRV isolated.
Viruses: BFV = Barmah Forest, JE – Japanese Encephalitis, MVE = Murray Valley Encephalitis, RRV = Ross River Virus			

## Mosquito Lifecycle

Mosquitoes have the ability to breed in a wide range of environments including freshwater wetlands, salt marshes, highly polluted waters and artificial containers.

The life cycle of a mosquito commences with the female laying eggs. The eggs are laid on damp surfaces (generally), just above water level or on free water as a raft as shown in the below diagram. The eggs are often drought resistant and remain viable for many years awaiting rainfall or tidal inundation to allow for hatching. The eggs hatch into larvae and progress through four (4) developmental larval stages increasing in size reaching the non feeding pupal stage. The adult mosquito develops inside the pupal skin and following emergence feeds, then mates.

The diagram below provides a simple representation of the mosquito life cycle.



**Note:**  
Each larval stage is larger than the previous one. Molting occurs between each larval and pupal stage. Larval and pupal stages are aquatic.

\* The larval stages are also known as instar – 1<sup>st</sup> instar, 2<sup>nd</sup> instar, 3<sup>rd</sup> instar, 4<sup>th</sup> instar

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## **7 CLIENT SERVICES**

### **7.1 Bullying, Anti-Discrimination and Sexual Harassment Policy**

#### **Document Information**

**Referring Letter No:** N/A

**File No:** 1884

**Name of Applicant:** N/A

**Location:** N/A

**Author and Title:** Belinda Tinus – Human Resources Coordinator

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#### **Executive Summary**

As part of the ongoing policy review, the previous Workplace Bullying and Harassment Policy will be repealed and replaced with the updated Bullying, Anti-Discrimination and Sexual Harassment Policy. The new policy reflects obligations that Council has under relevant legislation.

#### **Recommendation**

That Council adopts the attached Bullying, Anti-Discrimination and Sexual Harassment Policy.

#### **Background Information**

The Policy has been updated to include Anti-Discrimination and Sexual Harassment conduct. The policy identifies the types of behaviour that constitute bullying, discrimination and sexual harassment, makes a clear statement that this conduct is not acceptable and will not be tolerated, outlines what Council will do to minimise the risk of the conduct occurring, provides a transparent complaint process and advises employees of their obligations and responsibilities.

#### **Link to Corporate/Operational Plan**

5.4 – Create a workplace that is regarded as an “Employer of Choice”

5.4.3 – Maintain Council's commitment to ensure a safe and healthy work environment for all employees.



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## **Consultation**

The draft policy has been discussed with the Senior Management Group.

The draft policy has been discussed at the Council Workshop on Tuesday 21 July 2018.

## **Legal Authority or Implications**

*Anti-Discrimination Act 1991 Qld*  
*Industrial Relations Act 2016 Qld*  
*Sex Discrimination Act 1984 Cth*  
*Age Discrimination Act 2004 Cth*  
*Racial Discrimination Act 1975 Cth*  
*Disability Discrimination Act 1992 Cth*  
*Australian Human Rights Commission Act 1986 Cth*  
*Workplace Health and Safety Act 2011*  
*Local Government Act 2009*  
*Local Government Regulations 2012*  
*Public Sector Ethics Act 1994*

## **Policy Implications**

The attached policy replaces the old *Workplace Bullying and Harassment Policy* and will be included in Council's policy register and published to Councils website.

## **Financial and Resource Implications**

N/A

### **Report prepared by:**

Belinda Tinus – HR Coordinator

### **Report authorised by:**

Nick O'Connor - Director Corporate and Community Services

## **Attachments**

1. Bullying, Anti-Discrimination and Sexual Harassment Policy

Policy Type	Corporate
Function	Personnel
Policy Owner	Manager Client Services
Policy Contact	HR Coordinator
Review Schedule	24 Months
Resolution No.	<a href="#">Enter Resolution Number</a>

## 1. Purpose

1.1 The purpose of this policy is to:

- Outline Council's commitment to a safe workplace where employees and others in the workplace are treated fairly and with respect;
- Ensure, so far as reasonably practicable, that employees are not subjected to bullying, discrimination or sexual harassment while at work;
- Detail the legal responsibilities of Council and employees in relation to bullying, discrimination and sexual harassment in the workplace; and
- Outline the strategies Council will implement to minimise the risk of bullying, discrimination and sexual harassment in the workplace.

## 2. Scope

- This policy covers all employees of Council and all persons performing work at the direction of, in connection with, or on behalf of the Council (for example contractors, subcontractors, agents, consultants, volunteers) (collectively referred to as "workplace participants").
- This policy extends to all functions and places that are work related, for example work lunches, conferences, training courses, library and cultural activities, Christmas parties and client/customer functions.
- This policy does not form part of any employee's employment contract with Council and should be read separately.

## 3. Exceptions

- Nil

## 4. Workplace Bullying

- Workplace bullying is repeated, unreasonable behaviour, directed towards a worker or a group of workers, that creates a risk to health and safety. It is a risk to health and safety because it may affect the physical and/or psychological health of workers.
- 'Repeated behaviour' refers to the persistent nature of the behaviour and refers to behaviour on more than one occasion and/or over a period of time.
- 'Unreasonable behaviour' means behaviour that a reasonable person, having regard to all the circumstances, would see as unreasonable.
- Bullying behaviour can take many different forms, from the obvious (direct) to the subtle (indirect). The following are examples of both direct and indirect bullying: -

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**4.5 Direct Bullying:**

- a) Abusive, insulting or offensive language;
- b) Spreading misinformation or malicious rumours;
- c) Behaviour or language that frightens, humiliates, belittles or degrades, including over criticising, or criticism that is delivered with yelling or screaming;
- d) Displaying of offensive material;
- e) Inappropriate comments about a person's appearance, lifestyle, their family or sexual preferences;
- f) Teasing or regularly making someone the brunt of pranks or practical jokes;
- g) Interfering with a person's personal property or work equipment; or
- h) Harmful or offensive initiation practices.

**4.6 Indirect Bullying:**

- a) Unreasonably overloading a person with work, or not providing enough work;
- b) Setting timeframes that are unreasonably difficult to achieve, or constantly changing them;
- c) Setting tasks that are unreasonably below, or above, a person's skill level;
- d) Deliberately excluding or isolating a person from normal work activities;
- e) Withholding information that is necessary for effective work performance;
- f) Deliberately changing work arrangements, such as rosters and leave, to inconvenience a particular worker or workers.

4.7 A single incident of unreasonable behaviour does not usually constitute bullying. However, it should not be ignored as it may have the potential to escalate into bullying behaviour.

4.8 A person's intention is irrelevant. Bullying can occur unintentionally, where actions which are not intended to victimise, humiliate, undermine or threaten a person, actually have that effect. Bullying in the workplace is harmful not only to the person subjected to the behaviour but also to Council's culture and reputation. It is unacceptable and will not be tolerated.

4.9 Managing staff does not constitute bullying. Supervisors have the right, and are obliged to, manage staff. This includes directing the way in which work is performed, undertaking performance reviews and providing feedback (even if negative) and disciplining and counselling staff. Examples of reasonable management action include: -

- a) Setting reasonable performance goals, standards and deadlines in consultation with workers and after considering their respective skills and experience;
- b) Allocating work, rostering and allocating working hours;
- c) Transferring a worker for legitimate and explained operational reasons;
- d) Deciding not to select a worker for a vacant position, following a fair and documented process;
- e) Informing a worker about unsatisfactory work performance in a constructive way and in accordance with workplace policies / operational standards or agreements;
- f) Informing a worker about inappropriate behaviour in an objective and confidential way;
- g) Implementing organisational changes or restructuring; and
- h) Performance management
- i) Disciplinary processes.

**5.0 Discrimination**

5.1 Discrimination occurs when a person is treated less favourably because of a ground of discrimination. Grounds of discrimination are set by law (Federal, State and Territory laws) and include the following:



- (a) Race (including colour, nationality, descent, ethnic, ethno-religious or national origin);
- (b) Religious belief or activity;
- (c) Sex;
- (d) Marital status, relationship status;
- (e) Pregnancy (including potential pregnancy);
- (f) Sexuality, sexual preference, lawful sexual activity, gender identity;
- (g) Carers' responsibilities, family responsibilities, carer or parental status;
- (h) Disability, including physical, mental and intellectual disability;
- (i) Breastfeeding;
- (j) Age;
- (k) Industrial/trade union membership, non-membership or activity;
- (l) Political belief or activity; and
- (m) Association (i.e. association with a person who has one or more of the attributes for which discrimination is prohibited).

## **6.0 Vilification**

- 6.1 Vilification is a public act which incites hatred, severe contempt or severe ridicule of a person or group, because of a ground of discrimination.

## **7.0 Sexual Harassment**

- 7.1 Sexual harassment is unwelcome conduct of a sexual nature, which makes a person feel offended, humiliated or intimidated.
- 7.2 Conduct can amount to sexual harassment even if the person did not intend to offend, humiliate or intimidate the other person. However, conduct will not be sexual harassment if a reasonable person, having regard to all the circumstances, would not have anticipated that the conduct would offend, humiliate or intimidate the other person.
- 7.3 Sexual harassment does not have to be directed at a particular individual to be unlawful. Behaviour which creates a hostile working environment for other workplace participants can also be unlawful.
- 7.4 Examples of sexual harassment include, but are not limited to:
- (a) Physical contact such as pinching, touching, grabbing, kissing or hugging.
  - (b) Staring or leering at a person or at parts of their body.
  - (c) Sexual jokes or comments.
  - (d) Requests for sexual favours.
  - (e) Persistent requests to go out/date, where they are refused.
  - (f) Sexually explicit conversations.

- (g) Displays of offensive material such as posters, screen savers, Internet material etc.
- (h) Accessing or downloading sexually explicit material from the Internet.
- (i) Suggestive comments about a person's body or appearance.
- (j) Sending rude or offensive emails, attachments or text messages.

## **8.0 Victimisation**

- 8.1 Victimisation is where a person is retaliated against or subjected to a detriment because they have lodged a complaint, they intend to lodge a complaint or are involved in a complaint or have participated in an investigation or other workplace process. Workplace participants must not retaliate against a person who raises a complaint, intends to lodge a complaint or are involved in a complaint or have participated in an investigation or other workplace process or subject them to any detriment.

## **9.0 Council Responsibilities**

- 9.1 Under work health and safety legislation (the legislation) Council is required to minimise, as far as is reasonably practicable, the risks to health and safety in the workplace. This duty includes the implementation of strategies to prevent workplace bullying, victimisation, vilification, discrimination and sexual harassment.
- 9.2 Workplace participants are also required to take reasonable care for their own health and safety, as well as that of others at the workplace and comply with any reasonable instruction given by Council.

## **10.0 What steps will Council take to minimise the risk of Workplace Bullying, Discrimination, Vilification, Sexual Harassment and Victimisation?**

- 10.1 Council will take steps to minimise the risk of bullying, discrimination, vilification, sexual harassment and victimisation through a risk management process.

The steps will include:

- a) identification of risk factors - these are matters and situations which could contribute to bullying, discrimination, vilification, sexual harassment and victimisation;
- b) assessment of the likelihood of bullying, discrimination, vilification, sexual harassment and victimisation occurring from the risk factors identified and their potential impact on workers;
- c) eliminating the risks, as far as reasonably practicable, or controlling, or minimising, them as far as is reasonably practicable;
- d) reviewing the effectiveness of the control methods put in place; and
- e) training workers about bullying, discrimination, vilification, sexual harassment and victimisation.



- 10.2 Council will use the Burdekin Shire Council Bullying, Discrimination and Sexual Harassment Assessment Checklists to facilitate the risk management process. These checklists have been developed to assist Council to identify, assess, eliminate and / or control bullying, discrimination, vilification, sexual harassment and victimisation in the workplace, considering the common risk factors.

## **11.0 Complaint Handling Procedure**

- 11.1 If a workplace participant feels that they have been subjected to any form of unlawful conduct contrary to this standard, they should not ignore it. Council has a complaint procedure for dealing with these issues. (BSC Bullying / Discrimination / Sexual Harassment Complaint Handling Operational Standard). The complaint procedure has numerous options available to suit the particular circumstances of each individual situation.
- 11.2 Council will support workplace participants who make a bullying, discrimination, vilification, sexual harassment and victimisation complaint. However, workplace participants must not make a false complaint or a complaint in bad faith. If a person makes an unfounded complaint or a false complaint in bad faith (e.g. making up a complaint to get someone else in trouble or making a complaint where there is no foundation for the complaint), that person may be disciplined and may be exposed to a defamation claim.

## **12.0 Employee Obligations**

- 12.1 Supervisors have a key role in the prevention of workplace bullying, discrimination, vilification, victimisation and sexual harassment and must:
- a) not bully, discriminate, vilify, victimise or sexually harass workplace participants or aid, abet or encourage other persons to engage in such behaviour;
  - b) act promptly and appropriately if they observe bullying, discrimination, vilification, victimisation or sexual harassment behaviours;
  - c) ensure all workplace participants who report to them are aware, and understand, this policy and their responsibility to comply with it, including to report any bullying, discrimination, vilification, victimisation or sexual harassment behaviour;
  - d) ensure all staff who report to them are aware and understand the complaint procedures;
  - e) act promptly if a complaint is made. If this is not possible, or is inappropriate, inform Human Resources as soon as possible.
  - f) be aware that employees can be held legally responsible for such unlawful conduct.
- 12.2 All workplace participants must:
- a) understand and comply with this policy;
  - b) not engage in any conduct which may constitute bullying, discrimination, vilification, victimisation or sexual harassment towards other workers, customers/clients or others with whom they come into contact through work;
  - c) ensure they do not aid, abet or encourage other persons to engage in bullying, discrimination, vilification, victimisation or sexual harassment behaviour;



- d) report any bullying, discrimination, vilification, victimisation or sexual harassment in the workplace in accordance with this policy;
- e) follow Council's complaint procedure if they experience bullying, discrimination, vilification, victimisation or sexual harassment;
- f) maintain confidentiality if they are involved in a complaint/incident;
- g) be aware that employees can be held legally responsible for such unlawful conduct;
- h) be aware that workplace participants, who aid, abet or encourage other persons to engage in such unlawful conduct, can also be legally liable.

### **13.0 Breach of the Policy**

- 13.1 All workplace participants are required to comply with this policy at all times. If an employee breaches this policy, they may be subject to disciplinary action which may include termination of employment.
- 13.2 Agents, volunteers and contractors (including temporary contractors) who are found to have breached this policy may have their contracts with Council terminated or not renewed.

### **14.0 More Information**

- 14.1 If any workplace participant is unsure about any matter covered by this policy and requires more information they should seek the assistance of their Supervisor or Human Resources.  
  
They may also wish to seek external advice from the relevant authority, such as WorkSafe Queensland or the Queensland Industrial Relations Commission, Australian Human Rights Commission or Anti –Discrimination Commission.

### **15.0 Legislation**

- Anti-Discrimination Act 1991 Qld
- Industrial Relations Act 2016 Qld
- Sex Discrimination Act 1984 Cth
- Age Discrimination Act 2004 Cth
- Racial Discrimination Act 1975 Cth
- Disability Discrimination Act 1992 Cth
- Australian Human Rights Commission Act 1986 Cth
- Workplace Health and Safety Act 2011
- Local Government Act 2009
- Local Government Regulations 2012
- Public Sector Ethics Act 1994

## 5. Related Documents

Document Title	Description
BSC Code of Conduct	
BSC Bullying / Discrimination and Sexual Harassment Complaint Handling Operational Standard.	
BSC Bullying, Discrimination and Sexual Harassment Assessment Checklists	

## 6. Document History

Revision Number	Revision Details	Approved By (Officers Name)	Resolution Number	Date
1.0	Complete review of policy and incorporated Anti-Discrimination and Sexual Harassment	Belinda Tinus		00/00/0000

Effective Date: [Enter Resolution Number](#)

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## 7.2 Draft Camera Surveillance Policy and Amendment to Privacy Policy

**Referring Letter No:** N/A

**File No:** 1881

**Name of Applicant:** N/A

**Location:** N/A

**Author and Title:** Dirk Dabelstein – ICT Coordinator

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### Executive Summary

This report seeks Council's consideration and adoption of the attached draft Camera Surveillance Policy. The Policy is intended to ensure that Council's camera surveillance system(s) will only be used for the purpose for which it was intended; management and operation complies with relevant legislation; and it is fit for purpose.

As a consequence of adopting the camera surveillance policy, Council would be required to amend clause 5.1.1 of its Privacy Policy to ensure consistency in terminology.

### Recommendation

That Council adopts the draft Camera Surveillance Policy as attached to this report and repeals the current Closed Circuit Television Policy; and that Council also amends clause 5.1.1 of the current Privacy Policy as per the highlighted amended wording in the revised Privacy Policy also attached to this report.

### Background Information

As part of the regular review of Council policies it was identified that the scope of the existing Closed Circuit Television (CCTV) policy was too narrow and required broadening to include the operation of more recently installed security surveillance cameras and body worn cameras. The attached draft policy makes provision for new camera surveillance technologies and changes in legislation.

### Link to Corporate/Operational Plan

3.1.1 Support projects and activities to improve public safety and health through strategic partnerships.

3.1.8 Facilitate partnerships to improve crime prevention.

### Consultation

The draft policy has been discussed at the Councillor Workshop on Tuesday 21 July 2018.



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## Legal Authority or Implications

*Crime and Corruption Act 2001*

*Information Privacy Act 2009*

*Liquor Act 1992*

*Local Government Act 2009*

*Public Records Act 2002*

*Right to Information Act 2009*

*Security Providers Act 1993*

## Policy Implications

The attached draft policy replaces the Closed Circuit Television (CCTV) policy and will be included in Council's policy register and published to Council's website. The adoption of this policy also requires a subsequent amendment to Council's Privacy Policy as attached to this report. The current Privacy Policy Clause 5.1.1 states:

### *5.1 Collection of Personal Information*

#### *5.1.1. The Council will not collect personal information unless:*

- (a) The personal information is collected for a lawful purpose directly related to a legislative function or power of the Council or Council business operations;*
- (b) Collection of the personal information is necessary for or directly related to that purpose; and*
- (c) Explicit permission has been given by the person whose personal information is being collected.*

Recommended amended wording is highlighted in the attached amended Privacy Policy. The new Surveillance Camera Policy and revised Privacy Policy will be published to Council's website and updated in Council's policy register.

## Financial and Resource Implications

N/A

### **Report prepared by:**

Dirk Dabelstein – ICT Coordinator

### **Report authorised by:**

Nick O'Connor – Director Corporate and Community Services

## Attachments

1. Draft Camera Surveillance Policy
2. Draft Privacy Policy

## Camera Surveillance Policy

Policy Type	Corporate
Function	Community Relations
Policy Owner	Chief Executive Officer
Policy Contact	ICT Coordinator
Review Schedule	24 Months
Resolution No.	<a href="#">Enter Resolution Number</a>

### 1. Purpose

To provide a framework for the establishment and operation of Council's camera surveillance systems to ensure they are managed in accordance with relevant legislation.

### 2. Scope

This policy applies to:

- Surveillance cameras and systems established in public spaces within Council's local government area and owned by Council.
- Surveillance cameras and systems installed on Council Owned or Council Controlled Land, Infrastructure and/or Assets.
- Council owned body-worn surveillance cameras worn by authorised Council employees while performing official duties within Council's local government area.
- Other types of surveillance cameras and systems, such as drones and dashboard cameras, operated by authorised Council employees while performing official duties within Council's local government area.
- All council employees, contractors and other parties involved with installation, management and maintenance of council's surveillance cameras in public spaces.

### 3. Exceptions

Nil

### 4. Definitions

**'camera surveillance'** is any equipment used to observe and record images of individuals, such as closed circuit television (CCTV), temporary or fixed cameras (such as automatic number plate recognition cameras), body-worn cameras, unmanned aerial vehicles (such as drones) and vehicle mounted cameras (such as dashboard cameras).

**'closed circuit television (CCTV)'** is the use of video cameras to transmit a signal to a specific place, on a limited set of monitors.

**'Council'** means Burdekin Shire Council.

**'Memorandum of Understanding'** is a nonbinding documented agreement between two or more parties outlining the terms and details of a mutual understanding, including the requirements and responsibilities of each party.

**'public space'** refers to an area that is open and accessible to all people, such as parks, reserves, beaches, roads and footpaths. To a limited extent, public facilities and government buildings which



## Camera Surveillance Policy

are open to the public, such as public libraries are public spaces, although they have restricted areas and greater limits upon use.

### 5. Objectives

The objectives of this policy are to ensure that:

- a) Camera surveillance systems and footage will only be used for the purpose for which it was intended.
- b) Management and operation of camera surveillance systems and footage complies with relevant legislation.
- c) Camera surveillance systems and footage are fit for purpose.

### 6. Policy Statement

Council endeavours to protect the safety of its assets, employees and the community with a range of initiatives including the installation of camera surveillance in public spaces and other Council controlled facilities and land; and the use of body-worn cameras.

It will operate its camera surveillance systems in accordance with the following principles:

#### 6.1 Purpose

Camera surveillance systems will be operated within applicable legislation and only for the purposes for which it was intended:

- To assist in the protection of assets and employees;
- To create a safer environment for the community and act as a deterrent for anti-social behaviour and crime in our public spaces;
- To assist law enforcement agencies with early identification and more rapid response to unacceptable behaviour, suspicious activity and crime; or
- To assist in the investigation and prosecution of crimes against a person, civil and criminal offences in relation to the security of public spaces and Council infrastructure.

#### 6.2 Public Interest

Camera surveillance systems will be operated with due regard to the privacy and civil liberties of members of the public, employees and contractors by:

- Development of standard operating procedures that recognise privacy, security and integrity in the viewing and use of all images recorded;
- Appropriate signage in place to inform the public that a camera surveillance system is operating;
- Informing authorised employees and contractors involved in the recording, observation and capture of images of the standard operating procedures and their responsibility to act in an ethical and lawful manner as required by legislation; and
- Maintaining a Memorandum of Understanding with the Queensland Police Service in relation to access to recorded images.

#### 6.3 Security of Camera Surveillance Equipment and Footage

Camera surveillance equipment and footage will be adequately protected against misuse, loss, and unauthorised access, use and disclosure by:

- Restricting use of camera surveillance equipment to authorised employees and contractors only in accordance with standard operating procedures;



## Camera Surveillance Policy

- Implementing approval processes for employees and contractors to view any images or footage;
- Implementing adequate controls to protect against unauthorised access, alteration, dissemination, disclosure, loss or destruction of recorded material;
- Maintaining equipment to ensure its effective operation; and
- Applying relevant recordkeeping practices.

### 7. Legislation

*Crime and Corruption Act 2001*

*Information Privacy Act 2009*

*Liquor Act 1992*

*Local Government Act 2009*

*Public Records Act 2002*

*Right to Information Act 2009*

*Security Providers Act 1993*

### 8. Related Documents

Document Title	Description
<b>Burdekin Shire Council's Camera Surveillance Standard</b>	Burdekin Shire Council operational standard that documents Council's standard operating procedures for the operation and management of its camera surveillance systems.
<a href="#"><u>Burdekin Shire Council's Privacy Policy</u></a>	The purpose of this policy is to outline Council's commitment to maintaining a culture that respects each individual's right to privacy. The policy sets out the principles of the Council in relation to its management of personal information.

### 9. Document History

Revision Number	Revision Details	Approved By	Resolution Number	Date
0.1	First Draft			07/05/2018
0.2	Revised draft following Councillor input			01/08/2018

Effective Date: [Select Effect Date](#)

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Policy Type	Corporate
Function	Governance
Policy Owner	Chief Executive Officer
Policy Contact	Director Corporate and Community Services
Review Schedule	24 Months
Resolution No.	<a href="#">Enter Resolution Number</a>

## 1. Purpose

The purpose of this policy is to outline Council's commitment to maintaining a culture that respects each individual's right to privacy. The policy sets out the principles of the Council in relation to its management of personal information.

## 2. Scope

This policy applies to the management, collection, use, storage and disclosure of personal information.

## 3. Exceptions

Nil

## 4. Definitions

**Access** means providing to an individual, information about himself or herself that is held by the Council. This may include allowing that individual to inspect personal information or to obtain a copy.

**Collection** means gathering, acquiring or obtaining personal information from any source and by any means, including information that the Council has come across by accident or has not asked for.

**Consent** means voluntary agreement to some act, practice or purpose.

**Disclosure** means the release of information to persons or organisations outside the Council. It does not include giving individuals information about themselves.

**Local Government Act** means the *Local Government Act 2009*, Queensland.

**Personal information** means information or an opinion (including information or an opinion forming part of a database), whether true or not, and whether recorded in a material form or not, about a natural living person whose identity is apparent, or can reasonably be ascertained, from the information or opinion, including a photograph or other pictorial representation of a person, but does not include information that is in:

- Generally available publications;

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- Material kept in public records and archives such as the Commonwealth or State archives; or
- Anything kept in a library, art gallery or museum for the purpose of reference, study or exhibition.

**Information Privacy Legislation** refers to the *Information Privacy Act 2009* (Queensland) and *Information Privacy Regulation 2009*.

**Sensitive information** means information or an opinion about an individual's

- Racial or ethnic origin;
- Political opinions;
- Membership of a political association, a professional or trade association or a trade union;
- Religious beliefs or affirmations;
- Philosophical beliefs;
- Sexual preferences or practices;
- Criminal record; or
- Health.

The **Council** means Burdekin Shire Council.

**Use** means the handling of personal information within a Council including the inclusion of information in a publication.

## 5. Policy Statement

### 5.1 Collection of Personal Information

#### 5.1.1 The Council will not collect personal information unless:

- The personal information is collected for a lawful purpose directly related to a legislative function or power of the Council or Council business operations;
- Collection of the personal information is necessary for or directly related to that purpose; and
- At the time of collection, or as soon as practical thereafter, Council will take reasonable steps to ensure that the person is generally aware of:
  - The purpose of collection
  - If the collection is authorised or required under a law
  - If it is Council's usual practice to disclose this type of personal information, and to whom it is disclosed.

#### 5.1.2 The personal information that may be collected will depend on the particular purpose for which it is collected, and may include but is not limited to:

- Telephone numbers;
- Name and addresses (postal, residential and e-mail addresses);
- Age and/or date of birth;
- Property ownership and/or occupier details;
- Details of resident's/ratepayer's spouse or partner;
- Development applications, including plans or specifications of buildings;
- Pet ownership;
- Electoral roll details;
- Pensioner / concession information;
- Payment history;
- Financial, rental or income details;

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- l) Details of land valuation;
- m) Preferred addresses and methods of contacts;
- n) Details of employment; and
- o) Insurance details.

5.1.3 All personal information that is collected by Council will be collected in a fair and lawful manner.

5.1.4 The Council will take reasonable steps to inform the person whose personal information it collects:

- a) Of the purpose(s) for which the personal information is being collected;
- b) If the collection of the information is authorised or required by law, that the collection is so authorised or required; and
- c) In general terms, of its usual practices with respect to the use and disclosure of personal information of the kind collected.

5.1.5 The Council will take reasonable steps to ensure that personal information collected by it, is relevant to the purpose(s) of collection and is up to date and complete.

5.1.6 The Council will take reasonable steps to ensure that the collection of personal information by it does not unreasonably intrude upon an individual's personal affairs.

5.1.7 The Council may collect information concerning persons from a number of private and public sector agencies, which may include, but is not limited to the Electoral Commission of Queensland, Office of the Valuer General, Telstra and from individual persons.

## 5.2 Collection of Sensitive Information

5.2.1 The Council will not collect sensitive information about an individual unless:

- a) The individual has consented;
- b) The collection is required by law;
- c) The collection is necessary to prevent or lessen a serious and imminent threat to the life or health of any person; or
- d) The collection is necessary for the establishment, exercise or defence of a legal or equitable claim.

5.2.2 If the Council collects sensitive information about an individual in accordance with the provisions of this Policy, the Council will take reasonable steps to de-identify the information before the Council discloses it.

## 5.3 Maintenance and Storage of Personal information

5.3.1 The Council may disclose some personal information to an offshore third party cloud computing services provider. In this event, Council will take adequate and reasonable steps to assure appropriate data security.

5.3.2 The Council will take reasonable steps to:

- a) Protect the personal information it holds from misuse and loss and from unauthorised access, modification or disclosure; and
- b) Maintain its record keeping systems to ensure that all personal information collected is up to date, accurate and complete as far as reasonably practicable; and
- c) Ensure that any person who, on behalf of the Council, uses or discloses personal information held by the Council has appropriate authorisation to do so.

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#### 5.4 Use of Personal Information

5.4.1 Where the Council collects personal information for a particular purpose (the primary purpose), it will not use that personal information for any other purpose (secondary purpose), unless:

- a) The Council first takes reasonable steps to obtain the consent of the individual concerned to use his or her personal information for that secondary purpose; or
- b) The individual would reasonably expect the Council to use or disclose the information for the secondary purpose and the secondary purpose is directly (for sensitive information) or indirectly related (for any other information) to the primary purpose; or
- c) The Council believes on reasonable grounds that use of the information for that secondary purpose is necessary to prevent or lessen a serious or imminent threat to the life or health of the individual concerned or another person; or
- d) Use of the information for that secondary purpose is required or authorised by law; or
- e) Use of the information for that secondary purpose is reasonably necessary for the enforcement of the criminal law or of law imposing a pecuniary penalty.

#### 5.5 Direct Marketing:

##### 5.5.1 Reasonable expectation to use or disclose:

If Council holds personal non-sensitive information about an individual, it must not use or disclose the information for the purpose of direct marketing except when Council has collected the information from the individual and the individual would reasonably expect Council to use or disclose the information for that purpose (except for sensitive information).

##### 5.5.2 No reasonable expectation to use:

In the event that the individual would not reasonably expect Council to use or disclose non-sensitive information for direct marketing, the individual needs to have given consent to the use or disclosure of the information for direct marketing.

5.5.3 Council must provide a simple means by which the individual may easily request not to receive direct marketing communications from Council.

5.5.4 Council will only use or disclose sensitive information about an individual for direct marketing purposes if the individual has consented to the use or disclosure of the information for that purpose

#### 5.6 Disclosure of Personal Information

5.6.1 The Council will not disclose personal information it holds about a person to a third party, except where:

- a) A reasonable individual is likely to have been aware that his or her personal information would be disclosed in that way;
- b) The resident or ratepayer has consented to or made a written request for personal information to be provided to a third party;
- c) The personal information is provided for the purpose of distributing materials of and on behalf of the Council (for example: the provision of address data for use by a mailing service provider to post Rates Notices or other materials);

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- d) The third party has been contracted by the Council to provide advice or services for the purpose of assisting the Council in providing benefits to persons (for example: Electoral Commission Queensland, Office of the Valuer General, insurers, legal service providers);
  - e) The Council is required or authorised by law to disclose the personal information to a third party or to the public at large (for example, under the Freedom of Information Act);
  - f) The resident or ratepayer has been advised of the Council's usual practice of disclosing personal information to that third party or a third party of that type for a particular purpose and the disclosure is consistent with that purpose; or
  - g) A public consultation submission has been received by Council. To enable transparency in consultation processes to occur, all public consultation submissions received by Council will become public documents and may be included in a report to Council which is also available to the public.
- 5.6.2 Where personal information is provided to the Council by a person "in confidence", the Council will not disclose such information to a third party without the person's consent, unless such disclosure is required or authorised by law (for example, applications made under the Freedom of Information Act).
- 5.6.3 The Council will take reasonable steps to:
- a) Contract only with third party service providers that are subject to the provisions of the Privacy Act and the National Privacy Principles; and
  - b) Where the third party service provider is not subject to the provisions of the Privacy Act and the National Privacy Principles, enter into a Privacy Agreement that requires the third party service provider to comply with the provisions of this Policy relating to the collection, use, storage and disclosure of personal information supplied by the Council.
- 5.6.4 The Council may supply personal information about an individual to that individual as part of a standard communication or pursuant to a request made by the individual.
- 5.6.5 The Council does not accept any responsibility for any loss or damage suffered by a person because of their reliance on any personal information provided to them by the Council or because of the Council's inability to provide persons with any requested personal information.
- 5.6.6 The Council expects that persons will, before relying on any personal information the Council provides to them, first seek confirmation from the Council about the accuracy and currency of such personal information.
- 5.7 Integrity and Alteration of Personal Information
- 5.7.1 The Council assumes that personal information provided by persons or other persons is accurate, complete and up-to-date. It is the responsibility of persons to provide the Council with details of any changes to their personal information as soon as reasonably practicable following such change.
- 5.7.2 The Council will take reasonable steps, such as making appropriate deletions, additions and corrections, to ensure that personal information held by it is accurate, relevant, complete, up to date and not misleading.
- 5.7.3 A person may apply to the Council, in a form determined by the Council, to have his or her personal information amended so that it is accurate, relevant, complete, up-to-date and not misleading. Where the Council, on reasonable grounds, decides not to amend a resident's or ratepayer's personal information in the manner requested in the application, the Council will inform the person of its decision and the reasons for refusing to make the requested



amendments. If requested by a resident or ratepayer, the Council will take reasonable steps to attach to a record containing that person's personal information a statement provided by that person of the correction, deletion or addition sought.

## 5.8 Access to Personal Information

- 5.8.1 A person who wishes to access personal information held by the Council must make a written application to the Freedom of Information Officer. An applicant will be required to pay an application fee as determined by the Freedom of Information Act 1991.
- 5.8.2 Subject to the provisions of this legislation, the Council may grant or refuse access to personal information as it deems fit.
- 5.8.3 The Council recognises that there are certain documents, which may contain personal information, that the Council is legislatively required to make available for access by members of the public.
- 5.8.4 An application to access personal information will be dealt with within 30 days of receipt of the request. In certain circumstances, an applicant may be required to satisfy Council staff as to his or her identity.

## 5.9 Suppression of Personal Information

- 5.9.1 A person's name or address may be suppressed from the Council's Assessment Record and Voters Roll where the Chief Executive Officer is satisfied that inclusion of the name or address on the Assessment Record and/or Voters Roll would place at risk the personal safety of that person, a member of that person's family, or any other person.
- 5.9.2 Enquiries regarding suppression of personal information should be directed to Customer Services staff at the Customer Service Centre in the first instance.

## 6. Objectives

To establish a Policy that forms the basis for the practices and procedures of the Council in relation to the collection, use, storage and disclosure of personal information by all Council employees, the Mayor and Councillors.

## 7. Legislation

*Information Privacy Act 2009*

*Information Privacy Regulation 2009*

*Local Government Act 2009*

*Local Government Regulation 2012*

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**8.**

Revision Number	Revision Details	Approved By (Officers Name)	Resolution Number	Date
1.0	Adopted	Ordinary Council Meeting	1482202	08/01/2016
1.1	Amended DRAFT	Rebecca Stockdale	N/A	1/8/2018

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## 8 FINANCIAL & ADMINISTRATIVE SERVICES

### 8.1 Adoption of Rates and Charges Recovery Policy

#### Document Information

**Referring Letter No:** N/A

**File No:** 1878

**Name of Applicant:** N/A

**Location:** N/A

**Author and Title:** Kim Olsen - Manager Financial and Administrative Services

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#### Executive Summary

Council's Revenue Policy states the principles that apply to recovering overdue rates and charges. The Rates and Charges Recovery Policy guides the administration process to be used in the collection of overdue rates or charges.

#### Recommendation

That Council adopts the Rates and Charges Recovery Policy as attached to this report.

#### Background Information

Council adopts a Revenue Policy annually which states the principles that apply to recovering overdue rates and charges. The Rates and Charges Recovery Policy has been developed to provide clearer guidance to staff to ensure requirements in the *Local Government Act 2009* and *Local Government Regulation 2012* are complied with.

#### Link to Corporate/Operational Plan

5.3.2 Ensure Council's financial position is effectively managed

#### Consultation

Council reviewed this policy at workshops held on 3 July, 2018 and 31 July, 2018.

#### Legal Authority or Implications

*Local Government Act 2009*

*Local Government Regulation 2012*



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## **Policy Implications**

This is a new policy and will be added to Council's Policy Register and published to Council's website.

## **Financial and Resource Implications**

N/A

### **Report prepared by:**

Kim Olsen – Manager Financial and Administrative Services

### **Report authorised by:**

Nick O'Connor – Director Corporate and Community Services

## **Attachments**

1. Rates and Charges Recovery Policy

Policy Type	Corporate
Function	Financial Management
Policy Owner	Manager Financial and Administrative Services
Policy Contact	Rates Supervisor
Review Schedule	12 Months
Resolution No.	<a href="#">Enter Resolution Number</a>

### 1. Purpose

The management and recovery of outstanding revenue is an important aspect of Council's financial management function. Council requires payment of rates and charges within a specified time period and will pursue the collection of overdue rates and charges diligently. Non-payment of rates or charges places an unfair burden on ratepayers who meet their legal obligations in full.

When pursuing the collection of overdue rates or charges Council will have due concern for any financial hardship faced by ratepayers and will allow appropriate time to pay overdue rates where financial difficulty is identified.

The Rates and Charges Collection Policy (The Policy) guides the administration process to be used in the collection of overdue rates or charges. This may include Periodic Payment Plans and various recovery actions including the Sale of Land in accordance with legislative requirements.

### 2. Scope

The Policy provides scope for recovery procedures and applies to all ratepayers of Burdekin Shire Council.

### 3. Exceptions

Nil

### 4. Principles

The Policy is guided by the following principles:

- Transparency – by making clear the obligations of ratepayers and the processes used by Council in assisting it to meet its financial obligations;
- Simplicity – making the processes used to recover overdue rates and charges clear, simple to administer and cost effective;
- Capacity to pay – in determining appropriate arrangements for ratepayers; and
- Equity – by treating all ratepayers in similar circumstances in the same way.

### 5. Definitions

Refer to the dictionary schedules contained in the *Local Government Act 2009* and the *Local Government Regulation 2012*.

## 6. Objectives

This policy's objective is to:

- Ensure monies owed to Council are recovered in a timely, efficient and effective manner in order to finance Council's operations and ensure effective cash flow management.
- Ensure when recovering outstanding rates and charges Council makes it clear to ratepayers their obligations and the processes used by Council to assist them meet those obligations.
- To provide processes that will enable early intervention with ratepayers to reduce Council's ratepayer debt.

## 7. Policy Statement

### Initial Recovery Action

Where rates and/or charges become overdue, Council will take the following recovery action on amounts greater than \$100:

1. Ten (10) to fifteen (15) days after the due date of the rates and charges, property owners will be issued with an *Overdue Notice* with fourteen (14) days to respond.
2. Should the ratepayer not make full payment or come to an acceptable alternative and the overdue amount is in excess of \$1,000 the property will be referred to Council's debt collection agency with no further notice to the ratepayer.

### Advanced Recovery Action

Where overdue rates and/or charges have been referred to Council's debt collection agency they will issue an initial letter of demand, undertake direct contact and other debt collection activities in order to secure payment of the debt. At this stage it will still be possible for ratepayers to enter into a payment plan which is determined on a case-by-case basis. Once the files are sent to Council's collection agency, all contact and plans made are to be dealt with by Council's collection agency.

### Sale of Land

Where overdue rates and charges remain unpaid for three (3) or more years, Council by resolution, may decide to proceed to Sale of Land in accordance with Chapter 4, Part 12, Division 3, Section 140(2), of the *Local Government Regulation 2012*.

Periodically a review will be undertaken to select properties that have rates and charges remaining unpaid for three (3) or more years. A report shall be presented to Council to request a resolution to proceed to the Sale of Land process for the selected properties.

As soon as practicable after the resolution, a Notice of Intention to Sell detailing arrears, land and terms of the resolution must be issued to all parties who have an interest in the land.

For the procedures for Sale of Land process refer to the *Local Government Regulation 2012*, Subdivision 2, Selling land for overdue rates or charges.

*The Local Government Act 2009* provides capacity for Council to take sale of land action to recover rates or charges arrears outstanding for periods less than three years in certain circumstances. This policy does not preclude such action being taken.



**Periodic Payment Plans**

Council will allow landowners who are unable to pay their rates by the due date to enter into an approved payment plan to make periodic payments in arrears following the levy of the rates and charges.

At any stage prior to the property being referred to Council's debt collection agency, with the exception of properties that have proceeded to sale of land following Council resolution, Council will accept applications for periodic payment plans on the approved form or as detailed in acceptable written or electronic form.

Council will accept periodic payment plans where payments are made at least on a monthly basis and will clear the outstanding balance by 30 June within the same financial year. Council may accept but will not encourage periodic payment plans, at the discretion of the Rates Supervisor and Manager of Financial and Administrative Services, that fall outside the 30 June timeframe where there are extenuating circumstances and where the outstanding balance will be cleared prior to the due date of the next rate levy.

Council will not agree to a periodic payment plan where the term for repayment of outstanding rates and charges does not extinguish the debt in a reasonable time.

Where a Periodic Payment Plan meets the criteria set by Council and is approved, written acceptance of the plan will be provided to the ratepayer(s). This correspondence will also advise that the outstanding account may be referred to Council's Debt Collection Agency if the approved plan is not adhered to.

Periodic Payment Plans are to be reviewed on a regular basis to confirm ratepayer compliance.

**Periodic Payment Plan Default**

Where payments have not been received in accordance with the approved payment plan, the ratepayer(s) will be advised in writing that the payment plan is in default and that if the default is not rectified within seven (7) days the account will be referred to Council's Debt Collection Agency with no further notice to the ratepayer.

A payment plan may be reinstated when the arrears are brought up to date within seven (7) days. A further grace period of seven (7) days may be allowed at the discretion of the Rates Supervisor or the Manager Financial and Administrative Services. A periodic payment plan may be renegotiated where the ratepayer(s) have demonstrated substantial compliance with the original plan.

Should the payment plan not be met (without agreement from Council) then the payment plan is considered cancelled and full payment of the amount outstanding is due immediately.

**Application for Rates Relief on the Grounds of Hardship**

Ratepayers may apply for rate relief with an application on the basis of hardship supported by relevant documentation as outlined in the Rates and Charges Hardship Policy.

**8. Legislation**

Local Government Act 2009

Local Government Regulation 2012

**9. Related Documents**

Document Title
Revenue Policy
Revenue Statement
Rates and Charges Hardship Policy
2018/19 Application to Pay Rates by Periodic Payments

**10. Document History**

Revision Number	Revision Details	Approved By (Officers Name)	Resolution Number	Date
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## 8.2 Adoption of Rates and Charges Hardship Policy

### Document Information

**Referring Letter No:** N/A

**File No:** 1879

**Name of Applicant:** N/A

**Location:** N/A

**Author and Title:** Kim Olsen, Manager Financial and Administrative Services

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### Executive Summary

The Rates and Charges Hardship Policy guides the administration process to be used in assessing applications for a concession on the grounds of hardship. The establishment of a hardship policy was a recommendation from a Queensland Audit Office performance audit on “Managing local government rates and charges”.

### Recommendation

That Council adopts the Rates and Charges Hardship Policy as attached to this report.

### Background Information

Council’s Revenue Statement states that ratepayers may apply for a concession on the grounds of hardship, in accordance with the requirements of sections 119 to 126 of the *Local Government Regulation 2012*.

The Queensland Audit Office undertook a performance audit on “Managing local government rates and charges” (Report 17: 2017-18). One of the audit recommendations was that all Queensland councils publish a hardship policy to assist ratepayers to seek a concession for hardship as allowed by section 120(1)(c) of the *Local Government Regulation 2012*.

The Rates and Charges Hardship Policy details the manner in which Council will provide relief to ratepayers who are unable to pay their rates and charges due to genuine financial difficulties or hardship.

### Link to Corporate/Operational Plan

5.3.2 Ensure Council’s financial position is effectively managed

### Consultation

Council reviewed this policy at workshops held on 3 July, 2018 and 31 July, 2018.



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## **Legal Authority or Implications**

*Local Government Act 2009*

*Local Government Regulation 2012*

## **Policy Implications**

This is a new policy and will be added to Council's Policy Register and published to Council's website.

## **Financial and Resource Implications**

The financial implications will depend on the number of ratepayers who are able to demonstrate they meet the criteria for financial hardship and satisfactorily complete the agreed payment plan. These ratepayers will be reimbursed 50% of interest charges accrued during the agreed payment plan.

### **Report prepared by:**

Kim Olsen – Manager Financial and Administrative Services

### **Report authorised by:**

Nick O'Connor – Director Corporate and Community Services

## **Attachments**

1. Rates and Charges Hardship Policy

Policy Type	Corporate
Function	Financial Management
Policy Owner	Manager Financial and Administrative Services
Policy Contact	Rates Supervisor
Review Schedule	12 Months
Resolution No.	<a href="#">Enter Resolution Number</a>

### 1. Purpose

To detail the manner in which Council will provide relief to ratepayers who are unable to pay their rates and charges due to genuine financial difficulties or hardship.

### 2. Scope

The policy applies to all ratepayers with overdue rates and charges levied by Council who are experiencing genuine financial hardship.

### 3. Exceptions

Nil

### 4. Principles

The policy is guided by the following principles:

- Transparency - clear obligations of ratepayers and documented processes taken by Council to assist ratepayers to meet their financial obligations;
- Consistency and equity - provide equal treatment to all ratepayers;
- Fairness - ensure there is no significant shift in responsibility for revenue raising to other ratepayers;
- Flexibility – ability to respond where necessary to changes in the local economy.

### 5. Definitions

To assist in interpretation the following definitions apply:

**Application Form** means Council's Hardship Application Form for the purpose of applying for assistance under this policy.

**Council** means Burdekin Shire Council.

**Financial Hardship** means when a Ratepayer is unable to meet basic requirements (including food, clothing, medicine, accommodation and children's education).

## 6. Objectives

This policy's objective is to:

- Provide where possible support and assistance to ratepayers who are suffering genuine financial hardship due to circumstances beyond the normal frustration and trials experienced by other similar ratepayers from time to time.
- Provide an administrative process to determine applications quickly.
- Promote the image of Council as both efficient and fair.

## 7. Policy Statement

Financial hardship relief provided under this policy does not forgo Council's normal debt recovery action, including Council's ability to sell land for arrears of rates.

Any ratepayer who cannot pay their rates or charges for reason of financial hardship can apply to Council for assistance at any time. Each individual case will be considered on its merits.

Applicants will only be considered to be eligible for a rate concession on the grounds of financial hardship upon complying with the following criteria:

- The applicant does not have reasonable assets external to the land upon which the application for relief on the grounds of hardship applies to;
- Payment of rates by the applicant would cause financial hardship within the next twelve (12) months; and
- The property is the property owner's principal place of residence.

An application for hardship relief on a property must be made by completing the Application for Rates Relief on the Grounds of Hardship form.

A determination under this policy will be assessed against financial data provided by the applicant. Supporting documentation may include but is not limited to:

- A completed and signed statement of financial position;
- Copy of most recent pay slip, government benefit statement(s) or work cover statement;
- Copy of most recent mortgage statement or rental receipt;
- Copy of most recent other creditor statements (eg credit card or personal loan);
- Medical practitioner or health professional letter (if applicable);
- Copies of recent bank statements for all accounts;
- Letter confirming financial hardship from a recognised financial counsellor or financial planner (if applicable); and
- Any other supporting documents considered relevant in supporting the request.

Applications that do not have sufficient information will be returned to the applicant for further information. Should sufficient information not be provided, or information cannot be substantiated the application will not be considered.

All applications for Hardship Relief will be reviewed and final approval given by the Chief Executive Officer or an authorised delegate.

Council will consider all matters under this policy confidentially.

The criteria for assessment will be, but is not limited to, the following:

- Income from all sources.
- Living expenses.
- The applicant must occupy the rateable property as their sole and principal place of residence and must not own any other property either within or outside the Council area.

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Consideration should be given to whether the ratepayer could meet the rate liability by rescheduling commitments or by selling non-essential assets such as (but not limited to) non-residential caravans, holiday or investment properties, luxury cars, boats or other investments.

If the assessment of Council is that the restoration of a ratepayer's financial situation over the medium to long term is unlikely, the application for a concession will not be approved. The ratepayer will be provided with a short period of deferral up to six months to make other financial arrangements, after which other debt recovery actions must be implemented.

Ratepayers who meet the criteria may be offered assistance by one or more of the following:

- An agreed payment plan outside the current debt recovery action.
- Subject to satisfactory completion of an agreed payment plan reimbursement of 50% of interest charges accruing between the date of commencement of agreed payment plan and completion of the agreed payment plan.

Ratepayers who do not meet the criteria for hardship relief under this policy may be afforded an agreed payment plan outside the current debt recovery action.

Any payment plan negotiated or concession applied must take into account the ratepayer's capacity to pay and allow for the plan to be renegotiated if there is a demonstrable change in circumstances.

Consideration will be given to whether the applicants have adhered to previous payment plans or whether they have a record of regular repayments.

For any agreed payment plan the debt must be cleared in full by the end of the payment plan, including new charges accrued during the plan. Payments must be made on at least a monthly basis.

In the event that a payment plan is not maintained within the agreed terms, the ratepayer will be offered an opportunity to make a revised payment plan. Failure to make and maintain an appropriate payment plan will result in an escalation of recovery actions. Payment plans and adherence to these must ensure that no arrears extend beyond a two year timeframe.

Two consecutive failures to make payment as per the agreed plan will result in the plan being terminated and full payment of the amount outstanding is due immediately.

If there is evidence acceptable to Council that any eligible pensioner is unable to meet rate obligations and is unable to enter into a periodic payment plan for payment of overdue rates, Council may, in exceptional circumstances agree to the overdue rates remaining a charge on the land to be recovered following the death of an eligible pensioner/pensioners or as a result of sale/transfer of the land, providing such property is the principal place of residence of the pensioner.

## 8. Legislation

Local Government Act 2009

Local Government Regulation 2012

### 9. Related Documents

Document Title
Revenue Policy
Revenue Statement
Application for Rates Relief on the Grounds of Hardship
Statement of Financial Position

### 10. Document History

Revision Number	Revision Details	Approved By (Officers Name)	Resolution Number	Date
0.0				00/00/0000

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## **9 OPERATIONS**

### **9.1 Construction of South Ayr Water Treatment Plant Bypass Pipeline**

#### **Document Information**

**Name of Applicant:** N/A

**Location:**

**Author and Title:** Wayne Saldumbide – Manager Operations

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#### **Executive Summary**

As part of an overall water resilience strategy, Council's engineering team has been investigating opportunities to increase water supply resilience in each of the four schemes under its control.

The team has developed a proposal to construct a 450mm diameter bypass of the South Ayr Water Treatment Plant that will increase volumetric supply capacity to the townships of Ayr, Brandon and Alva in periods of peak demand during the summer months utilising existing pump and pipeline infrastructure.

#### **Recommendation**

That Council approves the construction of a 450mm diameter bypass pipeline at the South Ayr Water Treatment Plant at an estimated cost of \$358,656.00 which includes a peer review and modelling of the proposed design by a suitably qualified engineering consultant.

#### **Background Information**

During periods of high demand, the available volumetric supply capacity in the Ayr, Brandon and Alva water supply scheme is limited by the capacity of pressure pumps at the South Ayr Water Treatment Plant and Ayr Water Tower. Council officers have prepared a plan, design and estimate to construct a 450mm diameter bypass of the South Ayr Water Treatment Plant that will increase volumetric supply capacity and improve the resilience of the scheme during unplanned power outages or planned scheme maintenance.

It is anticipated that Council will purchase and install the necessary pipes, valves and fittings required to enable potable water sourced from the Conlan Street borefield to bypass the existing South Ayr Water Treatment Plant. Alternative pipework materials are currently being assessed for suitability with potential to realise cost reductions compared to estimate.

The proposed pipeline will cater for the future development and incorporation of additional bores in the Conlan Street supply borefield which will have the added benefit of minimising the occurrence of dirty water in the reticulation network through lower reliance on water from the racecourse bores at peak demand times.



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It is intended for construction of the pipeline to be completed prior to the seasonal demand increase that accompanies the summer months.

## **Link to Corporate/Operational Plan**

### Key Strategic Areas

- 1 Infrastructure
- 1.4 Securing and managing water resources
- 1.4.5 Increase water and sewerage network reliability through planned infrastructure upgrades

## **Consultation**

Internal stakeholder consultation – Director Infrastructure, Planning and Environmental Services, Manager Operations, Manager Water Wastewater, Project Engineer and Council Workshop - July 3, 2018.

## **Legal Authority or Implications**

*Water Supply (Safety and Reliability) Act 2008*

## **Policy Implications**

N/A

## **Financial and Resource Implications**

The project will be funded from water supply reserves.

## **Report prepared by:**

Wayne Saldumbide – Manager Operations

## **Report authorised by:**

Nick Wellwood – Director Infrastructure, Planning and Environmental Services

## **Attachments**

- 1. Aerial Plan of proposed pipeline



#### High Level Cost Breakdown

ITEM	DESCRIPTION	COST (Exc. GST)
1.0	Pipework	\$155,850.00**
1.1	Specialist Valves	\$70,200.00
1.2	Civil Works	\$30,050.00
1.3	Council Labour (WWW and Works)	\$22,780
1.4	Consultant Peer Review / Modelling	\$20,000
Sub Total		298,880.00
Contingency 20%		\$59,776.00
<b>Total</b>		<b>358,656.00</b>

\*\* Note – Alternative pipework materials are currently being assessed for suitability with a view to realising some savings over estimated amount.

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## 10 TECHNICAL SERVICES

### 11 PLANNING & DEVELOPMENT

#### 11.1 Development Application for Reconfiguring a Lot (1 into 2 Lots) at 301 Mountainview Road, Airville (Lot 2 on RP724301)

##### Document Information

**Referring Letter No:** 1464262

**File No:** 234 (RAL18/0016)

**Name of Applicant:** Nguyen Trang

**Location:** 301 Mountainview Road, Airville (Lot 2 on RP724301)

**Author and Title:** Shane Great - Manager Planning and Development

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##### Executive Summary

A Development Application has been received from Brazier Motti on behalf of their client Nguyen Trang seeking approval for Reconfiguring a Lot (1 into 2 Lots) at 301 Mountainview Road, Airville (Lot 2 on RP724301). A Development Application (Code Assessable) has been triggered in accordance with the Burdekin Shire IPA Planning Scheme. Given the 'Rural' zoning, it is considered that the application is contrary to achieving the purpose of the Planning Scheme. Refusal of the application is recommended.

##### Recommendation

That Council refuse the Development Application for Reconfiguring a Lot (1 into 2 Lots) at 301 Mountainview Road, Airville (Lot 2 on RP724301) based on the following grounds:

- The proposed development compromises the achievement of specific Desired Environmental Outcomes (DEO's) contained within the Burdekin Shire Council's IPA Planning Scheme.
- The development proposed has not demonstrated sufficient grounds to justify or override the identified conflicts with the Burdekin Shire Council's IPA Planning Scheme and in particular the Reconfiguring a Lot Code.
- The development proposed is not located in an area planned to benefit from all relevant urban infrastructure and current planning assumptions. Consequently, the proposal conflicts with the provisions of the scheme.



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## Background Information

**The following comments are from the Manager of Planning & Development, Mr Shane Great:**

A Development Application has been received from Brazier Motti on behalf of their client Nguyen Trang seeking approval for Reconfiguring a Lot (1 into 2 Lots) at 301 Mountainview Road, Airville (Lot 2 on RP724301). The land is zoned 'Rural' with the proposal triggering a 'code assessable' development application for Reconfiguring a Lot. The application has been assessed against the Reconfiguring a Lot Code under the provisions of the Burdekin Shire Council's IPA Planning Scheme (the scheme).

### ***The Application:***

The subject Lot comprises an area of approximately 30ha with a bitumen chip sealed road frontage to Mountainview Road. It is the applicant's intent to subdivide existing Lot 2 on RP724301 into 2 lots. Proposed Lot 1 is currently being used to grow mango trees and will have an area of approximately 15 hectares. Proposed Lot 2 will also have an approximate area of 15 hectares and is also being used as a mango plantation. An existing packing shed is constructed on proposed new Lot 2.

The supporting material with the application states that while the proposed lots do not meet the minimum area requirements for the subdivision of rural zoned land in the scheme, the surrounding area has several land parcels of similar or smaller area and the proposed lots will not detrimentally impact on the rural amenity of the area.

The applicants' report states that the newly created lots will continue to operate as mango plantations and will not fragment the agricultural use of the land. The report also states that there will not be any adverse impact on the rural zone or good quality agricultural land over the subject site.

If approved, a residential dwelling could be constructed on each of the proposed lots. This possible intensification could contribute towards incompatible land use issues and increased traffic movements on Council road infrastructure. These changes in land use could also contribute towards negative impacts on existing rural amenity.

The proposed lots have areas of approximately 15ha. Table 19.1 of the Reconfiguring a Lot code lists the following minimum lot sizes and frontages for the Rural Zone:

***Table 19.1***

<b><i>Rural Purpose</i></b>	<b><i>Frontage (m)</i></b>	<b><i>Area (m2)</i></b>
Intensive Agriculture	200	30ha
All other uses	500	100ha
Rural Industry	50	1ha
Rural Settlement Lot	40	4000

The proposal does not comply with the abovementioned provisions as the proposed lots can only be considered as 'Rural Purpose' – Intensive Agriculture. The lots do not qualify as Rural Settlement or Rural Industry lots as they do not have the required 'sub area' designation under the scheme mapping provisions.

Previous decisions of Council have supported proposals whereby rural zoned land with existing titles have been re-configured to sizes well below the minimum areas and frontages in Table 19.1.

Adopted reasons to support such reconfigurations include: creating a separate title around an existing dwelling house/s; better utilization of productive lands and improving land use issues associated with fragmentation. Previous Council decisions have generally not supported proposals whereby **new** lots are being proposed in excess of the existing number of titles available as well as each proposed lot not meeting the minimum areas and frontages of those included in Table 19.1.

An integral part of the assessment process is to ascertain whether or not a Development Application complies with the statutory requirements of the scheme. In this particular case, the applicant has argued that the proposal does in fact comply with specific code provisions and has provided comments to support these claims in the original application. In response to these claims, the following advice has been drafted as grounds for supporting the recommendation not to support the proposal.

The recommendation to refuse the application is based upon aspects of the application not meeting specific requirements of the Reconfiguring a Lot Code which forms part of the scheme. Listed below is a brief summary of the relevant sections of the code whereby in the opinion of Council officers, the application does not fully comply with identified specific outcomes. Comments are included to highlight the non-conforming aspects of the application.

### Reconfiguring a Lot Code

Specific Outcome	Acceptable Solution	Comment
<b>SO6 Lot Layout:</b> The lot layout provides for: <ol style="list-style-type: none"> <li>A wide range of needs for land; and</li> <li>Lots of a size and dimension suitable for their intended use.</li> </ol>	<b>AS6:</b> Minimum frontage and lot size occurs in accordance with Table 19.1, unless prescribed otherwise in a Zone or Use Code.	All of the proposed lots do not comply with lot areas in Table 19.1.
<b>SO8 Rural Subdivision:</b> Reconfiguring a lot in the Rural Zone makes efficient use of the land and available infrastructure.	<b>AS8:</b> No acceptable solution is prescribed.	The further fragmentation of the land makes rural land uses less efficient. Road is the only available infrastructure in this location.
<b>SO11 GQAL:</b> Good quality agricultural land (GQAL) is retained for agriculture or intensive agriculture by avoiding reconfiguring GQAL for other purposes, unless it can be demonstrated that: <ol style="list-style-type: none"> <li>The land is not actually GQAL;</li> <li>The proposal does not create any additional new lots;</li> </ol>	<b>AS11:</b> No acceptable solution is prescribed.	<ul style="list-style-type: none"> <li>Although GQAL information is not available for the subject land, Council is confident that the land is in fact GQAL due to the subject land meeting the criteria for land to be classified as GQAL.</li> <li>The proposal creates 1 additional lot.</li> <li>The creation of</li> </ul>

<p>c) The balance area has acceptable utility for rural, rural industry or other rural purposes;</p> <p>d) The intended use of the balance area will not lead to degradation of the land or water resources;</p> <p>e) The balance area has a reliable water supply, the ability to meet acceptable effluent disposal standards, practicable constructed road access and acceptable drainage provisions;</p> <p>f) The excision of land containing a valuable feature of natural or cultural heritage significance.</p>		<p>additional lots could increase housing density in the rural zone.</p> <ul style="list-style-type: none"> <li>• The subject land is presently not able to be connected to town water.</li> <li>• Effluent disposal associated with a dwelling house has the potential to impact on existing underground water supplies.</li> </ul>
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In addition to the application not meeting important aspects of the relevant assessment codes, the application does not fully comply with certain Desired Environmental Outcomes (DEO'S) of the scheme.

The DEO'S are based on ecological sustainability principles established by the Integrated Planning Act (IPA) and are the basis for the measures of the planning scheme.

The DEO not being met is:

**(a) Economic Development-**

“The Shire will have a sustainable economic base built upon its natural resources and traditional rural industries by diversifying and value-adding to the rural base, consistent with the sustainable use of the Shire’s natural and community resources, through:

- (i) The protection of Good Quality Agricultural Land from conflicting forms of development and land use activities in accordance with State Planning Policy 1/92”

**Comment:** The proposal does not comply with this DEO in that the proposed new lot may contribute towards and increase the likelihood of conflicting forms of development. (i.e. intensive agriculture and residential)



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**Site Description/Surrounding Land Uses:**

The subject land is located at 301 Mountainview Road, Airville (Lot 2 on RP724301) and is an irregular shaped Lot of approximately 30ha with a 700m frontage to Mountainview Road. The land is relatively flat and has been historically used as a mango plantation.

The broader surrounding area of the subject site is mainly used for agricultural purposes being the growing of small crops and sugarcane with some rural residential housing and packing sheds. The existing residential land uses along this section of Mountainview Road could be described as a ribbon development with a majority of the smaller house lots being subdivided over twenty years ago.

**State Planning Policy: State Interest - Agriculture**

This State Planning Policy (SPP) is made under the *Planning Act 2016* and is an important element to consider when assessing proposed developments that have the potential to impact upon agricultural land. The subject land has been identified as an important agricultural area containing Agricultural Land Classification – Class A and B land.

The SPP advises that agriculture land is a finite resource that must be conserved as it is an integral part of many regional communities. One of the state's interests in planning for agricultural is to reduce the potential for conflict between agricultural land and incompatible uses. As a general aim, planning and approval powers should be used to protect Agricultural Land Classification – Class A and B land from those developments that lead to permanent impacts or diminished productivity. The creation of additional rural lots under the 30hectres required by the current Planning Scheme on productive land does not comply with the relevant section of the SPP.

The SPP should influence planning and development decisions that may individually or collectively affect the agricultural productivity of Agricultural Land Classification – Class A and B. This requirement has been considered when drafting the recommendation being considered.

**Conclusion:**

Although it has been stated by the applicant that the proposed lots are of a size that can accommodate the existing rural use with no detrimental impacts on the environment or surrounding area, there is not sufficient evidence provided in the application that overrides the overall objectives contained within the Burdekin Shire Council's IPA Planning Scheme. Given this lack of evidence and the fact that further fragmentation of good quality agricultural land will be the result of any approval, it is recommended that Council adopt the recommendation to refuse the application.

**Link to Corporate/Operational Plan**

N/A

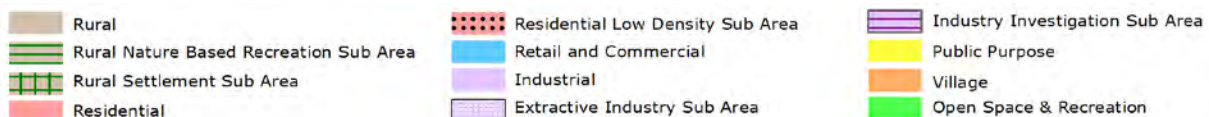
All other relative Council Departments have been consulted with any comments/conditions being included in this report and recommendation. The application did not require referral to the State Assessment and Referral Agency (SARA).

N/A

N/A

N/A

**Report authorised by:**  
Nick Wellwood – Director Infrastructure, Planning & Environmental Services





**PROPOSED  
RECONFIGURATION**

Lots 1 & 2  
Cancelling Lot 2 on RP72A301  
Parish of Darroch  
County of Glenelg  
State of Victoria



Note: Image provided by Google Earth  
Imagery date: 2/12/2018  
Image © 2018 DigitalGlobe

The plans submitted are the developer's proposal only. All areas  
proposed and not shown are preliminary and subject to change.  
Survey, planning, and other related matters are subject to separate  
approval.

**brazier mcm**  
1500 267 878  
www.braziermcm.com.au  
Brazier Consulting Pty Ltd  
Date: 17 June 2018  
Scale: 1:1000 @ A3  
Sheet: 4/2  
Job No: 04/10/18/01  
Map No: 04/10/18/01



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## 11.2 Development Application Material Change of Use for Bulk Store at 42 Macmillan Street, Ayr (Lot 3 on RP709095)

### Document Information

**Referring Letter No:** 1452882

**File No:** 226, MCU18/0005

**Name of Applicant:** Parkside Developments Pty Ltd

**Location:** 42 Macmillan Street, Ayr (Lot 3 on RP709095)

**Author and Title:** Shane Great - Manager Planning and Development

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### Executive Summary

An application has been received from Brazier Motti on behalf of their client Parkside Developments Pty Ltd seeking approval for a Material Change of Use for a Bulk Store at 42 Macmillan Street, Ayr (Lot 3 on RP709095).

The proposal is for a defined use and triggers an 'Impact Assessable' Development Application in accordance with the provisions of the Burdekin Shire Council's IPA Planning Scheme (the scheme).

### Recommendation

That Council approves the Development Application for a Material Change of Use for a Bulk Store at 42 Macmillan Street, Ayr (Lot 3 on RP709095) subject to the following conditions:

#### General

- 1.2 The activities associated with the use may operate only between the hours of 8.00a.m. to 5.00p.m. Monday to Friday and 9.00a.m. to 1.00p.m. Saturday. There must be no operation on Sundays or public holidays.
- 1.3 All deliveries associated with the operation of the business must occur during these hours.

#### Approved Plans

2. (a) The development and conduct of the approved use of the premises, the carrying out and maintenance of any works on the premises and construction and maintenance of any building on the premises must be generally in accordance with the applications supporting material including all drawings/documents identified in the Table below, except where modified by the conditions of this Development Permit and any approval issued there under.

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Document/Title	Plan No	Date
Proposed Bulk Store	41787/001 B	29 <sup>th</sup> May, 2018
Proposed Bulk Store	41787/002 A	29 <sup>th</sup> May, 2018

- (b) Where a discrepancy or conflict exists between the written condition(s) of the approval and the approved plans, the requirements of the written condition(s) will prevail.
- (c) The proposed development must comply with all Planning Scheme requirements as applying at the date of this approval, except as otherwise specified by any condition.

### **Compliance with conditions**

- 3. The proposed development must comply with all conditions of this development permit prior to the commencement of the use.

### **Outstanding charges**

- 4. All rates and charges (including regulated infrastructure charges), in arrears in respect of the land, subject of the application, are paid in full prior to the commencement of the proposed use.

### **Notice of Intention to commence the use**

- 5. Prior to the commencement of the use on the site, written notice must be given to Council that the use (development and/or works) fully complies with the decision notice issued in respect of the use.

### **Public Utility Services/Damage**

- 6.1 The developer must at its own cost undertake all necessary alterations to public utility mains and services as are rendered necessary by the carrying out of any required external works or other works associated with the approved development.
- 6.2 Any damage which is caused to Council's infrastructure as a result of the proposed development must be repaired immediately.

### **Building Work**

- 7. A development permit for Building Works is to be obtained before any building works are carried out on the premise. Proposed buildings to be constructed within allowable setbacks must achieve acceptable solutions in accordance with the requirements of Section C; Building Code of Australia.

### **Access and Carparking**

- 8.1 The entire site including, vehicular manoeuvring areas, access driveways, driveway crossovers, service vehicle provisions and on-site parking spaces must be sealed, the design and sealing material must be to the satisfaction of the Chief Executive Officer.

- 
- 8.2 Construct an 8m wide industrial crossover (150mm thick, 32 mPa concrete, F82 mesh) at the proposed entry point on Soper Street.
  - 8.3 Provide to Council prior to the commencement of works a cross section 1:50 natural scale from the side of Soper Street to the property boundary showing existing and design levels for the crossover in condition 8.2.
  - 8.4 Construct a 4m wide industrial crossover in Macmillan Street immediately adjacent to the boundary with Lot4 RP709095 (number 44 Macmillan Street). The drain crossing/access shall be designed and certified by a structural engineer. (RPEQ qualified).
  - 8.5 All new crossovers and interface with Council's footpath must comply with AS1428 – Design for access and mobility.
  - 8.6 If any existing on street parking requires realignment or adjustment resulting from the proposed development, the applicant is to be responsible for any works to be carried out. All design and works are to be in accordance with the Manual of Traffic Control Devices (MUTCD) and AS2890.5-1993 On-Street Parking at the applicant's full cost.

## **Drainage**

- 9.1 Stormwater drainage from paved/sealed and roofed areas must be discharged under the footpath to kerb and channelling within the adjoining road reserves in accordance with AS3500.2.2003. Water from paved areas is to be captured in suitable pits at the boundary before discharge under the footpath.
- 9.2 The approved development and use(s) must not interfere with the natural flow of stormwater in the locality in such a manner as to cause ponding or concentration of stormwater on adjoining land or roads.
- 9.3 Any external catchments discharging to the premises must be accepted and accommodated within the development's stormwater drainage system.
- 9.4 A Stormwater Management Plan for the development must be provided as part of Operational Works application which demonstrates;
  - The proposed stormwater drainage layout, for the completed development, including both surface and underground drainage structures.
  - The final discharge point for stormwater.
  - Measures to be used to minimise stormwater discharge rate from the developed site.

## **Operational Works**

10. Where operational works are required to be carried out for the reconfiguration, the developer must, within the timeframe required by the Sustainable Planning Act 2009 and prior to the commencement of any work, lodge with Council an application for a development permit for operational works. As part of such application, the developer must submit:-



- 
- (a) detailed and complete engineering drawings and specifications of the proposed works prepared by a civil engineer, who is both registered under the Professional Engineer's Act 2002 and is current Registered Professional Engineer of Queensland; and
  - (b) certificate from the engineer who prepared the drawings stating that the design and specifications have been prepared in accordance with these conditions, relevant Council Codes and Planning Scheme Policies and the relevant Australian Standard Codes of Practice;

### **Amenity – Screen Fencing**

- 11. A minimum 1800mm high screen fence must be erected along all adjoining property boundaries. The fence must be designed to achieve an adequate level of screening between the proposed use and existing residential land uses. The type and design must be submitted and approved by the Chief Executive Officer prior to construction of the screen fence.

### **Environment and Health**

- 12.1 No release of contaminants, including, but not limited to dust, fumes, odour or aerosols is to cause or be likely to cause an environmental nuisance beyond the boundaries of the premises to which this development permit relates.
- 12.2 Upon receipt of a complaint regarding the emission of dust, odour or other air or noise emission, the operator must within a reasonable period of time:
  - a. take any actions necessary to resolve the complaint, and
  - b. implement abatement measures to minimise the emissions from the site.
- 12.3 The activities subject to this development approval must be conducted in a manner to ensure that no noise deemed unreasonable by an authorised person and caused by the activity can be detected beyond the boundary of the site to which this development permit relates.
- 12.4 In the event of a complaint about noise that is considered reasonable, the emission of noise from the development must not result in levels greater than those specified in Table 1 until the circumstances which gave rise to the complaint are resolved.

Table 1: Noise Limits

NOISE LIMITS MEASURED AT THE BOUNDARY OF THE DEVELOPMENT SITE		
Period	Measured as $L_{Aeq}$	Measured as Max $L_pA$
7am - 6pm	55	60
6pm - 10pm	50	55
10pm - 7am	45	50

- 12.5 There shall be no release of litter or contaminants from the site to any roadside gutter, drain or waters.

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## ADVICE

- *Waste and recycling services must be provided in accordance with Council's Waste Management Policy.*
- *Activities must comply with Subordinate Local Law 1.2 (Commercial Use of Local Government Controlled Areas and Roads) 2012.*
- **Earthworks**  
*If the development of the subject property requires soil to be imported or exported, the developer must identify the allotments which would be used for borrowing or filling and must obtain Council approval for such works in addition to engineering approval for the development. In this regard, the developer must obtain Council approval for the route of transport, the period and time of transport during the construction phase of the development.*

**The following comments are from the Manager of Planning & Development, Mr Shane Great:**

### Background Information

Burdekin Shire Council acting as the Assessment Manager has received a properly made Development Application from Brazier Motti on behalf of their client Parkside Developments Pty Ltd seeking approval for a Material Change of Use - Bulk Store at 42 Macmillan Street, Ayr (Lot 3 on RP709095). The land is zoned 'Residential' under Burdekin Shire Council's IPA Planning Scheme (the scheme) with the proposed use triggering an 'Impact Assessable' Development Application.

### Application

The proposal is seeking approval to establish a Bulk Store on the subject site. A Bulk Store is defined in the scheme and included in the Industry Use Class.

#### Bulk Store defined:

*"Premises used for the storage and handling of goods in bulk whether or not such goods are stored within a building or buildings, prior to their distribution and subsequent use elsewhere. The term does not include the treatment, processing or packaging of any kind of such goods to be stored".*

As the proposal triggered the need to be impact assessable; the application required public notification. This level of assessment also requires the proposal to be assessed against the entire scheme.

The supporting material lodged with the application has stated that there will be no permanent structures erected on the premises with the site only being used for the storage of bulk building materials such as logs, timber and mesh. The application also states that there will be no customers accessing the site as all transactions will be arranged through the existing hardware store across the road. Deliveries of stock to the site are proposed to occur on a weekly basis, with collection and distribution to the hardware store likely to occur daily.

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The applicant does not intend to provide parking on-site as there will be no customers frequenting the site and minimal staff present on a daily basis.

Given the existing site amenity, surrounding residential and commercial land uses and the proposed small scale of the intended bulk store on the site, any negative impacts to the surrounding built environment should be negligible. This is reinforced by the fact that comprehensive conditions have been drafted to ensure that the bulk store is restricted to small scale operations only. Conditions such as the requirement to seal and fence the bulk store, restricted hours of operation and the fact that there will be no permanent staff on-site further assist in ensuring minimal negative impacts result from the proposed land use.

### **Site Description and Surrounding Land Uses:**

The subject site is located on the corner of Soper and Macmillan Street on the outer extremity of the Ayr central business district. The physical address of the property is 42 Macmillan Street, Ayr. The lot is vacant, has a regular shape, and has a 50m road frontage to Soper Street and 20m to Macmillan Street with an area of 1012m<sup>2</sup>. The subject site is not improved with any structures currently.

Located across MacMillan Street from the subject site is an established hardware store. The intent of this application is that the bulk store will be used to store excess building materials for this store. Also in close proximity in Soper Street is a retail garden centre and an abandoned commercial facility. The adjoining property to the southwest is residential with a vacant commercial premise on the south east boundary. The greater surrounding area has a mixture of retail commercial and residential uses ranging from single dwelling houses, multiple units, a corner shop and a service station.

### **Planning Scheme Assessment**

The subject land is zoned 'Residential' with the proposal triggering an 'Impact Assessable' development application in accordance with Table 2 – Assessment Categories for the Residential Zone – Making a Material Change of Use.

Development assessment officers have assessed the application including the ability of the proposed bulk store to comply with specific outcomes included in the relevant codes of the scheme. A recommendation to approve the proposal has been determined based on the fact that any negative impacts will be minor and able to be mitigated using provisions included in any Development Permit issued. Generally, the proposed development can comply with the specific outcomes included as part of the Residential Zone Code. Overall outcomes in other relevant codes can also be generally achieved or are not applicable.

To ensure this compliance is achieved and maintained, any approval would need to make certain that the proposal is operated strictly in accordance with the applications supporting material and development conditions imposed.

It is important to acknowledge the residential zoning of the subject land and the need to ensure that surrounding residential amenity is not compromised. Officers are confident that given the small scale of the activity, the location, ability to service with appropriate infrastructure, stormwater management and minimal emissions existing amenity will not be degraded.



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## **Comment on Submission**

The development Application required public notification due to the proposed use (i.e. Bulk Store) triggering a Material Change of Use – Impact Assessable. At the closing date for submissions, one properly made submission had been received.

The submission received raised concerns about possible negative impacts the proposed development could have on their residence and lifestyle due to unacceptable levels of noise, dust and pedestrian safety concerns. These concerns have been acknowledged by both the applicant and the assessment manager and every effort has been made to minimise any potential negative impacts.

Main issues identified in the submission are listed below including a response.

### **Dust**

*“This will result in further disturbance of dust to the nearby residences”*

*“Constant turning of Forklift & trucks will continue to grind the ground thus creating a constant dustbowl”*

#### **Response:**

The protection of existing residential amenity has been paramount during the assessment process. Using adopted codes as a guide, specific development conditions such as the requirement to seal the premises have been drafted to control dust which would be a potential unacceptable emission. These conditions are included as part of the recommendation.

### **Noise**

*“Constant heavy vehicle access to site will increase nuisance noise to immediate residents with constant reversing warning buzzer sound from fork lift and trucks”*

#### **Response:**

It is acknowledged that due to the proposed activity over the site, the potential for increases in noise emissions may also increase. In assessing the application, development assessment officers have been very mindful of this and have introduced specific control measures that aim to mitigate any possible increase in noise emissions. The requirement for noise amelioration screening has been introduced as well as the stipulation of specific hours of operation.

### **Lack of onsite car parking**

*“Larger Articulated Trucks & Long Rigid Body trucks will require a larger turning exits & entry from both street access, will result in removing car park allocations already in place”*

#### **Response:**

The applicant has stated that with the proposed site only being used as a bulk store to supplement the adjacent hardware store; there will be no need for onsite parking. Although two on-street car parks will need to be removed from Soper Street to allow for changes to proposed access arrangements, it is considered that adequate parking in Soper Street will

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remain to accommodate for existing uses. The proposal also includes provision for an on-site manoeuvring area.

### **Trunk Infrastructure Charges**

This development application is to be assessed under the provisions of the Adopted Infrastructure Charges Resolution and have the relevant charge levied.

The infrastructure charge levied for each trunk infrastructure network is required to be calculated in accordance with the appropriate formula as identified in Table 2.2 of the Burdekin Shire Council Charges Resolution (No.2) 2018. The charge applicable to this particular proposal is based upon four of the five network criteria and includes transport, water supply, sewerage and stormwater).

An Infrastructure Charges Notice will be issued with the Decision Notice and the charge will be payable before the commencement of the use.

### **Conclusion**

The planning report prepared by the applicants' consultants and lodged as part of the application suggests that the proposed development represents a use of the site that will not degrade the existing surrounding amenity and could be considered of minimal intensity and scale. The proposed use of the subject site is within an area that has existing commercially focused businesses and will not detract from the existing residential amenity as the site will have minimal activity, not staffed and screened with no public access.

Council's Development Assessment Team members have assessed the application and have included reasonable and relevant conditions as part of the recommended approval that will ensure any potential negative impacts emanating from the proposal will be minimised. It is recommended that Council approves the application subject to the abovementioned conditions.

### **Link to Corporate/Operational Plan**

N/A

### **Consultation**

The application was advertised in the Burdekin Advocate on Friday 22<sup>nd</sup> June, 2018 and at the closing date for submissions on Tuesday 17<sup>th</sup> July, 2018 one properly made submissions was received.

All relative Council Departments have been consulted, there was no external consultation required for this application. Comments and development conditions will be included as part of any Decision Notice issued.

### **Legal Authority or Implications**

A potential risk is present in that any decision made by the Assessment Manager may attract an appeal in the Planning and Environment Court.

## Policy Implications

N/A

## Financial and Resource Implications

Possible legal costs associated with any Planning and Environment Court appeal.

### Report prepared by:

Shane Great – Manager Planning and Development

### Report authorised by:

Nick Wellwood – Director Infrastructure, Planning & Environment Services

## Attachments







**PROPOSED  
BULK STORE**  
42 Macmillan Street, Ayr  
Lot 3 on RP709095



Note:  
Proposed open yard to store  
building materials.

This plan is conceptual and for discussion purposes only. All entries, dimensions and land uses are preliminary, subject to investigation, survey, engineering, and local authority and agency approvals.

**RP725409**  
**brazier mom**  
Date: 29th May 2018  
Scale: 1:250 @ A3  
Drawn: M.M.  
1300 267 878  
JAB No: 41783001-01  
Plan No: 41787001 B  
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Surveys | Land use planning | Project management | Mapping and GIS









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## **12 COMMUNITY DEVELOPMENT**

## **13 ECONOMIC DEVELOPMENT**

### **13.1 Burdekin Tourism Strategy 2018-2023**

#### **Document Information**

**Referring Letter No:** 1413062

**File No:** 7

**Name of Applicant:** N/A

**Location:** Burdekin Shire

**Author and Title:** Eliza Lovell - Economic Development Coordinator

---

#### **Executive Summary**

Burdekin Shire Council received funding from the Federal Government Building Better Regions fund – Community Investments Stream to develop a Burdekin Tourism Strategy. The purpose of the Strategy is to develop the Burdekin's tourism potential in a coordinated and structured manner which offers sustainable growth and opportunities across the region for the period 2018 to 2023. Burdekin Shire Council engaged Stafford Strategy to complete the Burdekin Tourism Strategy which is presented to Council for adoption.

#### **Recommendation**

That Council receives and adopts the attached Burdekin Tourism Strategy 2018-2023 prepared by Stafford Strategy.

#### **Background Information**

Burdekin Shire Council received funding from the Federal Government Building Better Regions fund – Community Investments Stream to develop a Burdekin Tourism Strategy. The purpose of the Strategy is to develop the Burdekin's tourism potential in a coordinated and structured manner which offers sustainable growth and opportunities across the region for the period 2018 to 2023. The objective of the Building Better Regions fund is to deliver projects that will create jobs, drive economic growth and build stronger regional communities into the future.

Council currently views the visitor economy as an under-developed section of the Burdekin economy and would like to take a lead role in planning and co-ordination, however the outcomes are to be a partnership of shared responsibilities across the community. This will include other levels of government, voluntary groups and organisations, and the private sector within a regional context of co-operation.

---

The development of the strategy has included: assessment and analysis through background research, literature review, broad stakeholder engagement and consultation, situation analysis, product and infrastructure audit, identification of opportunities, prioritisation of the opportunities identified, identification of the challenges, development of an action plan, compilation of a progress report highlighting issues and opportunities and completion and presentation of the final strategy.

The Burdekin Tourism Strategy as presented will assist Burdekin Shire Council in meeting the identified needs and expectations of visitors and the need for prioritisation of Council funds to make better informed decisions about Council's role in building the visitor economy over the next five years.

### **Link to Corporate/Operational Plan**

2.2.5 Encourage and support the development of tourism product

2.4.4 Support development, diversification, sustainability and expansion of economic base

3.3.4 Welcome visitors to the Burdekin

### **Consultation**

Extensive consultation was undertaken with a broad range of stakeholders, including Council personnel, Councillors, the tourism industry and other industry sectors (including agriculture and food). The community was also invited to several community workshops.

### **Legal Authority or Implications**

N/A

### **Policy Implications**

The proposed strategy will provide policy direction to Council in relation to tourism matters.

### **Financial and Resource Implications**

A budget allocation of \$10,000 exc. GST was made in the 2017/18 Budget to fund Council's contribution towards the cost of the strategy.

### **Report prepared by:**

Eliza Lovell - Economic Development Coordinator

### **Report authorised by:**

Terry Brennan - Chief Executive Officer

### **Attachments**

1. Burdekin Tourism Strategy

# BURDEKIN TOURISM STRATEGY

Prepared For Burdekin Shire Council | August 2018





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**STAFFORD STRATEGY**

[www.staffordstrategy.com.au](http://www.staffordstrategy.com.au)

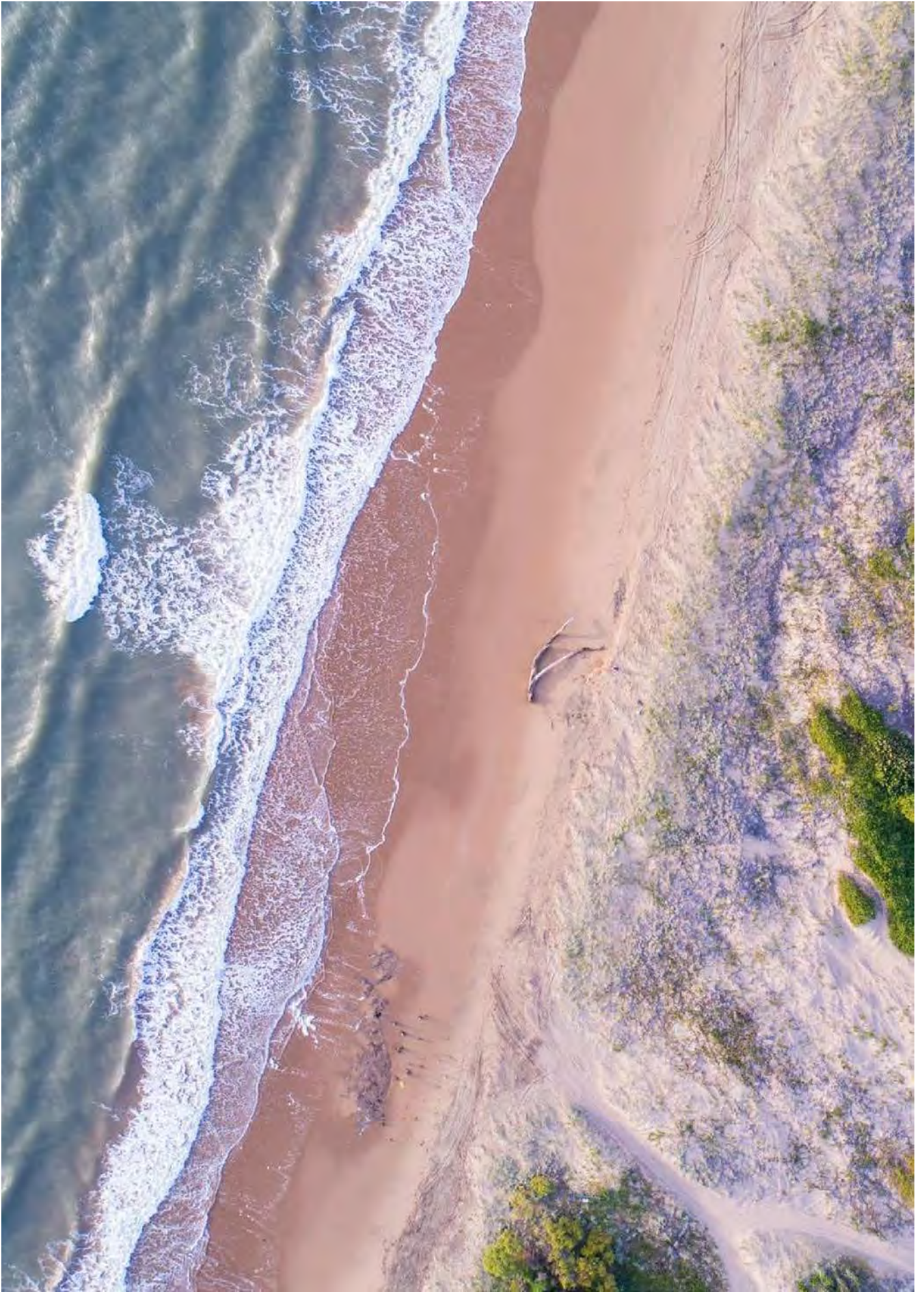
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




# 1. EXECUTIVE SUMMARY

## 1.1. Introduction

Stafford Strategy (Stafford) was commissioned by Burdekin Shire Council (Council) to complete a Tourism Strategy (the Strategy) for the Burdekin Shire (the Burdekin). The purpose of the Strategy is to develop the Burdekin's tourism potential in a coordinated and structured manner which offers sustainable growth and opportunities across the region.

## 1.2. Definitions

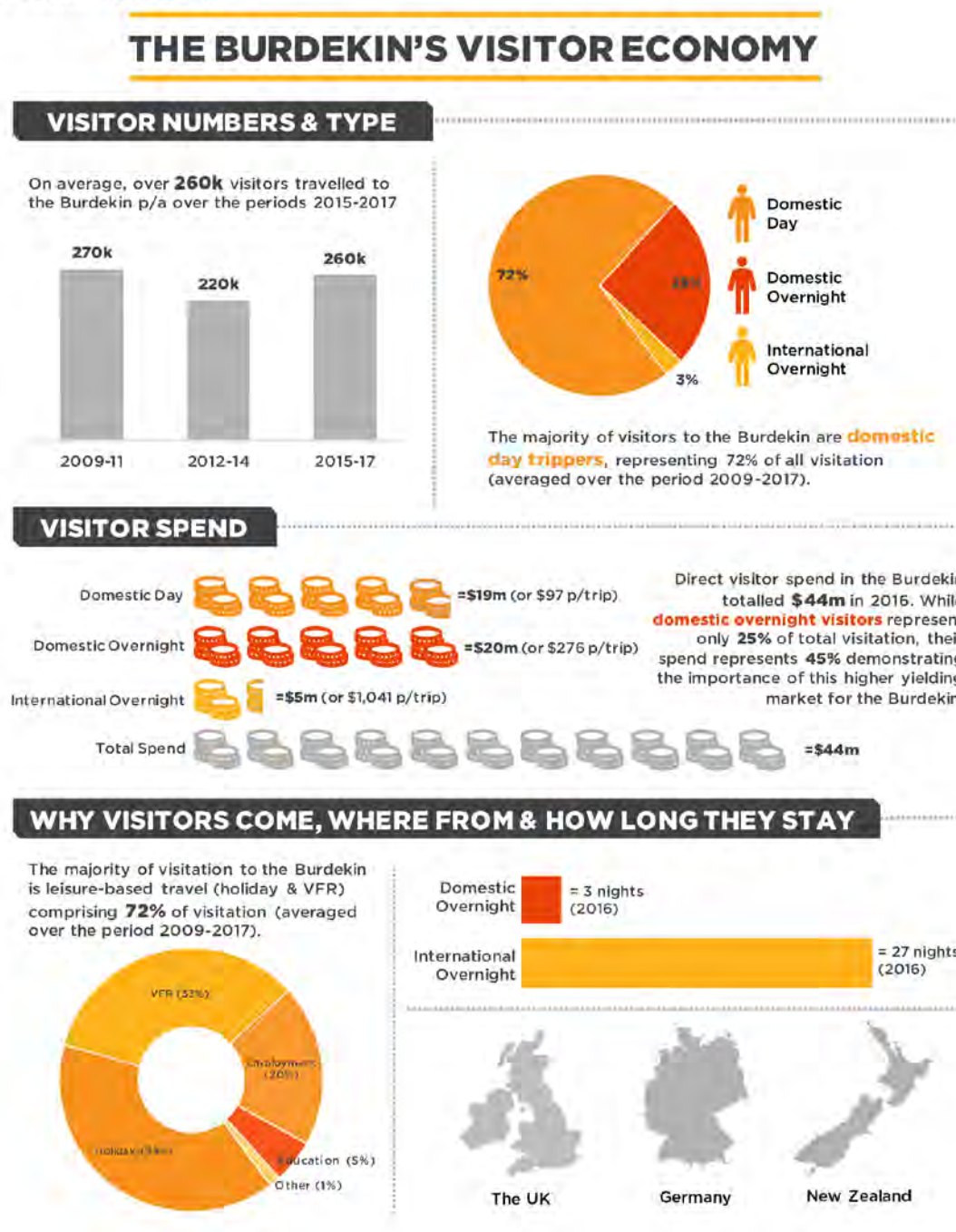
Figure 1: Definitions

Who is a visitor?	<p>For the purpose of this Strategy, a visitor includes all those travelling to the Shire, either for a day trip or staying overnight, for a variety of reasons, including for:</p> <ul style="list-style-type: none"> <li> Leisure/holiday purposes</li> <li> Events (including sports and events)</li> <li> Business-based travel</li> <li> Visiting friends and relatives (VFR)</li> <li> Educational purposes</li> </ul>
What is the visitor economy?	<p>The visitor economy accounts for the fact that visitor activity does not occur in isolation, but rather, contributes to investment in jobs across a broad range of industry sectors. This includes all industries that directly and indirectly serve visitors, ranging from accommodation and tourism operators and attractions, to broader goods and services such as retail, food and beverage industries.</p> <p>As tourism is not a defined industry sector on its own, but rather the amalgamation of a variety of industry sectors including accommodation, food and beverage, transport and other elements, the full extent of what comprises the visitor economy and its reach across many elements of the broader economy is often not fully understood.</p>
What is a tourism strategy?	<p>Tourism and destination management is about planning for sustainably managing and building the visitor economy. The focus is much broader and covers product development, planning requirements, industry development as well as marketing. Destination management is, therefore, far more comprehensive than destination marketing. Because of this, destination management does not happen in isolation; it involves a wide range of sectors, stakeholder groups and delivery partners — such as government agencies (local, state and federal), communities and business groups — working collaboratively.</p>

### 1.3. Visitation to the Burdekin

Figure 2 provides a graphical summary of the Shire's visitor economy. Importantly, it demonstrates that a significant proportion of the visitor market (72%) are domestic day trippers. While the domestic day tripper market is an important sector, visitor spend data demonstrates that overnight visitor markets are far higher yielding. By way of example, while the domestic overnight visitor only represented 25% of total visitation to the Shire, they generated 45% of all spend. This Strategy, therefore, deliberately focuses on initiatives to increase overnight visitation to the Burdekin and to grow the average length of stay as these will deliver far higher economic benefits including local jobs and investment.

Figure 2: Visitation to the Burdekin





## 1.4. Challenges for growing the visitor economy

Figure 3 summarises the key challenges for growing the Burdekin's visitor economy. They will impact the Burdekin's ability to sustainably grow its visitor economy if they are not adequately addressed. They range from product development and supporting infrastructure challenges to those associated with governance within the sector.

Importantly, to resolve these requires the active participation of both Council and industry who have both expressed their desire to grow the Burdekin's visitor economy.

**Figure 3: Challenges for growing the Burdekin's visitor economy**

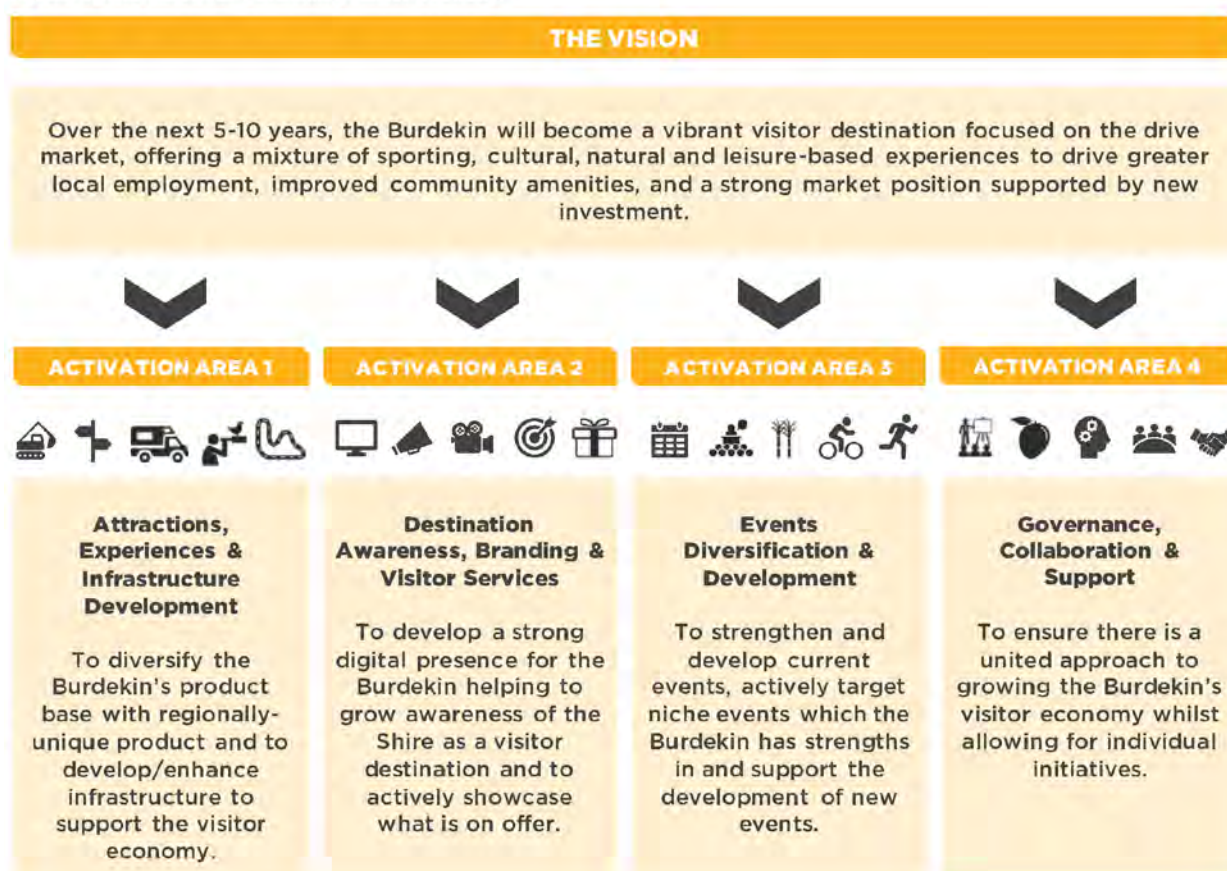


### 1.5. A vision for the visitor economy

To guide the development of the Burdekin as a destination and to strengthen the visitor economy, it is essential that a destination vision is created which industry buys into and supports. The destination vision proposed is outlined in Figure 4 below, along with four activation areas to achieve the vision.

The vision adopts a “low hanging fruit” approach by focusing on visitor markets which the Burdekin is already attracting (i.e. the drive market) but which it is not yet fully leveraging the potential. Over the next few years, and as the Burdekin is positioned and developed as a visitor destination, the potential exists to refine this vision further.

Figure 4: The vision for Burdekin's visitor economy





## 1.6. Activating the visitor economy

When considering opportunities to activate the Burdekin's visitor economy, a number of key points were considered, including the following.

- The Burdekin is in a unique position; it is effectively starting with close to a "blank canvas" for developing its visitor economy. This is a very rare position to be in and offers a number of opportunities.
- The Burdekin is situated between two major tourism nodes, being Townsville and the Whitsundays. Both areas generate strong overnight visitation, including a strong mix of domestic and international visitors. The Burdekin could leverage off both the flow through of traffic between these nodes (approximately 1 – 1.5 hours drive time from the Burdekin) for a mixture of both overnight and day visitors.
- The Yongala is one of the world's premier wreck dives and is far more accessible from the Burdekin than elsewhere. This provides strong brand profile and a "hook" to generating stronger destination awareness.
- Raising understanding and awareness of the value of the visitor economy amongst the local community is essential, so developing a community tourism awareness campaign would be a very valuable exercise to help explain that tourism is everyone's business (not just the accommodation providers).
- Developing the building blocks for the digital promotion and profiling of the Burdekin is required as there is currently a limited digital footprint of the Shire from a destination perspective.
- Ensuring that tourism operators are brought together by Council to ensure both industry and council are aligned in the goals to be activated. This should include the creation of a tourism industry network as a partnership to help drive activity which carefully follows the Strategy.

Figure 5 outlines the various opportunities that have been identified for the Burdekin.

Figure 5: Activation opportunities for the Burdekin's visitor economy





## 1.7. The Priority Projects

Starting small and sustainably is the key for the Burdekin. As such, four priority projects (Figure 6) have been selected (from the full list of opportunities outlined in Figure 5) for Council and industry to focus on. These are referred to as priority projects because of their potential to have a major impact on the Burdekin's visitor economy through: increased visitor yield, growing visitor average length of stay, shifting visitation from day trips to overnight and the generation of new investment into the Burdekin.

Figure 6: The priority projects



## 1.8. Concluding Remarks

The Burdekin is in a unique position surrounded by some very strong state and national tourism destinations and associated brands. And while this is an advantageous for the Burdekin as it can leverage off these strong visitor markets, it creates the need to avoid duplicating what surrounding regions already offer. Finding new tourism-based products and products which are complementary to surrounding tourism regions (Townsville, The Whitsundays and Mackay<sup>1</sup>) is especially important.

This Strategy identifies several differentiated opportunities with some reflecting the building blocks for marketing and promotion, and others reflecting new products to consider.

The challenge – which is well-recognised by Council – is the limited resources in personnel and funding to help activate these opportunities. There is, therefore, a need to avoid taking on too much at once. What must be avoided is a traditional “scatter gun” approach, which, while often well intended, tries to too take on too much, without strategic direction, and without the time and resources to adequately deliver. A more measured approach is also likely to lead to far more effective outcomes for the Burdekin as well as stronger support from the wider community, whose ongoing support is crucial to build the visitor economy.

The action plan for this Strategy<sup>2</sup> offers a carefully staged approach to delivering the outcomes desired. It also provides an indication of the likely funding levels needed to achieve each action and noting that there may be various State and Federal Government grants which could be applied for, providing that Council is able to contribute as well.

The Burdekin is very fortunate in being surrounded by strong tourism nodes (Townsville and the Whitsundays) unlike many other regional destinations in Queensland, and which offer the chance to leverage a visitor market already captured by these major nodes; if the Burdekin has something unique and/or special to offer.

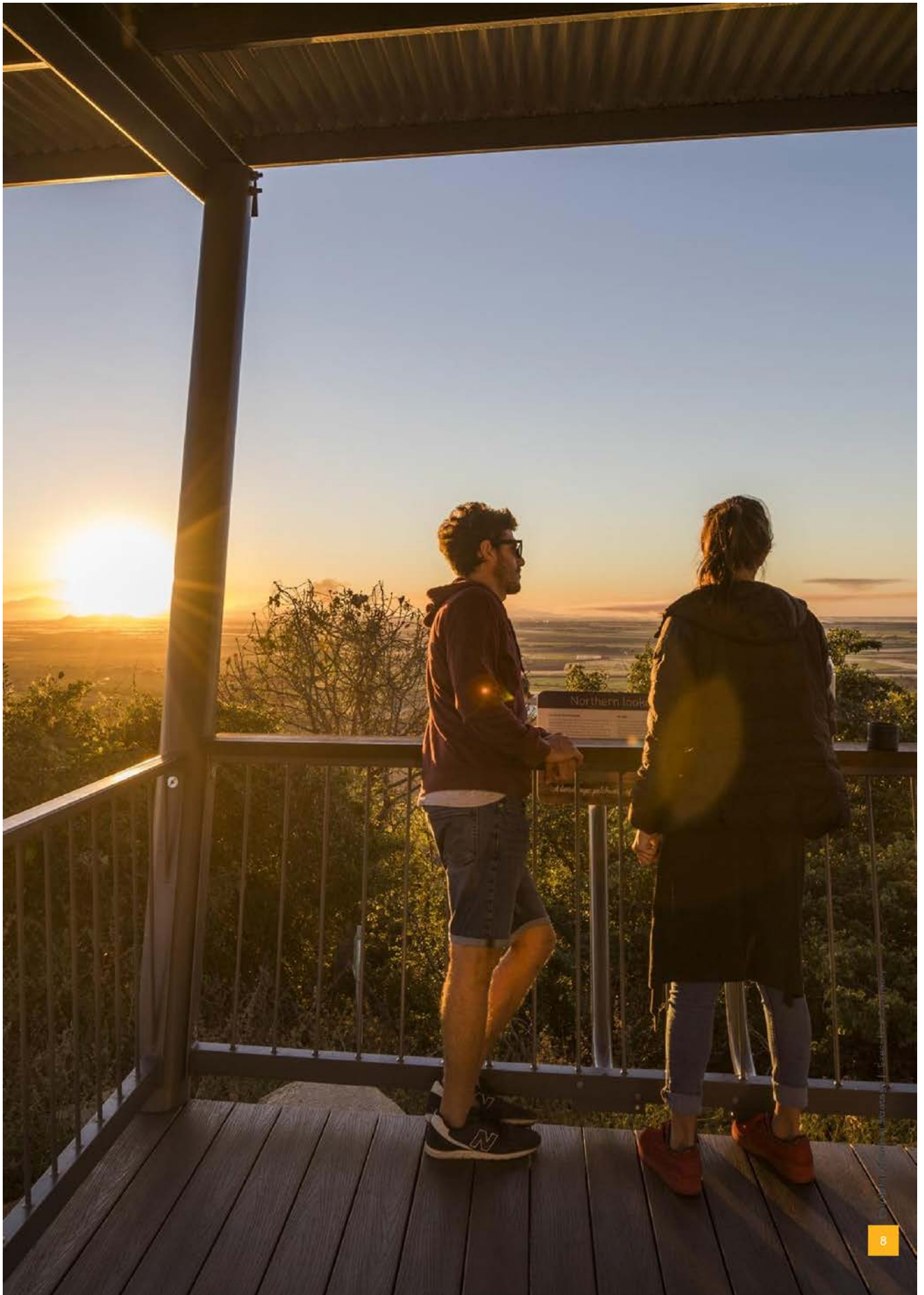
<sup>1</sup> These are major tourism destinations which offer the chance for the Burdekin to leverage off their success.

<sup>2</sup> See section 8 of this Strategy.

But the steps to being better known are a key building box exercise, which the Burdekin needs to firstly get underway. The relevant personnel in Council are already aware of this and working to get a quality destination web site developed, along with several inter related visitor services and promotional requirements such as the media database. All of this takes time, in order to deliver a quality end product.

In conclusion, the opportunities identified will all help lead to sustainable growth in the visitor economy, which also needs industry stakeholders to be aligned with Council, in addition to the wider community. And the community also need to be better informed of what the visitor economy currently offers and could offer in the future.







## 2. ABOUT THE TOURISM STRATEGY

Stafford Strategy (Stafford) was commissioned by Burdekin Shire Council (Council) to complete a Tourism Strategy (the Strategy) for the Burdekin Shire (the Burdekin). The purpose of the Strategy is to develop the Burdekin's tourism potential in a coordinated and structured manner that is consistent across the Burdekin.

### 2.1. Methodology

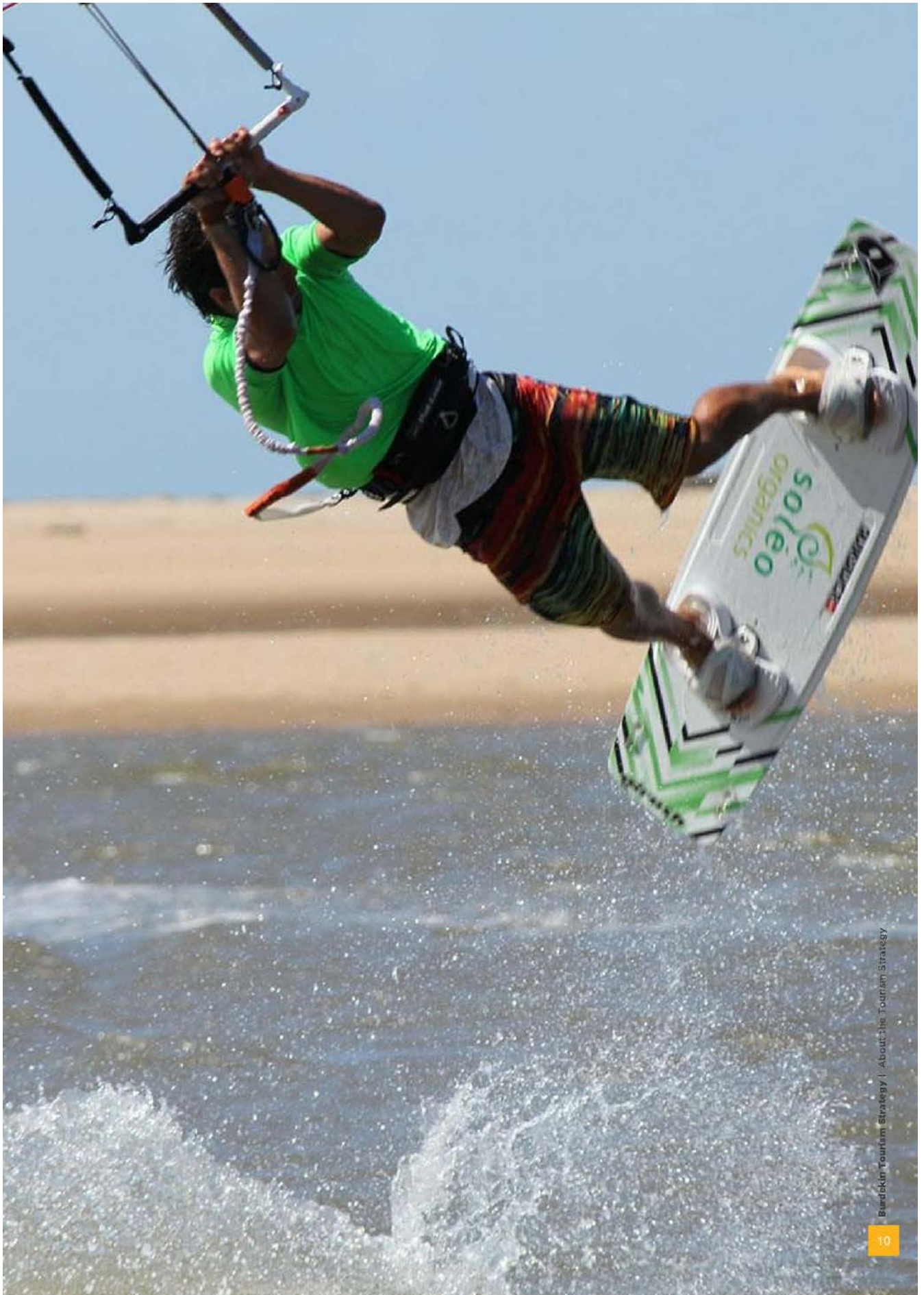
The development of the Strategy has involved the following.

- initial liaison with Council to gather background information and to discuss the consultation program for the Strategy;
- an ongoing literature review to build a quality context for the Strategy and to fully understand projects and strategies as well as relevant government policies affecting the region;
- consultation with Council as well as tourism industry stakeholders;
- desktop research, including a full audit of tourism product within the Burdekin;
- collation of historic visitor data for the Burdekin (based on the National and International Visitor Survey);
- multiple visits to The Burdekin to review product, meet with operators and assess new opportunities and development sites;
- liaison with industry operators (accommodation providers, food and beverage providers, farm operators, attraction operators, transport providers);
- structured meetings with Council to discuss the vision for tourism, infrastructure, development and discussion around related projects;
- prioritisation of the opportunities identified, based on follow up discussions with Council and tourism industry stakeholders;
- refinement and further detail regarding the challenges and opportunities;
- development of an action plan based on the confirmation of the opportunities and recommendations identified.
- compilation of progress report findings into a Strategy document to highlight issues and opportunities which have been considered by Council; and
- completion and presentation of the final Strategy based on any changes requested by Council.

### 2.2. Consultation

To complete this Strategy, extensive consultation was undertaken with a broad range of stakeholders, including Council personnel, Councillors, the tourism industry and other industry sectors (including agriculture and food). The community was also invited to several community workshops.

Stafford would like to thank all stakeholders who kindly provided their time, feedback and data. Their commitment and passion to ensuring the Burdekin can grow its visitor economy on a sustainable basis has been a key factor underpinning this Tourism Strategy.





## 3. ABOUT THE BURDEKIN

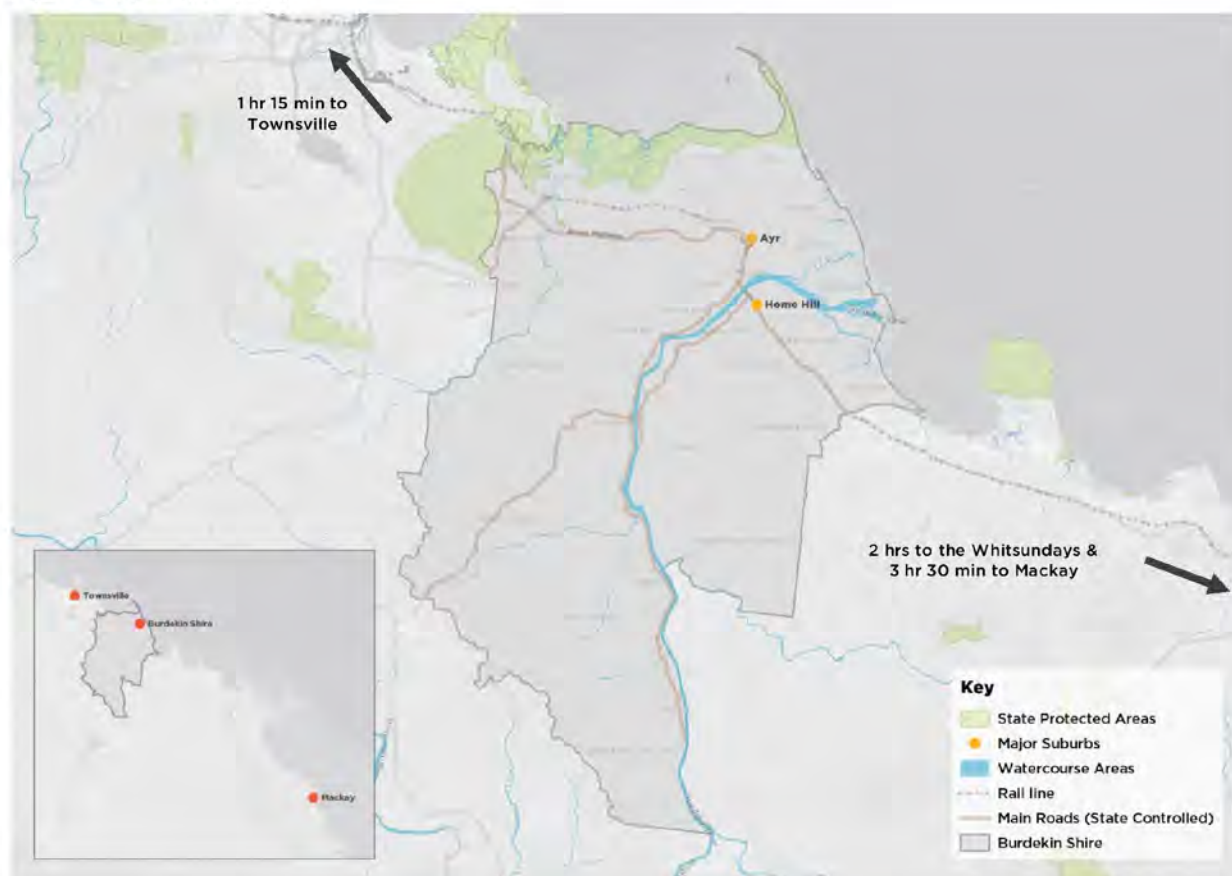
### 3.1. Location

The Burdekin is located along the coast of North Queensland, situated between Townsville and Bowen and along the Burdekin River Delta (Figure 7). The Burdekin covers in excess of 5,000 square kilometres.

Although many smaller coastal and regional communities are scattered throughout the Burdekin, there are two dominant commercial centres that provide the vast majority of services – Ayr and Home Hill.

The Burdekin is well-known as an agricultural region and is considered the sugar capital of Australia due to its extensive sugar cane production. As such, the agricultural industry generates the highest levels of economic output for the Burdekin and is the largest provider of employment in the area.

Figure 7: Map of the Burdekin

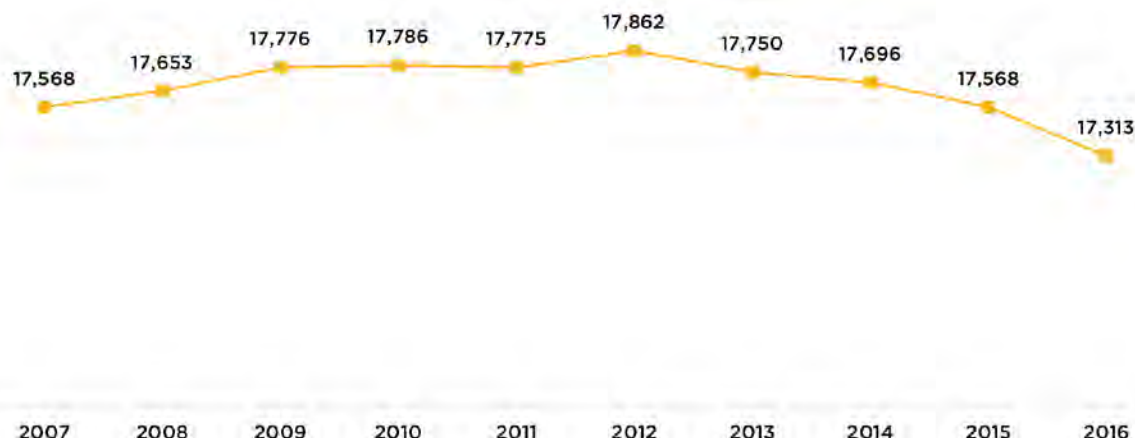




### 3.2. Population

Figure 8 provides a summary of the Burdekin's population over the last 10 years. It demonstrates that, particularly over the last five years, the Burdekin's population has declined – falling from just under 17.9k residents in 2012 to 17.3k residents in 2016 (a total decline of 3.1% or 549 residents).

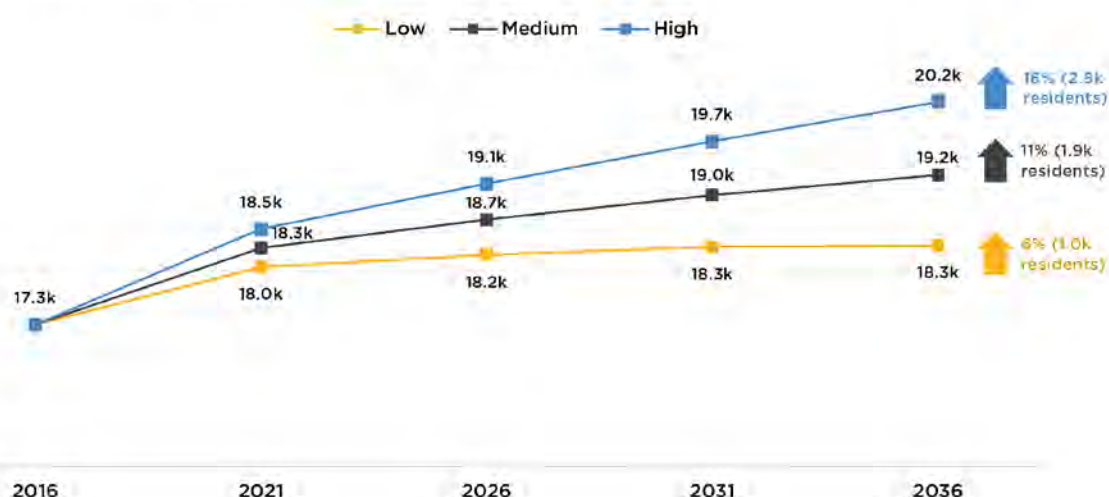
Figure 8: Historic population (2007-16)<sup>3</sup>



While the Burdekin's population has been declining, State Government forecasts – based on low, medium and high scenarios – anticipate growth in the LGA's population. Figure 9 provides a summary of the growth anticipated and demonstrates growth of 6% (1k residents), 11% (1.9k residents) and 16% (2.8k residents) under the low, medium and high scenarios respectively.

Given the historic declining population, it is not entirely clear what factors will be supporting these population growth forecasts provided by the Queensland Government.

Figure 9: Population forecasts (2016-36)<sup>4</sup>



<sup>3</sup> <http://www.economyprofile.com.au/burdekin/trends/population>

<sup>4</sup> <http://www.qgso.qld.gov.au/products/tables/proj-pop-lga-qld/index.php>

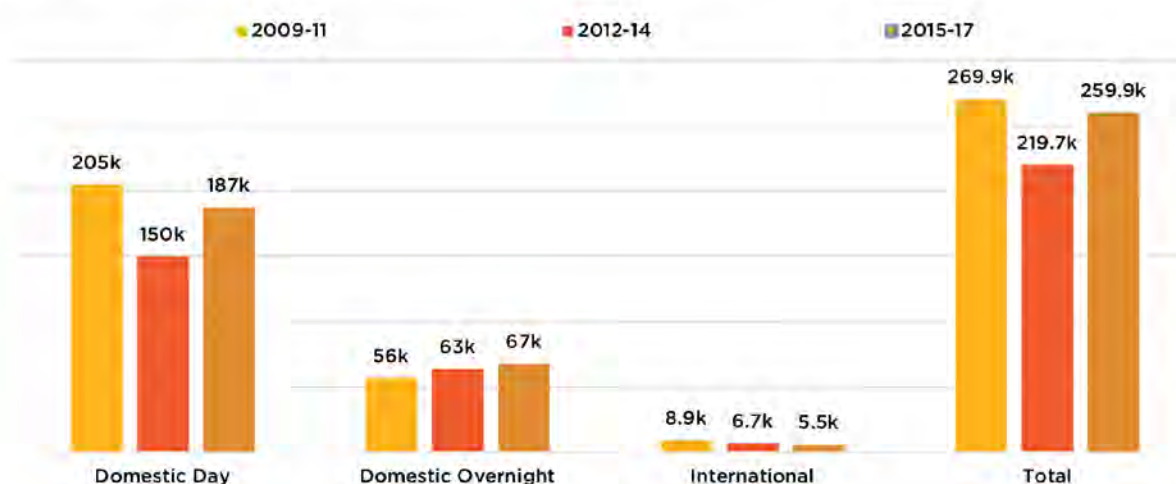
### 3.3. Visitation

#### 3.3.1. Total visitation and by type

Figure 10 provides a summary of visitation to the Burdekin over the period 2009 – 2017. This has been based on three-year averages over this period because of sample size challenges when drilling down to visitation at an LGA level.

The data demonstrates that over the period assessed, total visitation has fluctuated from 220k to 270k. While the domestic overnight market has steadily grown over this period (increasing from 56k to 67k visitors), the domestic day trip market has fluctuated while the international visitor market has declined (falling from 8.9k to 5.5k visitors).

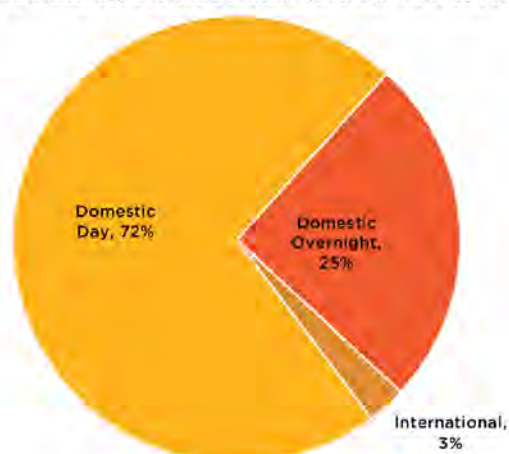
Figure 10: Visitation to the Burdekin (based on three-year averages from 2009/11 – 2015/17)<sup>5</sup>



Averaging visitation over the period assessed demonstrates that the vast majority of visitors to the Burdekin are domestic day trippers, comprising 72% of visitation (see Figure 11)<sup>6</sup>. This is followed by the domestic overnight market (25%) and the international market (3%).

While the domestic day trip market forms an important part of the visitor economy, it is important to note that the overnight market (international and domestic) is generally far higher yielding and provide stronger economic benefits. This Strategy, therefore, deliberately focuses on opportunities which may assist in sustainably growing the overnight market to the Burdekin.

Figure 11: Visitor type to the Burdekin (average from 2009-17)



<sup>5</sup> Based on IVS and NVS data

<sup>6</sup> Based on IVS and NVS data

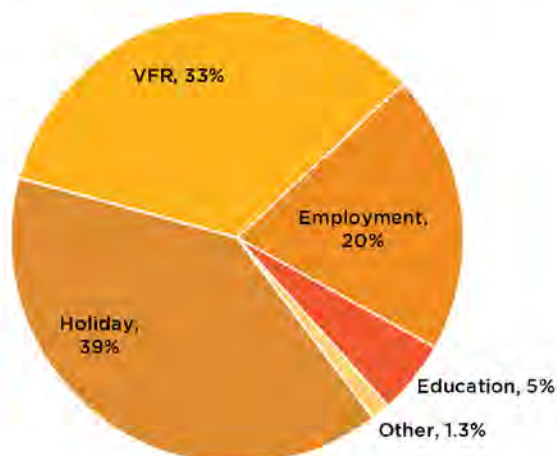
### 3.3.2. Motivation for visitation

Figure 12<sup>7</sup> illustrates motivation for visitation to the Burdekin, averaged over the period 2009-2017. It demonstrates that:

- visitation to the Burdekin is largely centred on leisure visitation (holiday and VFR visitation), comprising 72% of visitation over the period assessed; and
- employment also represents quite a large proportion of total visitation, with 20% of visitors travelling for this purpose.

This demonstrates the need to develop product in the Burdekin which is geared towards not only a leisure-based traditional tourism market, but also to investigate product which may appeal to the large number of international workers who are resident in the LGA during the fruit and vegetable picking seasons. We understand that on any given day, the Burdekin has, on average, 500 international workers living in the Shire. These workers often travel out of the Burdekin at weekends and during breaks looking for experiences to undertake because there is currently a lack of these in the Shire.

Figure 12: Motivation for visitation to the Burdekin (average from 2009-17)



### 3.3.3. Penetration of Townsville Region visitation

The Burdekin is situated within the Townsville Region, as defined by Tourism Research Australia (TRA) and TEQ. Table 1 provides a summary of visitation to both areas, based on a three-year average from 2015-17. It demonstrates that over this period the Burdekin captured:

- 10% of total visitation to the Townsville Region;
- 13% of domestic day trip visitation to the Townsville Region;
- 6% of domestic overnight visitation to the Townsville Region; and
- 4% of international overnight visitation to the Townsville Region.

Table 1: The Burdekin's penetration of Townsville Region's visitation<sup>a</sup>

	Visitation (Sept YE, 2015-17)		Burdekin Penetration of Townsville Region
	Townsville Region	Burdekin Shire	
International Overnight	125k	5.5k	4%
Domestic Overnight	1.1m	67k	6%
Domestic Day	1.5m	187k	13%
<b>Total</b>	<b>2.7m</b>	<b>260k</b>	<b>10%</b>

<sup>a</sup> Based on IVS and NVS data

<sup>b</sup> Based on IVS and NVS data



### 3.3.4. Total spend

In 2016, visitors to the Burdekin spent an estimated \$44m. The majority of this spend originated from the domestic overnight market (comprising \$20m of spend), followed closely by the domestic day trip market (\$19m). The remainder of spend (\$5m) was by the international visitor market.<sup>9</sup> Interestingly, while the domestic day tripper market represents approximately 72% of visitation to the Burdekin, the market only contributes 43% of all spend. On the other hand, the domestic overnight market, which represents 25% of visitation, generates 45% of total visitor spend. This further demonstrates the higher yielding nature of the overnight market compared with the day tripper market.

### 3.3.5. Comparison with other Council areas

Figure 13 - Figure 16 provide a comparison of visitation to the Burdekin as well as 12 other LGAs which are situated in the surrounding region to the Burdekin. The heatmapping demonstrates total visitation, domestic day trip, domestic overnight and international visitation based on 2016 data produced by TRA and TEQ<sup>10</sup>.

- Across all visitor category types, as well as total visitation, the Burdekin ranks within the bottom three LGAs (as to be expected as it is not yet a well-recognised tourism destination).
- Townsville, the Whitsundays and Mackay – are mature tourism destinations and very well known – received the highest level of visitation across all categories.
- Potential exists to leverage off these strong surrounding regions to help grow the Burdekin's visitor economy.
- Finding a clear point of difference for the Burdekin is the key; what will make visitors stop and stay for an experience or product they can't easily get in the wider region?

<sup>9</sup> Local Government Profile 2016 for the Burdekin produced by TRA  
(<https://cdn2-teq.queensland.com/-/media/db3ea968fa4d4ebab2614642c0ffe58.ashx?la=en-au&vs=1&d=20171019T135850>)

<sup>10</sup> Note, three-year average data was not available for all Shires so 2016 calendar year data, as per TEQ's website has been utilised.

Figure 13: International Visitation (2016)

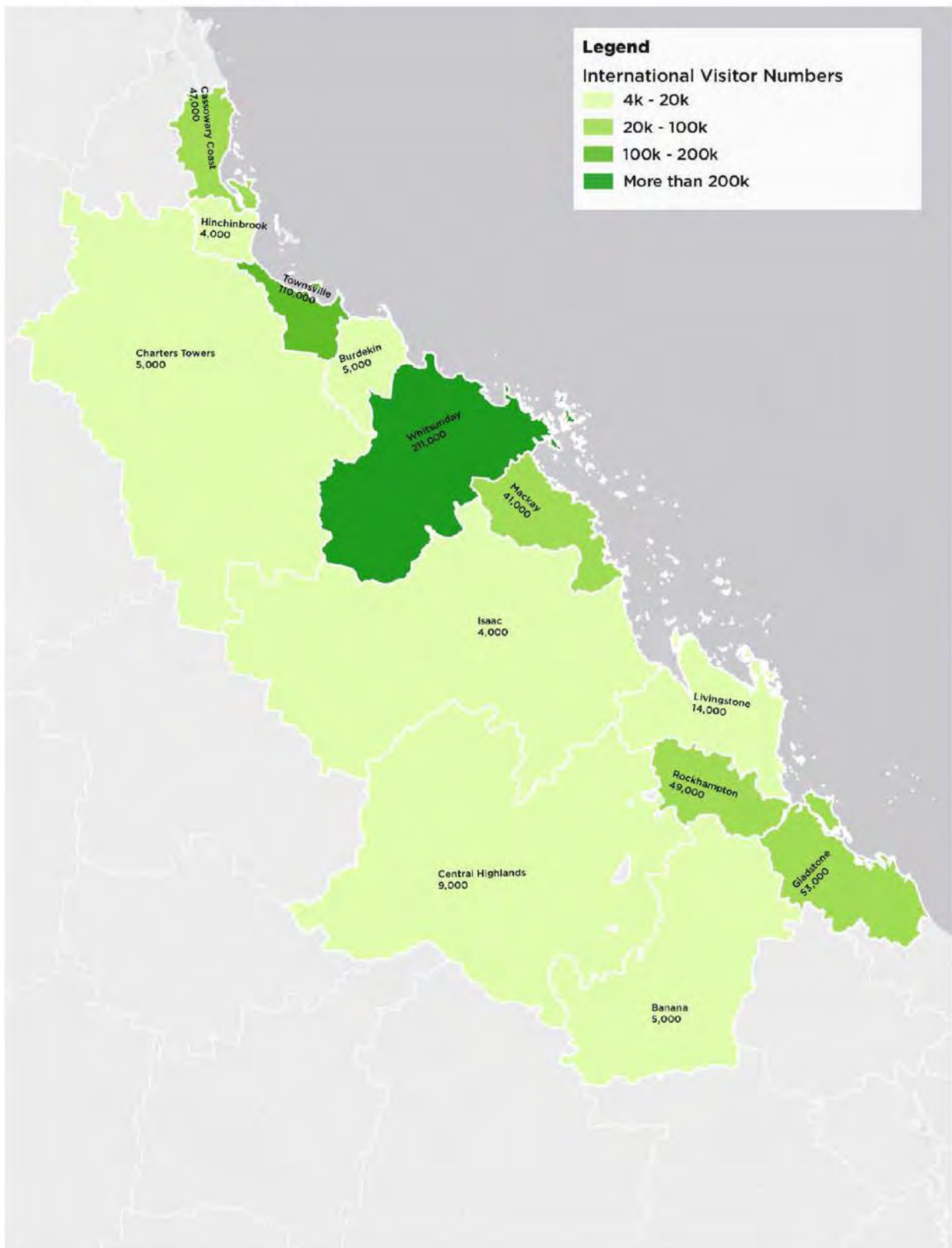


Figure 14: Domestic overnight visitation (2016)

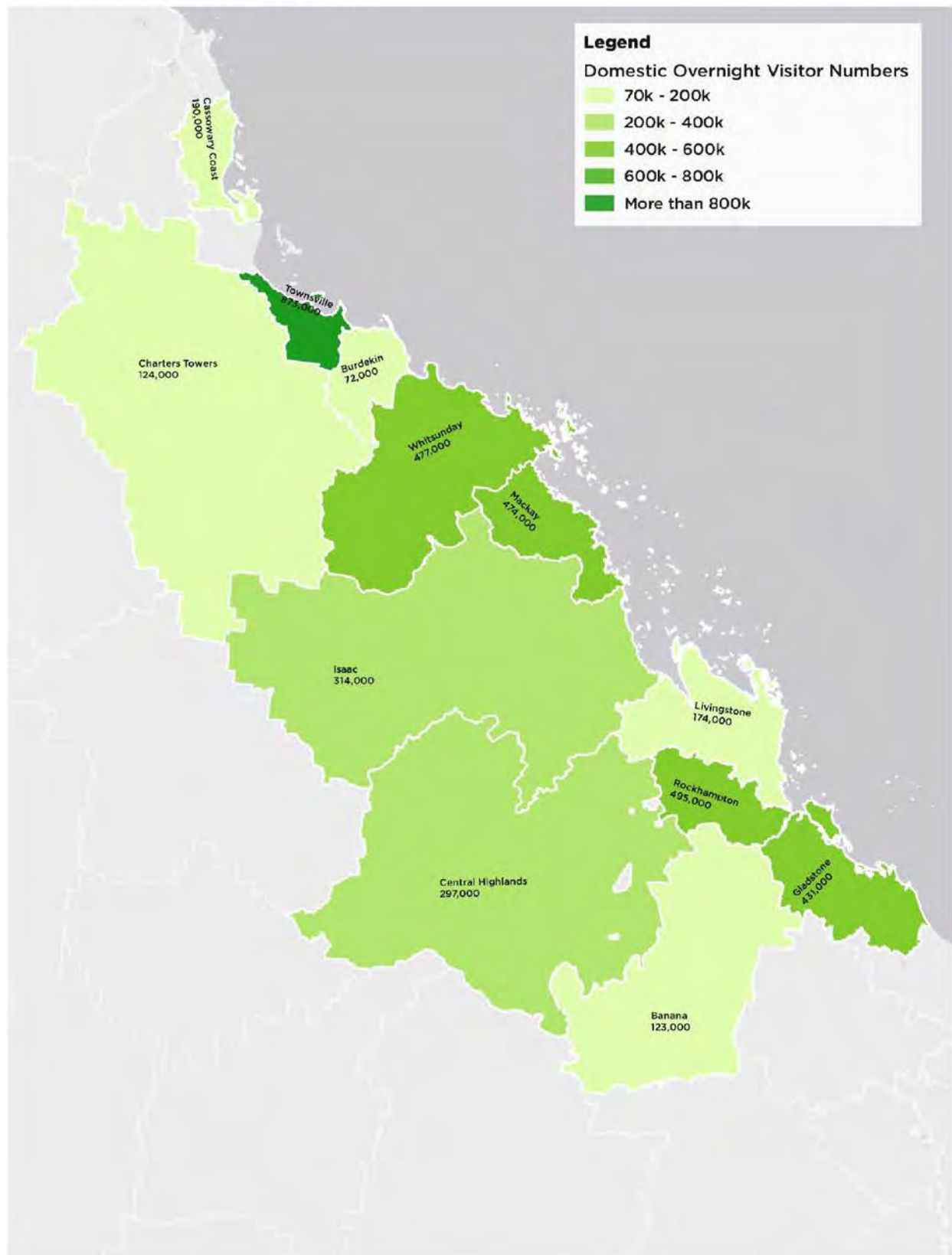




Figure 15: Domestic day visitation (2016)

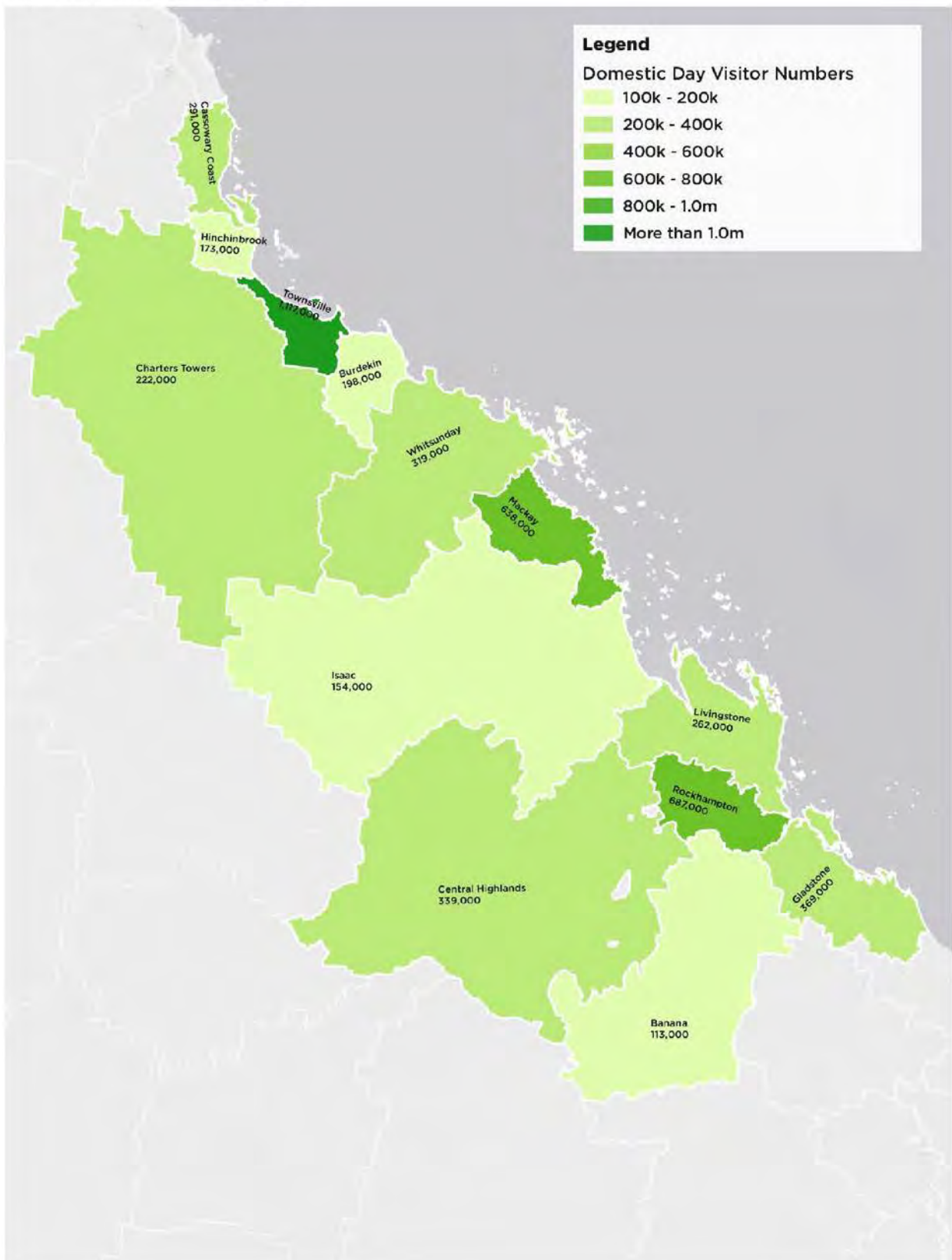
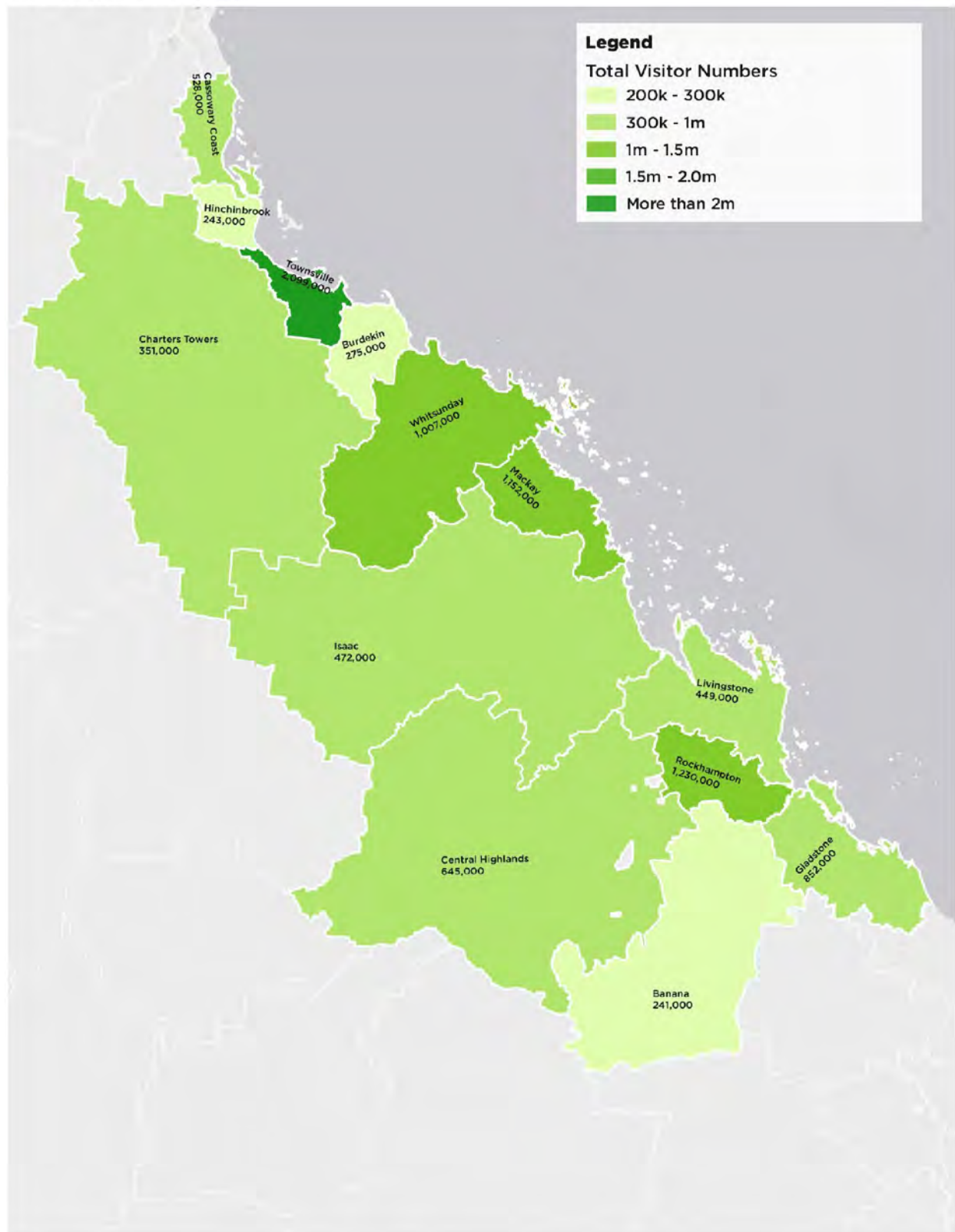


Figure 16: Total visitation (2016)



### 3.4. The visitor economy

The tourism sector is the 13<sup>th</sup> largest sector (in terms of output) in the Burdekin and accounts for just under \$53m in output (Figure 17). The sector comprises 2.0% of total economic output in the LGA, compared with a North Queensland average of 3.5%. This demonstrates that currently tourism is a small sector in the overall economy, but there is strong growth potential if a variety of initiatives can be activated.

Figure 17: Top 15 Sectors by Output in the Burdekin (2016)<sup>11</sup>

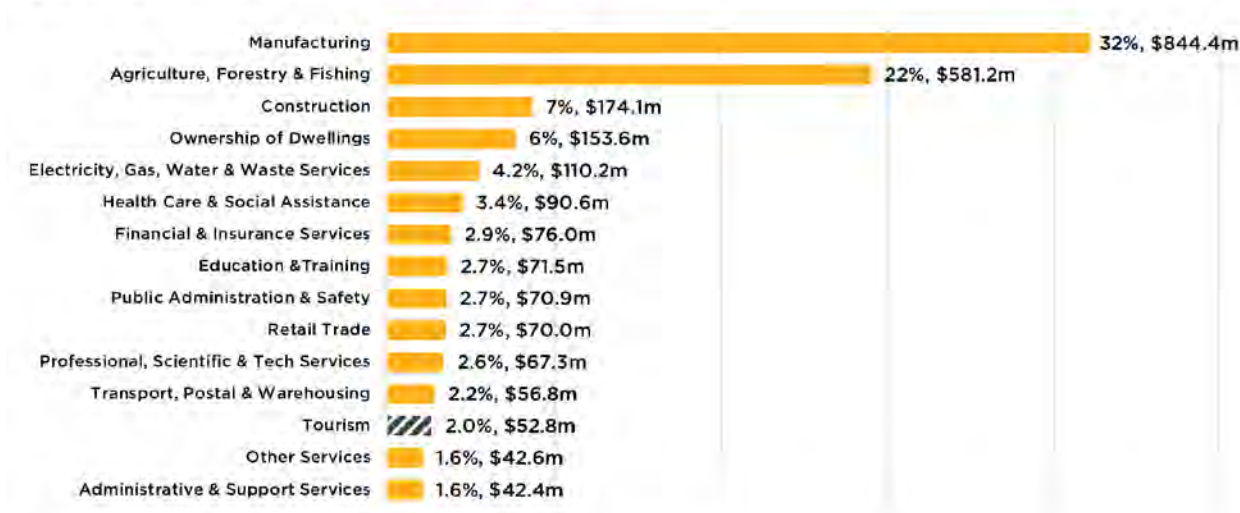
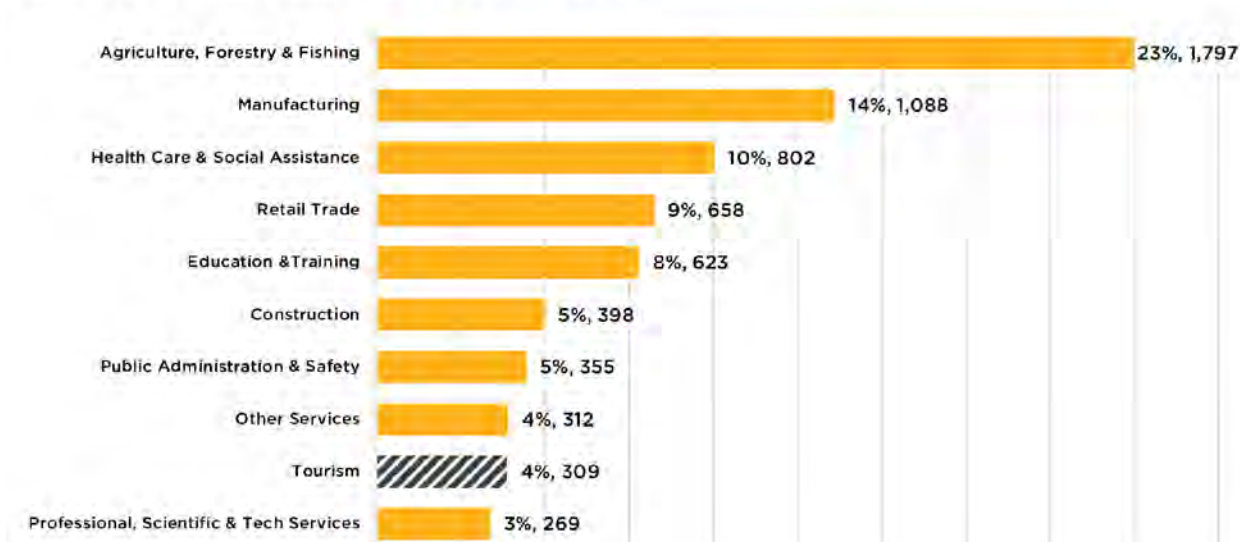


Figure 18 shows that tourism accounts for 4% of all jobs and ranks ninth in terms of job creation. Growing tourism in a sustainable manner should support additional job creation in the Burdekin.

Figure 18: Top 10 Sectors of Employment in the Burdekin (2016)<sup>12</sup>



<sup>11</sup> <http://www.economyprofile.com.au/burdekin/tourism/output>

<sup>12</sup> <http://www.economyprofile.com.au/burdekin/tourism/employment>



### 3.5. SWOT analysis

Table 2: SWOT Analysis – Burdekin's Visitor Economy

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>▪ Accessibility to Townsville via the Bruce Highway</li> <li>▪ The farming and agricultural sector</li> <li>▪ Sugar capital of Australia</li> <li>▪ The Burdekin is the only region in Australia which still burns its cane crop</li> <li>▪ Proximity to Cromarty Wetlands</li> <li>▪ Access to beaches</li> <li>▪ All beaches in the Shire are accessible to 4WD'ing</li> <li>▪ The ability to attract short-term international farm workers</li> <li>▪ Yongala dive wreck is one of the best dive wrecks in the world</li> <li>▪ Comfort Stop in Home Hill is popular and well-known</li> <li>▪ The Shire has extensive water supply (Burdekin River, Burdekin Falls Dam)</li> <li>▪ High quality fishing throughout the Shire (particularly for barramundi and mud crabs).</li> </ul>	<ul style="list-style-type: none"> <li>▪ Lack of variety, quantity and quality of accommodation stock</li> <li>▪ Lack of evening activities and a night-time economy</li> <li>▪ No central tourism hub</li> <li>▪ Lack of investment or regeneration in major town centres, resulting in vacant lots and 'tired' shop fronts</li> <li>▪ Lack of well-defined brand positioning of the Burdekin</li> <li>▪ Community not necessarily understanding of the value of tourism</li> <li>▪ Lack of commissionable (paid) tourism product and recreation activities</li> <li>▪ No destination website for the Burdekin</li> <li>▪ No consolidated events strategy</li> <li>▪ Lack of economic diversity (very reliant on agriculture)</li> <li>▪ Limited industry cohesion</li> <li>▪ Limited budget and resources at Council to drive tourism initiatives</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>▪ Development of farm stays, fishing lodges and other more niche accommodation products which fit the region</li> <li>▪ Development of more branded destination holiday parks</li> <li>▪ Food tourism strategies and events</li> <li>▪ A signature event (e.g. cane cutting championships)</li> <li>▪ Development of a fishing strategy along with a fishing event</li> <li>▪ Development of light aircraft training hub and various recreational aviation activities</li> <li>▪ Development of a potential motor sport precinct with links to driver education, training, technology testing etc.</li> <li>▪ Digital marketing program with high quality website, media data base etc.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Unforeseen environmental/weather-related disasters that impact the agricultural sector</li> <li>▪ Lack of investment in existing and new accommodation stock could prevent overnight visitation</li> <li>▪ Inability to invest in, or activate, the town centres could drive residents and visitors away from the Burdekin</li> <li>▪ Delays in any of the major regional State Government projects could delay economic growth and negatively impact the tourism industry</li> <li>▪ Lack of appetite from farmers or local businesses to stimulate tourism growth</li> </ul>



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## 4. PRODUCT AUDIT

### 4.1. Accommodation Audit

#### 4.1.1. Summary of audit findings

Table 3 provides a summary of the Burdekin accommodation audit<sup>13</sup>.

- There are 425 units (i.e. the number of unique bookable rooms), 317 caravan park sites (powered and unpowered and 562 dorm style beds in backpacker facilities.
- The most common form of accommodation (in terms of number of properties) is AirBnb's/houses, comprising 28% of all accommodation stock. This is followed by backpackers/pubs (26%).
- In terms of units, the most common form is backpackers/pubs, comprising 39% of all units, followed by motels (29%) and caravan park cabins (28%).
- The Burdekin also has a large number of beds in backpackers/pubs, equating to 562 beds, as well as an additional 211 dorm-style beds in caravan parks. These beds are primarily rented by working holiday makers who are picking fruit and vegetables in the Burdekin from April to December, rather than being for the leisure-based visitor market.

Table 3: Accommodation Audit Summary<sup>14</sup>

Category <sup>15</sup>	Number of Properties	Number of Units <sup>16</sup>	Number of Sites (Powered & Unpowered)	Number of Beds (dorm-style only)
Campground	4	-	n/a <sup>17</sup>	-
Caravan Park	9	120 (cabins)	317	211
Motel	8	125	-	-
Backpackers/Pub	12	164 <sup>18</sup>	-	562
AirBnb/House	13	16	-	-
<b>Total</b>	<b>46</b>	<b>425</b>	<b>317</b>	<b>773</b>

#### 4.1.2. Accommodation spatial audit

Figure 19 maps<sup>19</sup> the accommodation audit findings. Most accommodation – particularly motel stock – is clustered in the Burdekin's two primary towns being Ayr and Home Hill, as well as a small cluster at Alva Beach. There is limited accommodation dispersed in other parts of the Shire, though this is primarily backpacker and caravan park style accommodation.

<sup>13</sup> Please note the full findings of the audit are in Supporting Documentation 1.

<sup>14</sup> The product audit was a desktop research exercise using the Burdekin visitor guide, Hotels.com, Expedia.com and TripAdvisor. If operators have not listed themselves on these websites, they may not appear in this list. Stafford also provided the list to Council for review.

<sup>15</sup> Note, some properties have multiple different forms of accommodation (for example, BIG4 Ayr Silver Link Caravan Park has powered and unpowered sites, backpacker accommodation and cabins. Stafford has, therefore, assigned the property to the most relevant category available.

<sup>16</sup> A unit constitutes the number of rooms which can be booked for a unique booking. For example, a 2-bedroom apartment would constitute 1 unit because even though it has two rooms, it can only be booked by the one individual unique booking.

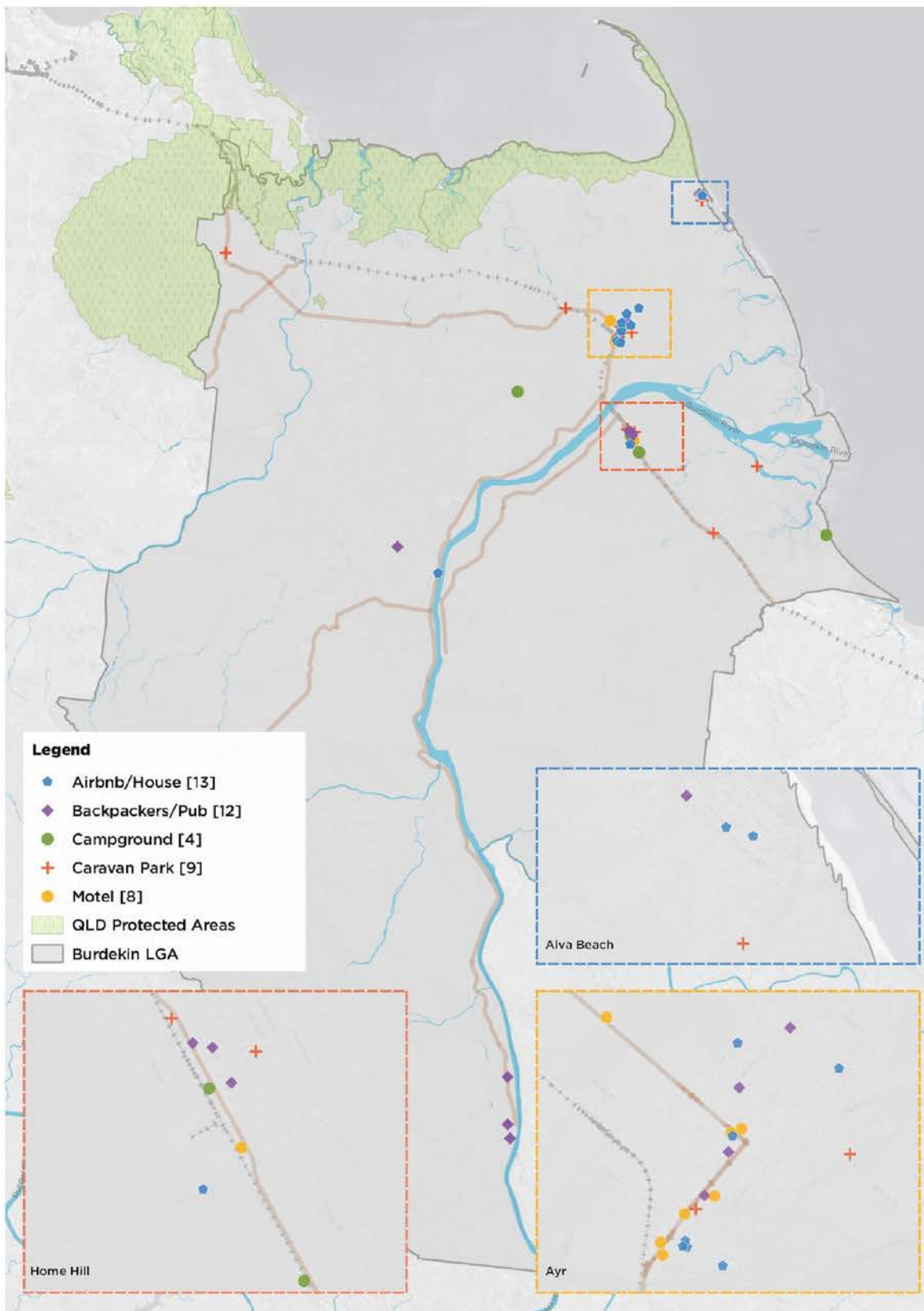
<sup>17</sup> Data was unable to be sourced on the number of sites at each camp ground.

<sup>18</sup> Note, for backpackers, this represents the number of dorm rooms available. The number of beds has also been included as bookings are taken by bed rather than by unit or room.

<sup>19</sup> Mapping data in this section is based on data from ABS, Google and © OpenStreetMap & Contributors, and the GIS user community



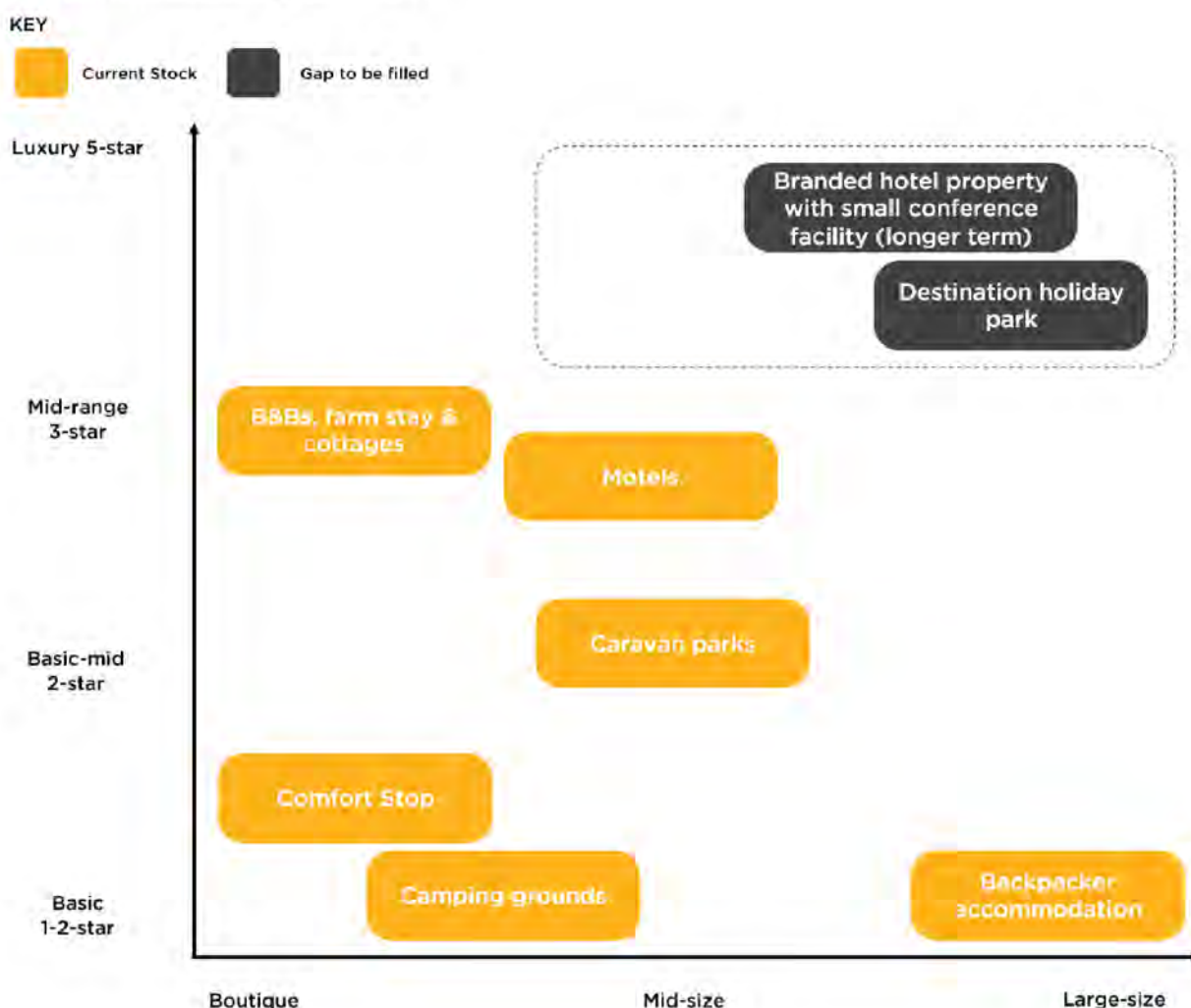
Figure 19: Burdekin Accommodation Mapped



#### 4.1.3. Accommodation gap assessment

Figure 20 demonstrates that while the Burdekin currently has a limited range of accommodation options available at the 1-3+star quality category, there are gaps in the higher-quality accommodation segment (3.5 star plus) as well as a lack of branded accommodation stock. The opportunity exists to consider introducing a larger destination holiday park and with consideration to introduce a higher-end mid-size lodge or motor inn style property (40+ rooms) in the medium-longer term with an associated conference venue if demand is proven.

Figure 20: Accommodation gap assessment



## 4.2. Experiences/Attractions Audit

### 4.2.1. Summary of audit findings

Table 4 provides a supply side audit of tourism assets and product in the Burdekin<sup>20</sup>. The audit identified 61 tourism attraction related experiences<sup>21</sup>.

Based on this audit, the Burdekin's tourism assets/product is primarily distributed amongst:

- cultural/heritage product: 21% of the total product identified;
- natural attractions and lookouts: 20% of total product;
- boat ramps: 16% of total product; and
- food experiences/farmgate<sup>22</sup>: 10% of the total product.

Importantly, of the 61 experiences/assets identified, more than two-thirds are free experiences (69%). While having free things for visitors to do is an important part of any visitor economy, there is a balance required. To grow visitor yield in the Burdekin requires introducing more commissionable tourism product which could be in the form of paid tours, admission prices, packaged product etc.

**Table 4: Attractions/experiences audit summary**

Category	Count	% of Total
<b>Free Experiences</b>	<b>42</b>	<b>69%</b>
Culture/Heritage	13	21%
Natural Attractions & Lookouts	12	20%
Boat Ramps	10	16%
Public Art	5	8%
Visitor Information Centre	2	3%
<b>Paid Experiences</b>	<b>19</b>	<b>31%</b>
Food experiences, farmgate	6	10%
Entertainment	5	8%
Water Activities & Recreation	5	8%
Golf	2	3%
Culture/Heritage	1	2%
<b>Total</b>	<b>61</b>	<b>100%</b>

### 4.2.2. Accommodation spatial audit

Figure 21 maps the attraction/asset audit. It demonstrates that the majority of tourism assets/product is clustered around the centres of Ayr and Home Hill with the exception of: boat ramps which are for obvious reasons scattered along river and coastal areas; and food/farmgate product and natural attractions which are situated in the rural parts of the Burdekin.

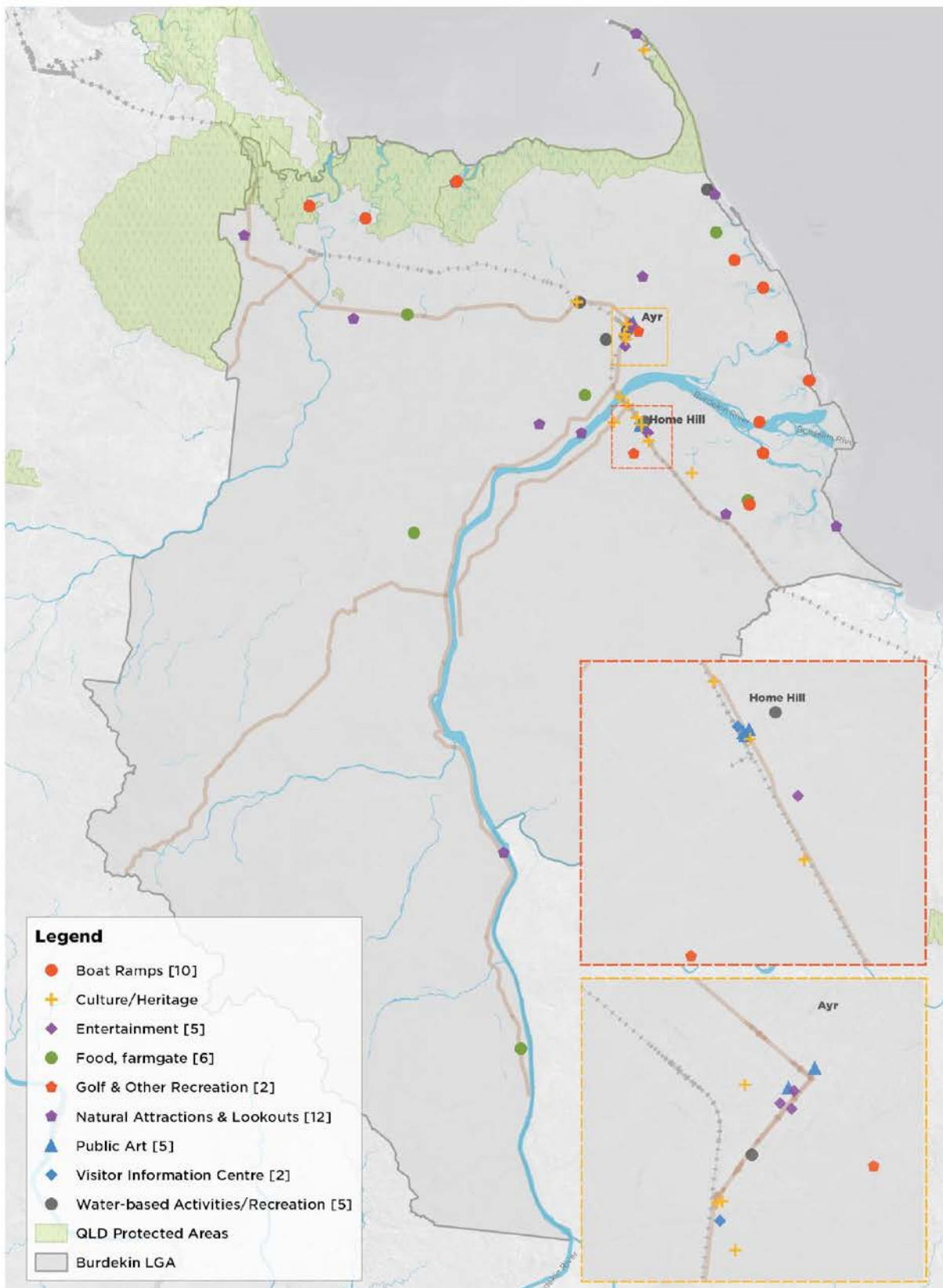
<sup>20</sup> Please note the full findings of the audit are in Supporting Documentation 2.

<sup>21</sup> The product audit captures those operators who are listed in Council's visitor guide and on the ATDW for the Burdekin region. Stafford also provided the audit to Council to add in those operators who may not be listed on Google.

<sup>22</sup> Note this does not include all F&B providers in the Burdekin but rather includes unique food experiences.



Figure 21: Burdekin Attractions Audit Mapped



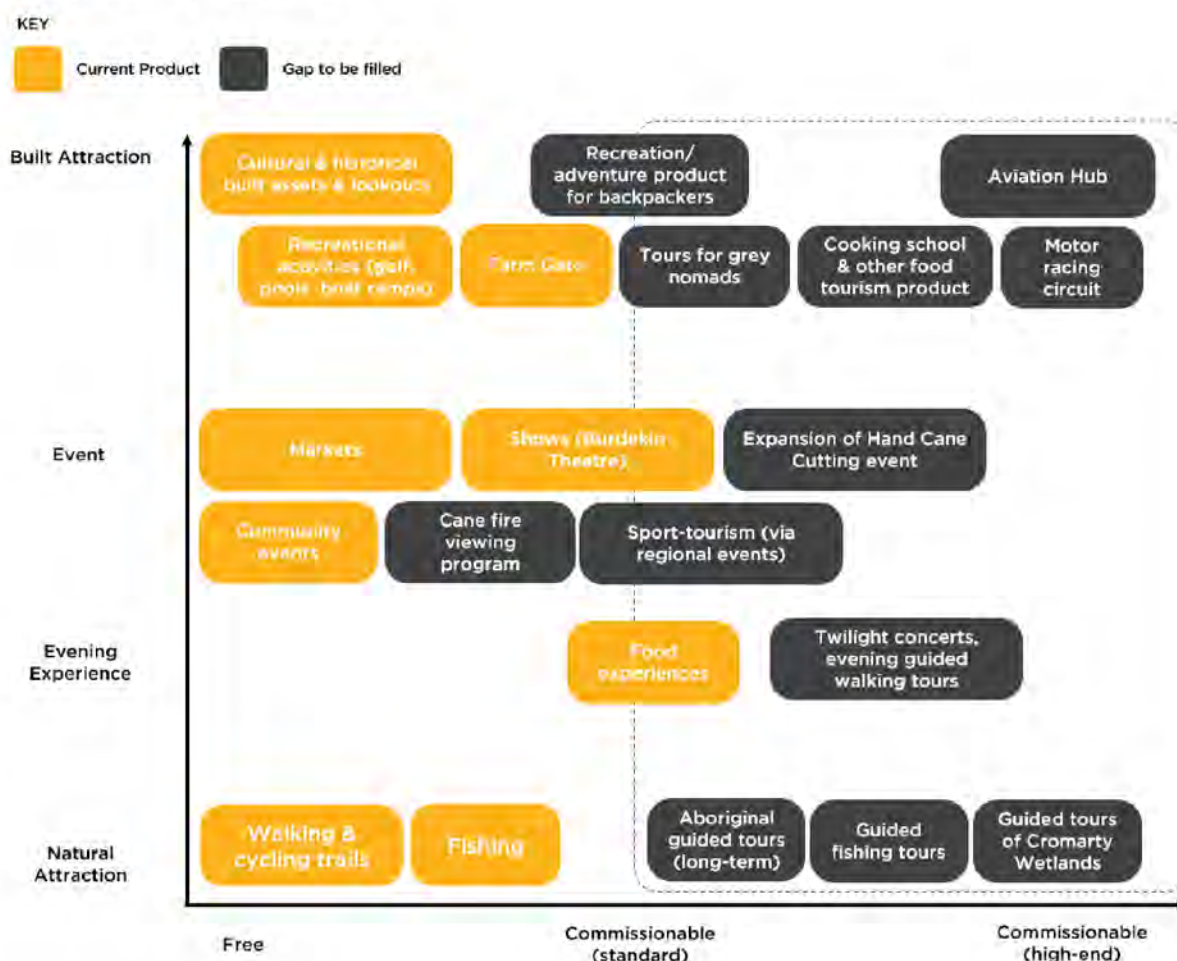
### 4.2.3. Product gap analysis

Figure 22 provides a gap assessment for the attractions/experiences sector in the Burdekin. It demonstrates that:

- there is a large amount of free and self-guided product focused on the Burdekin's natural and cultural assets;
- there are limited evening-based experiences to encourage a longer length of stay and to provide experiences which locals can enjoy rather than having to travel out of the Shire to undertake evening-based activities;
- there is limited pay for and guided eco and adventure tourism product, despite a significant proportion of the Shire comprising natural areas; and
- there is no major destination event – the majority of events are community-based.

The opportunity exists to introduce a range of product<sup>23</sup> which grows the amount of commissionable product available at both a standard<sup>24</sup> price range and higher-end range. This includes (but is not limited to) guided fishing and bird watching tours, a potential motor racing circuit (with a strong training and education component), a potential aviation hub with light aircraft training and recreational activities, as well as expansion of select events within the Shire.

Figure 22: Product gap assessment



<sup>23</sup> Please note this only includes a sample of product development opportunities. The full list of opportunities is included in section 7 of this Strategy.

<sup>24</sup> Standard commissionable product refers to the price of product (rather than the quality).







## 5. CHALLENGES

The following section outlines challenges (in alphabetical order) which were identified during the consultation and analysis undertaken for this Strategy. The challenges have been segmented according to the following categories.

- Product and supporting infrastructure challenges;
- Marketing and destination awareness challenges;
- Governance and industry collaboration challenges; and
- Other challenges.

Section 7 of this Strategy highlights opportunities which provide further detail on how many of these challenges can be mitigated and positive outcomes achieved.

### 5.1. Product & Supporting Infrastructure Challenges

#### 5.1.1. Freedom camping

The Comfort Stop in Home Hill is recognised as a major drawcard for the Burdekin and is popular with the grey nomad market in particular. It offers a free stopover for 48 hours for RVs and caravans etc. as well as providing a dump point, free showers and toilets, barbeque and other cooking facilities. While the Comfort Stop is great for users because it is "free", one must be careful to recognise that it comes at a significant cost to Council to maintain. There is a need to ensure that value is being derived from these users through purchasing retail, supplies/provisions, food and beverage as well as tourism experiences.

#### 5.1.2. Lack of access to fresh seafood

While the Burdekin has access to high-quality fishing experiences via the Burdekin River and beach areas etc., the ability to purchase fresh seafood caught in the LGA is limited

#### 5.1.3. Lack of evening activities

The Burdekin has a lack of evening activities for visitors and locals. This makes it challenging to convince the day tripper market to convert their trip into an overnight visit and can also mean that residents, particularly families, travel outside of the LGA to engage in evening activities.

#### 5.1.4. Lack of family-friendly experiences

While the Burdekin has a range of natural recreational experiences, these are not always suitable for the family market with children under 10 years of age. There is a need to investigate the introduction of experiences for younger children. This could include development/marketing of family-friendly walking and cycling trails or other commercial initiatives, such as high ropes and aerial courses, outdoor mazes and indoor fun parks etc. Indoor family product would also be of benefit to local families.

#### 5.1.5. Lack of experiences for the backpacker market

It is estimated that, on average, on any given day from April to December, the Burdekin has approximately 500 backpackers working within the LGA picking fruit and vegetables. And while these visitors tend to stay in the area for several months, and often have 1-2 days off per week, there are limited experiences that they can undertake. Many backpackers, therefore, travel to surrounding areas, such as Airlie Beach and Townsville, to undertake leisure

and recreation-based experiences. There is a need to investigate the potential to introduce experiences in the Burdekin which would appeal to this market such as 4wd tours, fishing tours and/or boat hire, quad biking tours etc. These need to be packaged in with transport to/from the experience as often backpackers do not have their own vehicles.

#### **5.1.6. Lack of room capacity and higher-quality accommodation stock**

The majority of the Burdekin's room stock are motel rooms, equating to approximately 75% of room stock in the Burdekin (excluding backpacker properties which primarily service the Working Holiday Maker market). During peak periods, such as during major events, there is a lack of larger accommodation properties that can cater to demand. This impacts on the ability to convert day trippers to overnight visitors, to encourage a longer length of stay and to support conferences and events. Though commercial accommodation development of a large scale may be more challenging to achieve, potential may exist to encourage more boutique development.

#### **5.1.7. Limited access to the Burdekin River**

While the Burdekin River provides a variety of recreation-based experiences, including abundant fishing as well as 4wd'ing, accessing the River, particularly for those who are not residents, is difficult. There is a need to investigate how access to the River can be opened up (in a safe and sustainable manner) – potentially via guided tours.

#### **5.1.8. Limited new investment**

There has been a lack of investment in the tourism industry from commercial developers and operators for new accommodation as well as attraction/experience-based product.

There would be benefit in Council developing a tourism investment portfolio to indicate the kind of tourism development it will support as well as the most appropriate location for tourism development. Investors are looking for certainty in where they can develop and what is more likely to be supported by Council. Many investors see Council applied red tape as the major barrier and lack of support in statutory planning documents which do not encourage investment, especially into the tourism sector.

#### **5.1.9. Limited retail trading hours at weekends**

The Burdekin is noted by many as having a strong retail offer, with its many boutique stores drawing visitation from Townsville residents particularly during weekends. However, we understand that many stores close early at weekends and some do not operate on Saturdays or Sundays. This creates the perception that the Burdekin is not open at night or at weekends.

To encourage retailers, and particularly restaurant and café operators, to extend their trading hours, it is important that they (as well as the general community) are provided with insight as to the economic benefits of doing so. Greater community commitment to growing and promoting tourism will lead to greater word of mouth advertising for the Burdekin. It may also be useful to start this as a seasonal initiative over the months where more festivals/events occur, and more visitors are about.

#### **5.1.10. Limited showcasing of WW2 heritage sites**

The Burdekin is home to several heritage assets, including the heritage-listed Charlie's Hill Radar Station. The Radar Station was built in 1943 by the Royal Australian Airforce as part of the frontline defence of Australia during World War II. Despite the significance of this asset, little has been done to showcase it. There is a need to introduce options to interpret the Radar Station, demonstrating its significance and the role it played.





#### 5.1.11. Limited signage (interpretation and directional)

There is a lack of signage – including directional and interpretive. Directional signage, particularly within a CBD, is crucial to encourage visitation to places of interest, outline walks that can be completed through the CBD to attractions (such as heritage and cultural walks).

It is important to consider that better signposting of the Burdekin's natural and built attractions could potentially encourage visitors and the community to make better use of these facilities for walking, cycling and picnicking etc.

There is also a lack of interpretative signage when entering the Burdekin and at attractions. What should be considered are attractive gateway signs on major access roads into the Burdekin, highlighting the key experiences and branding of the Shire. As the area is steeped in history, the potential exists to use sign boards, markers and mobile apps to bring alive the heritage significance of the LGA.

Signage that could potentially be implemented includes attractive static displays (for both directional and interpretive means) as well as high-tech, innovative electronic information displays and touch screens which could be in the town centres main streets.

#### 5.1.12. Majority of operators are small businesses

The Burdekin has limited commissionable (i.e. pay for) tourism product and no large-scale commercial operators. While the boutique nature of operators in the LGA may offer a more personalised experience for visitors, there is a balance required as larger-scale operators tend to bring with them larger marketing budgets which not only markets their product but also the region.

#### 5.1.13. Understanding the difference between community and tourism product

In developing the Burdekin's visitor economy, there is a need to recognise the difference between community-based product versus tourism-specific product. Community-based product is product which will primarily attract a local market, where as tourism-specific product encourages visitation by markets outside of one's own region. Examples of community product includes swimming pools, most local sporting amenities, theatres and cinemas.

We understand there is a desire to introduce a water play park as a tourism initiative for the Burdekin. It is important to recognise that while some visitors may visit the water play park (if developed), this would primarily be a local community initiative as there are already water play parks within Townsville, Mackay, Bowen and the Whitsundays. Introducing a water play park in the Burdekin would, therefore, be duplicating what is already available in three surrounding areas if it were focussed on visitor interest and demand. Council and industry are likely best off focusing on tourism initiatives which are unique within the broader region to encourage those who are currently driving through the Shire to stop and stay longer.

The potential may exist, however, to indirectly encourage the development of a water play park as part of the destination holiday park opportunity recommended as a priority project in this Strategy (see section 7.2.1), like the one recently opened at BIG4 Adventure Whitsunday Resort which is a very high-quality water park. We would therefore encourage Council to consider a higher quality branded destination park operator where major water play features are a key component, and where casual use by locals could also be a pre-requisite for approval.

And we fully accept that there are locals who currently travel out of the Burdekin on weekends to take their families for this type of experience and understand the value of it.





## 5.2. Marketing and Destination Awareness Challenges

### 5.2.1. Lack of awareness on importance of the visitor economy

While the visitor economy is not the Burdekin's largest industry, it does play a key role in the Burdekin's economy, employing 309 people (the 9<sup>th</sup> largest sector by employment) and generating just under \$53m in economic output (the 13<sup>th</sup> largest sector by output).

Additionally, what these statistics do not demonstrate is that the visitor economy is not just confined to one traditional economic sector, but rather, comprises many sectors (such as transport, education, accommodation, training, food and beverage etc.). Growing the visitor economy, therefore, can generate broad-ranging benefits across a range of sectors.

There is a need for Burdekin's residents to understand that a diverse economy will play a key role in the Burdekin's future success and sustainability. While agriculture will likely always be the most important sector for the Shire, the visitor economy provides many opportunities to diversify the Burdekin's economy and many of these opportunities have strong synergy or are complementary with agriculture through farm tours, farm stays, cooking schools, food-based events etc.

### 5.2.2. Lack of brand awareness

The Burdekin brand does not yet have strong brand recognition outside the northern Queensland region. There is a need to undertake a branding exercise to position the Burdekin strategically and to provide clarity on what the "Burdekin" is as a destination. It is important that a consistent brand is developed by a destination brand specialist, along with all associated collateral (tag lines, brand values, vision and design etc.).

### 5.2.3. Lack of unified events calendar

While the Burdekin has a diverse community event portfolio, event operators appear to work in silos and are often unaware when other events – which may be similar to their event – are being held. There is a need for a well-planned and communicated event calendar for the Shire. This would be able to be used by visitors to the Burdekin to see what is on as well as enabling event organisers to better plan their events and to avoid event date clashes.

### 5.2.4. Lack of product packaging

There is limited product packaging available on destination-based websites for the Burdekin and existing operators comment that finding suitable product to package is challenging. As additional new, marketable product is introduced, there is a need to develop packages which visitors can book, rather than providing suggested itineraries. Packages could include accommodation, transport, guided walks/cycling, food and beverage etc.

There is also a need for industry training and up-skilling to identify opportunities for packaging product of a similar quality

### 5.2.5. Lack of promotion and awareness of the Burdekin's coastline and beaches

The Burdekin is situated on the coast and has an attractive coastline and beaches, most notably Alva Beach and Wunjunga. There is, however, currently limited awareness and promotion of this.

### 5.2.6. Limited digital-savvy operators

While there are some operators in the Burdekin who have an up-to-date digital presence, there are some who lack the tools for developing this.

There is a need to ensure that all tourism operators in the Burdekin are listed on the Australian Tourism Data Warehouse (ATDW) which is used as a product database by Tourism Australia, TEQ as well as Townsville Enterprise Limited (as the Burdekin's RTO).

### 5.2.7. Limited/fragmented digital presence

Currently, the Burdekin does not have an official destination website, but rather, tourism is promoted via Council's website<sup>25</sup>. Additionally, the RTO website for the region ([www.townsvillenorthqueensland.com.au](http://www.townsvillenorthqueensland.com.au)) lists very little product for the Burdekin, other than free experiences one can undertake in the LGA. There is a need to:

- introduce a high-quality destination website for the Burdekin which is developed by a highly experienced website design agency who has experience in developing destination websites; and
- work with industry to guide them to become digital-ready, including being listed on the ATDW.

### 5.2.8. Townsville claiming "ownership" of Yongala

Yongala is noted as one of the best wreck dives globally due to its significant size and the high diversity of marine life. Despite the Burdekin offering quicker access to the dive site than Townsville (30 minutes compared with 3 hours) and having captured approximately 85% of market share of dive tours to the wreck, Townsville has claimed "ownership" of Yongala with access to the dive site being promoted as "from Townsville". There is a need for the Burdekin to re-claim ownership of Yongala, positioning it as a Burdekin asset.

## 5.3. Governance and industry collaboration

### 5.3.1. Lack of tourism sector coordination and structure

Operator feedback has indicated that the Burdekin's visitor economy:

- has had limited coordination;
- lacks a unified approach to delivering marketing outcomes and encouraging tourism development; and
- is highly fragmented, without a strong unity of purpose.

Concerns were also expressed regarding the level of communication between industry groups and Council and that a clear demarcation is required on areas where Council should take the lead role and where industry should take the lead to avoid overlap, duplication and disagreement.

Achieving a cooperative model which achieves the buy-in of key stakeholders is an important outcome going forward. Council has a key role to play:

- as "the honest broker" and enabler/facilitator for tourism, helping to drive change and bringing parties together to invest; and
- in seeking funding and related support from State and Federal Government to help activate tourism opportunities rather than expecting to be the investor.

<sup>25</sup> <https://www.burdekin.qld.gov.au/community/visitor-information/things-to-do-around-the-burdekin>



### 5.3.2. Large number of small operators

The Burdekin has no medium to larger scale commercial tourism operators. While the boutique nature of many operators in the Burdekin may offer a more personalised experience for visitors, there is a balance required as larger-scale operators tend to bring with them larger marketing budgets which not only markets their product but also the region. The Burdekin currently has limited export-ready product which can be marketed domestically and internationally.

### 5.3.3. Lifestyle operators

There is a proportion of the Burdekin's tourism industry operators who are seen to be more lifestyle rather than full commercial operators. This extends to the hospitality and retail sector where a number of cafés, restaurants and retailers are not open during the weekend periods. This is a major limitation for the area going forward in developing as a tourism destination.

## 5.4. Other Challenges

### 5.4.1. Ageing population

An ageing population is challenging as the elderly generally rely more heavily on support facilities and resources and may be less enthusiastic about new or expanded tourism development due to perceived impacts on lifestyles. The disproportionately larger older aged resident demographic in the Burdekin is likely to continue to put pressure on the need for more health and social services to support their needs. While this age group may not be interested in encouraging greater tourism development within the Burdekin, without new development and new jobs for locals, the ability to attract younger people to consider the Burdekin for work and relocation is likely to be constrained.

### 5.4.2. Rivalry between Ayr and Home Hill

While we understand the historic rationale behind the rivalry between Ayr and Home Hill, there is a need for the Burdekin to recognise that tourism is a highly competitive sector, and the Burdekin has several very strong tourism destinations on its doorstep. For the Burdekin to be competitive, it must recognise that its strength – particularly from a marketing perspective – is in the “sum of its parts” rather than the individual parts itself. There are, therefore, various tourism elements which can comfortably fit in either Ayr or Home Hill, but the collective proposition of all these attractions, experiences, etc. combined throughout the Burdekin, is where the strength lies.



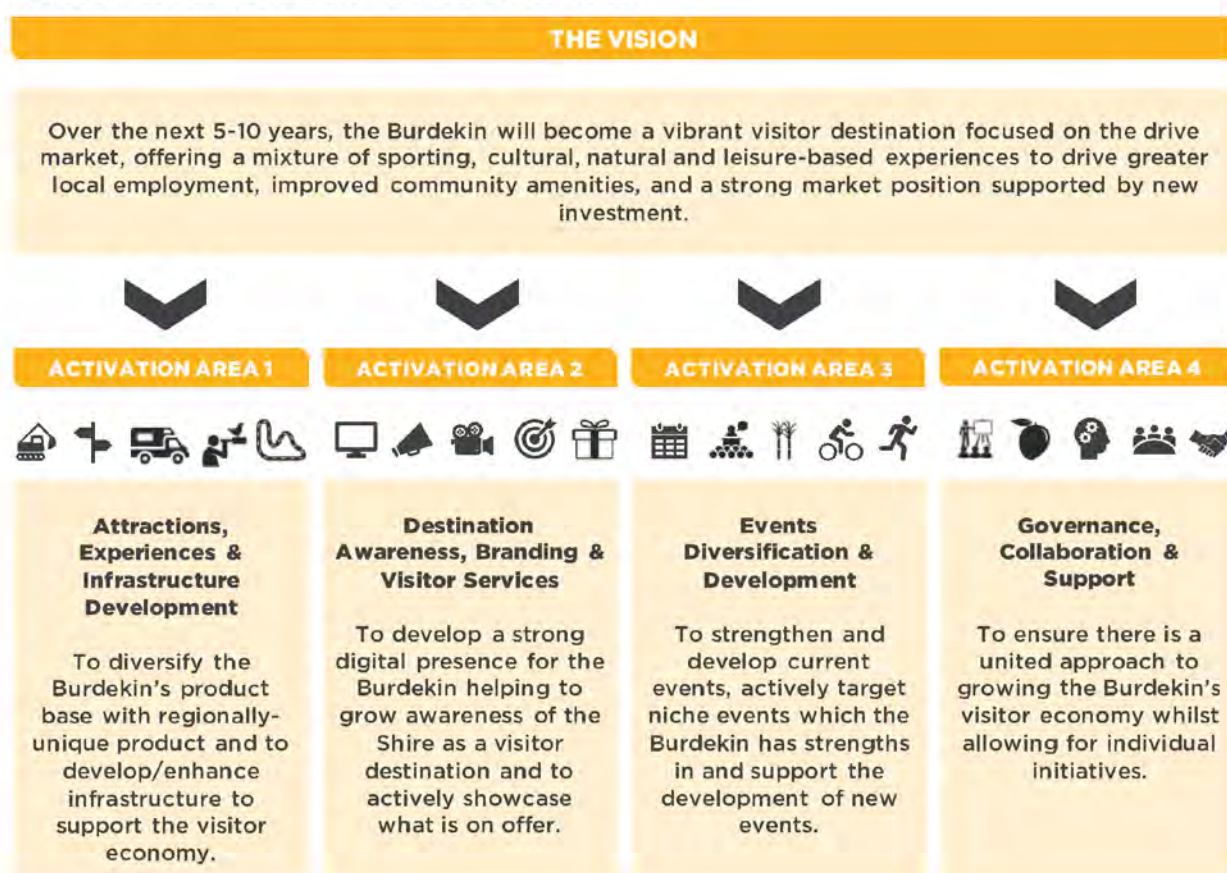




## 6. THE DESTINATION VISION

To guide the development of the Burdekin as a destination and to strengthen the visitor economy, it is essential that a destination vision is created which industry buys into and supports. The destination vision proposed is outlined in Figure 23 below, along with four activation areas to achieve the vision. The opportunities outlined in section 7 are categorised under these activation areas.

Figure 23: The Burdekin's destination vision and activation areas







## 7. ACTIVATING THE VISITOR ECONOMY

The following opportunities (in alphabetical order) are identified to support the growth of sustainable tourism activity within the Burdekin. They have been segmented according to the activation area they align to (as per Figure 23). The activation areas include the following.

- Attractions, Experiences and Infrastructure Development
- Destination Awareness, Branding and Visitor Services
- Events Diversification and Development
- Governance, Collaboration and Support

Opportunities within this Strategy are suggestions only, as many are subject to feasibility studies to test their viability. They will also be subject to further investigation and ultimately Council planning approvals. What they do offer however, are ways of sustainably growing the Burdekin's visitor economy.

### 7.1. Activation Area 1: Attractions, Experiences and Infrastructure Development

#### 7.1.1. Accommodation investment memorandum

As identified in Section 4.1, the majority of commercial accommodation rooms in the Burdekin are motel rooms. Feedback from the consultation undertaken indicates that when major events are on in the Burdekin (sporting and other community events) there is not enough accommodation to cater for demand. It is noted that many event patrons stay in Townsville and drive down to the Burdekin on day trips either because of a lack of accommodation or a lack of higher quality accommodation on offer.

As the Burdekin's visitor economy develops, there may be a need to consider encouraging different forms of accommodation into the Shire. Council should be proactive and develop an Accommodation Investment Memorandum which it can provide to accommodation developers which includes the following.

- An overview of the Burdekin as a tourism destination including its main attractions.
- Historic visitation numbers to the Burdekin, broken down by market segment.
- Forecast visitation numbers to the Burdekin.
- An audit of accommodation currently available within the Burdekin.
- A summary of the type of accommodation development Council is looking to encourage, including the quality Council is looking for.
- A list of potential sites which are appropriately zoned for accommodation.

#### 7.1.2. Aviation business park

Potential may exist for an aviation business park, centred at the Ayr Aerodrome, to support the growth in light aircraft flying and visitor growth. There is a growing demand for new aviation business parks which can cater to the needs of a fly-in market needing places to land and store aircraft, for maintenance of light aircraft and for long term hangars etc. The business park could also serve as a hub which encourages flight training and recreational flying activities.

Demand is seen for those wanting to fly into the North Queensland region but with limitations on access into Townsville Airport because of major commercial aircraft movements and military aviation activity.

The creation of an aviation business park could lead to demand for more commercial accommodation nearby, shuttle buses/taxis and the various employment opportunities which could be generated to support growth in the light aircraft industry.

### 7.1.3. Cane fire viewing program

The Burdekin, which is known as the “sugar capital of Australia”<sup>26</sup>, has a strong history associated with sugar cane farming. It is also the only cane growing region in Australia<sup>27</sup> which still burns its cane before harvesting it. This is primarily because the Burdekin’s abundance of water makes the cane too leafy and large to cut.<sup>28</sup>

The cane fires, which usually take place at dusk (when temperatures and winds have dropped), are a spectacular site, particularly for non-locals and those who reside in city environments and are a unique point of difference for the Burdekin. And while the area is well-known for its cane fires, the only way currently to view a cane fire is to connect with a farmer directly.

The potential, therefore, exists to create a coordinated cane fire viewing program for the Burdekin which connects with local farmers and promotes:

- when burns are taking place;
- the location of the burn; and
- how to safely view the burn.

Because we understand that changing weather conditions can mean a burn is called off, the program should be developed, at first, as a pilot program, to see if it is possible to give visitors advanced notice (circa 2 hours) of cane fires taking place. This could potentially be via a dedicated official Facebook page, or, it could be integrated to the new destination website (see 7.2.1).

Figure 24: Cane fire in progress



<sup>26</sup> <https://www.burdekin.qld.gov.au/community/visitor-information/about-the-area/>

<sup>27</sup> <http://www.abc.net.au/news/rural/2013-08-07/cane-fire-burn/4870888>

<sup>28</sup> <http://www.abc.net.au/news/rural/2013-08-07/feature-fire-farm/4870852>



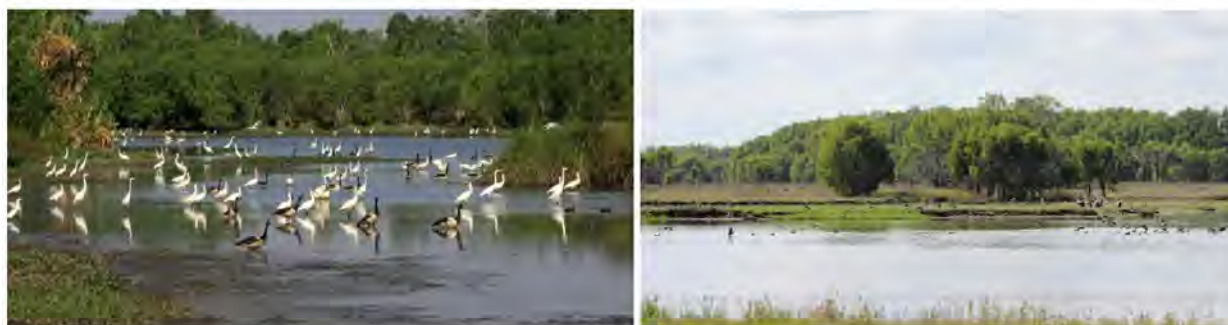
#### 7.1.4. Cromarty Wetlands bird watching tours

The Cromarty Wetlands – situated in the Burdekin – are famous for its diversity of wildlife, including some 255 species of birds, 51 species of reptile, 44 species of mammals as well as countless species of invertebrate.<sup>29</sup> The diversity of birdlife at the Wetlands is apparently greater to that in Kakadu National Park.

The bird watching market is rapidly growing, with “an increasing number of birdwatchers ... travelling to long haul destinations to spot new birds that cannot be seen in their own country or region”.<sup>30</sup> To capitalise on the growing twitcher market requires offering what birdwatchers require, which includes: safety, accessibility, quality of birdlife, infrastructure and well-informed guides.

While the Wetlands present a valuable opportunity for the Burdekin, access to the Wetlands is currently limited because of the need to find a safe crossing point of the railway line. We understand discussions with Queensland Rail on this are underway. Should a safe crossing point be developed, the potential exists to develop wetland tours ex Burdekin, focused primarily on the high yielding “twitcher” or bird watching market.

Figure 25: Cromarty Wetlands birdlife



#### 7.1.5. Destination holiday park

While the Burdekin does have several caravan parks, these are traditional transit style<sup>31</sup> caravan parks (see Figure 26 for examples of traditional caravan parks) which appear to have a permanent resident focus rather than a visitor focus. Often transit-style caravan parks have basic facilities and are used as transit parks by travellers (i.e. overnight accommodation when travelling between two destinations, rather than as a destination in their own right).

Figure 26: Traditional caravan park examples



Goomaling Caravan Park, WA

St Leonards Caravan Park, VIC

<sup>29</sup> <https://bookings.conservationvolunteers.org/project/wondrous-wongaloo-community-driven-volunteering-nqdt>

<sup>30</sup> <https://www.cbi.eu/sites/default/files/study/product-factsheet-birdwatching-tourism-europe-tourism-2013.pdf>

<sup>31</sup> i.e. often having basic facilities and are used primarily as a place to stop when travelling between two destinations, rather than a destination in their own right.



Figure 27 shows pictures of destination holiday parks. These parks tend to be operated by major operators (including BIG4, Discovery Parks, NRMA and Ingenia) and they offer a mix of facilities to guests such as: swimming pools, aquatic parks, kids clubs, camp kitchens, mini-golf, group entertainment and shops etc. These parks often attract a family market who use the parks as a base for day excursions to surrounding regions.

**Figure 27: Destination holiday park examples**



**Cairns Coconut Resort, QLD**



**North Star BIG4 Holiday Park, NSW**



**Deniliquin Holiday Park, NSW**



**Port Fairy Holiday Park, VIC**

Based on discussions with major destination holiday park operators, the potential exists to introduce a true destination holiday park into the Burdekin's accommodation mix which focuses on leisure-based visitors (rather than a permanent or backpacker market).

Over the past 15 years, the domestic caravan, motorhome and camping industry has been fast growing. Caravan and RV registrations have increased by more than 250%<sup>32</sup>. The industry is worth \$19 billion nationally and generates 11m overnight trips.<sup>33</sup> Savvy operators are responding to consumer demand for better standards and facilities by transforming traditional transit parks into holiday/destination parks.

From discussions with major operators, the following provides a basic list of criteria for destination holiday parks:

- land area of 8 ha. or greater (able to be leased ideally for a minimum of 40 years + or purchased);
- capacity for 100+ powered sites, 60+ non-powered sites and 25-30 cabins/chalets;
- a focus on visitors rather than permanent residents;
- a family friendly focus to attract the family market and to convert day trips into overnight stays;
- best practice design of facilities;
- amenities such as a heated pool, spa, BBQ facilities, camp kitchen, tennis court, bike hire/loan, kids' playground, daily children's activities, a café and a convenience store; and

<sup>32</sup> <http://www.caravanningnews.com/penrth.htm>

<sup>33</sup> <http://www.smh.com.au/small-business/growing/australias-caravan-industry-worth-19-billion-and-growing-20160722-gqbgp5.html>



- easy access to major roads and highways.

It is suggested that the holiday park is developed and managed by a major operator within the sector to ensure that appropriate infrastructure is introduced, especially in areas not easily linked to town supply facilities. Additionally, this reduces the burden on ratepayers and Council through a commercial user pays model.

In addition to developing a destination holiday park, the potential exists to investigate introducing an RV and caravan service centre and storage facility as part of a cluster. This could include:

- a mechanical servicing facility for RVs and caravans;
- a rental centre for those looking to hire an RV or caravan; and
- a storage facility providing RV and caravan owners with a safe place to store their RVs/caravans and have them serviced as required.

A feasibility and site assessment exercise should be undertaken to determine the most appropriate sites for a destination holiday park and potential service centre within the Shire.

#### **7.1.6. Formalisation of Alva Beach and Wunjunga Beach front**

Despite the Burdekin being on the coast and having an attractive coastline and beaches, there is limited awareness, promotion and leveraging off this. Because the major towns of the Burdekin (Ayr and Home Hill) are not situated on the coast, the beaches and coastline are, at times, forgotten. There is a need to:

- investigate formalising infrastructure at Alva Beach and Wunjunga (including parking, signage, cleaning up the foreshore areas etc.);
- ensure the coastline and beaches are strongly promoted through the destination website (recommended as part of this Strategy); and
- introduce clever signage to these locations from Ayr and Home Hill and along the Bruce Highway.

#### **7.1.7. Motor sport precinct and training facility**

Queensland currently only has three motor racing circuits, each of which is clustered in South East Queensland near Brisbane and the Gold Coast. While there are other speedway facilities scattered throughout Queensland, there are no other formalised racing circuits. Most importantly, Northern Queensland is noticeably lacking in motor sport circuits and drag strips with North Queensland participants often having to drive for 16 hours or more to attend competitions and track days in South East Queensland.

With the abundance of undeveloped land which the Burdekin has, the potential exists to investigate the opportunity to introduce a motor sport precinct within the Shire. Council's role should only be to facilitate the project, as the project should be activated, funded and operated by private sector and/or with external funding support.

This could potentially also provide a training facility which links with TAFE auto mechanic training courses as well as driver training (cars, motor bikes, mechanical equipment such as forklifts etc.). And noting many motor vehicle manufacturers are moving into alternative fuel options, creating a hub for alternative fuel/energy development could also be considered.

Based on initial discussions with stakeholders in the motor sport sector, the opportunity exists to investigate the potential to create a motor sport precinct at or near the Burdekin Airfield at Brandon, which is approximately 50 minutes from Townsville. This could be focussed as a driver training centre, a TAFE mechanical engineering centre,

an innovation and technology hub for electric and hydrogen fuelled cars, for use by car and motor bike clubs travelling to the LGA and most importantly, as a major motor sport precinct to service North Queensland.

Northern Qld specifically, has a disproportionately low number of motor sport precincts yet demand is noted as very high. Finding sites in the region and in and around Townsville, Mackay and Cairns is increasingly hard due to the pressure of urban growth and the challenge of finding sites with sufficient distance from residential communities.

Stakeholder feedback indicates Brandon (within the Burdekin) may offer sites to consider, with less urban development and greater opportunity to create appropriate sound and visual buffer zones.

The development of a motor sport precinct may therefore offer a number of benefits to the local and wider community by offering:

- A quality venue for a motor sport circuit for car clubs, motor vehicle manufacturers etc;
- For driver training days either as part of motor vehicle dealer value add, for new drivers, for specialist driver training such as trucks etc. and motor bikes;
- For education days associated with student driver training;
- Linking to TAFE or other tertiary education and high school programs geared to engineering programs, mechanical training as well as innovation testing for electric, solar and hydrogen fuelled/powered vehicles; and
- For events such as classic race days and larger motor sport events.

The likely level of demand would extend to mid-week and weekends, and in turn, would likely support demand for new accommodation, new food and beverage outlets (permanent or popup), and activity associated with the motor industry. We also understand that there are several active motor sport drivers and supporters who reside within the Burdekin, so an existing hub of activity could probably be leveraged off quite quickly.

#### 7.1.8. Plantation Park concept plan

We understand there are several ideas and concept options to further develop Plantation Park. To ensure a strategic and planned approach is followed, it is suggested that a concept plan, or master plan, for the Park is developed. The concept plan could indicate long term plans for the park, local and visitor demand for a variety of elements and a cost benefit to outline the costs involved.

#### 7.1.9. Recreational fishing strategy

The Burdekin is well-known for its barramundi, mud crabs, other estuary species and off-coast reef fishing and the Shire is purported to have the highest boat ownership rates per capita. But while fishing is a very popular activity for locals and those who own their own boat and equipment, the tourism fishing sector is not well coordinated or set up to cater for any growth.

A pre-feasibility report on marine recreational facilities completed for Council in 2016 identified that the "recreational fishery of the Burdekin ... is a virtually untapped economic resource in terms of tourism ... [and the development of an] all-tide facility will significantly enhance the access and enjoyment of the resource ... to further diversify the regional economy in terms of recreational fishing tourism"<sup>34</sup>.

<sup>34</sup> Marine Recreational Facilities Report Burdekin Shire, Jeffrey Smith, page 3



To grow sustainable fishing tourism in the Burdekin, the opportunity exists to develop a Burdekin Fishing Tourism Strategy. The Strategy should investigate the following.

- The size of the fishing tourism market to the Burdekin currently (to forecast growth potential).
- Target markets to focus on for recreational fishing.
- A comparison of the Burdekin as a fishing destination compared with other competitor fishing destinations to identify what the Burdekin's unique selling point (USP) is in this market.
- Whether there is sufficient boating infrastructure (such as boat ramps and cleaning areas) to cater for current demand as well as any growth in demand (via a detailed fishing infrastructure audit). We understand a pre-feasibility study completed for Council identified that an all-tide access facility could be possible at Kierle's Landing. This should be investigated further as part of the Recreational Fishing Strategy.
- Whether there is demand for additional professional fishing guides in the Burdekin.
- Whether demand exists for boat and equipment hire (with or without a guide) so that visitors can experience fishing in the Burdekin without having to have their own gear.
- Whether there is sufficient demand to establish land-based fishing opportunities across the Burdekin and what infrastructure is required to support this (such as land-based fishing platforms).
- A framework for monitoring the health of fish stock and the quality of their environment.
- Investigate marketing opportunities for fishing and the Burdekin, including the need for a fishing website (or whether this can link in with the new destination website for the Burdekin – see 7.2.1), the potential to link in with the Barra Trail which is currently being expanded and product packaging opportunities.

#### 7.1.10. Recreation/adventure product for backpackers

While the Burdekin has an estimated 500 working holiday makers/backpackers who are in the region on any given day from April to December to pick fruit and vegetables, there is limited tourism product which these visitors can undertake and to encourage them to spend their disposable income locally. Despite the common assumption that these visitors are on limited budgets and, therefore, do not spend, feedback indicates that they are spending on tourism experiences, however, they are undertaking these outside of the Burdekin (such as in Townsville, Cairns and the Whitsundays) because the product does not currently exist within the region.

The opportunity exists to investigate the introduction of recreation and adventure-based tours which specifically targets this market. This could potentially include:

- 4wd tours which can leverage off the river and beaches which are all accessible to 4wds (a unique feature of the Burdekin);
- fishing tours or boat hire;
- 4wd driver training programs;
- 4wd motorsport events; and
- River and sea kayaking
- Beach sand sailing

Whatever is created would need to include transport to/from the experience as often these visitors do not have their own form of transport.

### 7.1.11. Tour product for grey nomads

The Burdekin currently receives significant numbers of both grey nomads and backpackers each year, however, there is little tourism product available to capitalise on these markets.

The potential, therefore, exists to develop a half day coach tour to extend the stay of grey nomads within the Burdekin. The tours could be focused on:

- the agricultural sector in the Burdekin, including a history of agriculture and the significance of the Burdekin as one of Australia's major agricultural regions;
- farm gate/food tours providing visitors with an opportunity to sample local produce;
- cane fire tours (during the season);
- visits to WWII sites;
- river and sea fishing.

## 7.2. Activation Area 2: Destination Awareness, Branding and Visitor Services

### 7.2.1. Destination website for the Burdekin

Currently, the Burdekin does not have a standalone destination website. The main website which is displayed when "visit the Burdekin" is entered into Google is the "Things to do" sub-page on Council's primary website (Figure 28). While the Burdekin is listed on the Townsville region's RTO website<sup>35</sup> and TEQ's website<sup>36</sup>, the Burdekin is competing with other major destinations on these websites and is not featured strongly.

There is a need to develop a "one stop shop" destination website which is focused on the Burdekin as a tourism destination. The website/user interface needs to be carefully designed to reflect and showcase:

- iconic experiences in the Burdekin;
- the nature-based experiences, walking tracks, 4WD'ing tracks and mountain biking tracks and lookouts;
- the range of operators and commercial experiences on offer;
- major events and festivals; and
- packages and itineraries which visitors can undertake.

The website needs to be unashamedly tourism-based. While we recognise other local operators may want to be listed on the website, a criteria should be established to ensure a tourism focus is achieved. One of the major criterion being that operators must be listed on the ATDW to be listed on the Burdekin destination website.

The destination website also needs to be designed and developed by destination website specialists. Figure 67 provides examples of best practice destination websites as examples only. While some of these websites are for

Figure 28: Current visitor information website for the Burdekin



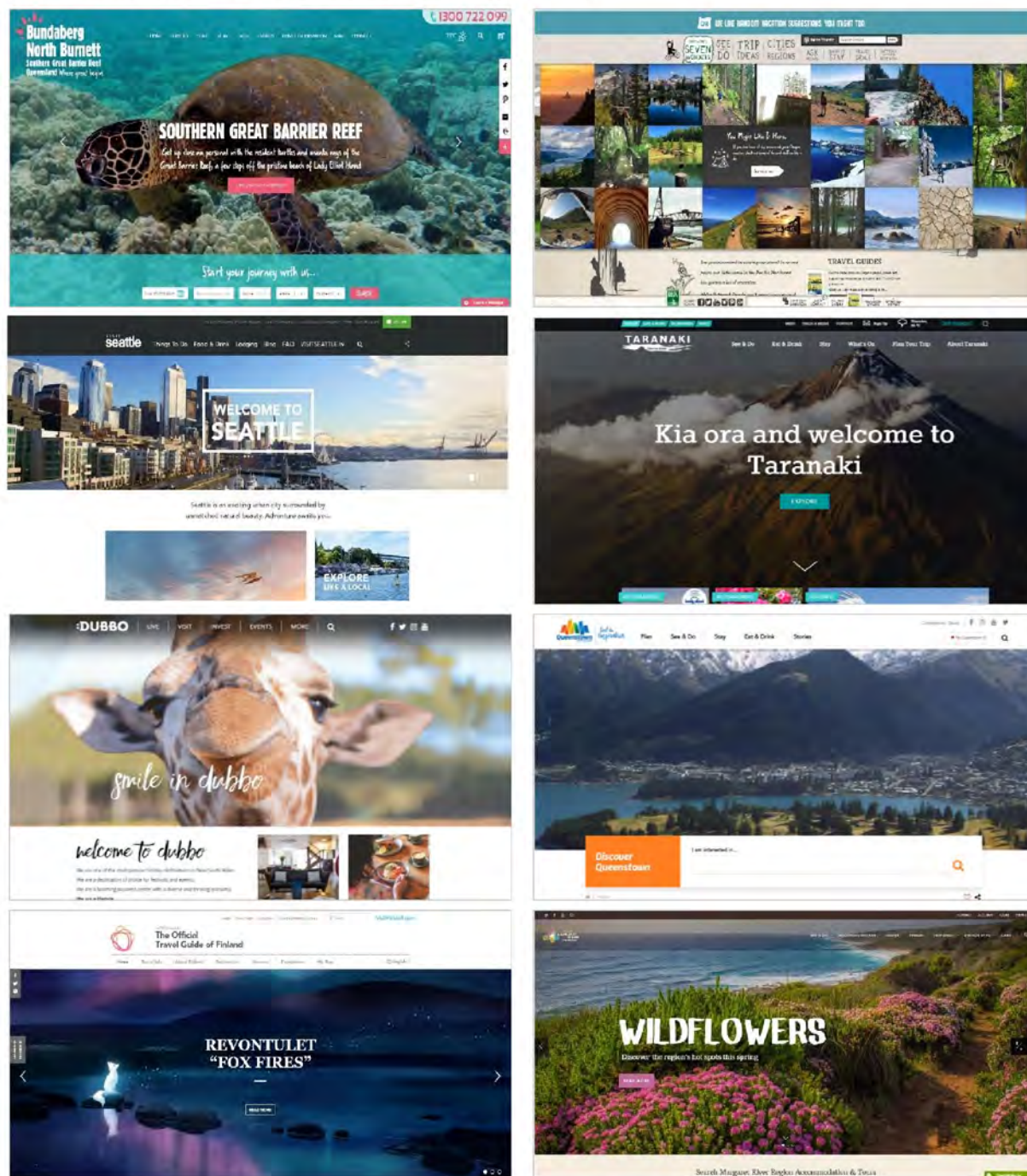
<sup>35</sup> <https://www.townsvillenorthqueensland.com.au/destinations/burdekin/>

<sup>36</sup> <https://www.queensland.com/en-au/explore-queensland/townsville-north-queensland/places-to-visit/burdekin>



much larger tourism destinations, they demonstrate what is possible and each have elements of best practice destination website design which provide valuable learning points for the Burdekin.

Figure 29: Examples of Best Practice Destination Websites User Interfaces



As part of the website's functionality, there is a need to investigate whether e-commerce functions (such as online booking) should be included. While having e-commerce functions can provide a range of benefits, it also may add complexity to managing the website and will require a larger budget for developing and maintaining the website.



The new website could also feature an up-to-date and robust events calendar. It could provide visitors with the ability to see what is on and to book events (via an internal or external booking system) but also to enable industry to better plan dates and avoid clashes.

### 7.2.2. Destination brand

In addition to developing a destination website for the Burdekin, there is also a need to develop a destination brand. This brand needs to be developed prior to the website being launched to ensure that it is incorporated into the website design. Currently, there is confusion in the market place as to what brand Burdekin is and what is the region's unique points of difference. The destination brand needs to reflect this.

Additionally, a destination brand is just that – a brand to promote the Burdekin as a visitor destination. It is different from a city liveability brand, the purpose of which is to encourage people to relocate and work within the Burdekin. Some Council areas have created the one brand which they use in city liveability marketing and then have several sub-brands which spin off this liveability brand for destination marketing, events, investment etc.

It is important to recognise, however, that while a destination brand is an important tool to have, it is not a panacea. It must be developed in conjunction with new and rejuvenated product, infrastructure and improved governance and coordination.

### 7.2.3. Media library

To promote the Burdekin as a tourism destination, there is a need for a high-quality media library. The media library images should feature professionally shot images of attractions and experiences available within the Burdekin which can then also be shared with the TEQ media library as currently there is a very limited selection in this database of the Burdekin.

There is a need to ensure Council's tourism department retains control of these images to ensure that "hero shots" of the Burdekin are not overused or converted into low-res format which can diminish the significance of these hero shots.

### 7.2.4. Mobile VIC

The nature of visitor information services is changing. Recent research by TEQ found that only 3.6% of visitors to the State entered a VIC – compared with a nation-wide average of 4.4%.<sup>37</sup> The vexed question, therefore, is how the remaining 96.4% of visitors to Queensland are being serviced?

Going forward for the Burdekin, there is a need to investigate alternative forms of visitor information services. This includes the provision of information digitally via the destination website recommended in this Strategy (see Priority Project 1 – section 7.2.1) as well as a range of mobile-friendly visitor information service options including the below.

- The Copenhagen 'Automated' Model: A highly customised shipping container which contains a 12-metre multi-touch touchscreen which directly links to a central database and is entirely remotely managed. The container could be open for a set number of hours per day and automatically shut down out of operating hours. The model was designed by a New Zealand firm, Gibson Group, which specialises in interactive experiences.

<sup>37</sup> Queensland Visitor Information Centres Snapshot of the year ending September 2017, Tourism and Events Queensland

- The Mobile Kiosk Model: A visitor information kiosk in a mobile van or truck which can be taken around to key visitor locations throughout the Burdekin during events etc. This kiosk could be staffed by a volunteer or Council staff member.
- A Pop-up Visitor Information Centre: A pop-up shipping container which can be relocated when required (such as during events). This could be staffed by Council staff or volunteers. The potential exists to incorporate interactive touch screens etc. into this model.

It is recommended that a feasibility be undertaken to determine the cost of implementing the three options.

Figure 30: Pop-up and Digital VICs<sup>38</sup>



<sup>38</sup> Copenhagen Information Touch Wall, Denmark; <sup>38</sup> Copenhagen Information Touch Wall, Denmark; Anglesey Mobile Tourist Information Centre, UK (pictured at cruise port); Arlington Mobile Tourist Centre, USA; Canberra and Region Visitors Centre Pop-up, ACT; and Seattle Space Needle Digital Experience and Information, USA.



### 7.2.5. Packaging of product

There are several visitor experiences, attractions and accommodation etc. available throughout the Burdekin, however, currently there is generally very limited synergy between these operators/providers.

There is a need for a composite package experience to be offered to the consumer, helping to extend visitor stay as well as greater regional dispersal.

Packages could include activities such as fishing tours, snorkelling, the nature display etc. connecting to accommodation offers and also food and beverage experiences. This will help strengthen the product offering, allow for cross product selling, increase pre-bookings and help with improved transport and related planning.

### 7.2.6. Signage strategy

The lack of signage (interpretive and directional) was noted by many as a challenge for the Burdekin. This includes gateway entry signage to create a sense of entrance into the Shire as well as signage to guide visitors to points of interest throughout the Burdekin. There is a need for a signage strategy to be developed to ensure a consistent approach to signage is applied throughout the Burdekin and which can, in turn, support drive circuits and other trails across the LGA.

### 7.2.7. The Burdekin Bucket List – 101 things to do in the Burdekin

While the Burdekin does have a variety of free and commissionable tourism product available, there is limited awareness and promotion of this. To showcase what the Shire has on offer, the opportunity exists to develop the Burdekin Bucket List – a list of 101 things to do in the Burdekin. This list, while primarily targeted at visitors, will likely have equal application to locals in the Burdekin as residents often forget what is in their own backyard. With the Burdekin's strong VFR market, residents are a marketing tool to leverage off so having this product awareness is important.

Mackay Airport created a similar list – 101 Things to do in the Mackay Region (see Figure 31<sup>39</sup>) – which has been highly successful. Examples of experiences on this list include: the Wintermoon Festival; Fish in Eungella Dam; taste local produce; take a Tiger Moth joy flight; take an art trail; go bowling etc.

To compile the Burdekin Bucket list, it could be opened to locals to submit their favourite things to do in the Burdekin.

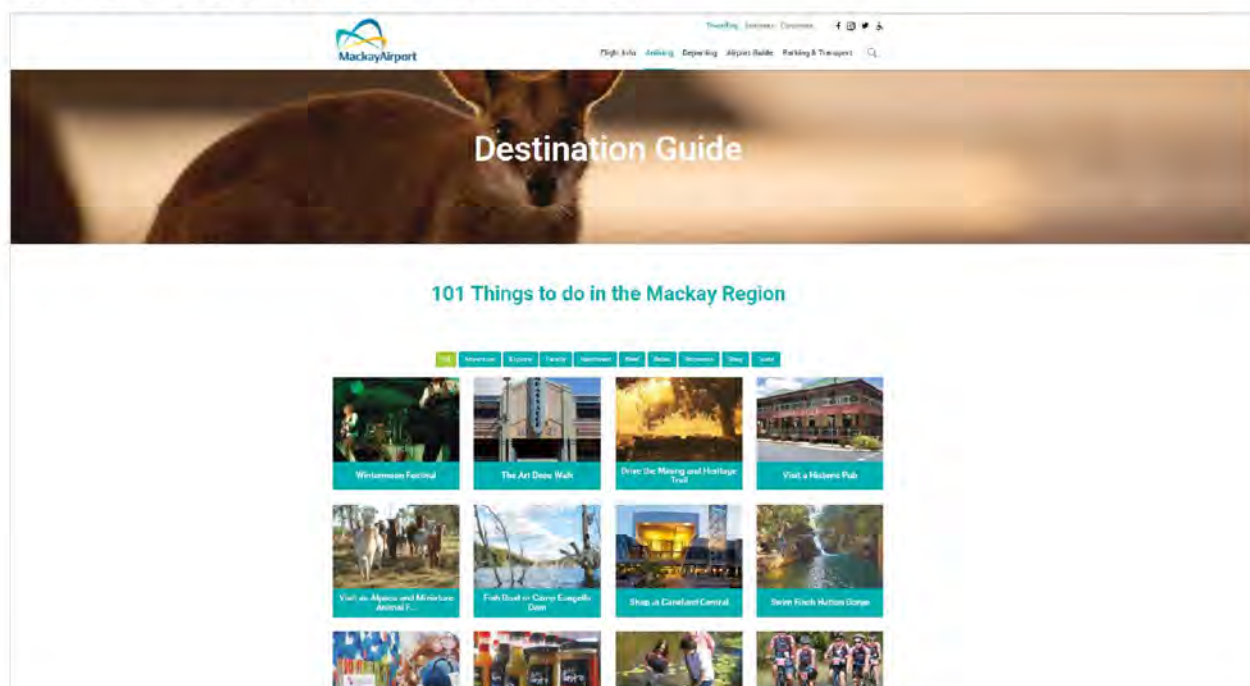
The full list should be featured on the Burdekin destination website and potentially a fold up brochure could be produced which would allow visitors and locals to tick off items on the list as they complete them.

<sup>39</sup> <https://www.mackayairport.com.au/travelling/arriving/destination-guide/>





Figure 31: Mackay Airport – 101 Things to do in the Mackay Region



### 7.2.8. Visitor economy awareness campaign

There is insufficient understanding about the important role the visitor economy plays in the Burdekin and why it needs strong support.

There is also a lack of awareness of how the tourism dollar spreads throughout the economy (Figure 75).

The Burdekin visitor economy<sup>40</sup>:

- is valued at \$52.8m and accounts for 2% of total output<sup>41</sup>, with total direct visitor spend estimated at \$44m<sup>42</sup>; and
- accounts for over 300 jobs, comprising 4% of all employment in the LGA<sup>43</sup>.

Whilst these current percentage figures are very modest, they do reflect that the Burdekin is at an embryonic stage in the development of its visitor

Figure 32: The Importance of the Visitor Economy



<sup>40</sup> Note this incorporates both tourism and hospitality

<sup>41</sup> <http://www.economyprofile.com.au/burdekin/tourism/output>

<sup>42</sup> Local Government Area Profiles 2016 – Burdekin, Tourism Research Australia

<sup>43</sup> <http://www.economyprofile.com.au/burdekin/tourism/employment>

economy. Luckily, as there isn't a large amount of existing product, there isn't a need to try and do major fix ups; the Burdekin is starting from a clean sheet approach, which is rare to find now throughout Australia.

The issue and opportunity are; what can be done with minimal resourcing to generate sustainable growth in the visitor economy? To help generate better understanding on the importance and value of the visitor economy, Council should consider developing and implementing a community tourism awareness campaign to show:

- ▶ how the tourism dollar disperses through the local economy (the direct and indirect impact of visitor spend);
- ▶ what businesses benefit from tourism including cafés, retailers, service stations, bars and transport providers etc;
- ▶ how extended trading hours (even seasonally) can benefit the community;
- ▶ what the estimated value of tourism is via direct, indirect and induced spending impacts (this could be demonstrated in terms such as how many loaves of bread, cups of coffee and litres of fuel etc. are purchased by visitors on any given day: a large figure such as \$52.8m does not provide the information needed to illustrate its impact on local businesses and their suppliers); and
- ▶ why Council/ratepayer funding is required to maximise returns to the Burdekin's community via economic, social and infrastructure benefits.

### 7.3. Activation Area 3: Events Diversification & Development

#### 7.3.1. Destination Event calendar

The new website (recommended in section 7.2.1) should also feature an up-to-date and robust destination events calendar. It could provide visitors with the ability to see what is on and to book events (via an internal or external booking system) but also to enable industry to better plan dates and avoid clashes.

It is important that the events calendar on the destination website is for destination events only; that is, it focuses on events which draw many visitors from outside the Burdekin, rather than community events which are primarily focused on a local market. This will ensure visitors are able to clearly identify those events which are the Burdekin's "hallmark" or major events. Council will need to develop criteria (which could be based on achieving certain KPIs such as numbers of non-locals attending events, ticket sales, uniqueness, TEQ recognition of the event etc.) which should be used to delineate between destination and community events.

Community events – which form an important part of the Burdekin's cultural and sporting fabric – should continue to be featured on Council's events calendar<sup>44</sup>.

Going forward, and as sport-based tourism to the Shire grows, there may also be the opportunity to investigate developing a sporting event specific calendar.

#### 7.3.2. Events strategy

Events are an important element of the Burdekin's product offering for both locals and visitors. Events are considered a mechanism to "feel more connected to other people, the community, and the world"<sup>45</sup>.

The Burdekin currently has a small yet vibrant calendar of events, though the clear majority of these are community-based events rather than destination events that attract visitors from out of the Burdekin.

<sup>44</sup> <https://www.burdekin.qld.gov.au/community/community-events/#gsc.tab=0>

<sup>45</sup> Eventbrite Research Shows Australians Believe Events Inspire Positive Change, 6<sup>th</sup> September 2017, Ausleisure



Going forward, there is a need for an events strategy which identifies:

- current major/key events to evaluate actual running costs including costs incurred by various Council departments not directly involved, community vs visitor patronage, economic and social impacts of these events etc.;
- current gaps within the existing events calendar and to determine existing key events that could be used to enhance visitation to the Burdekin;
- learning/workshop experiences associated with events and festivals to offer broader community benefits where ever possible;
- opportunities to develop a signature destination event for the Burdekin to attract greater fee-paying visitors especially;
- prioritising existing community events and festivals and determining those which offer the best social and related benefits;
- assess potential sites for holding larger scale events;
- determining those events and festivals which can operate on a cost neutral basis or better for Council specifically; and
- how to build capacity for event organisers, including identifying skill gaps and recommendations for targeted training on topics such as Traffic Management Plans etc.

An Event Strategy for the Burdekin would provide a strategic framework for identified signature or key events, ensuring that these events further boost the economic, cultural and social fabric of the Shire.

### 7.3.3. Major destination event

While the Burdekin has several community events, it does not yet have a major destination event which generates significant visitation from outside the Burdekin. The Australian Hand Cane Cutting Championships is a highly unique event and possibly could be expanded to be a true destination event, however, to achieve this would require greater investment from Council with funding support from State Government.

There would also be value in liaising with Townsville Enterprise (the regional tourism organisation) and Tourism Events Queensland, to see what level of support could be provided to help develop this event further.

### 7.3.4. Event toolkit

To grow the events sector in the Burdekin requires actively seeking out events and promoting to event organisers that the Burdekin is "open" for events. The opportunity exists for Council to develop an Event Toolkit which can be provided to event organisers which:

- demonstrates that Council has a number of pre-approved event locations ready to go so that red tape for event organisers is minimal;
- has an overview of the pre-approved locations including their capacities, types of events they can support, the hours of operation permitted etc.;
- includes a simple summary of the events approval process as well as an overview of insurance required;
- has information on waste management required (based on the size of the event) as well as toilets;
- has a summary of applicable fees and how these are to be paid; and
- includes contact details for event management personnel at Council.



### 7.3.5. Growing sporting and cultural events

The Burdekin's residents have a strong interest in sports and community sporting events have high patronage rates amongst locals. The potential could exist to expand the number of regional sporting events held in the Burdekin by assisting sports clubs in their bids for these events. To assist with this, Council could develop a compiled list of accommodation, caterers, restaurants and cafés available, alongside a detailed brochure of sporting facilities available throughout the Burdekin and the specifications of these facilities. This, in tandem with the Event Toolkit (see 7.3.4), would be useful tools to growing the sporting events market.

In addition, the Burdekin has a strong cultural community with quality performing arts theatre facilities. Potential may also exist to work closely with the local Indigenous community to develop and promote Indigenous cultural events and products. This should be explored with Traditional Owners and other community leaders to see if and how the Indigenous history and the significance of the area can be appropriately promoted.

It is important to note, however, that we are not recommending competing with the much larger regional and state events which are held in Townsville and are of a different scale requiring much larger facilities and supporting accommodation etc.

## 7.4. Activation Area 4: Governance, Collaboration & Support

### 7.4.1. Culinary tourism group and food tourism strategy

The Burdekin is a major agricultural region in Australia, producing 8-9 million tonnes of sugar cane, a diverse range of horticulture (including mangoes, lychees, melons, eggplant, pumpkin etc.), beef cattle as well as having an established aquaculture industry (through Pacific Reef Fisheries). While the Burdekin has the raw product required to position it as a food tourism destination, there is limited ready-to-market food tourism product including farm gate trails, cooking schools, fruit/vegie picking experiences, food events and paddock to plate dining experiences etc.

There is, however, a desire to grow the Burdekin's positioning as a foodie destination. To do this, there is a need to develop a food tourism strategy (which could lead to the development of a food network) led and developed by a Culinary Tourism Group of growers, producers and food/beverage operators. The food tourism strategy could include the following.

- "The ingredients" which make the Burdekin and its surrounding areas a foodie destination. This should also cover an overview on the size of the food tourism market to Australia, Queensland, North Queensland and the Burdekin specifically.
- A "foodie SWOT" which demonstrates the strengths, weaknesses, opportunities and threats of the Burdekin's and the surrounding areas' culinary offering.
- A "sampling plate" of the Burdekin and its surrounding areas most appealing/unique food experiences. This could include a produce calendar which interactively demonstrates what produce is available during each season.
- "The recipe" which outlines:
  - the regulatory environment, including red-tape reduction initiatives which limit the regulatory burden for food tourism operators;
  - the liquor control laws as they specifically apply to food tourism operators;
  - how operators can facilitate access to fresh, local produce as food tourism visitors indicate that the key priority is that they are given the opportunity to sample and purchase authentic local produce;

- a potential brand framework for the Burdekin which leverages off the Burdekin's tourism/destination brand (see 7.2.2) but which is tailored for food tourism and food product;
  - how operators can be upskilled to provide higher standards and quality, particularly with respect to service standards;
  - an audit of food tourism product and the staging of market readiness the product is at;
  - an audit of festivals and events which are food-related which occur in the Burdekin and surrounding areas; and
  - promotion and marketing initiatives to grow food tourism, including identification of primary and secondary markets within the food tourism niche market and how specific experiences will appeal to these markets.
- A "regional flavours" section which ties in the food tourism strategy with regional initiatives occurring outside of the Burdekin and how it can leverage off these.
  - A "putting the recipe together" section which provides an action plan for growing food tourism in the Burdekin and the surrounding region, including key actions, stakeholders involved, budgets, timeframes, priorities and KPIs to measure the success of each action.

In addition to the Food Tourism Strategy, the Culinary Tourism Group should work together to promote the use of local produce in cafés and restaurants throughout the Burdekin. It is important that visitors to the region can sample local fruit, vegetables, meat, seafood and other local produce. This will reinforce to visitors that locals take pride in their region's produce and that the Burdekin is a foodie destination.

#### 7.4.2. Business development programs

The vast majority of operators in the tourism sector in the Burdekin generally are micro to small operators. To grow its visitor economy and to achieve many of the recommendations outlined in this Strategy, there is a need to offer upskilling and business development programs for micro to small operators.

The types of support required is likely to include (but is not limited to):

- programs focused on social media and how to correctly utilise the various social media tools available (including what tool is best for specific types of marketing);
- assistance in storytelling and experience development;
- help in clustering and bundling experiences to make itineraries interesting and appealing;
- visibility and assistance in helping to stand out;
- networking with other businesses to understand what is in the area;
- help in participating in additional programs to develop product offering;
- understanding how to value add to existing product;
- providing the opportunity to network along the value chain to develop relationships with other suppliers.
- training on getting listed on the Australian Tourism Data Warehouse (ATDW) to ensure their product is listed on the appropriate RTO and state government tourism websites;
- customer service upskilling; and
- programs on understanding the difference between start-up, market ready, accredited and export ready tourism product (Figure 33).

The Tourism and Events Queensland's *Best of Queensland Experiences Program* provides a set of criteria to identify those Queensland experiences which "will foster trust in the Queensland brand and ensure that Queensland is at



the forefront of consumer expectations”<sup>46</sup>. The business development programs for the Burdekin should also focus on assisting businesses to align with the criteria and expectations identified to be listed in this program.

Figure 33: Market readiness sTINes



#### 7.4.3. Industry networking sessions

The consultation undertaken for this Strategy highlighted that, currently, there is limited collaboration amongst industry operators within the tourism sector. The opportunity exists to set up quarterly industry networking sessions where:

- Council can provide industry with an update on the state of the sector;
- industry can discuss with Council any issues they are facing collectively as an industry (rather than focusing on issues individual operators are experiencing);
- industry can network and get to know other operators in the sector; and
- Council and industry can discuss updates and the progress of implementing the opportunities identified in this Strategy.

The sessions could potentially be hosted at different businesses throughout the Burdekin to increase awareness of the product available.

#### 7.4.4. Tourism industry network

The Burdekin does not currently have an official Local Tourism Organisation (LTO) and, while some considered this was needed, there are several criteria to be satisfied before an LTO is created. That criteria includes:

- the ability of tourism industry stakeholders and operators within the LGA to form a peak body which is widely supported by industry (there is little point if many won't join an LTO);
- to ensure that the LTO is representative of industry and covers all aspects of tourism;
- to ensure that it receives Council recognition and support;
- to ensure that it can operate as an independent body rather than as an arm of Council;

<sup>46</sup> <https://teq.queensland.com/experiences/best-of-queensland-experiences>



- that it can raise membership fees or other income to pay for some of its operating costs, with the balance potentially funded by local chambers of commerce and/or Council;
- that it is legally constituted as an incorporated society or other form of legal entity so that it is formally structured rather than ad hoc; and
- that it is truly representative of the various areas within the Shire.

Generally, the creation of an LTO is often part of an evolutionary process in the maturing of tourism. It requires commonality and agreement of purpose amongst competing operators and areas to recognise that their ability to lobby and leverage support from government at various levels is dependent on playing as a "team". It is also highly dependent on an agreed common purpose and outcome being achieved.

Currently, within the Burdekin, there are different and divergent views at times between industry requirements and desires. While there is likely to be agreement on some issues, it is considered too early to determine that a common single and formalised LTO could be formed to represent the views, aspirations and outcomes required by industry throughout the Burdekin.

As such, forming an industry operated LTO is considered premature. For the interim, and to be representative of the various tourism stakeholder groups throughout the Shire, it is, therefore, suggested that Council establish a Tourism industry network (TIN) to work alongside Council and to assist in rolling out selected initiatives from this Strategy, where industry input is essential.

The TIN needs to be representative of industry. To ensure this, and to guarantee a good composition of skills, Council should advertise for the positions via an expression of interest, requesting CVs from interested parties. A very specific set of criteria for choosing candidates should be developed to ensure that those selected are proactive and progressive members of the tourism sector.

The composition of the TIN could include the following stakeholders:

- a Council staff member(s);
- an accommodation sector representative;
- a cultural sector (but who has a tourism-focus) representative;
- an experienced operator;
- an events sector representative;
- a representative from the Ayr and/or Home Hill Chambers of Commerce; and
- a representative from the investment and development community.

For specific projects, there should be the ability to second others if specialised skills or knowledge is needed (such as IT expertise).

Other points to consider for the TIN include the following.

- Importantly, the Chair of the TIN should be an industry stakeholder rather than from Council.
- Each non-Council member should have a maximum serving term of 2 – 3 years to ensure continuity is achieved and other tourism industry stakeholders are given the chance to be on the TIN.
- The TIN should meet 6-7 times per year and be focused on activating the initiatives outlined in this Strategy.
- Council should provide a secretariat and facilitate all TIN meetings.
- The TIN should have the ability to input into the Burdekin's destination website, but importantly, they should not control it.

- To ensure the TIN is communicating with the tourism industry generally, there is a need for a quarterly industry update to be released on progress and outcomes. In addition, there should be at least 2 industry forums per annum to share ideas and gather feedback.

As Council has indicated its interest in playing a more significant role as an enabler of tourism throughout the LGA, the formation of a TIN (which comprises both Council and industry stakeholders) offers an appropriate interim step until such time in the future that a strong and vibrant tourism-focused LTO is able to be created for the Burdekin.

#### **7.4.5. Permit system for the Comfort Stop**

The Comfort Stop is very popular and well-known in the caravan and RV community and provides a free overnight stopover with free showers, parenting facilities, electric barbeques, kitchen facilities and eating areas. While the Comfort Stop does have a 48-hour limit (every 2 weeks), there is currently no way for Council to easily monitor the fair use of this policy.

There is a need to consider introducing a permit system for the Comfort Stop which encourages users to pre-book their stay at the Comfort Stop in advance and allows Council to easily identify those who are abusing the 48-hour fair use policy as well as those who are staying more than 48 hours over a two-week period. Given the popularity of the Comfort Stop, this will encourage a more equitable approach being applied.

There are a variety of systems which could be rolled out, and Council would need to investigate the benefits and weaknesses of each of these as part of a separate exercise. National Parks in many states and territories often have online booking systems for camping and caravan sites so there are a variety of precedents around.

The permit system will also allow Council to track usage of the Stop as currently very limited data is collected. This will help in building a more robust picture of visitation to the Burdekin and will also enable capacity planning. Another way usage could be tracked is through collating Wi-Fi data and having a sign-in to access Wi-Fi which requests users to enter their origin etc.

Once the permit system is rolled out, the potential could exist to extending the system to other Council-owned caravan/camping sites including Funny Dunny Park.







## 8. THE PRIORITY PROJECTS

The priority projects (Figure 34)<sup>47</sup> are noted as the following:

- the development of a destination website (see section 7.2.1) to develop a strong digital presence for the Burdekin and to increase destination awareness;
- development of an event strategy, an event calendar and a signature destination event (see sections 7.3.1, 7.3.2 and 7.3.3);
- the development of a recreational fishing strategy (see section 7.1.9) to ensure a strategic approach is followed to growing fishing tourism to the Shire and a fishing event; and
- development of a culinary tourism group and food tourism strategy (see section 7.4.1) to leverage off the natural strengths of the Shire as a "foodie" destination.

These projects are referred to as priority projects because of their potential to have a major impact on the Burdekin's visitor economy through: increased visitor yield, growing visitor average length of stay, shifting visitation from day trips to overnight and the generation of new investment into the Burdekin.

Figure 34: The priority projects



<sup>47</sup> These were selected after presentation and discussions with Councillors, council personnel, industry operators and independent assessment by the consultant team.





## 9. ACTION PLAN

Table 5 - Table 9 are the key result areas to be focused on to facilitate the implementation of this Tourism Strategy.

Strategies are deliberately aligned with Councils financial planning cycles to cover:

- short Term - June 2020
- Medium Term - July 2020 to June 2022
- Long term - anything post July 2022

It is also important to note that some actions logically link with others so the staging of some of these may be able to be concertinaed closer together, such as the website development and the data media base development as good images are going to be needed for the website.

The ability to do this will also be dependent on Council's ability to resource actions in both funding allocations and personnel. With only one current full-time person dedicated to the tourism sector, we are mindful of what can be achieved within a realistic timeframe.



Table 5: Action Plan – Priority Projects

Action	Tasks	Responsibility	Timeframe	Budget Estimate	KPIs
Destination website for the Burdekin	<ul style="list-style-type: none"> <li>Work with a professional website development firm to develop high quality website</li> <li>Test and roll out website with industry support</li> </ul>	Council with industry involvement	Short term	\$20k for website development only	<ul style="list-style-type: none"> <li>Commission website development firm by September 2018</li> <li>Test website by Dec 2018</li> <li>Roll out final version by Feb 2019</li> </ul>
Culinary tourism group and food tourism strategy	<ul style="list-style-type: none"> <li>Facilitate food tourism industry group to determine initiatives</li> <li>Develop a strategy with agreed action steps</li> </ul>	Council and local culinary tourism operators	Short term	n/a	<ul style="list-style-type: none"> <li>Council to facilitate formation of industry group by 30 September 2018</li> <li>Determination of food sector-based initiatives by 30 September 2018</li> <li>Development of strategy and activation by September 2018</li> <li>Achieve short term activation by December 2018</li> </ul>
Recreational fishing strategy	<ul style="list-style-type: none"> <li>Develop strategy with industry input</li> <li>Look to create fishing event</li> <li>Find local sponsors</li> </ul>	Council with industry involvement	Short term	n/a	<ul style="list-style-type: none"> <li>Council to facilitate fishing industry-tourism operator strategy session by 30 June 2019</li> <li>Develop fishing strategy by early September 2019</li> <li>If viable, develop fishing tourism event by late Sept 2019</li> </ul>
Destination Event calendar, Events Strategy, Major destination event	<ul style="list-style-type: none"> <li>Develop manageable and tightly focussed destination event calendar which separates from community style events</li> <li>Develop event strategy to focus activities around a cluster of highly marketable events which can also gain sponsorship and funding grant support</li> <li>Work with industry to determine if the cane cutting championships or another event could be expanded into a major signature event</li> <li>approach TEQ for funding assistance</li> </ul>	Council, tourism industry network, TEQ and Townsville Enterprise Ltd	Short term	n/a	<ul style="list-style-type: none"> <li>Develop a destination events calendar by Dec 2018</li> <li>Ensure it is on the new destination website by May 2019</li> <li>Update the calendar by August 2019 and annually thereafter</li> <li>Work with industry to develop an event strategy to cover all seasons, by July 2019</li> <li>to liaise with TEQ and Townsville Enterprise on major event options which are more likely to gain funding support, by Sept 2019</li> <li>to develop a business case to support a major event funding application, by Nov 2019</li> <li>if successful, to develop the event with an expectation of implementation in late 2020</li> </ul>

Table 6: Action Plan – Attractions Experiences and Infrastructure Development

Action	Tasks	Responsibility	Timeframe	Budget Estimate	KPIs
Accommodation investment memorandum	<ul style="list-style-type: none"> <li>Develop a succinct memorandum to go out to developers and investors to indicate what council would support</li> </ul>	Council	Short-medium	\$15k	<ul style="list-style-type: none"> <li>Council to affirm the various forms of new accommodation noted in this Strategy by 30 Nov 2018</li> <li>Identify potential sites for each opportunity by 30 March 2019</li> <li>Commission an investment memorandum or develop inhouse by July 2019</li> <li>Liaise with the development community nationally by Nov 2019</li> </ul>
Aviation business park	<ul style="list-style-type: none"> <li>Undertake feasibility and business case for an aviation business park and activating the existing airfield for tourism and related recreational uses</li> </ul>	Council with input from the sector	medium	\$15k-\$25k	<ul style="list-style-type: none"> <li>Develop brief for airfield tourism feasibility study by July 2019</li> <li>Commission preferred tenderer by Oct 2019</li> <li>Assess findings and opportunities by Feb 2020</li> <li>Liaise with stakeholders to develop cost effective options by June 2020</li> <li>Look to activate development by Nov 2020</li> </ul>
Cane fire viewing program	<ul style="list-style-type: none"> <li>Work with cane farmers, processing plant operators and tour operators to develop a program</li> </ul>	Council, Cane Processing Plants and farmers	Short-medium	n/a	<ul style="list-style-type: none"> <li>Assess ability to develop program, through sector liaison, by Oct 2018</li> <li>Develop program by June 2019</li> <li>Assess effectiveness by Jan 2020</li> </ul>
Cromarty Wetlands bird watching tours	<ul style="list-style-type: none"> <li>Identify ways to develop bird watching in this nationally significant wetland and access improvements with the rail corridor issue</li> </ul>	Council to help facilitate and private sector to drive the opportunity, with relevant State and Fed Govt agencies	Medium	n/a	<ul style="list-style-type: none"> <li>Liaise with key agencies to determine options, by June 2019</li> <li>Based on positive response, assess market demand and operator interest by Oct 2019</li> <li>Develop and promote a program for bird watching by Jan 2021</li> </ul>
Destination holiday park	<ul style="list-style-type: none"> <li>Identify a site for a larger scale branded destination holiday park and require it to offer water play features with access for local families</li> </ul>	Council	Short-medium	n/a	<ul style="list-style-type: none"> <li>Identify potential sites by Feb 2019</li> <li>Build opportunity into the accommodation investment memorandum by July 2019</li> <li>Liaise with branded quality destination holiday park operators by June 2019</li> <li>Aim to introduce, if viable, a quality destination holiday park by Dec 2022</li> </ul>
Formalisation of infrastructure for Alva Beach and Wunjunga Beach front	<ul style="list-style-type: none"> <li>Develop a master plan to introduce signage, seating, picnic tables, expanded parking, public toilets at both beach sites</li> </ul>	Council	Medium	master plan, Council budget needed for implementation	<ul style="list-style-type: none"> <li>Develop master plan for beach infrastructure internally by Nov 2019</li> <li>release for public comment by Dec 2019</li> <li>Budget for staging implementation from 2020 onwards</li> </ul>
Plantation Park concept plan	<ul style="list-style-type: none"> <li>Develop a final concept plan after independent assessment of cost effective development options</li> </ul>	Council	Medium	n/a for concept plan Council budget needed for implementation	<ul style="list-style-type: none"> <li>Develop concept plan for site internally by Nov 2019 or contract out if required</li> <li>release for public comment by Dec 2019</li> <li>Budget for staging implementation from 2020 onwards</li> </ul>



Action	Tasks	Responsibility	Timeframe	Budget Estimate	KPIs
Recreation/adventure product for backpackers	<ul style="list-style-type: none"> <li>Work with industry to create tours, pay for experiences to encourage local backpackers and related farm workers to spend in the Burdekin rather than travelling out on leave days</li> </ul>	Industry operators and Council	Medium	n/a	<ul style="list-style-type: none"> <li>Council to facilitate tour operator discussion with tourism industry network, by March 2019</li> <li>Assess viability and encourage industry to implement by July 2019</li> </ul>
Tour product for grey nomads	<ul style="list-style-type: none"> <li>Develop a series of guided and self-guided tour options</li> </ul>	Industry operators and Council	Medium	n/a	<ul style="list-style-type: none"> <li>Council to facilitate tour operator discussion with tourism industry network, by March 2019</li> <li>Assess viability and encourage industry to implement by July 2019</li> </ul>
Motor sport precinct and training facility	<ul style="list-style-type: none"> <li>Undertake a site assessment as part of a feasibility</li> <li>Develop a feasibility study and business case</li> <li>Identify and apply for grant funding as well as finding private investors</li> </ul>	Council to facilitate, private sector to develop and fund, with support from State Govt	Medium-long term	\$40k for initial feasibility study	<ul style="list-style-type: none"> <li>Preferred site determined by July 2019</li> <li>Feasibility study and business case commissioned and completed by June 2020</li> <li>Assuming positive outcome, go out for grant and other funding by Nov 2020</li> <li>If funding successful, look to develop precinct by June 2023</li> </ul>



Table 7: Action Plan – Destination Awareness, Branding and Visitor Services

Action	Tasks	Responsibility	Timeframe	Budget Estimate	KPIs
Destination brand	<ul style="list-style-type: none"> <li>Develop a destination brand once sufficient product has been developed</li> </ul>	Council and tourism industry network	Medium	\$35k	<ul style="list-style-type: none"> <li>Assess product offering as basis for brand development by Dec 2018</li> <li>Develop brief and provide select tender by Sept 2019</li> <li>Work with successful tenderer to develop the destination brand by July 2020</li> <li>Ensure the destination brand is used on all promotional and related material by Dec 2020</li> </ul>
Media library	<ul style="list-style-type: none"> <li>Develop as part of destination website development as website will require quality images as will other online marketing</li> </ul>	Council and tourism industry network	Medium	\$8k	<ul style="list-style-type: none"> <li>Develop photography competition with sponsored prizes to gain images for destination promotion by March 2019</li> <li>Assess results and develop media library by June 2019</li> <li>Update the media library on an annual basis</li> </ul>
Mobile VIC	<ul style="list-style-type: none"> <li>Discuss options with Mackay regional tourism organisation who have a successful mobile VIC</li> <li>Develop a mobile VIC to take to all events and higher visited sites like the comfort stop</li> </ul>	Council and tourism industry network	Medium	purchase of trailer-caravan unless there is sponsors locally to assist	<ul style="list-style-type: none"> <li>Assess potential for sponsored mobile VIC by Feb 2019</li> <li>Get quotes and develop mobile VIC by June 2019</li> <li>Develop a program of site locations centred on events and key venues by July 2019</li> <li>Implement by Dec 2019</li> </ul>
Packaging of product	<ul style="list-style-type: none"> <li>Encourage industry to package up product components</li> <li>Promote packaged product on the new website</li> </ul>	Council and tourism industry network	Medium	n/a	<ul style="list-style-type: none"> <li>Work with industry to develop packaged product based on market data by March 2019</li> <li>Ensure packaged product is promoted via the destination website by July 2019</li> <li>Develop ongoing package upgrades etc.as advised by Tourism industry network</li> </ul>
Signage strategy	<ul style="list-style-type: none"> <li>Improve signage (directional and interpretive) throughout the Burdekin to encourage more self-drive tours</li> </ul>	Council and tourism industry network	Medium-longer term	n/a for strategy	<ul style="list-style-type: none"> <li>Assess signage issues and options as a Council-Tourism industry network initiative by Oct 2019</li> <li>Determine signage options to enhance online and on road signage by Dec 2020</li> <li>Find government grants to assist with funding of new signage by June 2020</li> <li>Implement signage strategy by 2021</li> </ul>
The Burdekin Bucket List - 101 things to do in the Burdekin	<ul style="list-style-type: none"> <li>Encourage the community to get behind tourism by engaging them to come up with the 101 things to do in the Burdekin</li> </ul>	Council, community and tourism industry network	Medium	n/a	<ul style="list-style-type: none"> <li>Work with Tourism industry network to develop community campaign to develop the 101 things to do, by May 2019</li> <li>Roll out campaign by February 2019</li> <li>Agree the 101 things to do by Dec 2019</li> <li>Publish the list on the new destination website by March 2020</li> </ul>

Action	Tasks	Responsibility	Timeframe	Budget Estimate	KPIs
Visitor economy awareness campaign	<ul style="list-style-type: none"> <li>Help explain to the community that tourism is everyone's business by developing a simple awareness promotional campaign</li> </ul>	Council and tourism industry network	Medium	\$15k	<ul style="list-style-type: none"> <li>Secure funding and go out for expressions of interest to create a clever campaign to better inform the community by June 2019</li> <li>Develop the awareness campaign by September 2020</li> <li>Assess its success by Dec 2020</li> <li>Look to ongoing updates which Council can generate internally, by 2021</li> </ul>

Table 8: Action Plan – Events Diversification and Development

Action	Tasks	Responsibility	Timeframe	Budget Estimate	KPIs
Destination Event calendar (noted as part of a priority project)	<ul style="list-style-type: none"> <li>Develop manageable and tightly focussed destination event calendar which separates from community style events</li> </ul>	Council and tourism industry network	short	n/a	<ul style="list-style-type: none"> <li>Develop a destination events calendar by Dec 2018</li> <li>Ensure it is on the new destination website by May 2019</li> <li>Update the calendar by August 2019 and annually thereafter</li> </ul>
Events strategy (noted as part of a priority project)	<ul style="list-style-type: none"> <li>Develop event strategy to focus activities around a cluster of highly marketable events which can also gain sponsorship and funding grant support</li> </ul>	Council and tourism industry network	short	n/a	<ul style="list-style-type: none"> <li>Work with industry to develop an event strategy to cover all seasons, by July 2019</li> <li>Look to activate the events commencing in 2020</li> <li>Assess and review the events and update as required</li> </ul>
Major destination event (noted as part of a priority project)	<ul style="list-style-type: none"> <li>Work with industry to determine if the cane cutting championships or another event could be expanded into a major signature event</li> <li>approach TEQ for funding assistance</li> </ul>	Council, tourism industry network, TEQ and Townsville Enterprise	short	n/a	<ul style="list-style-type: none"> <li>to liaise with TEQ and Townsville Enterprise on major event options which are more likely to gain funding support, by May 2019</li> <li>to develop a business case to support a major event funding application, by Nov 2019</li> <li>if successful, to develop the event with an expectation of implementation in 2020</li> </ul>
Event toolkit	<ul style="list-style-type: none"> <li>Develop an event toolkit to supply to all interested parties</li> </ul>	Council	Medium	n/a	<ul style="list-style-type: none"> <li>There are online free event toolkits which Council should refer to interested parties, commencing before March 2019</li> <li>To work with the tourism industry network to check on the event toolkit uptake by August 2019</li> </ul>
Growing sporting events	<ul style="list-style-type: none"> <li>Work with the sports clubs and associations to develop overnight (2 day) sporting tournaments and events to encourage tourism spend</li> </ul>	Sports clubs and Council, and tourism industry network	Medium-longer term	n/a	<ul style="list-style-type: none"> <li>To work with sports clubs and associations to assess potential of sports tourism overnight events (2-3 day events), by Dec 2019</li> <li>If interest and potential is shown, to develop a sports tourism event initiative by 2020</li> </ul>



Table 9: Action Plan – Governance, Collaboration and Support

Action	Tasks	Responsibility	Timeframe	Budget Estimate	Priority
Business development programs	<ul style="list-style-type: none"> <li>Ensure a steady stream of upskilling options are provided to industry operators and to encourage others to move into the tourism sector</li> </ul>	Council and Chambers of Commerce	Medium	n/a as sponsorship or via State funded programs	<ul style="list-style-type: none"> <li>Work with the Tourism industry network and the Chambers to develop an annual program for upskilling in marketing, IT, communications etc. by Oct 2019</li> <li>Roll out program, ideally with a sponsor, by June 2020</li> </ul>
Industry networking sessions	<ul style="list-style-type: none"> <li>Encourage a series of sessions to develop greater communication and cooperation amongst the tourism industry network</li> </ul>	Council and tourism industry network	Medium	n/a	<ul style="list-style-type: none"> <li>Work with Tourism industry network to offer 6 annual networking sessions commencing March 2019</li> </ul>
Tourism industry network	<ul style="list-style-type: none"> <li>Establish an advisory group to work with Council to help activate this Tourism Strategy and to coordinate a single industry response</li> </ul>	Council	Short	n/a	<ul style="list-style-type: none"> <li>Establish tourism industry network membership by Jan 2019</li> <li>Develop a MOU and TOR for the tourism industry network to operate in, by February 2019</li> <li>Look to encourage member change over every 2 years to allow for fresh ideas but staging this to retain knowledge</li> </ul>
Permit system for the Comfort Stop	<ul style="list-style-type: none"> <li>Look to develop a permit system to encourage better site utilisation at the Comfort Stop and to gather market intelligence on users.</li> </ul>	Council and tourism industry network	Medium-longer term	n/a	<ul style="list-style-type: none"> <li>Identify other similar styled permit system operated by National Parks and others nationally, by March 2020</li> <li>Determine preferred permit system by Dec 2020</li> <li>Assess cost implications from introducing the permit system by Feb 2021</li> <li>If cost effective, implement the permit system by Dec 2021</li> </ul>





## 10. SUPPORTING DOCUMENTATION

### Supporting Documentation 1: Accommodation Audit

Table 10: Accommodation audit – full findings

Category	Name	Accommodation Units	Sites	Backpacker Beds
Motel	Ayr Traveller's Motel	28	-	-
Motel	Burdekin Motor Inn	15	-	-
Motel	Plantation Park Motor Inn	10	-	-
Motel	Country Ayr Motel and Peppers on Queens	12	-	-
Motel	Tropical City Motor Inn	16	-	-
Motel	Parkside Motel Ayr	18	-	-
Motel	Ayr Max Motel	12	-	-
Motel	Ayrline Motel	14	-	-
Backpackers/Pub	The Burdekin Hotel	-	-	21
Backpackers/Pub	Home Hill Backpackers	22	-	102
Backpackers/Pub	Ayr Backpackers	27	-	122
Backpackers/Pub	Delta Backpackers	27	-	114
Backpackers/Pub	Imperial Backpackers	8	-	15
Backpackers/Pub	Lazy Lizard Lodge	20	-	60
Backpackers/Pub	Dalbeg Inn	11	-	37
Backpackers/Pub	Malpass Hotel	13	-	25
Backpackers/Pub	Claredale Pastures	24	-	24
Backpackers/Pub	Yongala Dive	3	-	12
Backpackers/Pub	Dalbeg TFS House 1	4	-	16
Backpackers/Pub	Dalbeg TFS House 2	5	-	14
Caravan Park	Mt Inkerman Caravan Park	2	8	-
Caravan Park	Home Hill Caravan Park	2	22	-
Caravan Park	Hotel Brandon Caravan Park	21	12	-
Caravan Park	BIG4 Ayr Silver Link Caravan Park	52	55	211
Caravan Park	Alva Beach Tourist Park	19	71	-
Caravan Park	Groper Creek Caravan Park	2	48	-
Caravan Park	Burdekin Cascades Caravan Park	13	56	-
Caravan Park	Mountain View Lake Holiday Park	4	22	-
Caravan Park	Michelle's Caravan Park	5	23	-
Caravan Park	Home Hill Comfort Stop Rest Area	-	-	-
Campground	Funny Dunny Campground	-	-	-
Campground	Burdekin Farmstay	-	-	-
Campground	Home Hill Showgrounds	-	-	-
AirBnb/House	Ayr Cozy House	1	-	-
AirBnb/House	My Happy Place	1	-	-
AirBnb/House	Parkside Guesthouse	1	-	-
AirBnb/House	SeaEsta Beach House	1	-	-
AirBnb/House	Tony's Units	1	-	-
AirBnb/House	Ayr Room 1	1	-	-
AirBnb/House	Ayr Room 2	1	-	-



Category	Name	Accommodation Units	Sites	Backpacker Beds
AirBnb/House	Ayr Room 3	1	-	-
AirBnb/House	Ayr Room 4	1	-	-
AirBnb/House	Clare Room 1	1	-	-
AirBnb/House	Home Hill Room 1	1	-	-
AirBnb/House	Kate's Place - House 1 (Grey St)	2	-	-
AirBnb/House	Kate's Place - House 1 (Leichardt St)	3	-	-

## Supporting Documentation 2: Product Audit

Table 11: Product audit – full findings

Category	Name	Free or Paid <sup>48</sup>
Boat Ramps	Barramundi Creek Boat Ramp	Free
Boat Ramps	Cromarty Creek Boat Ramp	Free
Boat Ramps	Barratta Boat Ramp	Free
Boat Ramps	Ocean Creek Boat Ramp	Free
Boat Ramps	Plantation Creek Boat Ramp	Free
Boat Ramps	Phillips Camp Boat Ramp	Free
Boat Ramps	Hell Hole Boat Ramp	Free
Boat Ramps	Kierles Landing	Free
Boat Ramps	Groper Creek Boat Ramp	Free
Boat Ramps	Wallace Creek Boat Ramp	Free
Culture/Heritage	Ayr Nature Display	Paid
Culture/Heritage	Burdekin Bridge	Free
Culture/Heritage	Charles Hill	Free
Culture/Heritage	Tom's Toybox	Free
Culture/Heritage	Burdekin Machinery Preservationists	Free
Culture/Heritage	Gubulla Munda Giant Carpet Snake	Free
Culture/Heritage	Brandon Heritage Precinct	Free
Culture/Heritage	Burdekin Potters	Free
Culture/Heritage	Ashworth's Treasures of the Earth	Free
Culture/Heritage	Pioneer Avenue	Free
Culture/Heritage	Cane Cutters Statues	Free
Culture/Heritage	Juru Walk	Free
Culture/Heritage	Cape Bowling Green Lighthouse	Free
Culture/Heritage	Home Hill Lions Club Diorama	Free
Entertainment	Burdekin Theatre	Paid
Entertainment	Burdekin Delta Cinemas	Paid
Entertainment	Stardust Drive - In Theatre	Paid
Entertainment	Burdekin Bowl	Paid
Entertainment	Burdekin Racecourse	Paid
Food experiences, farmgate	Pacific Reef Fisheries Prawn Farm	Paid
Food experiences, farmgate	Achacha Plantation	Paid
Food experiences, farmgate	Mt Alma Organics	Paid
Food experiences, farmgate	Burdekin Farmstay	Paid
Food experiences, farmgate	Claredale Pastures	Paid
Food experiences, farmgate	Dalbeg Inn	Paid
Golf	Ayr Golf Club	Paid
Golf	Home Hill Golf Course	Paid
Natural Attractions & Lookouts	Lynchs Beach (Alva Beach)	Free
Natural Attractions & Lookouts	Wunjunga Beach	Free
Natural Attractions & Lookouts	Cromarty Wetlands	Free
Natural Attractions & Lookouts	Groper Creek	Free
Natural Attractions & Lookouts	Burdekin River	Free
Natural Attractions & Lookouts	Lilliesmere Lagoon	Free

<sup>48</sup> Based on online information/desktop research

Category	Name	Free or Paid <sup>48</sup>
Natural Attractions & Lookouts	Horseshoe Lagoon	Free
Natural Attractions & Lookouts	Jerona	Free
Natural Attractions & Lookouts	Cape Bowling Green	Free
Natural Attractions & Lookouts	Mt Kelly Lookout	Free
Natural Attractions & Lookouts	Mt. Inkerman Scenic Lookout	Free
Natural Attractions & Lookouts	Cornford Lookout	Free
Visitor Information Centre	Burdekin Visitor Information Centre	Free
Visitor Information Centre	Burdekin Gateway Visitor Information Centre	Free
Water Activities & Recreation	Ayr Swimming Pool	Paid
Water Activities & Recreation	Yongala Dive	Paid
Water Activities & Recreation	JC'S Guided Sportfishing	Paid
Water Activities & Recreation	Hutchings Lagoon Waterskiing (by appt)	Paid
Water Activities & Recreation	Home Hill Swimming Pool	Paid
Public Art	John Bradshaw Mural	Free
Public Art	Nicky Bidju-Pryor Mural	Free
Public Art	Nicky Bidju-Pryor Mural	Free
Public Art	Burdekin Singers Building Mural	Free
Public Art	Mural	Free





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## **14 NOTICES OF MOTION**

### **14.1 Councillor Attendance at International Parks and Leisure Congress - Melbourne - 14-17 October 2018**

#### **Background Information**

Councillor Sue Perry has expressed an interest in attending the International Parks and Leisure Congress 2018 being held in Melbourne from Sunday 14 October – Wednesday 17 October 2018. The congress theme is the 'Future of Spaces and Places in Cities' and brings together a line-up of speakers who are leaders in their fields and will address how lifestyles are enhanced through development of parks, recreation and sporting spaces. Councillor Perry believes the congress will be beneficial to the future implementation of our newly adopted Sport and Recreation 10 year Plan, the Tourism Strategy, and the continued planning for the development of the Anzac Park precinct. The congress will provide up-to-date information and ideas on parks, sport and recreation spaces which could add significant value to future discussions being held within Council.

The following are a sample of the informative sessions being offered:

- Economic Impact of a Park
- Tourism Master Planning for 2020
- Nature Based Solutions for Healthier Cities
- Innovation in "Strategic Planning"
- Backing Leisure to Win
- The True Value of Sport and Recreation Facilities
- Blue/Green Infrastructure Transforming Liveability

The costs to attend the congress include a registration fee of \$1980 (including GST) plus accommodation and air fares.

#### **Recommendation**

That Council approves the attendance of Councillor Perry at the International Parks and Leisure Congress 2018 being held in Melbourne from Sunday 14 October – Wednesday 17 October, with any expenses associated with her attending the congress being met by Council.

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## **15 CORRESPONDENCE FOR INFORMATION**

Tabled Separately

## **16 GENERAL BUSINESS**

## **17 CLOSED MEETING ITEMS**

- Renewal of Trustee Lease – Bruno Wyburg

## **18 DELEGATIONS**



