

Gladstone Social Infrastructure Strategic Planning Study

Draft Gladstone Region Social Infrastructure—
Voluntary Industry Contributions Framework

Planning Growth Partnerships for the Future

PARTNERSHIPS WITH INDUSTRY TO SHAPE REGIONAL FUTURES



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Foreword

Councillor Gail Sellers
Acting Mayor
Gladstone Regional Council

As Acting Mayor of Gladstone Regional Council, I am proud to be a partner in the development of the Social Infrastructure Strategic Plan for the Gladstone region.

The results of this extensive research and planning work have already delivered value to Council in terms of guiding current community planning activities.

Adequate planning for social infrastructure and services is fundamental to managing growth.

The development of the *Draft Gladstone Region Social Infrastructure - Voluntary Industry Contributions Framework* will enable companies to channel funds to the areas of need as determined by a thorough analysis of the existing social infrastructure capital base, the impacts of future growth on community facilities and services as well as feedback through community engagement.

I fully support the Queensland Government's proposal to establish the *Gladstone Foundation* as a regionally based pooled industry fund – it is essential to the successful implementation of the Social Infrastructure Strategic Plan.

I urge major companies to get behind the proposed *Gladstone Foundation* and help to implement these important investment priorities in social infrastructure across the region.

The *Draft Gladstone Region Social Infrastructure - Voluntary Industry Contributions Framework* will ensure a strong and strategic structure is in place to guide industry investment in social infrastructure.

The preparation of this *Framework* is essentially the beginning of a process – it is a “living” document and one which requires continuous update and review to ensure industry funds are directed to areas which deliver maximum benefits to the community.

The priorities in social infrastructure facilities and services for the community will no doubt change over time and we will all need to be adept in the future at recognising the changing needs of the community.

The establishment of the *Gladstone Foundation* and the Gladstone Region Community Development Committee will provide the key implementation framework to ensure all items on the current *Framework* are validated and proved up to a level where industry contributions go to those areas which will make the greatest difference to the community.

I believe the proposed arrangements will give confidence to industry whereby each dollar contributed to regional social infrastructure will achieve the best value for money in terms of targeting the true priority areas for new community facilities and services within the Gladstone region.

Although contributions to the *Gladstone Foundation* are voluntary, I believe both existing and new companies in Gladstone will get right behind this initiative and make valuable contributions to the pooled industry fund and support the implementation of the *Draft Gladstone Region Social Infrastructure - Voluntary Industry Contributions Framework*.

The foundations are now in place to create a strong partnership between industry and all levels of government to build long term social assets and services for the community.

This represents a great future for Gladstone.

The Honourable Stirling Hinchliffe MP Minister for Infrastructure and Planning

In 2008 the Bligh Government joined a partnership with the resource industry and local government to work together to better manage the social consequences of resource industry development on regional communities with the signing of the *Sustainable Resource Communities Agreement*. This agreement committed the government to introduce social impact assessment as part of environmental impact statements for major resource developments. Industry is now required to consider how a project may make a contribution that best deals with its possible effects on that community and plan for how it can best contribute to helping the community deal with those effects.

The Gladstone Economic and Industry Development Board together with Gladstone Regional Council and the Department of Infrastructure and Planning commenced a joint project in January 2009 to develop a Social Infrastructure Strategic Plan for the Gladstone region. The study was publicly launched by the Deputy Premier, the Honourable Paul Lucas MP, and the Mayor of Gladstone Regional Council, Councillor George Creed.

The *Draft Gladstone Region Social Infrastructure - Voluntary Industry Contributions Framework*, developed through the Social Infrastructure Strategic Plan, is a guide to industry when considering their plans to contribute to dealing with the possible indirect effects of major projects on the community in Gladstone.

Gladstone is a key centre for resource related industries which create thousands of jobs for Queenslanders and billions of dollars in investment to the Queensland and Australian economy. Gladstone is set to continue this vital role as a major regional development centre and the hub of the State's new sunrise industry of Liquefied Natural Gas exports. This industry is required through the environmental impact assessment process, to mitigate the direct social impacts of their projects on the region. However the industry and other new projects intending to develop in Queensland are also considering how they contribute best to ameliorating indirect impacts on their related communities.

Modern industry, particularly in regional centres like Gladstone, is keen to be the good corporate citizen but often gets the impression governments and communities lack coordination about what their priorities are. This plan provides a framework to guide future investment for new companies proposing to develop large scale projects within the Gladstone region. It may also be of assistance to existing industries as they consider future plans for their continued support to the community.

The *Draft Gladstone Region Social Infrastructure - Voluntary Industry Contributions Framework* will ensure voluntary industry contributions are allocated and directed to areas of need. The funds will make a real difference to people living and working in the Gladstone region and to future generations.

To ensure the Gladstone community achieves the best return on any investment funds provided by industry, the Queensland Government proposes to establish the *Gladstone Foundation* as a regionally-based pooled industry fund.

A Gladstone Board of Advice comprising local business, government, community and philanthropic leaders as well as donor representatives will make recommendations to the Trustee of the Foundation on the allocation of funds to achieve the best results.

Over the years, economic growth and industrial development in the Gladstone region have delivered many benefits to the community such as new recreational facilities, community buildings and educational services. I want this to continue.

On-going validation and assessment by all partners will ensure scarce funds go to the areas of greatest need and priority for the community. During this process, the Gladstone Region Community Development Committee, comprising representatives of key regionally based federal, state and local government social facility and service providers and non-government community service groups, will be established to review the proposed recommendations. The Gladstone Region Community Development Committee will identify investment opportunities and potential partnership opportunities between community, government and industry. It will also advise the proposed *Gladstone Foundation's* Board of Advice on fund allocations.

With over \$60 billion worth of major industry projects currently under investigation in the Gladstone region, there has never been a better time to plan for the social infrastructure needs of the community.

Background and purpose

Gladstone is a significant industrial location for large-scale heavy industry projects linked to the resource and energy sectors. These resource and energy industries continue to provide jobs and boost economic growth in Gladstone but there is a need to manage and mitigate the impacts of development on the community.

The primary purpose of the Social Infrastructure Strategic Plan is to give clarity and direction to major project proponents planning to establish large scale developments in the region. The Social Infrastructure Strategic Plan will specifically provide direction to future regional investment in social infrastructure to ensure that scarce funds are allocated to areas of identified need.

The *Draft Gladstone Region Social Infrastructure – Voluntary Industry Contributions Framework* and the proposal to establish the *Gladstone Foundation* have been developed to guide and manage future industry contributions to support new social infrastructure facilities and services within the Gladstone region.

The development of the *Framework* is underpinned by:

- a review of all relevant work previously conducted within the region
- an audit of the existing stock of regional social infrastructure
- benchmarking the levels of infrastructure provision against comparative regions of similar size
- a comprehensive assessment of needs through extensive community engagement and
- identification of priorities and recommended actions.

The individual social infrastructure items listed in the *Framework* require further validation and assessment by the Gladstone Region Community Development Committee and endorsement by the *Gladstone Foundation's* Board of Advice and the Public Trustee.

During this process, detailed costing information will be prepared on each item, as prioritised by the Board of Advice, in order to support a full submission for funding to the proposed *Gladstone Foundation*.

The *Framework* will be reviewed and the information updated continuously to ensure industry contributions go to the areas of need within the community.

This process of continual review will help the Gladstone Region Community Development Committee to identify further opportunities for industry investment and partnerships in the building of future community facilities and services.

Regional context

The Gladstone region is unique to Queensland and Australia as an industrial location of global significance for developing large scale production and export facilities and value-adding to world-class mineral and energy resources.

The large scale liquefied natural gas project facilities currently planned in Gladstone represents a major economic development opportunity for Australia with benefits flowing through to all sectors of the economy.

The Gladstone Regional Council area has experienced an above average annual growth rate in resident population and economic activity over many years compared to most other regional areas of Queensland.

If all current major projects proceeded to full commercial development within the timeframes proposed, the population for the Gladstone region could double in size by 2031 to potentially 100 000 plus residents.

In planning for new social infrastructure, it is important to recognise the unique demographic characteristics of the Gladstone region, namely:

- a strong family oriented community, with a relatively higher proportion of younger people, working adults and families with children
- a lower proportion of people 50+ than the state as a result of the high proportion of those of working age
- relatively low proportions of Aboriginal and Torres Strait Islanders and people from non-English speaking backgrounds, although many nationalities are represented
- a transient population, with 27.2% of the population being based at another address five years previously
- relatively high incomes
- a work oriented community, with a low unemployment rate and high labour force participation rate
- a low proportion of households owning their own home, and a high proportion purchasing their home
- a high proportion of separate houses and a low proportion of flats/units
- low vacancy rates, resulting in high rents for flats and decreasing housing affordability and
- a high degree of car ownership/dependence.

At a social planning catchment level, the following key characteristics can be identified:

- Gladstone city:
 - an ageing central business district/inner city ring which has relatively high levels of disadvantage, higher ethnic diversity, very high proportions of households renting and low vehicle availability
 - an outer ring of family oriented suburbs ranging from young children to older families and comprised of a high proportion of working age adults, people buying or renting homes, low levels of disadvantage and vehicle availability is high
- Agnes Water has an older population with a relatively low proportion and numbers of children, relatively high levels of disadvantage and access to one vehicle
- Boyne Island/Tannum Sands reflects the Gladstone Regional Council average in many aspects. It has a high proportion of older couple families with children, high vehicle availability, a higher proportion and number of young people and the highest level of advantage of all catchments
- Calliope has a mixed population not dissimilar to the Gladstone Regional Council average. It has a high working age population, a level of advantage similar to outer suburbs of Gladstone, and very high car availability
- Rural South East/Miriam Vale has an older population and is the least advantaged of all catchments, with high unemployment and low labour force participation
- Rural West shares similarities to Rural South East, with an older population, a low level of advantage and high car availability.

The social planning catchments were an important part of the study to determine and plan for social infrastructure needs. Most critical are population projections obtained by catchment area which forecast that:

- all catchments are projected to experience continued growth to 2031
- the Boyne Island/Tannum Sands catchment is expected to experience significant growth up to 2031, and will increase from a population base of currently 10 940 people, to 26 300 at 2031; almost equivalent to another city the same size as Gladstone
- Calliope will also experience significant and rapid growth, increasing from a base of 3760 in 2006 to 16 800 people in 2031
- although its overall population will remain relatively low compared to the higher growth catchments, the Agnes Water/Seventeen Seventy catchment is expected to experience high growth from a current 1790 people to 6800 permanent residents.

The review of all relevant work previously conducted within the region, the audit of the existing stock of regional social infrastructure, and the benchmarking of the levels of infrastructure provision against comparative regions of similar size show Gladstone has a strong social infrastructure base.

Industrial development has delivered many benefits to the community. Examples from the study include the level of tertiary education provided, the police staffing levels, ambulance and fire emergency services, library facilities and sporting grounds. Many of these services are provided at levels well above a region of similar population.

Building on strengths

As a major centre for large scale industrial development in Australia and home to Queensland's largest multi-commodity port, the Gladstone region has built upon the strengths of a strong regional industrial base.

The attraction of major global companies to the region has resulted in many benefits to the community. It was recognised during the consultation program that a wide range of contributions have been made by industry to the town and region and the fact that industrial development in the region has moved people from disadvantage to advantage. Examples include:

- parklands surrounding Gladstone resulting in the provision of extensive green space for the community
- cultural facilities including a new central library, art gallery and museum, and entertainment centre
- Central Queensland University campus
- Marina Parklands built by Gladstone Ports Corporation Limited and used by the community for recreational activities
- Millennium Esplanade parklands at Boyne Island/Tannum Sands developed by Gladstone Regional Council
- major events throughout the year sponsored by industry
- Awoonga Dam recreational facilities for community use
- Tondoon Botanical Gardens.

As new industry is attracted to the Gladstone region, the opportunity exists to build on the current strengths and further enhance the social infrastructure facilities and services. This will benefit all members of the community, especially community members who may be disadvantaged as an unintentional impact of growth.

In the case of major companies, the availability of regional social infrastructure facilities and services of a high standard will make it easier to both attract and retain skilled employees and their families. For this reason, investment by industry in regional social infrastructure is essential to the sustainability of industrial development in the region.

The *Draft Gladstone Region Social Infrastructure – Voluntary Industry Contributions Framework* builds upon the existing strengths of the Gladstone region and addresses the current priorities as identified by the community.

Implementation strategy—Partnerships for the future

The implementation of the *Draft Gladstone Region Social Infrastructure – Voluntary Industry Contributions Framework* will be a partnership between industry, the State government, Gladstone Regional Council, and community groups to ensure the best results from any industry contributions to the proposed *Gladstone Foundation*.

The establishment of the *Gladstone Foundation*, including the appointment of the Chair and the Board of Advice, will be progressed by the Department of Infrastructure and Planning.

Getting the best result requires on-going review and assessment of the regional social infrastructure needs and the opportunities identified by the study. The review process will be driven by the Gladstone Region Community Development Committee.

A key element of implementation will be the need for the Gladstone Region Community Development Committee to independently fully cost out each item before it is finally reviewed by the Board of Advice. It is proposed the Gladstone Region Community Development Committee would provide advice and supporting information to the Board of Advice to assist decision making by the Board on proposed areas of assistance.

Throughout the review process, the Gladstone Region Community Development Committee will also identify further areas of opportunity between industry and government to achieve results for the community.

Representation on the Gladstone Region Community Development Committee will be invited and its establishment and charter will be finalised by the end of October 2010.

A Social Infrastructure Strategic Plan Implementation Manager will also be appointed with responsibility for the coordination of activities and the delivery of results through the Gladstone Region Community Development Committee to the Board of Advice.

In addition to the Gladstone Region Community Development Committee and Implementation Manager, the *Gladstone Foundation* will require support through a small Secretariat based in Gladstone.

Timetable for Implementation:

ACTION	TIMING	RESPONSIBILITY
Establish Gladstone Region Community Development Committee	October 2010	Gladstone Regional Council
Establish the <i>Gladstone Foundation</i> , including the appointment of a Chair and the Board of Advice	December 2010	Department of Infrastructure and Planning
Appointment of an Implementation Manager	January 2011	Department of Infrastructure and Planning

Proposed Gladstone Foundation

A structured approach is key to addressing the social infrastructure needs of the community in an orderly and sequential way across the region, thereby achieving the best return from any future investment by industry in social infrastructure.

Pooling the voluntary contributions from industry proponents requires an appropriate mechanism to ensure social infrastructure funding raised in the region is invested and distributed in the region in the most efficient and effective manner.

It is proposed to establish the *Gladstone Foundation* by trust deed with the Minister for Infrastructure and Planning being the settlor of the trust. The *Gladstone Foundation* would be a perpetual trust.

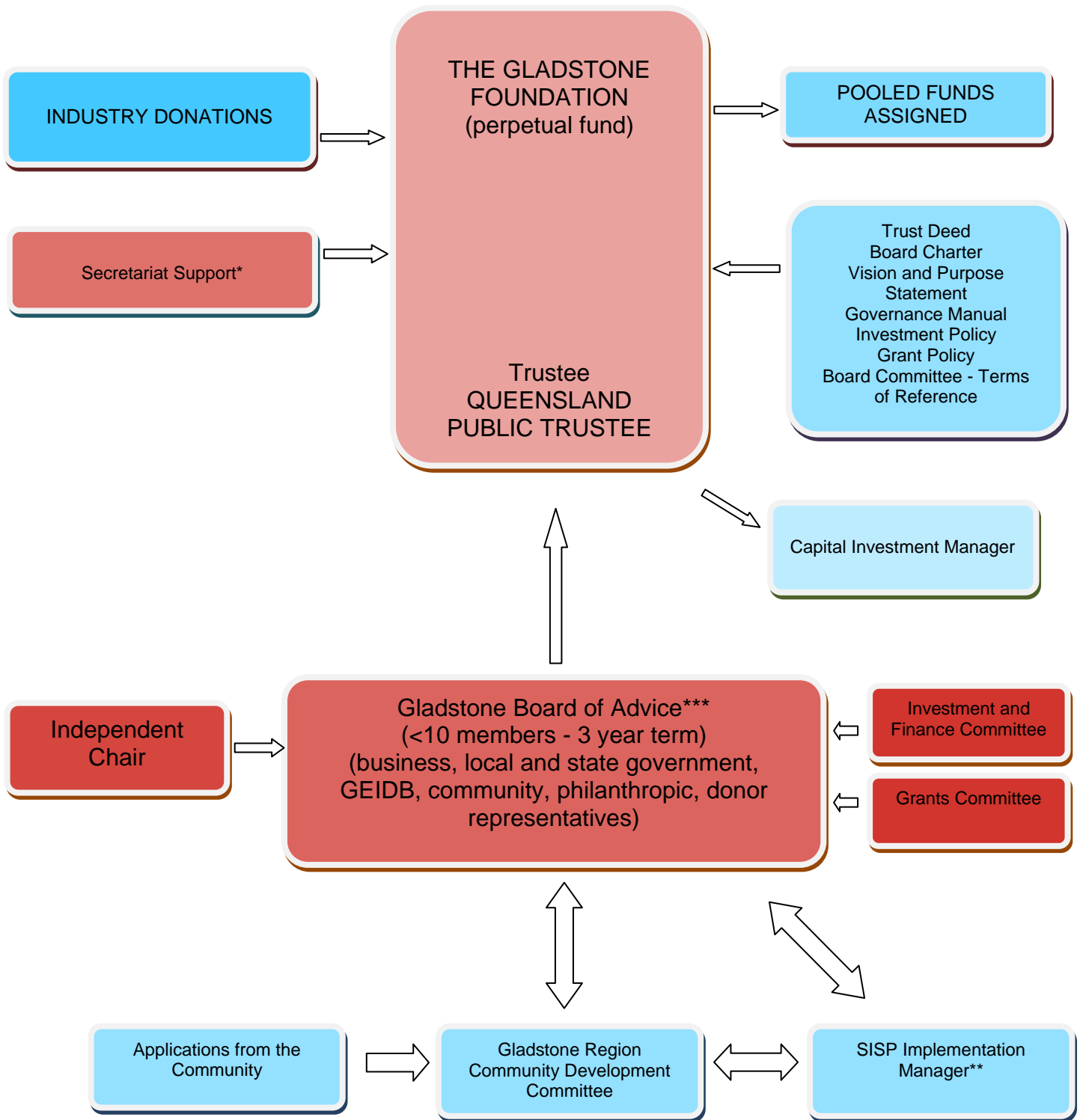
Under the proposed governance arrangements, the Trustee of the *Gladstone Foundation* would be the Queensland Public Trustee with ultimate responsibility for the investment and distribution of funds. The Public Trustee would engage a Capital Investment Manager to oversee the investment of the *Gladstone Foundation* capital.

A Gladstone Board of Advice comprising local business, Gladstone Regional Council, a State government representative, community and philanthropic leaders as well as donor representatives will be established to make recommendations to the Public Trustee for the investment and distribution of funds.

The Chair of the Gladstone Board of Advice would be independent from government and any of the Foundation's key stakeholder groups.

The trust deed would be drafted so that the *Gladstone Foundation* can support a small secretariat.

Proposed Gladstone Foundation



*Secretariat support:

- secretariat services for the Gladstone Board of Advice and its committee (meeting agendas, minute taking etc)
- funds administration and liaison with the Capital Investment Manager
- receipt and preliminary assessment of grant applications and, after approval, disbursement of grant monies
- regulatory compliance
- distribution compliance functions such as ensuring all grant criteria are properly applied, monitoring compliance with grant terms and conditions, and ensuring appropriate recognition of the fund where grant monies are disbursed
- preparation of annual reports
- marketing of the Foundation
- general corporate support including issuing receipts, data entry, record keeping, handling enquiries etc.

**SISP Implementation Manager:

- appointed with responsibility for the coordination of activities and the delivery of results through the regionally based Gladstone Region Community Development Committee to the Gladstone Board of Advice.

***Board of Advice:

- make recommendation to the Trustee regarding distributions from the Gladstone Foundation to meet the trust objectives
- make recommendations to the Trustee regarding the investment of funds
- monitor and report on the performance of the Gladstone Foundation
- review and make decisions regarding policy issues
- undertake strategic planning
- perform other functions such as local stakeholder engagement and raising the profile of the fund.

The Minister for Infrastructure and Planning would make recommendations to the Public Trustee as to who should be appointed to the inaugural Gladstone Board of Advice.

Members will be appointed for a three year term and the terms will be staggered avoiding a complete turnover of the Board at any given point in time. Board members should seek to reflect cultural, gender and age diversity and include no more than 10 members.

Once established, the Gladstone Board of Advice would provide the Minister for Infrastructure and Planning with a list of possible future appointees. The Chair of the Gladstone Board of Advice will be independent from government and any of the fund's key stakeholder groups.

Draft Gladstone Region Social Infrastructure – Voluntary Industry Contributions Framework *

Recreational and Sporting Facilities/Services	
Provide funding for an artificial surface for the Gladstone Hockey Association.	Gladstone
Provide a basketball court at Agnes Water.	whole of region
Redevelop the Barney Point Reserve to provide world-class facilities.	Barney Point
Fund a range of high standard regional multi-sporting complexes in Gladstone over the next 20 years to serve the whole region.	Gladstone
Support the development of a bike play and training facility in Memorial Park.	Gladstone urban area
Fund the upgrade of existing tennis courts at Rigby Park.	Gladstone
Fund the upgrade of existing netball courts at Memorial Park.	Gladstone
Fund the upgrade of facilities at the Gladstone Aquatic Centre, to increase the family fun orientation of the centre.	Gladstone
Fund a public swimming centre at Boyne Island/Tannum Sands.	Boyne Island/Tannum Sands
Provide a BMX jump park in the Boyne Valley, together with other facilities that may be required to make this an appropriate youth/all age activity space.	Boyne Valley
Provide improvements to existing trails through the provision of facilities such as water, toilets, signage, views/lookouts, and bike parking facilities.	whole of region
Consider a 'Strand' type facility with pools and walking facilities in any foreshore development with connections back to the central business district.	Gladstone
Support a network of bikeway/walking and horse trails through the proposed greenbelt expansion areas to link urban centres, outer suburbs and the Bicentennial Trail.	whole of region

Recreational and Sporting Facilities/Services (cont.)	
Sponsor the development of dog parks across the Gladstone region with at least one off-leash park in each key centre. Seating and water to be provided.	whole of region
Provide appropriate cyclist facilities between Gladstone and Boyne Island/Tannum Sands.	Gladstone to Boyne Island/Tannum Sands
Provide a second BMX track at Boyne Island/Tannum Sands.	Boyne Island/ Tannum Sands
Fund an indoor sports centre.	Gladstone and surrounds
Support the implementation of the Master Plan for Memorial Park, including expansion of the PCYC, teen action space, new softball clubhouse, new playing fields, young children's play space and a bike education facility.	Gladstone
Provide additional outdoor recreational facilities for youth at Tannum Sands and Kin Kora.	Tannum Sands Kin Kora
Provide a skate park, preferably at Kin Kora in association with the youth centre at this location.	Kin Kora
Provide an additional skate park in Boyne Island/Tannum Sands by 2021 possibly with the youth facilities.	Boyne Island/ Tannum Sands
Provide a skate park in the Boyne Valley preferably at the Nagoorin water hole with associated facilities.	Boyne Valley
Enlarge the current Agnes Water skate park in consultation with users.	Agnes Water
Provide a skate bowl/park in Miriam Vale to provide recreational opportunities for young people.	rural south east (Miriam Vale)
Fund a regional Equestrian Complex.	Calliope

***On-going validation and reassessment by all partners will be required to ensure funds go to the areas of need and priority for the community. The items listed will need to be assessed and fully costed out by the Gladstone Region Community Development Committee before review by the Gladstone Foundation's Board of Advice.**

Draft Gladstone Region Social Infrastructure – Voluntary Industry Contributions Framework

Cultural Facilities/Services	
Fund an increase of library facilities, library stock and technological equipment to remain relevant, to continue to act as a 'community hub' and to adequately serve future catchments.	whole of region
Upgrade and remodel the Gladstone Entertainment Centre and include a flat floor venue.	whole of region
Support the longer-term expansion of the existing art gallery/museum.	whole of region
Provide a dedicated outreach gallery space in Boyne Island/Tannum Sands community centre.	Boyne Island/Tannum Sands
Assist local initiatives to provide gallery/museum exhibitions and outreach in smaller communities.	Agnes Water/Miriam Vale/other outlying communities
Consider the development and modernisation of the Agnes Water museum.	Agnes Water
Redevelop the existing Boyne Island Community Centre to provide improved cultural facilities, possibly including a small dedicated art exhibition area, art/craft rooms and a performing arts space.	Boyne Island
Provide permanent performance facilities in a hall at Calliope.	Calliope

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Draft Gladstone Region Social Infrastructure – Voluntary Industry Contributions Framework

Multicultural Facilities/Services	
Fund the Multicultural Community Relations officer and an additional Operations Officer to be located at the new multicultural centre (see below) inclusive of settlement programs.	whole of region
Establish a Multicultural Resource Centre in a central, accessible location, preferably linked to the staged development of a multipurpose community centre.	Kin Kora

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Draft Gladstone Region Social Infrastructure – Voluntary Industry Contributions Framework

Indigenous Facilities/Services	
Support the establishment of the proposed Murri Centre in Gladstone.	Gladstone
Provide support for further utilisation of the Billabong site at Calliope (e.g. in part as a community garden).	Calliope
Invest in the provision of housing for Indigenous people through the purchase of properties to be leased to Indigenous employees (or the broader Indigenous community). There may also be opportunities for industry to receive tax benefits of up to \$8000 under the National Rental Affordability Scheme.	Gladstone and surrounds
Support an increase in the supply of public housing and supported accommodation stock in the Gladstone Regional Council area to accommodate Indigenous housing needs.	Gladstone and surrounds
Expand and integrate primary and allied health care services for indigenous people (including GP and specialist medical specialists, and mental health services).	Gladstone and surrounds
Fund additional provision of Extended Aged Care at Home packages for Aboriginal and Torres Strait Island people.	whole of region
Fund increased provision of Community Aged Care Packages delivered by Indigenous care provider organisations.	whole of region
Expand delivery of employment services by Indigenous provider organisations in collaboration with industry and government.	whole of region

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Draft Gladstone Region Social Infrastructure – Voluntary Industry Contributions Framework

Community Facilities/Services	
<p>Fund a new central community centre in Gladstone, with adequate recurrent funding for staffing and programs. Features which have been suggested include a one-stop-shop offering information and referral services such as:</p> <ul style="list-style-type: none"> • general community services, meeting space for community groups, office space for seeding new community organisations and private interview rooms • child and family centre for family support and child-focused services and programs, including: <ul style="list-style-type: none"> ○ strong connections to kindergarten programs, reading programs, allied health and parenting support, school tutoring, financial counselling and other family-friendly programs ○ educational programs ○ clinic area ○ playground for playgroup ○ a toy library • multicultural resource centre for newly arrived residents' services and activities, including: <ul style="list-style-type: none"> ○ translation and interpretation services ○ local cultural/customs courses ○ language lessons (many languages, including English) ○ intercultural training for the workplace and child care centres ○ activities for older multicultural people ○ social functions • a youth drop-in centre, including: <ul style="list-style-type: none"> ○ a technology emphasis ○ referral services and information • a social enterprise cafe and bookshop (there being no bookshop in Gladstone) • an artistic and cultural precinct in the centre of the hub (e.g. an amphitheatre or a water/sculpture park) • extended operational hours to cater for working families • outreach to other community centres-Miriam Vale, Agnes Water, Calliope, possibly operating as satellite community centres. 	Kin Kora
<p>Provision of a meeting room with one to two offices in Turkey Beach, with an opportunity for further expansion.</p>	Turkey Beach
<p>Provision of a meeting room/small hall sufficient for 50 people (seated) in Baffle Creek in conjunction with the existing recreation facility.</p>	Baffle Creek

Community Facilities/Services (cont.)	
Fund air conditioning the Miriam Vale Community Centre and the Mount Larcom Hall.	rural south east/ Miriam Vale/ Mt Larcom and surrounds
Refurbish the existing Returned Services League (RSL) Hall at Calliope.	Calliope

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Draft Gladstone Region Social Infrastructure – Voluntary Industry Contributions Framework

Education, Training and Employment	
Investigate partnerships with the Department of Education and Training to improve existing school facilities and to expand enrolment capacity of existing schools in key growth areas.	Gladstone Calliope Boyne Island/Tannum Sands Agnes Water/ Seventeen Seventy
Review school bus services to ensure that high school students in rural areas, particularly the Boyne Valley, have adequate access to high schools.	rural west (Boyne Valley), Miriam Vale/ rural south east
Fund upgrading the existing TAFE facility in Gladstone to a district level campus in recognition of the high level and broad range of skills demanded by industry in Gladstone, as well as future population projections.	whole of region
Support programs to encourage disengaged young people into work.	whole of region
Provide funding to implement the recommendations of the Clever Recruiting study, in particular: <ul style="list-style-type: none"> • support for the establishment of a Gladstone Region Vocational Education Training Centre and model to coordinate the existing education and training programs available, and for this to be broad enough to cover youth and adult training • a new service delivery model as recommended by the Clever Recruiting study with a single governance group, led by industry representatives through an advisory board, with common administrative arrangements (through the new centre) in providing vocational education and training (VET) programs, services and pathways • development of a consolidated funding plan as recommended, as part of a future business plan to provide a clear picture of program funding to implement the Clever Recruiting initiative. 	whole of region
Create an industry umbrella group to facilitate the development and retention of a skilled and professional workforce.	whole of region
Further expand industry partnerships to support education and employment training opportunities, and in particular engage other industry partners to assist with funding and programs under the Clever Recruiting initiative.	whole of region
Fund the Industry Liaison Officer position at the VET Training Centre (currently government-funded) as an industry-paid position.	whole of region
Fund literacy and numeracy programs (e.g. Exodus).	whole of region

Education, Training and Employment (cont.)	
Fund a new smaller level vocational facility within the Boyne Island/Tannum Sands/Benaraby/Wurdong Heights catchment.	Boyne Island/Tannum Sands
Support future development of facilities and services at Central Queensland University Gladstone campus which are under consideration, including: <ul style="list-style-type: none"> • further development of the Pathways Project and Green Careers and Continued Professional Development programs • support increased research capacity for the Centre for Environmental Management • support increased research capacity around the Institute for Resource Industries and Sustainability at the campus level • establishment of purpose-built laboratories to supporting teaching and learning, but also research/agreement with industry and community for shared arrangements • development of residential accommodation for staff and students • fund courses to train workers to meet identified local needs (e.g. allied health) • fund opportunities for experienced tradespeople to obtain a Graduate Diploma or Masters qualifications, and for more marketable shorter formats of some courses. 	whole of region
Consider providing better transport opportunities in the rural south east catchment for people in these areas to access employment or training opportunities.	rural south east
Fund courses in construction to meet future needs for skilled workforce.	whole of region
Fund other programs and organisations involved in training in Gladstone with the Clever Recruiting initiative including the Central Queensland University, Business and Information Technology Skills Centre, Gladstone Schools Engineering Skills Centre, Gladstone Engineering Alliance, the Gladstone Design and Technology Hub, and D2CC to ensure that the Clever Recruiting study aligns with the work being conducted.	whole of region
Fund additional 'satellite' vocational training /adult education centres in existing community centres in Boyne Island/Tannum Sands and Calliope, and in the longer term as technology develops, potentially in other smaller communities including Agnes Water (possibly as part of the new community centre) and Miriam Vale.	Boyne Island/Tannum Sands Calliope Agnes Water/Seventeen Seventy rural south east

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Draft Gladstone Region Social Infrastructure – Voluntary Industry Contributions Framework

Youth Facilities/Services	
Provide funding for a Youth Development Officer who has outreach to rural communities.	rural west/rural south east
Consider the provision of a youth bus to enable access to facilities in Gladstone by youth throughout the region and also to enable the safe transport of young people between Boyne Island/Tannum Sands and Gladstone.	between Boyne Island/Tannum Sands and Gladstone
Support the opportunity to convert the existing tennis court at Rosedale into a youth space.	Rosedale
Provide funding for services and programs to support young people such as general and specialist counselling services, education programs, and life skills – particularly financial and renting skills.	whole of region
Expand/revitalise the existing PCYC to provide a 'youth hub' with appropriate programs and activities. This should include consultation with users and recurrent funding independent of income generated.	Gladstone and surrounds
Fund the Agnes Water Youth Group.	Agnes Water
Fund youth workers to staff future youth centres at Gladstone, Boyne Island/Tannum Sands and Calliope (longer-term).	Gladstone CBD Boyne Island/Tannum Sands Calliope
Establish additional youth centres in the Gladstone region in: <ul style="list-style-type: none"> • the outer ring catchments of Gladstone and surrounds by 2031 – preferably Kin Kora (as a drop-in centre with support services) • Boyne Island/Tannum Sands by 2021 • Calliope by 2031. Adequately resource these facilities to provide programs and activities determined in consultation with young people including recreational and cultural programs and targeted activities for specific age groups.	Kin Kora Boyne Island/Tannum Sands Calliope
Establish a small dedicated youth space or annex to another community building in Agnes Water, possibly located within the existing community centre.	Agnes Water
Sponsor entertainment options for young people, including greater use of outdoor entertainment venues such as at the Marina Parklands amphitheatre.	whole of region

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Draft Gladstone Region Social Infrastructure – Voluntary Industry Contributions Framework

Health and Wellbeing	
Address the lack of public transport to access medical services in Rockhampton, including consideration of a hospital shuttle between Gladstone and Rockhampton on a daily return basis.	whole of region
Provide support for the development, staffing and funding of a Children's and Family Centre by the joint partnership of a range of government and community agencies.	whole of region
Fund innovative models such as the setting up of a Regional Medical Specialist Recruitment and Retention Committee to attempt to recruit, retain and/or encourage more visiting medical specialists including dental services.	whole of region
Consider the holistic health and well-being of the community and services which can be introduced to target identified key determinants of health in Gladstone Health Service District (e.g. smoking, alcohol consumption, mental health etc).	whole of region
Provide a small community facility at Turkey Beach (see Community Facilities/Services) which could be used on a session basis for services by Discovery Coast Community Health Service.	rural south east
Contribute further to supporting families who accompany workers, including assistance with the provision of community based services.	whole of region
Develop strategies in liaison with TAFE and Central Queensland University to train allied health professionals in short supply in Gladstone.	whole of region

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Draft Gladstone Region Social Infrastructure – Voluntary Industry Contributions Framework

Transport	
Support the purchase and operation of a community bus which could also be used at night and weekends for youth activities.	whole of region
Sponsor the Home and Community Care transport services to provide community transport to Gladstone and surrounds, Boyne Island/Tannum Sands and Agnes Water.	Gladstone Boyne Island/Tannum Sands Agnes Water
Investigate the potential use of industry owned buses when not in use for employees.	whole of region
Fund improvements to urban bus services to provide: <ul style="list-style-type: none"> • services on weekends for all existing bus routes • additional bus services between Gladstone and Calliope for the general public, not just school services • additional public transport services from Gladstone airport to Gladstone CBD and surrounding areas (Boyne Island/Tannum Sands) • provide bus routes from key centres to TAFE • provide school bus services for high school students between Boyne Valley and the Gladstone urban area. 	various through whole of region
Expand the bus interchange at Kin Kora to facilitate additional future services.	Kin Kora
Provide a Gladstone to Yarwun bikeway servicing the significant employment centres in Yarwun.	Gladstone to Yarwun

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Draft Gladstone Region Social Infrastructure – Voluntary Industry Contributions Framework

Children’s and Family Facilities/Services	
Establish a Child and Family Centre at the earliest opportunity in a central, accessible location, preferably linked to the staged development of a multipurpose community centre.	Kin Kora
Provide funding for: <ul style="list-style-type: none"> • family outreach support services similar to the concluded C4C programs • a child support worker, including counselling services targeting the needs of children • Family Support Worker • Roseberry’s family support workers • Sponsor a regular one page weekly advertisement in the Gladstone Observer dedicated to promoting and advertising events and things for families to do around Gladstone. 	Gladstone and surrounds
Support future provision of additional community kindergartens by industry through granting interest free loans for the costs associated with establishing new facilities (i.e. adopting the model used by the Rotary Club for the Tannum Sands kindergarten).	whole of region
Fund Work-Based Child Care Centres which are also linked to the Child and Family Centre, or purchase work based places at existing centres, sufficient to cater for the needs of families of workers.	Gladstone and surrounds Boyne Island/Tannum Sands
Fund the reinstatement of previous C4C programs (or similar) such as the Family Nutrition Program and a parenting program.	whole of region
Fund re-establishment of the Scholarships for Excellence initiative established under the auspices of the C4C to help attract and retain child care professionals.	whole of region
Fund additional general, youth, child and family support counselling.	whole of region
Fund a dedicated financial counselling service in Gladstone.	whole of region
Provide more facilities to promote social interaction so that families can meet e.g. dog parks, appropriate children’s play areas, community gardens, markets, extended library hours and library activities and a children’s librarian.	various through whole of region

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Draft Gladstone Region Social Infrastructure – Voluntary Industry Contributions Framework

Aged Persons' Facilities/Services	
Expand the capacity of Port Curtis Day Respite Centre in the short-term, with particular emphasis on efforts to attract more staff.	Gladstone and surrounds
Provide a new day respite centre in Boyne/ Tannum by 2021.	Boyne Island/Tannum Sands
Provide an additional day respite centre which could be open to other members of the community in association with the provision of an aged residential care facility within Gladstone.	Gladstone and surrounds
Sponsor Home and Community Care in the region, commensurate with population increase and with the projected aging of the population, for services currently in greatest demand such as domestic assistance, transport, allied health, personal care and home maintenance.	whole of region
Sponsor on-campus courses at Gladstone TAFE in Certificates 3 and 4 in Aged Care Work and promote courses through information sessions at local high schools.	whole of region

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Draft Gladstone Region Social Infrastructure – Voluntary Industry Contributions Framework

Disability Facilities/Services	
Fund the relocation of the Cerebral Palsy League Adult Day Service to a more appropriate location, possibly to a facility at Glen Eden that would be shared with the Endeavour Foundation.	Gladstone
Fund the establishment of an additional day care centre (based on recommendations from the Endeavour Foundation).	Gladstone
Sponsor training programs through apprenticeships, work experience, on the job training and other training programs for people with disabilities.	Gladstone and surrounds
Sponsor on-campus courses at Gladstone TAFE in Certificates 3 and 4 in Disability Work and promote courses through information sessions at local high schools.	whole of region

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Draft Gladstone Region Social Infrastructure – Voluntary Industry Contributions Framework

Police and Emergency Facilities/Services	
Support the development of a new base for Gladstone Water Police to meet the future demands of industry.	Gladstone Port
Fund the expansion of the Calliope State Emergency Services (SES) facility or construct an additional building to house vehicles.	Calliope
Fund the upgrade of the Miriam Vale SES.	Miriam Vale
Undertake minor internal modifications to the Rosedale and Baffle Creek SES facilities.	Rosedale and Baffle Creek
Either expand or relocate the Tannum Sands SES facility.	Tannum Sands

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Draft Gladstone Region Social Infrastructure – Voluntary Industry Contributions Framework

Housing	
Set up a housing sub-fund to address homelessness and provide social support services in times of housing crisis.	Gladstone urban area/Boyne Island/Tannum Sands
Fund the development of additional transitional and crisis housing stock.	Gladstone urban area/Boyne Island/Tannum Sands
Provide support for: <ul style="list-style-type: none"> • a significant increase in the supply of public and community housing • the provision of transitional housing so that people in crisis and boarding housing can progress successfully to secure long-term housing • increased crisis housing suitable for extended families, Indigenous people, singles and young people • commensurate increases in social support services to support people in maintaining successful tenancies. 	whole of region
Support the Gladstone Retirement Village Committee proposal as an important opportunity to increase the supply of tri-care housing for older people.	Gladstone
Provide opportunities for further community sector groups to take out leases over private rental accommodation to increase the stock of housing available as community rentals.	whole of region
Provide funds for aged housing.	Gladstone/ Calliope/ Miriam Vale/ Agnes Water/ Boyne Island/Tannum Sands
Facilitate and encourage the provision of additional tri-care facilities in the longer term, in Gladstone, Boyne Island/ Tannum Sands and Calliope.	Gladstone/Boyne Island/Tannum Sands/possibly Calliope
Investigate opportunities to fund the expansion of the number of seniors units ('cluster housing') (similar to the Sunset Lodge facility) in Miriam Vale, Gladstone, Agnes Water, Calliope and Mt Larcom and service them efficiently.	Miriam Vale Gladstone Agnes Water Calliope Possibly Mt Larcom

Housing (cont.)	
Provide singles accommodation for the construction workforce using a range of housing types and models.	Gladstone/Boyne Island/Tannum Sands
Provide new workers' accommodation using a range of housing types and models aimed at increasing the supply of affordable housing to alleviate stress on existing stock.	Gladstone/Boyne Island/Tannum Sands

(Note - All recently approved major projects are conditioned to mitigate the social, emergent and crisis housing impacts caused by the project)

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Draft Gladstone Region Social Infrastructure – Voluntary Industry Contributions Framework

Coordination	
Provide funding for a Social Infrastructure Strategic Plan Implementation Manager.	Gladstone
Fund a community development officer for formal coordination of community development (e.g. events) and infrastructure development in rural and outlying areas.	rural south east / Miriam Vale/Agnes Water/ Seventeen Seventy/ rural west

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