

Report of the Urban Management and Infrastructure Co-ordination Committee

**To the Hon Terry Mackenroth
Deputy Premier, Treasurer and Minister for Sport**

Terms of Reference

1. *To recommend the structure of the new Office of Urban Management and Infrastructure Co-ordination.*
2. *To recommend a work program and any arrangements for consultation with key stakeholders that will deliver the SEQ 2021 Regional Plan.*
3. *To identify the mechanisms required to ensure the effective engagement of State Agencies and Local Governments in the finalisation and implementation of the SEQ 2021 Regional Plan.*

31 March 2004

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Executive Summary and Recommendations

During the February 2004 State election, the Government announced a new 'Office of Urban Management and Infrastructure Co-ordination' would be established to co-ordinate regional planning in the rapidly growing region of South East Queensland (SEQ).

The Hon. Terry Mackenroth, Deputy Premier and Minister responsible for urban management in SEQ, established a committee to advise him and the Government about the structure of the new Office, the work program to complete the Regional Plan, and mechanisms for implementing the plan.

In response to its Terms of Reference, the Committee makes the following recommendations:

1. **The name of the new Office be the 'Office of Urban Management' and the scope of operations comprise the area of the 18 Local Governments which make up the South East Queensland Regional Organisation of Councils (SEQROC).**
2. **The role of the Office of Urban Management (OUM) be as follows:**

To provide leadership and to work in collaboration with State Agencies, Local Governments and other stakeholders to manage urban growth and infrastructure provision effectively in South East Queensland, in order to maintain a high quality of life and facilitate sustainable development.
3. **The principal functions of the Office be to advise and support the Minister responsible for urban management in SEQ and to:**
 - (a) **Support the SEQ Regional Co-ordination Committee (RCC);**
 - (b) **Expedite the completion of the SEQ 2021 Regional Plan, monitor and review the plan, and prepare future SEQ Regional Plans, as necessary;**
 - (c) **Oversee implementation of the SEQ 2021 Regional Plan by:**
 - **Analysing the extent to which relevant policies, programs and regulatory instruments administered by State Agencies and Local Governments give effect to the plan;**
 - **Providing advice to State Agencies and Local Governments on actions required of them to give effect to the plan and influencing their programs and budgets accordingly;**
 - **Ensuring the planning instruments of Local Governments comply with the plan;**
 - (d) **Plan open space as part of the SEQ Regional Plan and co-ordinate the activities of State Agencies, Local Governments and other**

stakeholders to ensure the objectives of open space planning are achieved; and

- (e) Prepare a regional infrastructure plan, provide advice to State and Local Governments on infrastructure and services required to support the Regional Plan and ensure agency capital investment proposals and infrastructure programs align with urban management objectives
4. Resourcing the Office in accordance with the budget provided in Section 7 (page 25) of the report. The organisational and staffing structure of the Office should be as set out in Figure 1 (page 25) of the report which provides for four functional areas, namely:
- Strategic Planning and Urban Management;
 - Regional Landscape and Open Space Planning;
 - Infrastructure Co-ordination and Programming; and
 - Secretariat, Engagement and Communication.

The regional landscape and open space function is currently located in EPA. The funding and other resources assigned to this activity should be transferred to the Office of Urban Management.

5. A draft SEQ Regional Plan be prepared by October 2004 by expediting the SEQ 2021 work program, as outlined in Section 4 of the report, in collaboration with existing stakeholders, including State Agencies, Local Governments and peak community groups. The draft SEQ Regional Plan be then made available for comment by the community.

Once community comments have been considered by the RCC and any changes made, the SEQ Regional Plan should be forwarded to State Cabinet for approval through the Deputy Premier as Minister responsible for urban management in SEQ.

6. In order to achieve effective implementation of the SEQ 2021 Regional Plan:
- (a) the Office should work with Treasury to ensure the regional infrastructure plan is considered as part of the Budget process, and
- (b) amendments to the Integrated Planning Act (IPA) are proposed. These amendments include:
- Statutory recognition of the Regional Co-ordination Committee (RCC) as a regional advisory body;
 - Confirming the status of the SEQ Regional Plan as a statutory planning instrument;
 - Providing for the SEQ Regional Plan to be a matter of 'State interest' (this enables the Minister to give directions to

ensure other State and Local Government planning instruments conform with and implement the plan); and

- Providing that the SEQ Regional Plan be a matter requiring a “material consideration” when Integrated Development Assessment System (IDAS) applications are being assessed by Local Governments in the SEQ region.

The effect of these amendments will:

- (i) Ensure the Regional Plan is appropriately reflected in Local Government planning schemes, Priority Infrastructure Plans (PIPs), and other State plans having effect in the SEQ region;
- (ii) Extend to the Minister responsible for urban management in SEQ the existing powers already held by the Minister for Local Government and Planning to direct amendments to Council planning schemes.
- (iii) Provide the OUM with referral agency status when referral co-ordination under the IDAS is triggered for major development proposals of regional significance in SEQ (to ensure major development proposals do not conflict with or compromise regional planning objectives).
- (iv) Ensure the SEQ Regional Plan is a ‘State interest’ matter for the purpose of Ministerial direction and call-in powers held by the Minister for Local Government and Planning, in relation to IDAS applications. (This will ensure relevant regional planning objectives are a material consideration when major urban development applications are being assessed).
- (v) Exclude from compensation, provisions that have been included in a Local Government planning scheme to reflect the requirements of the SEQ Regional Plan.

1. Introduction

1.1 Background

South East Queensland is the fastest growing region in Australia. It is estimated that by 2026 the region will be home to 3.7 million people – up from 2.5 million in 2001. This represents 26%, or more than a quarter, of all the population growth in Australia over the next 25 years. This growth, while creating opportunities, also brings with it challenges. If the urban system in South East Queensland is to deliver livable communities and sustainable development, this growth needs to be managed by Governments at all levels working together to develop and implement a regional plan.

During the recent State election the Government announced that a new ‘Office of Urban Management and Infrastructure Co-ordination’ will be established to co-ordinate regional planning in South East Queensland. The Office will work with the Local Governments of South East Queensland, through the South East Queensland Regional Organisation of Councils (SEQROC) and with business and community groups to expedite the review and implementation of the new SEQ 2021 regional plan. The Office will also ensure that infrastructure programs, investment in natural resources and environmental programs, and policies of Queensland Government Agencies and Local Governments align with the regional plan, once it is completed.

The Office falls within the portfolio responsibilities of the Deputy Premier and Treasurer, the Hon. Terry Mackenroth. Minister Mackenroth established the Urban Management and Infrastructure Co-ordination Committee to develop more detailed proposals for the role and operation of the new Office. The Terms of Reference of the Committee are as follows:

1. *To recommend the structure of the new Office of Urban Management and Infrastructure Co-ordination.*
2. *To recommend a work program and any arrangements for consultation with key stakeholders that will deliver the SEQ 2021 regional plan.*
3. *To identify the mechanisms required to ensure the effective engagement of State Agencies and Local Governments in the finalisation and implementation of the SEQ 2021 regional plan.*

Representations in relation to the Committee’s terms of reference were received from SEQROC, the then Mayor of the Gold Coast, and the Planning Institute of Australia (Queensland Division). Copies of these representations are at Attachment 1. The Committee welcomed the comments and many of the principles and proposals contained in the representations have been taken up by the Committee.

The Committee’s proposals to establish and define the operation of the Office of Urban Management build on the existing collaborative arrangements for regional planning in SEQ. Although other models, such as statutory (regional planning) authorities, a new tier of regional government, and special purpose legislation, have been suggested by some sectors, such radical changes are not considered

necessary given the substantial goodwill and co-operation on the part of all sectors to address growth management issues.

However, the Committee is of the view that although the present regional planning process is reasonably robust, the absence of powers and commitment to achieve effective implementation of the plan is a shortcoming. A range of administrative and legislative mechanisms are suggested by the Committee to help address this deficiency.

The institutional arrangements outlined in this report relate to the completion and implementation of the SEQ2021 regional plan. At a future date, consideration should be given to establishing a set of longer-term institutional arrangements to ensure the sustainability of regional planning in SEQ over the longer term.

Unless otherwise indicated, within this report the term 'Minister' refers to the Minister responsible for urban management in SEQ, currently the Hon. Terry Mackenroth, Deputy Premier and Treasurer.

1.2 Name of the Office

The Government's policy is clearly focused on co-ordinating the delivery of urban infrastructure as a key mechanism in implementing the Regional Plan.

The Committee considers the term 'urban management' incorporates the notion of infrastructure co-ordination as well as other (planning related) activities. Therefore it is recommended the Office of Urban Management (OUM) be adopted as the name of the Office and this is the term used throughout this report.

1.3 Area of Operation

The area of operation of the Office of Urban Management is South East Queensland (SEQ). Since 1990, regional planning in SEQ has been undertaken on a collaborative basis with Local Governments and SEQ has traditionally been defined as the area covered by the South East Queensland Regional Organisation of Councils (SEQROC). It is recommended that this continue.

Therefore, it is proposed the area to be covered by the OUM be the 18 Local Governments, stretching from Noosa in the north, to Toowoomba in the west and Gold Coast in the south as shown on the map below.

It is acknowledged this definition of SEQ does not coincide with the administrative



boundaries of every State Agency. For example, the EPA uses a biographic definition of SEQ stretching almost up to Gladstone and State Development and Innovation does not include Toowoomba in the SEQ section of the State Infrastructure Plan.

The proposed OUM boundary, however, is a practical one for the task it is to undertake, while acknowledging there will be influences beyond that boundary which will need to be taken into account when preparing the regional plan. One specific example of this is the urban growth occurring adjacent to the Qld/NSW border. This has implications for planning and the provision of infrastructure and services within both States. The OUM should therefore maintain liaison with relevant NSW State Agencies and with Tweed Shire.

2. Role and Functions of the Office of Urban Management

2.1 Role Statement

The Office of Urban Management will need to provide leadership in managing urban growth in SEQ and work collaboratively with other State Agencies, Local Governments and a range of other stakeholders to ensure high quality and sustainable outcomes for the region.

The partnership between the State Government and Local Governments in SEQ, which has been built up through the SEQ 2001 and SEQ 2021 projects, should continue. However, it is recognised the pressures created by rapid growth in SEQ may at times generate issues that cannot be resolved by agreement between stakeholders and, in such circumstances, the Minister should have appropriate powers to settle such matters.

It is recommended the role of the Office of Urban Management be as follows:

To provide leadership and to work in collaboration with State Agencies, Local Governments and other stakeholders in South East Queensland to manage urban growth and infrastructure provision effectively, in order to maintain a high quality of life and facilitate sustainable development.

2.2 Functions of the Office

The Committee recommends the principal functions of the Office be to advise and support the Minister and to:

- 1) Support the SEQ Regional Co-ordination Committee (RCC);**
- 2) Expedite the completion of the SEQ 2021 Regional Plan, monitor and review the plan, and prepare future SEQ Regional Plans, as necessary;**
- 3) Oversee implementation of the SEQ 2021 Regional Plan by:**

- **Analysing the extent to which relevant policies, programs and regulatory instruments administered by State Agencies and Local Governments give effect to the plan;**
 - **Providing advice to State Agencies and Local Governments on actions required of them to give effect to the plan and influencing their programs and budgets accordingly;**
 - **Ensuring the planning instruments of Local Governments comply with the plan;**
- 4) Plan open space as part of the SEQ Regional Plan and co-ordinate the activities of State Agencies, Local Governments and other stakeholders to ensure the objectives of open space planning are achieved; and**
- 5) Prepare a regional infrastructure plan, provide advice to State and Local Governments on infrastructure and services required to support the Regional Plan and ensure agency capital investment proposals and infrastructure programs align with urban management objectives.**

In carrying out these functions, the Committee recommends the OUM undertake the activities outlined below.

Supporting the Minister and the RCC

The Office of Urban Management will provide advice to the Minister in relation to urban management and infrastructure co-ordination issues in SEQ. This will include advice in relation to the preparation and implementation of the SEQ 2021 regional plan, growth management issues and matters of significance to the regional plan from planning schemes, major development applications and major infrastructure projects.

The Office will service the RCC in its role of providing State and Local level political guidance in the preparation and implementation of the SEQ Regional Plan and in regional infrastructure co-ordination. Legislative changes are proposed (see Section 6, page 22) to provide for a statutorily recognised RCC, which has a significant advisory role to the Minister, in relation to:

- Preparing and recommending the SEQ Regional Plan;
- Overseeing its implementation and review; and
- Deliberating on and advising about growth management issues and projects of regional significance.

The Office will provide the Secretariat for the RCC and will provide professional support and planning services to inform and assist the RCC in carrying out its functions. The OUM will also be responsible for co-ordinating State input prior to RCC meetings and for briefing State Ministers in respect of agenda items.

Completing the Regional Plan

Completing the SEQ 2021 Regional Plan will involve co-ordination and resolution of a number of competing interests and perspectives about the future development of the region, including the preferred settlement pattern and the major infrastructure priorities required to deliver the plan. A Directions Report has been prepared

through the current SEQ 2021 work, which outlines eight Desired Regional Outcomes (DROs) for SEQ and the structure and content of the regional plan.

The eight DROs set out below provide direction and an evaluation framework for the work and can evolve and change as work on the SEQ 2021 Plan progresses.

Desired Regional Outcomes (DROs) for SEQ

Desired Regional Outcome 1.

A more compact urban pattern framed by regional open space - based on a network of discrete centres of different scales and functions, that are accessible and self-contained, use energy and resources sustainably and minimize wastes.

Desired Regional Outcome 2.

Enhanced ecological and coastal processes, biodiversity, and air and water quality, and sustainable use of natural resources - including a regional open space network that conserves scenic, cultural and recreation values and rural productivity.

Desired Regional Outcome 3.

Cohesive urban and rural communities with a strong sense of identity and place - that are inclusive, culturally vibrant, equitable and safe; with access to a full range of services and facilities; and appropriate housing that meets diverse needs.

Desired Regional Outcome 4.

A dynamic and diversified economy - utilizing its competitive advantages to grow sustainable jobs, exports and investment, and providing employment accessible to where people live.

Desired Regional Outcome 5.

A connected and accessible region - based on an integrated transport system that supports compact urban growth and efficient travel; connects people, places and goods; and promotes public transport use, walking and cycling.

Desired Regional Outcome 6.

Social, cultural, economic and environmental infrastructure is planned, co-ordinated and delivered - with greater certainty and supporting the future settlement pattern and other desired regional outcomes.

Desired Regional Outcome 7.

Aboriginal peoples are empowered to participate in government, community and cultural planning processes and Traditional Owners are engaged in all business about country.

Desired Regional Outcome 8.

The Sustainable Region Plan is effectively implemented – through a strengthened collaborative partnership; commitment by Governments and industry and community groups; and alignment of their plans with the regional plan.

Completing the regional plan will involve:

- Determining the future settlement pattern for SEQ, which (inter alia) will give spatial expression to the eight DROs (described above).
- Defining the preferred settlement pattern will involve determining the future urban footprint as well as identifying areas suitable for higher density development, regional business/economic centres, rural areas to be retained

as non-urban, regional open space, water catchments, and major infrastructure corridors.

- Completing and integrating existing policy work related to the eight DROs. This work covers residential and centres issues; environmental, natural resource and open space management; economic and social development; transport; and indigenous issues.
- Identifying major infrastructure projects and corridors needed to support the future settlement pattern, particularly for transport and water supply, and undertaking indicative costings for these.
- Identifying the relationships, institutional arrangements and administrative or regulatory mechanisms needed to implement the plan.

The SEQ Regional Plan will need to be updated as new information becomes available regarding population projections, land supply, etc and will need to be reviewed regularly.

It is important that the Regional Plan takes a long-term strategic view so that desired regional outcomes and future events are anticipated and managed rather than responded to after they occur.

Implementing the Regional Plan

It is intended SEQROC will be involved in developing the Regional Plan and the Regional Co-ordination Committee will recommend the plan to State Cabinet for approval. State funding implications arising from the plan will be considered by the Cabinet Budget Review Committee (CBRC) prior to Cabinet's consideration of the plan. It is proposed the plan, once approved, will be given statutory recognition under *The Integrated Planning Act* (IPA). These arrangements will, together, provide the basis for active and cooperative implementation of the Regional Plan by State Agencies and Local Governments in SEQ.

Where the effective implementation of the Regional Plan is not occurring by the normal processes of State and Local Government administration, four mechanisms have been identified as providing the means for the OUM to ensure achievement of the plan's outcomes:

- 1) Using the powers of the IPA available to the Minister responsible for urban management in SEQ (currently the Deputy Premier) or the Minister for Local Government and Planning to direct amendments to Local Government Planning Schemes.
- 2) Influencing agency Capital Investment Strategic Plans (CISPs) by providing advice to CBRC, through the Deputy Premier and Treasurer, where an agency capital investment or strategic plan does not align with the regional plan. CBRC can then determine if the funding bids by that agency should be modified to ensure compatibility with the plan.

- 3) Providing advice to the Deputy Premier as Minister responsible for urban management in SEQ where an agency's policy or program does not accord with the regional plan and officials have not resolved the matter. The Minister would then raise the matter with the relevant Minister, or at Cabinet, depending on the nature of the issue.
- 4) Influencing Local Government capital works programs so they are aligned with the Regional Plan by working with the RCC and SEQROC, using the apparatus of the Local Government Grants Scheme, and the procedures for approving Priority Infrastructure Plans (PIPs) under the IPA.

Infrastructure Planning and Programming

The OUM will develop a strategic infrastructure plan for the region, which promotes implementation of the SEQ Regional Plan.

An infrastructure plan for the region would encompass an infrastructure planning framework, which identifies emerging infrastructure requirements, co-ordinates priority infrastructure projects across State Agencies and infrastructure classes and is linked to both the annual Budget process and longer term funding mechanisms (eg. Forward estimates, debt funding and Commonwealth financial commitments). It will be reflected in the State Infrastructure Plan.

The infrastructure plan will be an important proactive tool in shaping the future of the region and, in particular, the future settlement pattern. It would adopt an 'anticipate and manage' approach to infrastructure provision to support the outcomes of the Regional Plan, rather than a reactive approach which focuses on infrastructure supply. It would give appropriate regard to:

- Priorities established by the regional plan;
- Co-ordinating the infrastructure programs of State Agencies and Local Governments. This includes co-ordinating the infrastructure planning for Local Government areas under the IPA;
- Ensuring the alignment of Local Government infrastructure investments with the regional plan;
- Promoting alternatives to infrastructure provision, such as policy instruments (regulation, pricing and user charges) to manage infrastructure demand;
- Whole-of-life management of infrastructure assets, including the need for appropriate infrastructure renewal and maintenance programs;
- Strategies to manage infrastructure risk; and
- Impacts of infrastructure use, such as the externalities flowing from provision or non-provision of, for example, energy, water and transport infrastructure.

SEQROC could assist with infrastructure planning in SEQ by preparing a co-ordinated infrastructure plan for Local Governments in the region. Regional infrastructure priorities identified in the regional plan should be reflected in the State Infrastructure Plan to ensure there is consistency between the two documents, despite their operating at different levels.

Regional Landscape and Open Space Planning

The protection and provision of green open space is a key issue for SEQ and needs to be closely aligned with the future planning and management of land use and

infrastructure in the region. It is a critical component of the SEQ Regional Plan. For these reasons, the Committee considers that responsibility for open space planning in SEQ should fall within the Office of Urban Management.

The OUM should therefore carry out regional landscape and open space planning in collaboration with State Agencies, Local Governments and other stakeholders and co-ordinate the planning, treatment and management philosophy of natural landscape features of significance to the region, regionally significant open space, areas requiring habitat protection and those natural resource areas important for recreational use.

The Office should, where appropriate, prepare management plans for particular areas of regional open space in conjunction with relevant Councils and State Agencies. The Office will support and service the SEQ Regional Open Space Advisory Committee, which will report to the RCC through the Deputy Premier as Minister responsible for urban management in SEQ.

2.3 Mode of Operation

The Office of Urban Management is a State Agency. It will operate at a Whole of Government (WOG) level in carrying out its functions of preparing and implementing the SEQ 2021 Regional Plan, co-ordinating regional infrastructure provision and doing open space planning.

The Office will provide advice to the Deputy Premier and Treasurer in relation to State Agencies' infrastructure priorities and other relevant policies and programs in order to ensure their consistency with the Regional Plan. The Office will work with agencies to ensure their Capital Investment Strategic Plans (CISPs) are aligned with the Regional Plan.

The OUM will work in partnership with Local Governments and regional and sub-regional organisations of Councils, including, SEQROC, WESROC, NORSROC, SouthROC and Brisbane City, in carrying out its functions. The OUM will need to be able to influence the capital works expenditure of Local Governments and, where necessary, the Minister should be able to amend Council planning schemes in order to ensure consistency and compliance with the regional plan.

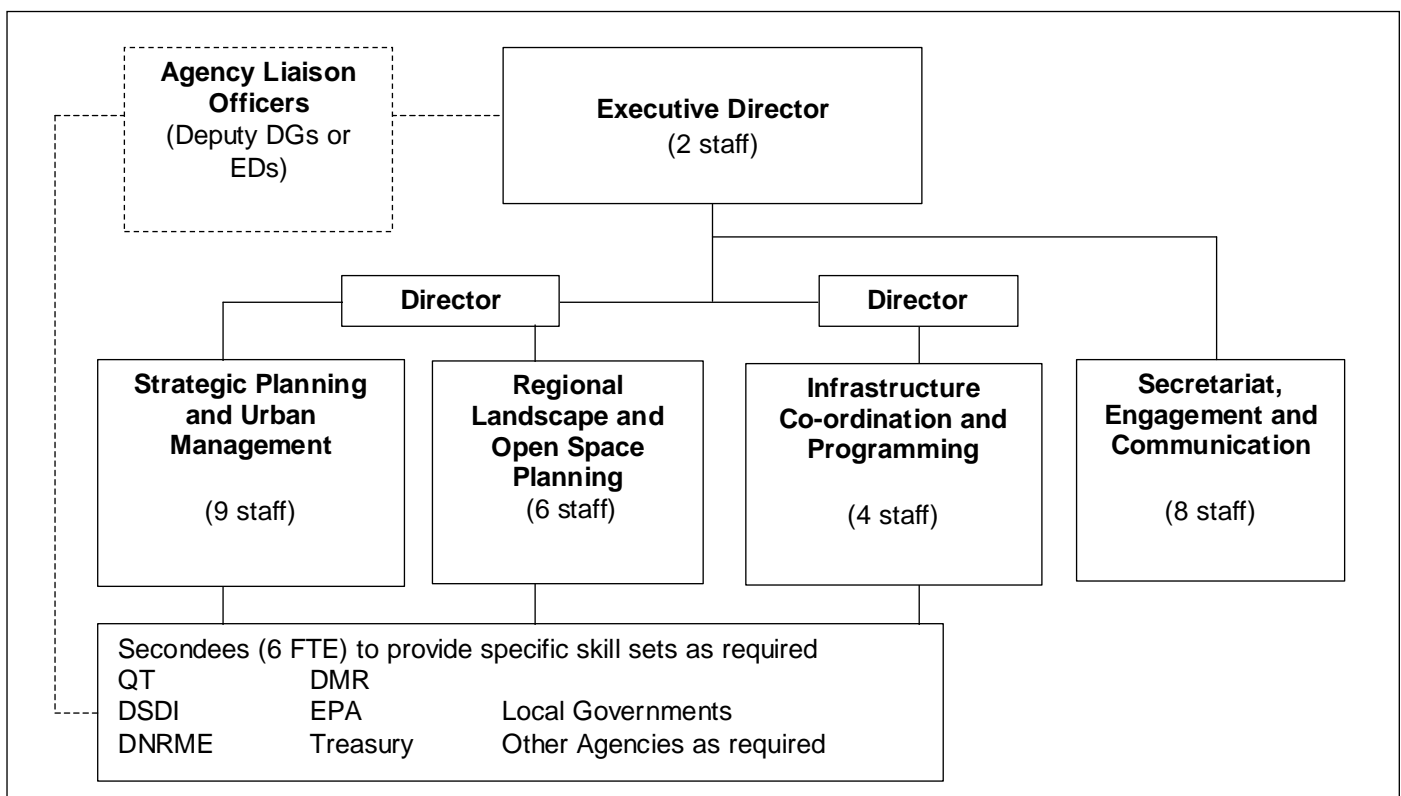
In the course of performing its functions, the Office would seek to resolve conflicting State Agency and Council positions in accordance with the approved regional plan and associated policies. Should resolution not be achieved, the matter would be referred to the Deputy Premier as the Minister responsible for urban management in SEQ. In the instance of the impasse being with a State Agency, the Deputy Premier would bring the matter to resolution in discussions with the relevant Minister or Cabinet, depending on the nature of the issues involved. If the matter involved a Council, the Deputy Premier would have a variety of mechanisms available to achieve resolution including reference to the RCC, negotiating an outcome with the Council or Councils concerned, or applying the administrative and legislative apparatus proposed in Section 6 of this report. The mechanisms used would depend on the nature of the issue.

The Office will prepare an Annual Report on progress made in implementing its responsibilities, and the contribution made by agencies and other key stakeholders to its work.

2.4 Organisational Structure

The proposed organisational arrangements and staffing structure of the Office of Urban Management (shown in Figure 1 below) reflects the role and functions of the Office as set out earlier in Sections 2.1 and 2.2.

Figure 1. OUM – Organisational Structure



Initially the Office would include 31 staff plus six full-time secondees. The 31 core staff includes the six positions which would need to be moved from EPA to undertake the SEQ landscape and regional open space planning function. This proposal has been agreed in principle at DG level by EPA and DLGPSR.

The OUM consists of an Executive Director and four groups dealing with the following inter-related areas:

- **Strategic Planning and Urban Management** – responsible for preparing and implementing the Regional Plan and for monitoring Council planning schemes and regionally significant development proposals;
- **Infrastructure Co-ordination and Programming** – responsible for preparing the infrastructure component of the Regional Plan. This group will also have ongoing responsibilities for regional infrastructure programming, for informing

the budget process of the financial implications of the infrastructure program, and for ensuring Council Priority Infrastructure Plans (PIPs) are informed by the infrastructure component of the Regional Plan;

- **Regional Landscape and Open Space Planning** – responsible for regional open space planning and for co-ordinating open space management activities;
- **Secretariat, Engagement and Communication** – responsible for co-ordinating the preparation of Ministerial and Cabinet documents, providing administrative support to the RCC, facilitating community engagement, stakeholder liaison, marketing and communications, and managing geographical information systems (GIS) support.

After three years the number of core staff would fall to 28 as this represents the base staffing required to run the OUM on an ongoing basis. Senior departmental liaison officers would continue to be linked to OUM but would remain in their agencies.

Agency Liaison Officers

The Agency Liaison Officers will be senior officers (Deputy DG or Executive Director level positions) who will remain within their respective departments and be responsible for:

- providing a co-ordinated agency input to the SEQ Regional Plan preparation;
- providing a co-ordinated agency input to the OUM State interest response on Council planning schemes (and subsequent scheme amendments);
- promoting and managing their agency response(s) to the SEQ regional plan implementation actions;
- providing input to their agency budget bids to CBRC to ensure SEQ projects and programs for which funding is sought are consistent with the regional plan;
- being champions for regional planning in their agency; and
- regular reporting on their agency implementation responsibilities.

Secondees from State Agencies and Local Government

The secondees (six F/T equivalents from State Agencies) will be physically located in OUM and will work with other OUM staff on the preparation and implementation of the SEQ Regional Plan and infrastructure co-ordination. These officers will come from a number of agencies, including QT, DMR, EPA, DNRME, DSDI, and Treasury. The skill requirements and length of secondments will relate to the OUM work program at various times.

SEQROC has suggested that secondments should also come from Local Governments and the Committee supports this approach.

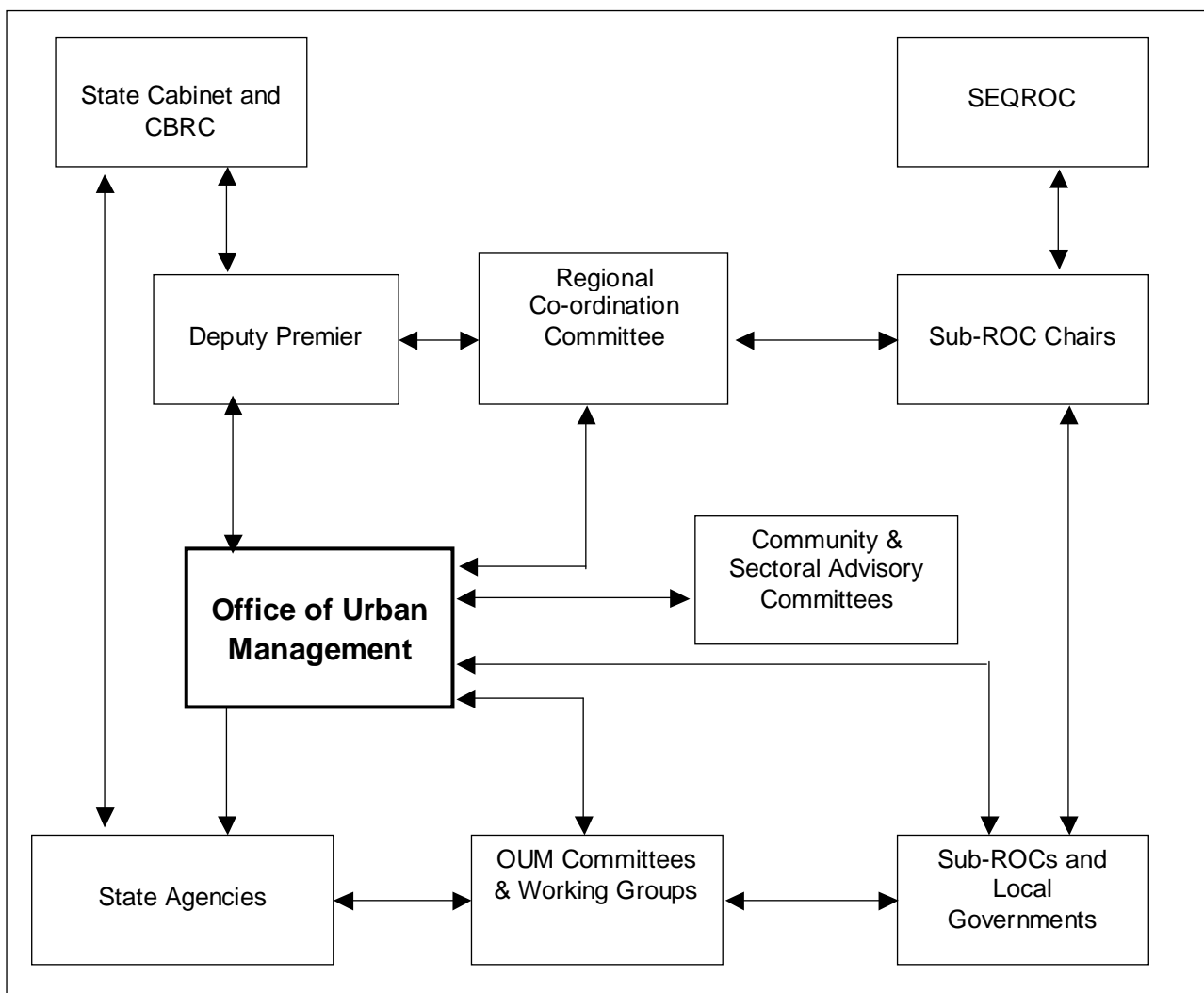
3. Functional Relationships

The Office of Urban Management will come within the portfolio of the Deputy Premier and Treasurer. However, the OUM will be located in the Department of Local Government, Planning, Sport and Recreation being the agency responsible for

administering the Integrated Planning Act. This will also enable efficiencies in that the OUM will not have to duplicate GIS systems, planning data and Council planning schemes, all of which are already available within the Department. As already indicated, the OUM will support the RCC and have close working relationships with a range of State Agencies and with Local Governments.

The OUM will provide advice to the Deputy Premier as the Minister responsible for urban management in SEQ and the RCC. It will provide leadership in developing plans and policies in consultation with its own Committees and Working Groups, State Agencies, ROCs and individual Local Governments. These functional relationships and the ongoing partnership between State and Local Governments are summarised in Figure 2 below.

Figure 2. OUM – Functional Relationships



3.1 Regional Co-ordination Committee (RCC)

At the meeting between the Deputy Premier and the SEQROC Mayors on 19 February 2004, a streamlined RCC was proposed. The Committee is of the view that this would assist with more efficient and effective operation of the RCC. It is

recommended the RCC comprise four Local Government Mayors representing each sub-region, and the following seven Ministers:

- Deputy Premier and Treasurer (Chair)
- Local Government and Planning
- Transport and Main Roads
- Natural Resources, Mines and Energy
- State Development and Innovation
- Environment
- Communities and Disability Services

It is proposed the RCC meet at least quarterly and that a Forum of all 18 SEQROC Mayors be convened with the Deputy Premier as Minister responsible for urban management in SEQ twice a year (to be attended by Mayors or Deputy Mayors only).

The RCC will prepare the SEQ Regional Plan and recommend the draft to SEQROC for endorsement and to the Minister for Cabinet approval. It will be the key advisory body to Cabinet and SEQROC for infrastructure co-ordination and on implementation of the SEQ Regional Plan.

Ongoing areas of responsibility of the RCC should include:

- Implementation, monitoring and modification of the SEQ Regional Plan;
- Preparing studies and strategies of regional and sub-regional significance which form part of an evolving regional planning process;
- Reviewing infrastructure items of regional and sub-regional significance which require Cabinet approval; and
- Considering the implications of major projects and development applications of regional and sub-regional significance.

One of the main functions of the OUM is to provide the Secretariat for the RCC and to provide professional support and planning services to the RCC in fulfilling its role of preparing, monitoring and progressing implementation of the regional plan and undertaking regional infrastructure co-ordination. The OUM will develop a coherent and consolidated State Government position on items for consideration by the RCC.

3.2 Department of Local Government, Planning, Sport and Recreation (DLGPSR)

The OUM will be an independent Office within the Department of Local Government, Planning, Sport and Recreation. The Executive Director of the OUM will report directly to the Deputy Premier on regional planning and policy matters. The Director-General of DLGPSR will be the accountable officer for the Office.

DLGPSR administers the Integrated Planning Act (IPA), which regulates the preparation of statutory planning schemes by Local Governments. DLGPSR co-ordinates a Whole of Government approach to the input of State (and regional) interests into planning scheme preparation and review.

OUM will need to ensure that (existing and proposed new) planning schemes, scheme amendments, and development proposals of regional significance comply

with the SEQ Regional Plan. OUM staff will provide advice to DLGPSR staff undertaking the State interests check of planning schemes. The Executive Director of OUM will sign-off that SEQ regional interests have been satisfactorily incorporated into draft planning schemes or scheme amendments, as part of the process leading to formal Ministerial sign-off of Local Government planning schemes.

The formal State sign-off of Council planning schemes will be provided by the Minister for Local Government and Planning in consultation with the Deputy Premier as Minister for urban management in SEQ. If changes need to be made to existing or proposed new schemes to accommodate SEQ planning requirements, it is proposed the Deputy Premier as Minister responsible for urban management in SEQ will have the same powers to amend these documents under IPA as those of the Minister for Local Government and Planning.

The Planning Information and Forecasting Unit (PIFU) in DLGPSR will provide regional data and information, including demographic projections and analysis for the OUM. This work will be done in consultation with the Office of Economic and Statistical Research (OESR) in Treasury.

3.3 Queensland Treasury

The Office will work with Queensland Treasury to support the delivery of a holistic approach to infrastructure planning, regulation, pricing and Budget processes. Treasury will assist by:

- Providing regional data and information held by the Office of Economic and Statistical Research, emerging from its analysis of demographic projections and regional economic modelling;
- Ensuring that agency infrastructure programs and planning frameworks are appropriately aligned to development and land use plans for the region;
- Advising on appropriate funding strategies, including the development of Whole of Government Budget initiatives, to progress major policies and infrastructure projects identified in the completed SEQ Regional Plan;
- Applying a rigorous assessment framework to regional policy proposals to ensure they deliver Government priorities and outcomes; and
- Investigating alternative funding mechanisms for infrastructure delivery.

Treasury will work in collaboration with the Office to ensure the SEQ regional infrastructure plan is considered by CBRC as part of the Budget process.

3.4 Other State Agencies

To enable co-ordination of SEQ regional planning activity across State Government Agencies, there is a need for the OUM to work with relevant Departments to secure high-level strategic inputs to the SEQ Regional Plan and develop the infrastructure component. Senior level liaison officers and secondees (who will join the OUM for a period) are proposed from the following agencies – QT, DMR, EPA, DNRME, DSDI, and Treasury. This is designed to achieve a synergy between the regional plan and departmental capital budgets, programs and policies. Other agencies (including, Education, Health, Communities and Housing) may also be asked to provide secondees on an as needs basis.

Infrastructure planning, delivery and implementation will remain with relevant State Agencies. However, using such mechanisms as Agency Capital Investment Strategic Plans, the Office, in conjunction with Treasury, will co-ordinate infrastructure planning at the regional level and ensure agency capital works programs are appropriately aligned to the regional plan. The SEQ component of the State Infrastructure Plan prepared by DSDI will reflect the regional infrastructure plan prepared by the OUM.

3.5 Local Governments

Regional planning in SEQ is currently based on a strong partnership between State and Local Governments and this should continue. Local Governments have organised themselves into Sub-regional organisations in order to facilitate their input to SEQROC and SEQ regional planning processes: these are WESROC, NORSROC, SouthROC and Brisbane City. Secretariats and Co-ordinators have been employed for this purpose. The OUM should continue to work closely with the ROCs and Local Governments both in the preparation and implementation of the Regional Plan.

As discussed in Section 3.2 above, the OUM will become more actively involved in reviewing planning schemes for consistency with the SEQ Regional Plan. The Office will also provide advice on major development applications of regional significance being considered by Local Governments and, where appropriate, obtain the views of the RCC on these proposals. The OUM will work with Councils and advise them on those aspects of the regional plan which have implications for their planning schemes.

Local Governments will continue to undertake the planning, funding, delivery and implementation of infrastructure for which they are responsible. The Office would, however, work with Local Governments to co-ordinate infrastructure planning and PIPs prepared under the IPA so as to achieve a high degree of alignment between a Council's capital works program and the SEQ Regional Plan.

4. Work Program to deliver the SEQ Regional Plan

The original work program envisaged the completion of the SEQ Regional plan by June 2005.

Given the degree of public interest in a framework for managing the current and projected growth in SEQ, the Committee is recommending a work program to deliver a draft Regional Plan, suitable for consultation with stakeholders and the public, by October 2004. A revised program has been prepared which will build on the work already done through SEQ 2021 and deliver a draft Regional Plan by mid-October. A Gantt chart showing this work program is included at Attachment 7.

A considerable amount of work has already been undertaken and completed through the SEQ 2021 program. This includes the following:

- Preparation of a draft vision for SEQ;
- Preparation of a 'Challenge Paper' and eleven Discussion Papers on issues facing the region and options for dealing with them;
- Extensive public consultation about the Challenge Paper and the eleven Discussion Papers;
- Development of SEQ QUEST – this is a regional sustainability model that allows groups to explore future regional scenarios out to 2041 based on current policy choices. It is intended for use in consultation and education about possible regional futures;
- Work on developing and evaluating alternative future urban patterns for the region in order to identify a preferred urban pattern for SEQ and the infrastructure required to support this; and
- Development of a Directions Report which outlines eight Desired Regional Outcomes (DROs) for SEQ and a draft structure and contents for the SEQ Regional Plan.

A Directions Report prepared by the SEQ 2021 Policy Development and Integration Committee (PDIC) outlines eight DROs for SEQ (See Section 2.2) and a structure for, and contents of, the plan.

The SEQ 2021 Directions Report includes a draft Structure and Contents for the Regional Plan. This work provides a basis for completing the SEQ Regional Plan expeditiously. Development of an alternative basis to progress the development of the Regional Plan would result in considerable delays and frustration for stakeholders who have contributed to the formulation of and supported the DROs.

Therefore, using the Directions Report as a basis, the Committee considers that the SEQ Regional Plan should contain the following elements:

- A clear statement of Vision for the future of the Region;
- A statement of Desired Regional Outcomes (DROs) (already identified);
- Principles, strategies and actions to progress the DROs;
- A preferred future settlement pattern, including an analysis of alternative settlement patterns;
- A Map which gives spatial expression to this, plus strategic infrastructure corridors, open space areas and networks, major centres, etc;
- Components of a regional infrastructure plan, including major infrastructure projects required to deliver and support the preferred settlement pattern and arrangements for an ongoing infrastructure co-ordination program;
- A rolling Action Plan for implementation; and
- Sustainability indicators, monitoring and reporting, and review arrangements.

The revised work program being recommended to complete a draft regional plan by mid-October involves:

- Accelerating work on the Alternative Patterns of Development (APOD) project to determine the preferred future settlement pattern for SEQ and which gives appropriate spatial expression to the desired regional outcomes.

The alternative pattern work extends out to the year 2026 and will produce a map showing the future urban development footprint, where higher density residential areas should be located, the regional business/economic centres, non-urban areas to be retained such as open space and water catchments, and major infrastructure projects and corridors.

- Completing and integrating existing policy work on Strategies and Actions by mid-September. This work relates to the DROs and covers: residential and centres issues; environmental, natural resource and open space management; economic and social development; transport; and indigenous issues. To achieve this target it will be necessary to restructure SEQ 2021 Working Groups and the Policy Development and Integration Committee (PDIC) to focus on Strategies and Actions for the eight DROs.
- Completing Phase 1 of the Regional Infrastructure Plan by identifying major infrastructure projects and corridors needed to support the proposed future settlement pattern, particularly those needed for transport and water supply, and by developing administrative and financial arrangements for an ongoing regional infrastructure program.
- Identifying the mechanisms – institutional, administrative, financial and statutory, required to implement the SEQ Regional Plan.

Although some refocusing of work groups may be required to deliver the SEQ Regional Plan by October 2004, current stakeholders will continue to be consulted. After the draft Regional Plan is completed, a formal period of consultation with stakeholders and the public about the plan should occur. The minimum period for consultation would be 60 days in order to allow for at least one council meeting to occur. Following any necessary changes, the draft Regional Plan will be endorsed by the RCC and formally approved by State Cabinet and by SEQROC.

5. Consultation with Stakeholders

Relationships and consultation processes with key stakeholders, including elected representatives (via the RCC), State Agencies, ROCs and Local Governments have already been outlined in Section 3. A range of other peak community sector stakeholders have been involved and consulted in SEQ 2001 and SEQ 2021 and this should continue until completion of the plan.

Currently these peak community sector groups represent the following sectors: farmers; conservationists; urban developers; business and industry; unions; professionals; women; indigenous people; and human services groups.

To facilitate wider input with the revised timeframe to complete the plan, it is proposed that the Regional Non-Government Sector Committee (RNGSC), which currently reports to RCC, be replaced with four interest groups representing:

- business, commerce and the development industry;
- environment and natural resources;
- community and human services; and

- professionals and academics.

Overall, these four interest groups would provide access to a wider group of stakeholders than the current RNGSC. They would consist of a small group of persons each and would meet with the Office of Urban Management to provide comment on elements of the Regional Plan of particular relevance to them. The groups would meet on a 'needs' basis to provide input and to take information back to their respective sectors. A variety of other visioning and engagement methods (including use of the QUEST regional sustainability model) would also be used to involve more community groups in regional planning. These consultation approaches will serve to inform the Minister and RCC of areas of agreement and of contention or conflict between different interest groups.

6. Legislative and Regulatory Proposals

6.1 Underlying Rationale

The goodwill and co-operation which exemplifies the current approach to regional planning in SEQ needs to continue if elected representatives and key sector groups are to demonstrate a collective resolve to address issues of growth management. However, the Committee considers a range of administrative and legislative improvements are required to enable effective implementation of the SEQ Regional Plan once it is approved.

At the centre of these proposed legislative and administrative arrangements are the roles and powers of the Minister responsible for urban management in SEQ and the OUM respectively.

The legislative changes proposed involve a number of relatively straightforward but significant amendments to the *Integrated Planning Act 1997* (IPA). They are designed to give statutory recognition to the Regional Co-ordination Committee and enable effective implementation of the Regional Plan it produces.

Specifically the proposed amendments will ensure the SEQ Regional Plan (as well as future updates and amendments):

- has status as a statutory planning instrument;
- is clearly identified as a matter of "State interest" for plan-making and for informing development assessment decision-making;
- can be appropriately reflected in Local Government planning schemes and other State plans having effect in the SEQ region; and
- is used as a primary document for guiding planning, decision-making and investment in essential regional infrastructure by State and Local Governments in the SEQ region.

Legislative changes to support regional planning and enhance implementation of the Regional Plan are based on providing statutory recognition to the Regional Co-ordination Committee (RCC) and its significant advisory role to the Minister, in relation to:

- preparing and recommending the SEQ Regional Plan,

- overseeing its implementation and review, and
- deliberating on and advising about issues of strategic relevance to the region.

Decision-making responsibility on matters arising from the Regional Plan will rest primarily with the Deputy Premier and Minister responsible for urban management in SEQ. While the RCC will make decisions within its Terms of Reference, these decisions will be communicated as 'advice' to the Minister, for the Minister to consider, adopt and action as considered appropriate using existing and the new legislative and administrative powers being proposed.

In relation to the SEQ Regional Plan, the Minister (supported by the OUM) will have specific responsibility for:

- finalising and adopting the draft SEQ Regional Plan prepared by the RCC;
- actively facilitating the implementation of the Regional Plan's policies and recommendations;
- initiating interventions in planning mechanisms, agency policy development and budget process in relation to issues of regional significance including the identification, programming and funding of regional infrastructure.

The legislative amendments proposed will provide the Minister with reserve powers to ensure Local Government planning schemes reflect the intent of, and give effect to, the SEQ Regional Plan. This is because Council planning schemes are one of the most effective mechanisms for achieving the outcomes sought by the Regional Plan (hence the proposal the Minister have power to amend Council schemes where they do not comply).

The SEQ Regional Plan will be a relevant consideration under the Integrated Development Assessment System (IDAS). However, it is not considered the Minister responsible for urban management in SEQ will require any direct reserve powers in relation to specific development proposals. The Government co-ordinates its interventions in development proposals at a whole of Government level through the reserve powers of the Minister for Local Government and Planning under Chapter 3 of the IPA. These powers can be exercised on behalf of the Deputy Premier as the Minister responsible for urban management in SEQ in the event a major development proposal conflicts with the Regional Plan. Using the existing legislative and administrative apparatus in this way avoids the cost involved in establishing a new bureaucracy to undertake development assessment which would duplicate that which already exists in the Department of Local Government and Planning, Sport and Recreation.

In addition, it is proposed the OUM be provided with referral agency status when referral co-ordination under the Integrated Development Assessment System (IDAS) is triggered for major development proposals in SEQ. This would enable the OUM to assess major development proposals against the Regional Plan.

The following sections summarise the main legislative amendments. Further details about these are contained in Attachment 2 to this report.

6.2 Establishment, Membership and Functions of the RCC

It is proposed a new Part 5A “Regional Planning and Growth Management in South East Queensland” be inserted into Chapter 2 of the *Integrated Planning Act 1997* (IPA). This is designed to separate the SEQ region from the existing Chapter 2, Part 5 “Regional Planning Advisory Committees”, which deals with the establishment, membership, terms of reference and responsibilities of Regional Planning Advisory Committees more generally across the State.

As well as dealing with arrangements for the establishment of the RCC, the new Part will identify:

- key features to be addressed by the SEQ Regional Plan;
- the process by which the plan is prepared and approved;
- how public consultation will occur on the draft plan;
- that the SEQ Regional Plan is a statutory instrument;
- that the SEQ Regional Plan is a “State interest” for the purposes of the IPA;
- a requirement for Local Government planning schemes and PIPs to align with settlement patterns and infrastructure priorities in the SEQ Regional Plan; and
- the primacy of the SEQ Regional Plan over other State plans prepared under other legislation, such as regional coastal management plans.

The Minister responsible for urban management in SEQ (currently the Deputy Premier) will administer this Part of the Act.

6.3 Local Government Planning Schemes

In addition to the SEQ Regional Plan being declared to be a State interest under the new Part 5A of Chapter 2, specific reference to the SEQ Regional Plan being a “key element” for Local Government planning schemes will be made in the IPA.

The powers of direction to Local Governments to give effect to matters of State interest in planning schemes, held by the Minister for Local Government and Planning, will be extended to the Deputy Premier as the Minister responsible for urban management in SEQ.

Implementation of the SEQ Regional Plan will need to be included as a consideration of State Government Ministers, when undertaking the process of designating land for community infrastructure under the IPA.

6.4 Development Assessment

The following changes are proposed to Chapter 3, IDAS provisions of IPA to ensure the SEQ Regional Plan is a material consideration when development applications are being assessed by Local Governments in the SEQ region.

- Section 3.5.4 (Code assessment). Introduce the SEQ Regional Plan as a consideration in code assessment, unless the planning scheme has been amended to reflect the Regional Plan.

- Section 3.5.5 (Impact assessment). Introduce the SEQ Regional Plan as a consideration in impact assessment, unless the planning scheme has been amended to reflect the Regional Plan.
- The ability for the OUM to have an involvement in relation to development proposals of regional significance where they are inconsistent with the SEQ Regional Plan. Specifically, the OUM would have development applications referred to it for assessment against the Regional Plan as part of the referral co-ordination process administered by DLGPSR.
- Specific recognition of the SEQ Regional Plan as a “State interest” to confirm its relevance in relation to the use of Ministerial IDAS reserve powers.

6.5 Compensation

Section 5.4.4 of the IPA (Limitations on Compensation) already contains an exclusion from compensation for provisions included in a planning scheme with the same effect as another statutory instrument for which compensation is not payable.

It is proposed to expand this paragraph to also identify the SEQ Regional Plan as an example of such a statutory instrument. This would confirm Local Governments would not be liable for compensation arising from the implementation of the SEQ Regional Plan in their planning schemes.

6.6 Ministerial Delegation

A specific reference to the Minister responsible for urban management in SEQ would be inserted in Section 5.8.5. This would allow the Minister the same scope for delegating powers as is available to the Minister for Local Government and Planning under the other provisions of the IPA.

7. Resourcing the Office

An operational plan has been prepared detailing the resources required to establish and run the OUM on an ongoing basis and to complete the SEQ Regional Plan expeditiously and oversee its implementation. This is included at Attachment 3. The plan is based on the staffing numbers and levels shown at Attachments 5 and 6.

Details of the new funding required for these purposes are outlined below.

	2004-05 \$'000	2005-06 \$'000	2006-07 \$'000	2007-08 \$'000
Funding Sought				
Total Funding Required	5,871	5,395	4,970	3,977
Funds Available through current appropriations	2,445	1,875	1,875	1,875
SEQ 2021 Base	576	576	576	576
Landscape Unit	869	799	799	799
SEQROC	500	500	500	500
SEQ 2021 OIP	500	0	0	0
New Funding Required	3,426	3,520	3,095	2,102

Available funding for the OUM includes: \$0.576M ongoing from the existing SEQ 2021 Regional Resource Unit; \$0.869M in 2004-05 and \$0.799M ongoing from the SEQ Open Space Unit, which is currently at EPA; \$0.500M for 2004-05 as the last tranche of the SEQ 2021 OIP; and \$0.500M to be sought from SEQROC on an ongoing basis as the contribution from SEQ Local Governments.

This proposal allows for a base staff of 28 permanent officers (including 6 regional landscape staff currently funded at EPA), supplemented by 3 temporary staff in the first three years of RFGM preparation and roll-out, and up to 6 senior staff seconded from State Agencies and Local Governments (back-fill funding) for preparation of the SEQ Regional Plan and infrastructure planning. A wide range of skills will be required by the new OUM including: strategic and land use planning; transport and water planning; urban and regional economics; environmental and landscape planning; budgeting officers and infrastructure programmers; GIS officers; and communication and consultation officers.

The current structure of the SEQ 2021 Regional Resource Unit is included at Attachment 4. The initial staffing structure and levels for the OUM are included at Attachment 5 and the ongoing staffing structure and levels are included at Attachment 6.

Additional expenditure on consultancies and projects will be required in the first three years to accelerate the completion and implementation of the SEQ Regional Plan and the regional infrastructure plan. This will include additional transport and water supply modelling of future settlement patterns, data and research to support the preparation of infrastructure plans, work with Councils on regional landscape issues, and undertaking essential community engagement and stakeholder liaison of the Regional Plan. In subsequent years consultancies will relate to ongoing implementation, specialist studies on the impacts of major development proposals and infrastructure projects.

While the OUM is part of DLGPSR, it needs to have its own independent identity and presence. This would, at the least, require accommodation for the complete Office staff, clear entry and signage, ready access to a number of meeting rooms, and one conference room capable of seating up to 30 people. A central location with convenient access to the Minister is desirable. High quality IT support, together with computer and geographic information system (GIS) facilities will be essential, including large plotters and GIS capable machines for all the planning officers.

Attachment 1



RECEIVED
15 MAR 2004
OFFICE OF THE MINISTER

MIN: T/04/00495

NOTED BY SPA *min*
151 3 104

TREASURY	FILE NO.
RECD	17 MAR 2004
ACTION BY	FILE LOCATION

South East
Queensland
Regional
Organisation
of Councils

GPO Box 1434
Brisbane 4001

Telephone
07 3403 6690

Facsimile
07 3403 9945

Email mircs@brisbane.qld.gov.au
Website www.seqroc.qld.gov.au

11 March 2004

The Hon Terry Mackenroth MP
Deputy Premier, Treasurer and Minister for Sport
GPO Box 611
BRISBANE Q 4001

Dear Minister *Terry*

Following on from the recent meeting of SEQROC Mayors with you and the Premier, SEQROC members have considered your invitation to provide suggestions regarding the future direction of regional planning in SEQ.

- Attached for your information is a copy of SEQROC's agreed position regarding the:
- Role, responsibilities, composition and function of the Regional Coordination Committee;
 - Terms of Reference for the Office of Urban Management and Infrastructure Coordination; and
 - Most appropriate way for SEQROC to be engaged in the regional planning process.

On behalf of SEQROC, I look forward to continuing to work closely with your government on this critical issue.

Yours sincerely

Tim Quinn

Cr Tim Quinn
CHAIRMAN

Attach.

COMMENTS:	TREASURY DEPT	<input checked="" type="checkbox"/>
	DRAFT REPLY	<input type="checkbox"/>
	ACK-MIN	<input type="checkbox"/>
	ACK-FARL SEC	<input type="checkbox"/>
	APPT SEC	<input type="checkbox"/>
	OTHER MIN FOR REPLY DIRECT	<input type="checkbox"/>
	FOR YOUR INFO	<input checked="" type="checkbox"/>
COPY TO		
REPLY DUE DATE:		

SEQROC POSITION

1. The role, responsibilities, composition and function of the Regional Coordination Council (RCC).
2. Terms of Reference for the Office of Urban Management and Infrastructure Coordination Committee (OUMICC).
3. The most appropriate way for SEQROC to be engaged in the process.

1. The role, responsibilities, composition and function of the Regional Coordination Council (RCC)

SEQROC Position: Decision-making role and scope of responsibility

The RCC has a direct decision making role in regional plan preparation. It will be the key advisory body to Cabinet and SEQROC for infrastructure coordination and the implementation of regional plans in SEQ. Possible areas of responsibility for the RCC which could be considered include:

- SEQ2021 Regional Planning process, including responsibility for approval, modification, implementation and monitoring of the plan,
- Regional Studies and Strategies, which are of regional or sub-regional significance for SEQ and which form part of an evolving regional planning process,
- Infrastructure items which are of regional or sub-regional significance for SEQ, and which require Treasury or Cabinet approval, and
- Major projects of regional or sub-regional significance.

SEQROC Position: Membership

The membership of the RCC should include the following Ministers and the four (4) SubROC Chairs, each supported by a technical and political advisor:

State Government	Local Government
Deputy Premier, Treasurer and Minister for Sport (Chair)	Lord Mayor of Brisbane
Minister for State Development and Innovation	Chair, NORSROC
Minister for Transport and Minister for Main Roads	Chair, WESROC
Minister for Natural Resources, Mines and Energy	Chair, SouthROC
Minister for Communities & Disability Services	
Minister for Environment	
Minister for Local Government and Planning	

NB: The Federal Government should be represented if it holds a clear policy commitment to urban management and infrastructure coordination.

SEQROC Position: Whole of Government Approach to RCC

For the RCC to function effectively both State Ministers and Local Government representatives need to represent a whole of State Government or whole of Local Government position.

2: The Terms of Reference for the UMICC, which is comprised of three (3) dot points

- ***To recommend the structure of the new Office of Urban Management and Infrastructure Coordination.***

SEQROC Position:

In finalising and implementing the SEQ2021 plan it is crucial that the OUMIC is resourced with the necessary multi-disciplinary skills and expertise. It is important that Local Government skills and expertise are utilised.

- ***To recommend a work program and any arrangements for consultation with key stakeholders that will deliver the SEQ2021 regional plan.***

SEQROC Position:

The SEQROC position regarding the work program and processes within the work program remains as stated in the "SEQROC RESPONSE TO THE SEQ 2021 DISCUSSION PAPERS (26-08-03)" and set out below. It is essential that a plan provides certainty for:

1. Urban Form and extent
2. Greenspace and the Natural Environment
3. Agricultural lands
4. Regional Transport Plans
5. Building Complete Communities
6. Network of vibrant multi-purpose centres and vital economy
7. Agreed regional plan for essential regional infrastructure and services
8. Mechanisms to implement (1-7)

Mechanisms should be established to ensure the meaningful ongoing engagement of key non-government stakeholders.

- ***To identify the mechanisms required to ensure the effective engagement of State Agencies and Local Governments in the finalisation and implementation of the SEQ2021 regional plan.***

SEQROC Position:

Local Government as partner with the State Government in regional planning, urban management and infrastructure coordination considers that the effective mechanisms for its engagement are:

- For the OUMIC to have appropriate Local Government technical skills, expertise and knowledge.

- For the RCC to be constituted with the appropriate decision making functions, membership and resources and with a commitment from both the State Government and SEQROC to bring a whole of State Government and SEQROC position respectively.

3: The most appropriate way for SEQROC to be engaged in the process

SEQROC Position: Engagement

SEQROC mayors should be addressed through the SEQROC organisation and a formal and regular meeting process of the Deputy Premier and SEQROC be instigated. SEQROC should be involved in on-going discussions with the State Government about the nature of the partnership.

CITY OF GOLD COAST - OFFICE OF THE MAYOR

Mayor Gary J. Baildon



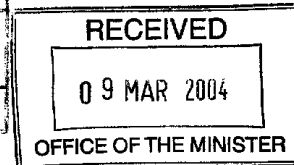
5 March 2004
LG426/427/-

MIN: T104/2004/3

Gold Coast City Council

The Hon. Terry Mackenroth, MP
Deputy Premier, Treasurer and Minister
for Sport of Queensland
GPO Box 611
BRISBANE Q 4001

TREASURY	FILE NO
FILED	
ACTION ON	FILE LOCATION



Dear Minister

COMMENTS ON THE TERMS OF REFERENCE FOR THE URBAN MANAGEMENT AND INFRASTRUCTURE COORDINATION COMMITTEE AND ON THE OPERATION AND PERFORMANCE OF THE REGIONAL COORDINATION COMMITTEE

I refer to your meeting with the SEQROC Mayors on 19 February 2004 and your invitation for comments on both the Terms of Reference for the Urban Management and Infrastructure Coordination Committee (UM&ICC) and on the operation and performance of the Regional Coordination Committee (RCC). I am pleased to provide the following comments in response to this opportunity.

In common with the other members of SEQROC, I welcome the establishment of the new Office of Urban Management and Infrastructure Coordination and I am particularly pleased that it comes under your direct portfolio responsibilities. This is an important change for the State Government to initiate and I believe it is the first welcome step in institutional changes to address the urban growth challenges facing South East Queensland. I urge you to grasp this opportunity to make real advances in urban management and infrastructure coordination, both within the State Government and also in relation to the responsibilities of the Councils and other agencies involved in urban development and infrastructure provision.

In relation to the terms of reference for the UM&ICC, I support the timely completion of the SEQ2021 Plan. SEQROC has undertaken considerable work on this project jointly with the State Government and is in a strong position to assist in the finalisation of the SEQ2021 project in accordance with your revised timetable for the project. I would urge you to further consider the secondment of officers from local government to assist the Office in the delivery of a new regional plan with is soundly based and able to be given statutory weight.

SEQROC has previously identified a series of 'tests' for an effective regional plan, in terms of its content and attention to priorities. This formed the basis for SEQROC's formal submission to the public comment phase of the SEQ2021 project undertaken last year. It is essential that these 'tests' be revisited in the evaluation of the new Regional Plan to be brought forward on a revised timetable. In short, SEQROC's conclusion was that unless the SEQ2021 Regional Plan provided clear guidance on a handful of key matters, including defining future urban growth areas, protecting open space values and ensuring all communities are 'complete' in terms of infrastructure and services, the regional plan would not be able to be implemented in any meaningful way. SEQROC should be actively engaged by the UM&ICC in ensuring each of these priority matters is adequately addressed in the regional plan.

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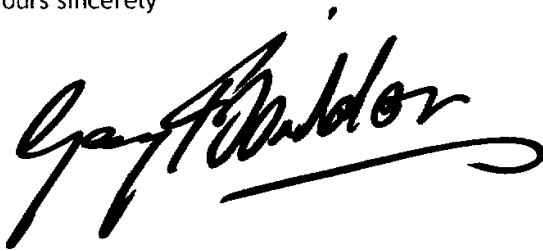
Address all correspondence to: Mayor's Office, Gold Coast City Council, PO Box 5042, Gold Coast MC, Qld 9729 Australia
International Ph: +61 7 5581 5283 International Fax: +61 7 5581 6054 Email: mayor@goldcoast.qld.gov.au Web: www.goldcoast.qld.gov.au

both Local Government and State Government in a consistent and transparent manner. While it is a sensitive matter, it should be possible to overview IPA planning schemes and infrastructure planning for compliance with the regional plan. Importantly, this should also include the review of budgets and plans as prepared by State Government Departments. While the mechanisms to achieve this will be derived from the work of the UM&ICC, there must be provisions for fundamental non-compliance with the regional plan to be identified and referred to the RCC for consideration and advice.

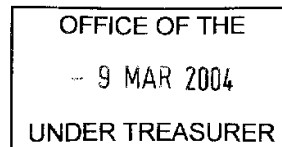
The future role of the RCC needs to be formalised in the context of the institutional review and the RCC's appropriate function of ensuring compliance with the new regional plan. The RCC should be constituted as a decision making body, with membership shared equally between the State Government and Local Government representatives. The RCC should be given clear powers in relation to preparing, delivering and monitoring the implementation of the regional plan.

I believe the thrust of these comments is broadly consistent with the views expressed by the other Mayors of SEQROC. I am confident that, like me, the members of SEQROC and SouthROC are willing and eager to take an active part in formulating the institutional changes heralded by your involvement in SEQ's urban management and infrastructure coordination. I look forward to a close working relationship with you in this important endeavour.

Yours sincerely



GARY J BAILDON
MAYOR



**MOTION of the
PLANNING INSTITUTE OF AUSTRALIA
(Queensland Division)
provided to the Chair
of the Urban Management and Infrastructure Committee
by the Queensland President**

- ◆ **MOTION:** The Planning Institute Australia (Qld Division) commends the recent announcement proposing to strengthen the role of planning within the State. PIA seeks to have the following issues included and addressed as a consequence of the announcement.
 1. **REGIONAL PLANS**¹ have a statutory base² and a meaning at the local levels³.
 2. There is a new system of **REGIONAL GOVERNANCE**⁴ to support regional plans by way of partnering between State and Local Government.⁵
 3. The **SERVICE DELIVERY & INFRASTRUCTURE** budgets of State and Local Governments are directly linked to the regional plans⁶.
- ◆ **STATE CONTEXT:** Whilst there should be a State context to the regional governance system outside south-east Queensland, it should recognise that there are different regions needing individual considerations.⁷
- ◆ **GETTING STARTED:** An independently-facilitated workshop⁸ of interested parties⁹ be convened to explore the benefits and disbenefits of various models of regional governance in the context of their application in Queensland.¹⁰

¹When we say regional plan – we mean the product of a regional planning process (currently a report by a regional planning advisory committee under s2.5.6 of the *IPA*).

² Capable of being enforced.

³So that regional plans are understood at the local level and the strategies recommended in the plans are recognised and implemented in Local Government funding programmes and planning schemes

⁴When we say regional governance – we mean the delivery mechanisms for regional plans AND their implementation by public and private sector, State and Local Government, NGOs.

⁵The system must:

- Avoid centralist control.
- Be owned by State and Local Government and not controlled by one.
- Adopts consistent regional boundaries for all levels of government.
- Use funding mechanisms geared to performance across all levels and sectors.

The cooperative elements of the existing system have led to greater cohesion and collaboration between local governments than ever before. At the same time, there is no mechanism available to ensure compliance and to ensure delivery of existing regional outcomes

⁶It is essential that budgets and programmes are linked into the delivery of regional planning outcomes. This has been a key implementation failure to date.

⁷It is desirable to adopt a model that is capable of application across the State. Nevertheless, there are key differences between the regions across the State and the adopted model needs the flexibility to be implemented in different ways should that be necessary to ensure delivery of outcomes in different regions.

⁸A particular agency or a particular level of government should not own or be seen to own the process. Rather, it should be the goal of the exercise to ensure that participating parties agree and acknowledge the various benefits and disbenefits.

⁹Key parties will include the UDIA, LGAQ, PIA, the Brisbane Institute, QUT, Property Council of Australia, representatives of State and Local Government, community and environment groups.

¹⁰The product of the exercise is an exploration or a testing of the options that are available and the pros and cons of those options should they be applied in Queensland. The object is not to adopt or endorse a particular model and therefore the workshop is not a competition between levels of government or potential controlling or influencing agencies. The object is for the facilitator to produce a paper that simply documents the pros and cons of the elements of each model enabling this paper to be considered by State and Local Government in the formulation of a new system of regional governance.

LEGISLATIVE AND REGULATORY PROPOSALS FOR IMPLEMENTING SEQ REGIONAL PLANNING ARRANGEMENTS

PROPOSED AMENDMENTS TO THE *INTEGRATED PLANNING ACT (IPA) 1997*

(1) New Chapter 2, Part 5A – Regional Planning and Growth Management in South East Queensland

This is a specific new Part, designed to separate the SEQ region from the existing Chapter 2 Part 5 “Regional Planning Advisory Committees”, which deals with the establishment and responsibilities of RPAC’s. In order to facilitate the necessary oversight of RCC and the SEQ Regional Plan, this part will be administered by the Minister responsible for urban management in SEQ. References to the “Minister” in the legislation will reflect this.

Division 1 – Purpose

The purpose of this Part is to facilitate integrated planning and infrastructure delivery in the South East Queensland Region¹ by –

- Establishing a Regional Co-ordination Committee²;
- Providing for the preparation, approval and implementation of a Regional Plan for South East Queensland³

Division 2 – Regional Co-ordination Committee

- Provide for establishment of Regional Co-ordination Committee (RCC) by the Minister;
- Membership of RCC⁴;
- Functions (TORs) of the RCC⁵:
 - Advise Minister about development of the SEQ Regional Plan; and
 - Advise Minister about implementation of the SEQ Regional Plan.

Division 3 – SEQ Regional Plan

- Provide for key features of the SEQ Regional Plan –
 - Regional land use pattern;
 - Key regional infrastructure and mobility networks to service the land use pattern, sufficient to give direction to State, local and other infrastructure investment decisions;
 - Key regional resources to preserve, maintain or develop;
 - Regional settlement pattern, sufficient to inform local government priority infrastructure areas (PIPs)⁶; and
 - Any other relevant regional planning considerations.

¹ The SEQ region will be defined in the TOR for the RCC, which will be determined administratively by the Minister when appointing the RCC.

² The role of the RCC is an advisory and co-ordination role.

³ The appropriate description in the IPA, will be Regional Plan for South East Queensland (needs to generically cover all future regional plans and amended regional plans).

⁴ RCC Membership appointment and other RCC operations, will be will be determined administratively by the Minister when appointing the RCC and in its TOR.

⁵ As the RCC will be an advisory body to the Minister, its mode of operation (eg conduct of meetings, record keeping etc) will be determined administratively by the Minister, when establishing the Committee.

⁶ It would be desirable for this provision to use terminology similar to that used for local government PIPs – i.e. “include assumptions about the type, scale, location and timing of development upon which the SEQ Regional Plan based”

- Provide a process for Minister to prepare, approve and amend the SEQ Regional Plan. It is proposed the legislation would not specify in detail the procedures for preparing and consulting on the Regional Plan, in particular given the extensive consultative process already undertaken⁷. However the legislation could set a minimum benchmark for public input of not less than 60 days for public submissions on the Draft SEQ Regional Plan (after the RCC has submitted a draft to the Minister), and require the Minister to obtain the advice of the RCC at key points in the process.
- Notice of the approved SEQ Regional Plan would be published in the Gazette.
- The Minister must give a copy of the approved SEQ Regional Plan to all local governments in the region⁸.

Division 4 – Effect of SEQ Regional Plan

- SEQ Regional Plan is a “State interest” for this Act⁹.
- The SEQ Regional Plan will have the status of a “statutory instrument”.
- Local governments must undertake action to amend their planning schemes to reflect the SEQ Regional Plan within 90 days after the publication of the SEQ Regional Plan, or any substantial amendment to the Regional Plan. (The Minister could identify any amendment as a substantial amendment when publishing it). Planning schemes would be amended using the shortened amendment process in Schedule 1 of the IPA (eg waiving the need for a second State interest check after public notification)¹⁰.
- In the event a local government does not amend its planning scheme, the powers of Ministerial direction available under Chapter 2 Part 3, will be extended to the Minister administering this Part (See Item 2(b) below).
- Where there is need for urgent action to put in place planning scheme provisions, the Temporary Local Planning Instrument powers (Division 4 of Chapter 2, and s 2.3.2 for Ministerial direction) would be extended to the Minister for responsible for urban management in South East Queensland.
- Any entity preparing a plan under a State Act that affects, or is affected by one or more of the key features of the SEQ Regional Plan must:
 - Take account of the SEQ Regional Plan in preparing the plan; and
 - Report in the plan on how the entity has taken account of the SEQ Regional Plan in preparing the plan.

⁷ Section 1.2.3 of the Act also already requires any person administering the Act to provide opportunities for community involvement in decision-making.

⁸ This may also be accompanied by a schedule of required planning scheme amendments (either generic to all Councils, or specific to individual Councils) prepared by the OUM, in order to accommodate the SEQ Regional Plan provisions. Incorporation by Councils would be voluntary using the IPA Schedule I process (working in collaboration with the OUM), but backed up with a Ministerial direction if not actioned within a set time frame. (See Division 4).

⁹ This makes it clear that the SEQ Regional Plan has a State dimension for IPA plan-making, and also for IDAS considerations (s2.1.4 of IPA). In other words it is the equivalent of a SPP for IPA plan-making, and for development assessment under the IDAS.

¹⁰ Although the SEQ Regional Plan itself would have been publicly notified, it would nevertheless be appropriate to notify related scheme amendments, as it may only be at this point that the effect of the SEQ Regional Plan on individual interests would become clear.

- For this Act¹¹, if there is a conflict between the SEQ Regional Plan and any plan under a State Act that affects or is affected by the key features of the SEQ Regional Plan, the Regional Plan prevails. (See also item 2 (c) below).

8.1 Other IPA amendments

8.2 Amendments to existing regional planning arrangements (Chapter 2 Part 5)

- Section 2.5.1(a). Insert the term “subject to part 5A” at the beginning of this paragraph. This paragraph states there are no fixed regions in the State (thereby confirming the Minister may nominate an area when establishing a Regional Planning Advisory Committee). However this may be at odds with the new Part 5A, which will identify a particular region to which that Part applies. This amendment will be for clarification.
- Consideration could be given to identifying matters upon which Regional Planning Advisory Committees report to be matters of State interest, so that their status is not diminished through the introduction of the RFGM in Part 5A. However unlike the SEQ Regional Plan, RPAC outputs are advisory only, and there is currently no process in Part 5 for the Minister to accept, approve or publish them. RPAC recommendations are already identified as a regional dimension for planning schemes in section 2.1.4.¹²

8.3 IPA Plan making – Chapter 2

- Section 2.1.3 (Key elements of planning schemes). Specific reference to the SEQ Regional Plan as a “key element” could be made in this section, but would not be strictly necessary if the proposed Part 5A declares the SEQ Regional Plan to be a State interest, as indicated above.
- Section 2.3.2 (State Powers – Ministerial Direction about Local Planning Instrument). The Minister for Local Government and Planning currently has powers of direction to local governments in relation to giving effect to matters of State interest. While this can be exercised in relation to SEQ Regional Plan matters by an administrative arrangement between the respective Ministers, this power needs to be extended to the Minister for responsible for urban management in South East Queensland e.g. a specific reference to the Minister responsible for urban management in SEQ (or the Minister administering chapter 2 Pt 5A), in this section¹³. This recognises the significant strategic planning role of the Minister and the OUM, in relation to regional planning in SEQ.
- Section 2.6.2 (Matters to be considered when designating land). Implementation of the SEQ Regional Plan will need to be included as a consideration of Ministers when designating land for community infrastructure.

8.4 Development Assessment - Chapter 3 IDAS Provisions

- Section 3.5.4 (Code assessment). Introduce the SEQ Regional Plan RFGM as a consideration in code assessment unless the planning scheme has been amended to reflect the Regional Plan.
- Section 3.5.5 (Impact assessment). Introduce the SEQ Regional Plan as a consideration in impact assessment unless the planning scheme has been amended to reflect the Regional Plan.

¹¹ This provides that any State plan that is given effect through the IPA (e.g. as a consideration of a concurrence agency under IDAS) is over-ridden by the SEQ Regional Plan. The previous dot point requires the SEQ Regional Plan to be reflected in any relevant State plan prepared after the regional plan comes into effect.

¹² Needs some further consideration and discussion with OPC.

¹³ OPC to advise on best wording to describe the Minister for Urban Management in SEQ and also where best to insert the reserve power references into the IPA.

- Extension of the Ministerial IDAS reserve powers under Chapter 3 Part 6 (power of direction on a development application and the power to call-in and decide a development application) to the Minister for responsible for urban management in relation to SEQ Regional Plan matters, will not be required as they will continue to be available through an administrative arrangement between the respective Ministers.
- Amendment of the Ministerial IDAS Powers to make clear the SEQ Regional Plan is a State interest, will not be necessary if the proposed Chapter 2 Part 5A confirms the Regional Plan has “State interest” status¹⁴.
- The ability for the OUM to have an involvement in relation to development proposals of regional significance or where they are inconsistent with the SEQ Regional Plan, is however desirable. Whilst the OUM would not need to see all IDAS development applications, defining appropriate triggers to support a formal IDAS referral jurisdiction in a limited range of circumstances, will be difficult to undertake.

An alternative approach (recognising that only the more significant development proposals will interest the OUM), is to use the IPA’s referral co-ordination provisions which involve three or more concurrence referral State Agencies. The OUM would have a referral jurisdiction under the IPA Regulation 1998 tied to the SEQ Regional Plan, and would exercise this in the referral co-ordination process administered by DLGP. This requires the creation of a referral jurisdiction (concurrence) under the Integrated Planning Regulation 1998 for the Chief Executive, in relation to significant proposals undergoing referral co-ordination which for example, either do not conform with or which could compromise the SEQ Regional Plan. The Chief Executive would then report to the Minister for responsible for urban management, in exercising this jurisdiction. Such responsibility can also be delegated by the Chief Executive, to the Executive Director of the OUM.¹⁵

8.5 Chapter 5 Part 4 – Compensation¹⁶

Section 5.4.4 of the IPA (Limitations of Compensation) already contains an exclusion from compensation for provisions in a planning scheme with the same effect as another statutory instrument for which compensation is not payable. This paragraph could be expanded to identify the SEQ Regional Plan as an example of such a statutory instrument¹⁷. This would confirm local governments would not be liable for compensation arising from the implementation of the SEQ Regional Plan.¹⁸

8.6 Chapter 5, Part 8 (Section 5.8.5) – Ministerial Delegation

Insert a specific reference to the Minister administering Chapter 2 Part 5A. This would allow the Minister for responsible for urban management in SEQ, the same scope for delegating powers as is available to the Minister for Local Government and Planning under the other provisions of the IPA.

¹⁴ OPC to advise. Inclusion would be useful for clarity and public perception purposes.

¹⁵ OPC to advise on appropriate wording for referral jurisdiction arrangements.

¹⁶ A critical mechanism for Regional Plan implementation. Needs further detailed consideration and OPC advice.

¹⁷ This will require a provision in Ch 2 of IPA to make clear that the Regional Plan adopted by the Minister, is a statutory instrument which also does not trigger compensation.

¹⁸ An example of this would be to exclude from urban development, an area identified for future urban development in a council’s planning scheme, because it is not consistent with the urban settlement boundary identified in the Regional Plan.

Operational Plan for OUM Funding 2004/05 – 07/08

OUM Costing for Year 2004-05

(28 Permanent Staff, 3 Temporary Staff, & 6 Secondees)

Category	Strategic Planning		Infrastructure Co-ordination		Regional Landscape		Executive, Secretariat and Engagement		Total \$,\$000
	Staff Nos	Costs \$,\$000	Staff Nos	Costs \$,\$000	Staff Nos	Costs \$,\$000	Staff Nos	Costs \$,\$000	
Total Salaries and On-Costs	13	1174	8	743	6	490	10	848	3254
Administrative									610
Preparation, printing and dissemination of planning data and reports to Councils, Committees etc and for consultation with stakeholders.									400
Grants									20
Capital and Eq.									87
Consultancies and Projects		500		500		300		200	1500
TOTAL REQUIRED									5871
LESS CURRENT FUNDS									
Base SEQ 2021									576
Base Open Space									869
SEQ 2021 OIP									500
SEQROC									500
AVAILABLE FUNDS									2445
NEW FUNDING REQUIRED									3426

Attachment 3 (cont.)

OUM Costing for Year 2005-06

(28 Permanent Staff, 3 Temporary Staff, & 6 Secondees)

Category	Strategic Planning		Infrastructure Co-ordination		Regional Landscape		Executive, Secretariat and Engagement		Total
	Staff Nos	Costs \$,000	Staff Nos	Costs \$,000	Staff Nos	Costs \$,000	Staff Nos	Costs \$,000	
Staff (Base, Temporary and Secondees)									\$,000
Total Salaries	13	1219	8	771	6	508	10	880	3378
Administrative Preparation, printing and dissemination of planning data and reports to Councils, Committees etc and for consultation with stakeholders									410
Grants									300
Capital and Eq. Consultancies and Projects									20
									87
		400		400		200		200	1200
Total Required									5395
LESS CURRENT FUNDS									
Base SEQ 2021									576
Base Open Space									799
SEQROC									500
AVAILABLE FUNDS									1875
NEW FUNDING REQUIRED									3520

Attachment 3 (cont.)

OUM Costing for Year 2006-07

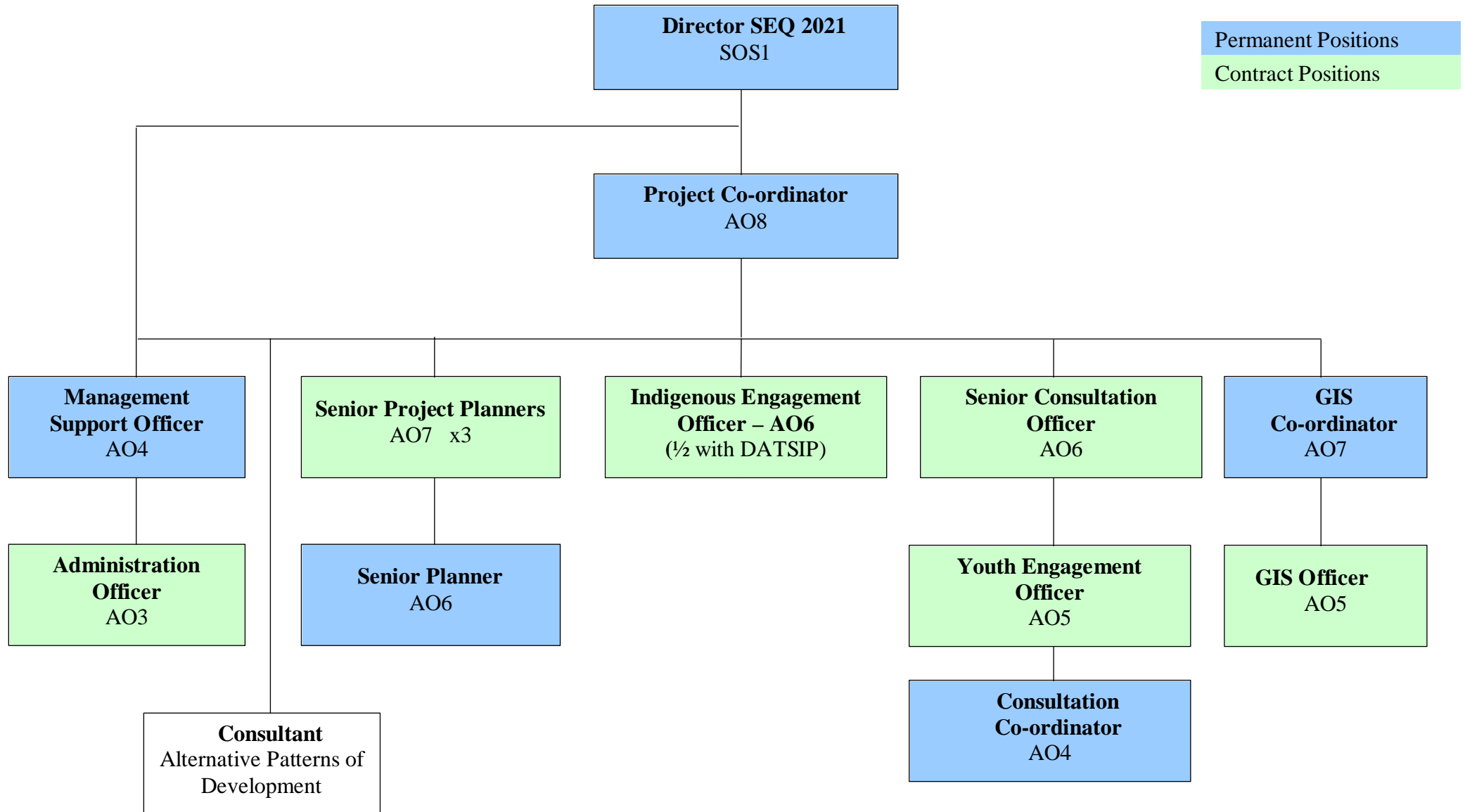
(28 Permanent Staff, 3 Temporary Staff & 4 Secondees)

Category	Strategic Planning		Infrastructure Co-ordination		Regional Landscape		Executive, Secretariat and Engagement		Total \$,000
	Staff Nos	Costs \$,000	Staff Nos	Costs \$,000	Staff Nos	Costs \$,000	Staff Nos	Costs \$,000	
Total Salaries	12	1107	7	659	6	508	10	878	3153
Administrative									410
Preparation, printing and dissemination of planning data and reports to Councils, Committees etc and for consultation with stakeholders									200
Grants									20
Capital and Eq. Consultancies and Projects									87
		400		400		200		100	1100
TOTAL REQUIRED									4970
LESS CURRENT FUNDS									
Base SEQ 2021									576
Base Open Space									799
SEQROC									500
AVAILABLE FUNDS									1875
NEW FUNDING REQUIRED									3095

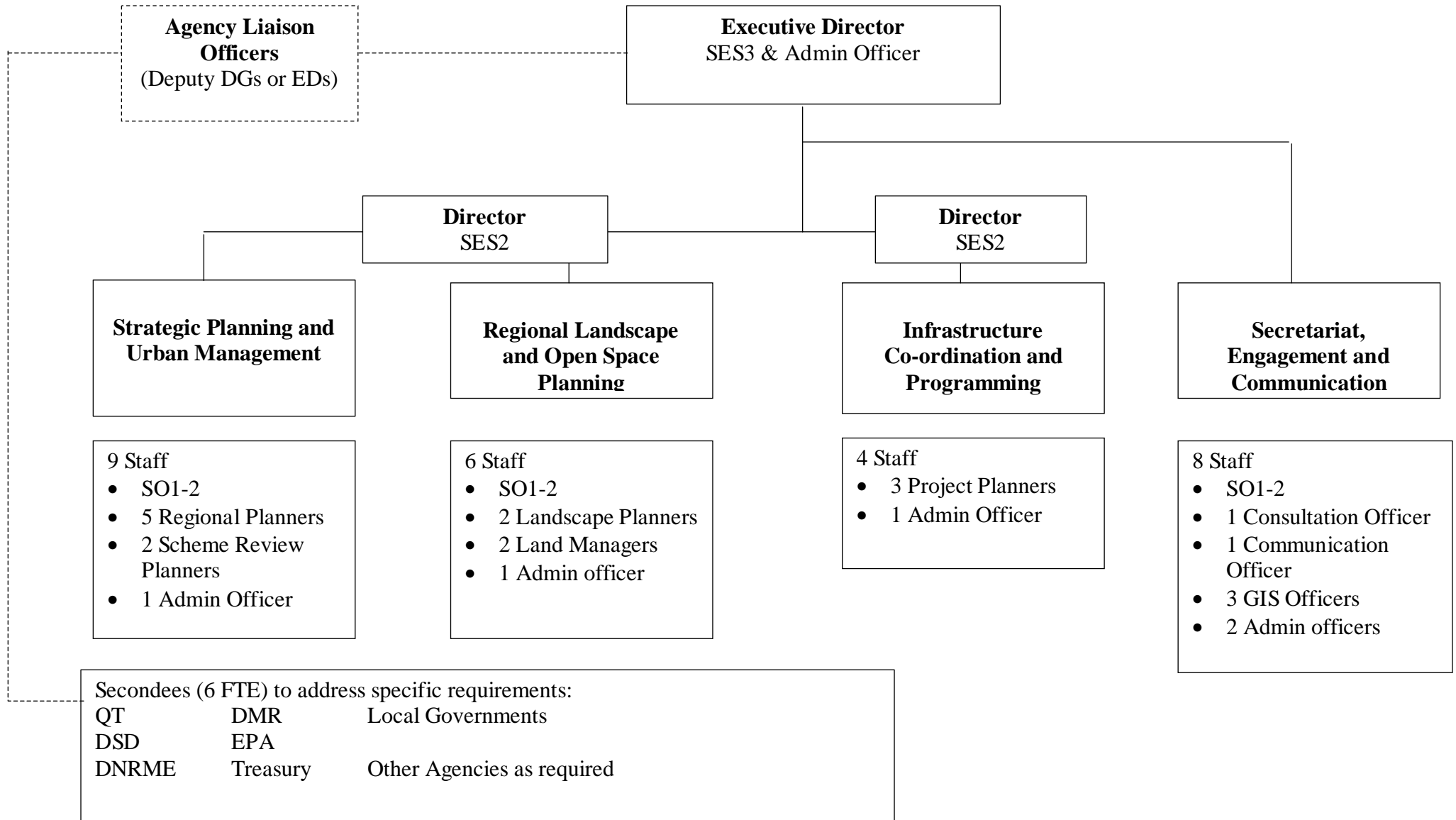
Attachment 3 (cont.)

OUM Costing for Year 2007-08
(28 Permanent Staff)

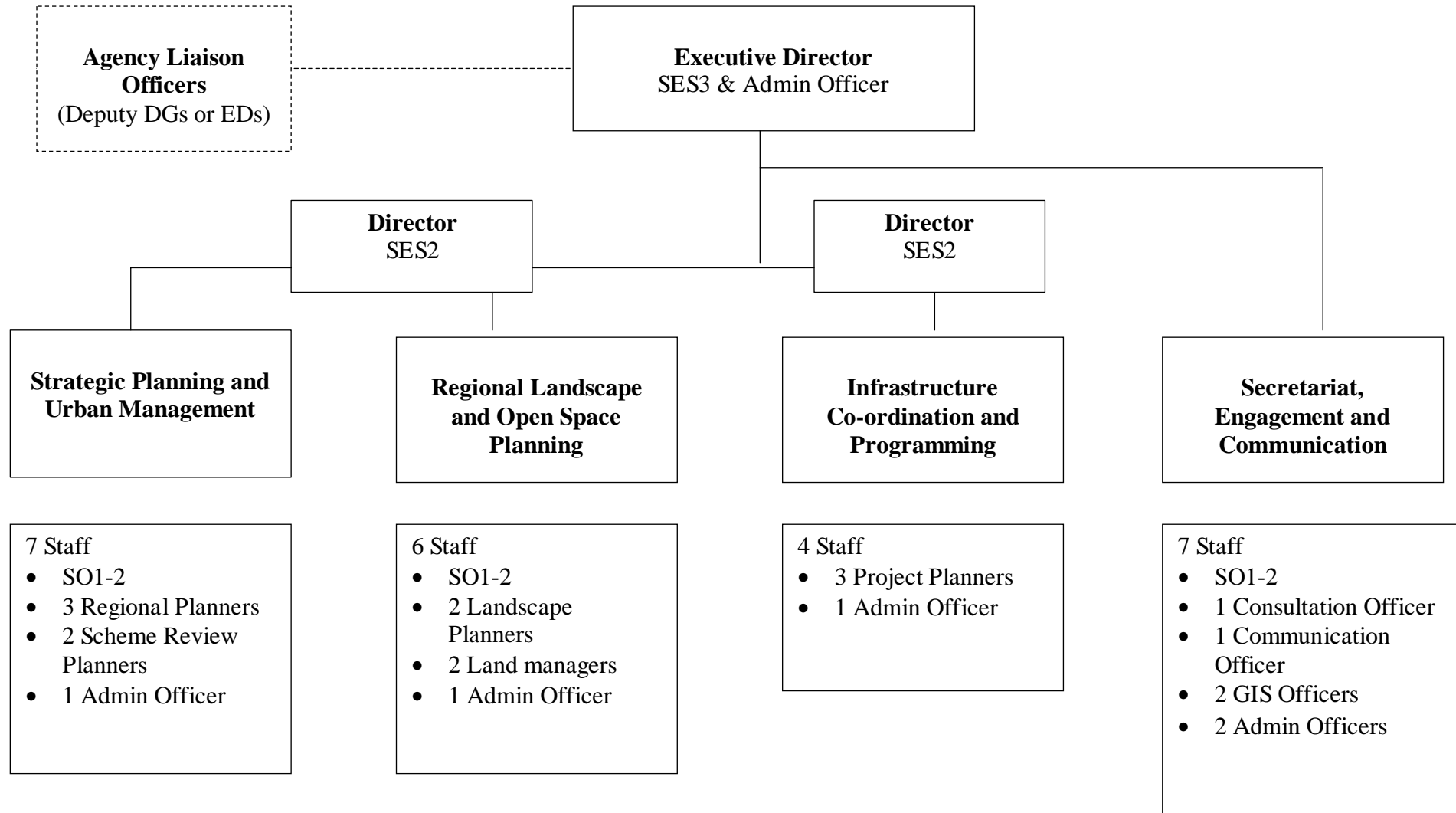
Category	Strategic Planning		Infrastructure Co-ordination		Regional Landscape		Executive, Secretariat and Engagement		Total \$,000
	Staff Nos	Costs \$,000	Staff Nos	Costs \$,000	Staff Nos	Costs ,000	Staff Nos	Costs \$,000	
Staff (Base, Temporary and Secondees)									
Total Salaries	8	715	5	433	6	508	9	804	2460
Administrative									410
Preparation, printing and dissemination of planning data and reports to Councils, Committees etc and for consultation with stakeholders									200
Grants									20
Capital and Eq.									87
Consultancies and Projects		300		300		100		100	800
TOTAL REQUIRED									3977
LESS CURRENT FUNDS									
Base SEQ 2021									576
Base Open Space									799
SEQROC									500
AVAILABLE FUNDS									1875
NEW FUNDING REQUIRED									2102



OFFICE OF URBAN MANAGEMENT – STRUCTURE & STAFF (INITIAL)
(31 Staff and 6 Secondees)



OFFICE OF URBAN MANAGEMENT – STRUCTURE & STAFF (ON-GOING)
(28 Staff)

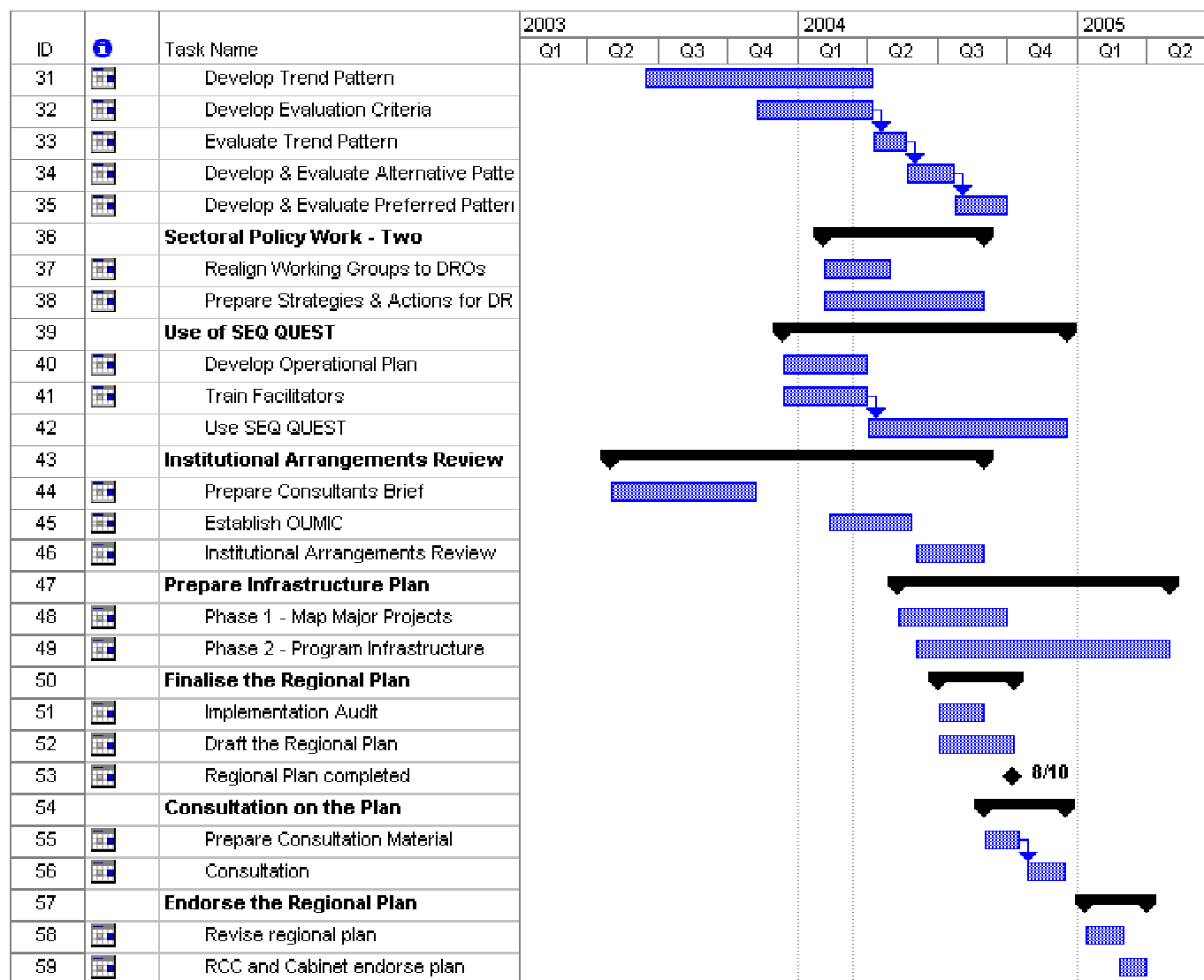


REVISED SEQ 2021 WORK PROGRAM

ATTACHMENT 7

ID	Task Name	2001				2002				2003				2004				2005	
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	
1	Establishment and Launch																		
2	Establish Main Committees																		
3	Project Launch																		
4	Appoint Staff																		
5	Scoping the Policy Work																		
6	Performance Monitoring Report																		
7	PMR release																		
8	Sustainability Workshop																		
9	Rural Futures Project																		
10	Identifying Regional Policy Issues																		
11	Prepare Community Engagement Plan																		
12	Vision Workshop																		
13	SEQ QUEST Development																		
14	QUEST Scoping Study																		
15	Approval and QUEST contract																		
16	Develop SEQ QUEST Model																		
17	Sectoral Policy Work - One																		
18	Establish Working Groups																		
19	Prepare Issues and Options Papers																		
20	Consultation on Issues																		
21	Targetted consultation																		
22	Prepare Consultation Paper																		
23	Challenge Paper Launch																		
24	Public Consultation																		
25	Prepare Directions Report																		
26	Draft Directions Report																		
27	Endorse Directions Report																		
28	Alternative Patterns of Development																		
29	Combined Scheme Intent Map																		
30	Patterns Workshop																		

ATTACHMENT 7 (Cont)



GLOSSARY OF TERMS

APOD	Alternative Patterns of Development
CBRC	Cabinet Budget Review Committee
DLGPSR	Department of Local Government, Planning, Sport and Recreation
DG	Director-General
DMR	Department of Main Roads
DNRME	Department of Natural Resources, Mines and Energy
DRO	Desired Regional Outcome
DSDI	Department of State Development and Innovation
EPA	Environmental Protection Agency
GIS	Geographic Information System
IDAS	Integrated Development Assessment System
IPA	<i>Integrated Planning Act</i>
NORSROC	Northern Sub-Regional Organisation of Councils
OESR	Office of Economic and Statistical Research
OUM	Office of Urban Management
PDIC	Policy Development and Integration Committee
PIP	Priority Infrastructure Plans
QT	Queensland Transport
RFGM	Regional Framework for Growth Management
RNGSC	Regional Non Government Sector Committee
RCC	Regional Co-ordination Committee
ROC	Regional Organisation of Councils
SEQ	South East Queensland
SEQ QUEST	A regional sustainability model that allows groups to explore future regional scenarios out to 2041 based on current policy choices.
SEQROC	South East Queensland Regional Organisation of Councils
SouthROC	Southern Sub-Regional Organisation of Councils
WESROC	Western Sub-Regional Organisation of Councils