Sport and Recreation Planning Program

Planning for places to play

Guidelines
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**Assistance**


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**1.0 What is the Sport and Recreation Planning Program**

Sport and Recreation Services seeks to implement better planning and prioritisation of sport and recreation infrastructure across Queensland.

The Sport and Recreation Planning Program (the program) will provide organisations with funding to develop quality infrastructure planning documents. These will contribute to the evidence base regarding future infrastructure needs for sport and recreation in Queensland.

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**2.0 Objective**

The objective of the program is to improve the quality of evidence-based decision making and strategic planning for sport and recreation infrastructure across Queensland.

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**3.0 Key definitions**

**Sport** is a human physical activity involving physical exertion and skill as the primary focus of the activity, with elements of competition where rules and patterns of behaviour governing the activity exist formally through organisations and is generally recognised as a sport.

**Active recreation** activities are those involving physical exertion where the primary focus is individual or group participation and enjoyment over elements of competition where rules and patterns of behaviour govern the activity. Active recreation does not include ‘active work’ or ‘active living’. For the purpose of this program, any reference to ‘recreation’ is defined as ‘active recreation’.

**Organisation** is interchangeable with an ‘association’, ‘state sport or recreation organisation’ or ‘local government’ and includes those bodies that meet the eligibility criteria for the program as outlined in Section 6, and provides sport and/or recreation infrastructure and services.

**State level organisations** are sport and recreation bodies funded under the Queensland Sport and Recreation Industry Development Program (QSRIDP) 2014–2016 or the State Development Program (SDP) 2017–2019.

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**4.0 Funding available**

The program will be open for proposals on an annual basis and will provide maximum funding of up to $100,000 (GST exclusive) for projects that result in the development of quality, evidence-based infrastructure planning documents.

Funding amounts and expected contributions are dependent on the organisation type. Departmental and organisational funding contributions are outlined in the table in section 6.0.
5.0 Important dates

<table>
<thead>
<tr>
<th>Date</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>10 November 2016</td>
<td>Proposals open</td>
</tr>
<tr>
<td>30 January 2017</td>
<td>Proposals close</td>
</tr>
<tr>
<td>March 2017</td>
<td>Successful projects approved</td>
</tr>
<tr>
<td>1 April 2017* – 31 March 2018</td>
<td>Program period</td>
</tr>
<tr>
<td>30 April 2018</td>
<td>Project acquittal and reporting</td>
</tr>
</tbody>
</table>

*projects may commence earlier if the grant deed has been executed

6.0 Who is eligible to apply?

Organisations eligible to apply for funding are:

- local governments constituted under the Local Government Act 2009 (Qld), the City of Brisbane Act 2010 (Qld) and the Commonwealth Aluminium Corporation Pty Ltd Agreement Act 1957 (Qld)
- state level organisations or state level sport or recreation peak organisations incorporated under the:
  - Associations Incorporation Act 1981 (Qld)
  - Corporations Act 2001 (Cwlth)
  - Cooperatives Act 2002 (Cwlth)
  - Corporations (Aboriginal and Torres Strait Islander) Act 2006 (Cwlth).

<table>
<thead>
<tr>
<th>Eligible organisations*</th>
<th>Maximum department percentage***</th>
<th>Maximum departmental amount (GST exclusive)</th>
</tr>
</thead>
<tbody>
<tr>
<td>State level organisations</td>
<td>State level organisations with:</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• revenue stream of over $10 million; or</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• maximum funding from QSRIDP/SDP</td>
<td>75%</td>
</tr>
<tr>
<td>All other state level organisations</td>
<td>100%</td>
<td>Up to $50,000</td>
</tr>
<tr>
<td>Local governments**</td>
<td>Population &gt; 100,000</td>
<td>50%</td>
</tr>
<tr>
<td></td>
<td>Population between 5,000 – 100,000</td>
<td>75%</td>
</tr>
<tr>
<td></td>
<td>Population &lt; 5,000</td>
<td>100%</td>
</tr>
<tr>
<td>Queensland Outdoor Recreation Federation</td>
<td>100%</td>
<td>Up to $75,000</td>
</tr>
<tr>
<td>Other peak organisations</td>
<td>75%</td>
<td>Up to $100,000</td>
</tr>
<tr>
<td>Collaborations across sport/recreation activities and/or local government areas</td>
<td>75%</td>
<td>Up to $100,000</td>
</tr>
</tbody>
</table>

*Other organisations may be deemed eligible by the department - contact the department to seek advice on eligibility and departmental approval
**Refer to Appendix 2
***Exceptions to contribution percentage may be considered in exceptional circumstances
Organisations must also meet the following eligibility criteria:

- be compliant with all requirements for any projects currently funded by the department. Contact the nearest Sport and Recreation Services (SRS) office to determine whether the organisation has any outstanding compliance issues with the department. Refer to Appendix 1 for office locations.
- be compliant with all requirements of the Office of Fair Trading (where applicable). Contact the Office of Fair Trading to determine whether the organisation has any outstanding issues. Go to www.fairtrading.qld.gov.au or telephone 13 QGOV (13 74 68).

Collaboration
The department encourages a collaborative approach. Where possible:

- local governments are encouraged to collaborate with neighbouring local governments to investigate the feasibility of developing a regional strategy
- state level organisations that utilise similar facilities are encouraged to develop their plans in a collaborative manner.

The department will actively encourage collaborations between organisations, based on the project proposals submitted.

Organisations may collaborate in more than one project but are not able to be the funding recipient for more than one project. Where collaborative proposals are successful in receiving funding, the department will only enter into a grant deed with one organisation involved in the collaboration.

7.0 Who is not eligible to apply?
Individuals and organisations NOT eligible to apply for funding are:

- local and regional not-for-profit sport and recreation organisations
- not-for-profit organisations that do not have a primary objective relating to sport or recreation
- unincorporated organisations
- for-profit groups
- religious groups
- political organisations / government departments
- schools / TAFE colleges / universities
- national sport and recreation organisations (except where no state body in Queensland exists)
- Queensland government agencies.

8.0 Eligible projects
The following projects will be considered as eligible*:

<table>
<thead>
<tr>
<th>Plan</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>State Wide Facility Planning</td>
<td>Planning from a state sport/recreation industry organisation that seeks to identify and prioritise facility needs across Queensland</td>
</tr>
<tr>
<td>Regional Recreation Planning</td>
<td>Planning that serves a regional purpose with strategies and priorities identified for the development of active recreation facilities (e.g. walking/riding trails) across local government borders</td>
</tr>
<tr>
<td>Regional Sports Facility Planning</td>
<td>Planning that serves a regional purpose with strategies and priorities identified for development of sport facilities across local government borders</td>
</tr>
<tr>
<td>Local Sport/Recreation Planning</td>
<td>Planning that identifies strategies and priorities addressing community needs, including the provision of sport/recreation facilities across a local government area</td>
</tr>
<tr>
<td>Sport and Recreation Precinct Master Plan</td>
<td>Planning to develop a comprehensive master plan that will provide direction for the long term facility development of a specific site</td>
</tr>
</tbody>
</table>

*Other plans may be deemed eligible at the discretion of the department
The Sport and Recreation Services' website www.npsr.qld.gov.au/recreation/planning is designed to assist organisations with effective sport and recreation planning.

9.0 Eligible components
Costs relating to the development and publication of plans listed above are considered eligible. These costs may include:

- advertising of public meetings
- procurement costs (including advertising)
- consultant fees
- data collection and analysis
- facility audits
- consultation with stakeholders
- distribution of final plan
- printing of planning reports/maps
- administration costs specific to the project
- travel costs specifically related to consultation/development of plan.

10.0 Ineligible projects/components
The following projects and components are ineligible for funding:

- open space planning
- organisational strategic planning
- projects that look at an organisations’ internal structure
- in-kind costs
- facility feasibility studies
- facility management plans
- environmental impact statements
- purchase of merchandise or materials including promotional brochures
- purchase of land
- costs incurred outside of the funding period
- salaries and wages
- office facilities costs
- supervisory and management costs (e.g. attendance/travel to steering committee meetings)
- food/catering
- capital works.

Sport and Recreation Services officers will be able to assist organisations in determining the eligibility of project/s and specific components of these. Elements within the project/s which are deemed ineligible may be deducted from the total eligible project cost. The total eligible project cost will determine the final funding contribution from the department.

11.0 Proposal process
Proposals must be submitted using the proposal form by 5.00pm on Monday 30 January 2017. Applicants should contact their nearest Sport and Recreation Services office as soon as possible to discuss the proposed project. Refer to Appendix 1 for office locations.

Proposals must consist of:
- proposal form
- project brief.

Refer to Appendix 3 for specific details on the project brief requirements. It is recommended that any relevant previous planning documentation is submitted with the proposal.
Submission process:

<table>
<thead>
<tr>
<th>State level organisation</th>
<th>Local government</th>
</tr>
</thead>
<tbody>
<tr>
<td>Email project proposal to</td>
<td>Email project proposal to</td>
</tr>
<tr>
<td><a href="mailto:SRindustries@npsr.qld.gov.au">SRindustries@npsr.qld.gov.au</a></td>
<td>nearest regional office as per Appendix 1</td>
</tr>
</tbody>
</table>

### 12.0 Assessment process

Proposals that are deemed eligible will be assessed against the following program criteria:

- need
- ability to deliver
- program priorities
- relevant strategic considerations.

#### 12.1 Need

Project proposals must demonstrate:

- a clear linkage to the program objective (Section 2.0)
- that an appropriate needs analysis has been undertaken.

#### Collaboration

Proposals that are collaborations across local governments and/or sport and recreation organisations are encouraged. The proposal should include details of how the collaboration is to occur and the endorsement of all organisations involved.

#### 12.2 Ability to deliver

Project proposals will need to include the following in order to demonstrate an ability to deliver the project:

- project budget estimate (including written evidence or reasoning behind estimate)
- procurement methodology demonstrating value for money
- project delivery timeframes
- evidence of financial contributions.

#### Project delivery timeframes

Organisations will need to demonstrate that the project can be delivered within the program timeframes. Projects that cannot be delivered by 31 March 2018 will be deemed a lower priority by the department.

#### Financial contributions

Financial contributions from the applicant must, at least, meet the minimum percentage contribution towards the total eligible project cost outlined in Section 6.0.

Evidence of financial contributions must be provided and may include:

##### Local governments

- a letter from the Chief Executive Officer/Chief Financial Officer committing the local government’s budget commitment; or
- an excerpt from council’s budget; or
- a copy of council meeting minutes.

##### Other organisations

- a copy of a recent bank statement which includes the organisation’s name and account information; or
- an approved loan document; or
- a letter from the appropriate delegate such as the Chief Financial Officer or Accountable Officer of the organisation confirming that funds are available; or
- meeting minutes confirming allocation of funds to the project.
Projects where there is no evidence that some or all financial contributions have been confirmed will be deemed a lower priority and a higher risk by the department.

**Note:** Grants from other Queensland Government agencies will be deducted from the total eligible project cost and as a consequence may reduce the maximum amount of funding provided by the department.

### 12.3 Program priorities

Taking into account the need for the project and the ability of the applicant organisation to deliver the project, the department will prioritise meritorious projects that are:

1. state-wide plans linked to:
   - the department’s Geographical Information System (GIS) mapping project; or
   - high participation activities (facilities-based) identified in the SRS [Active Queensland Survey](#).
2. collaborative plans and projects
3. council wide/other statewide plans
4. specific site plans.

### 12.4 Strategic considerations

The department will also take into account a number of factors including, but not limited to:

- emerging trends with respect to participation in sport and recreation
- access to participation in rural/remote areas and low socio-economic status communities
- distribution of funding across the diversity of sport and recreation activities
- population distribution, regional priorities and potential areas of growth
- provision of sport and recreation opportunities for children and young people
- supporting active female involvement in sport and recreation
- projects likely to lead to improved social cohesion and inclusion.

### 13.0 Approval process

All applicants will be advised in writing whether their application has been approved. Expenses incurred prior to Ministerial approval are not eligible for funding.

### 14.0 Delivering the project

The project delivery period is from 1 April 2017 to 31 March 2018. Successful organisations must enter into a grant deed, as stipulated by the department. Projects are not to commence prior to meeting with departmental staff and execution of the grant deed. Approved applicants must meet the terms and conditions of the grant deed.

**Collaboration**

Where organisations combine to develop a regional or collaborative strategy, a representative project management team must be established and include a client manager from Sport and Recreation Services. This project management team may be an already established voluntary alliance of local governments.

**Data sets**

Depending on the project, the department reserves the right to request raw data collected by successful organisations relating to location/s, infrastructure standards and conditions, participant numbers and membership data. A data model can be provided to assist this process. This data may be used to support an evaluation of the program and in the department’s statewide GIS. The type and format of data to be provided to the department will be negotiated with each successful organisation.
Draft plan
A draft plan must be provided to the department. The department has the right to review the draft plan and provide feedback and/or request amendments before the plan is finalised.

Final plan
The final plan must be provided to the department once completed and may be released as a public document.

At a minimum the final plan must contain:
- overview/executive summary of major findings, suggested future direction, recommended actions
- short, medium and long term priority list of infrastructure development
- links to regional and/or state-wide needs
- participation trends
- relevant emerging issues
- gaps in existing service provision and infrastructure
- population demographics including growth
- demonstrated community and stakeholder consultation
- reference of any relevant facility standards.

A comprehensive list of items that should be included within the planning document/s developed under the program will be discussed with successful applicants.

Decision making and implementation of recommendations
The final document/s must be tabled and minuted by the executive of the organisation. It is not a requirement to accept all of the recommendations within the document. The organisation will be required to develop an implementation plan and submit it with the final plan or acquittal report. The implementation plan must identify how the outcome of the project will be used to support future decision making and how the organisation plans to monitor and implement recommendations identified in the resulting planning document/s (so far as practicable).

15.0 Payment arrangements
Organisations will require an ABN to be able to be paid by the department. While it is not necessary to have an ABN to be eligible, should the organisation be successful, an ABN will be required for the department to pay funding for the approved project.

Grant amounts will be paid in three instalments as follows:
- 50% of funding paid upfront upon execution of the grant deed
- 40% of funding paid upon milestone compliance (to be agreed with successful organisations; for example, presentation of facilities audit and/or submission of raw data)
- 10% of funding paid upon the department accepting the final tabled plan and the associated implementation plan.

Organisations that are registered for GST will be issued with a Recipient Created Tax Invoice (RCTI) for the funding payment. Where the approved organisation is not registered for GST, the GST amount will not be added and remittance advice will be provided for the approved funding payment (refer to section 16.0 below in regards to GST application).

16.0 GST application
Goods and Services Tax (GST) is a broad-based tax of 10% on the sale of most goods and services purchased in Australia.
Organisations with current or projected annual turnover for all revenue activities of $150,000 or more (including this project), must be registered for GST. Compliance with the legislation is a requirement of Federal taxation legislation. The Australian Taxation Office can provide more information—refer to the website www.ato.gov.au or telephone 13 24 78. If your organisation receives a grant from the department you must be aware that this may affect your turnover amount and whether or not your organisation must register for GST.

Organisations that are not registered for GST are responsible for the GST component of the funded project. Please consider this when completing the project budget details as all costs must be GST exclusive. This also applies when acquitting the grant the amount and if not completed correctly may result in a shortfall where unspent funds will need to be returned to the department.

For more information about GST and examples of how this is applied please see the fact sheet available at www.npsr.qld.gov.au/assets/documents/sports/funding/getinthegame/gst-fact-sheet-gitg.pdf.

17.0 Project report and acquittal
Organisations will need to provide a financial acquittal and report by 30 April 2018. Details of these requirements will be outlined in a grant deed with successful organisations.

18.0 Audit
Approved applicants may be subject to an audit by the department. The department will undertake an audit of up to 20% of approved projects to ensure that projects are delivered as approved. All organisations funded by the department are required to keep accurate records to support the development and delivery of the approved project. These records are to be made available to the department should the applicant be selected for an audit. Full details of records that should be maintained will be included in the grant deed.

19.0 Privacy disclaimer of organisations
The Department of National Parks, Sport and Racing is collecting the information in the Sport and Recreation Planning Program proposal to assess applications for funding under the Sport and Recreation Planning Program. Information will also be used to help the department monitor and evaluate programs and resources. This information will only be accessed and used by authorised employees within the department and approved contractors appointed by the department to conduct a program evaluation.

The department will disclose details of approved funding and details of accountable officers (such as name, position in the organisation, and telephone number) to local members of Parliament. Information on approved organisations and details of approved projects, such as funding approved and location of the project will also be made available on the department’s website and may be provided to local governments and relevant sport and recreation organisations for the purpose of advice on approved project information. Your information will not be disclosed to any other parties unless authorised or required by law, subject to the above.

If you have any further questions regarding privacy, please contact the department’s Privacy Contact Officer at privacy@npsr.qld.gov.au.
Appendix 1  Sport and Recreation Services offices

Departmental offices are located across the state, with staff available to offer advice and assistance with the application. Please direct enquiries to your nearest Sport and Recreation office or alternatively phone 1300 656 191.

Industry Capacity and Support (for SLOs)
Email: SRindustries@npsr.qld.gov.au

North Coast Region
Email: north.coast@npsr.qld.gov.au
North Coast regional office
Address: Level 6, 12 First Avenue, Maroochydore QLD 4558
Postal: PO Box 3008, Maroochydore QLD 4558
Phone: (07) 5459 6176

Central Queensland Region
Email: srcentralqld@npsr.qld.gov.au
Central Queensland regional office
Address: 61 Yeppoon Road, Parkhurst QLD 4701
Postal: PO Box 822, Rockhampton QLD 4700
Phone: (07) 4936 0510

Bundaberg area office
Address: 16 Enterprise Street, Bundaberg QLD 4670
Postal: PO Box 618, Bundaberg QLD 4670
Phone: (07) 4131 2702

Hervey Bay area office
Address: Ground Floor, 50-54 Main Street, Hervey Bay QLD 4655
Postal: PO Box 3054, Hervey Bay QLD 4655
Phone: (07) 4125 9352

Emerald area office
Address: 99 Hospital Road, Emerald QLD 4720
Postal: PO Box 346, Emerald QLD 4720
Phone: (07) 4982 1510

North Queensland Region
Email: northernsportrec@npsr.qld.gov.au
North Queensland regional office
Address: 3-9 Redpath Street, North Ward QLD 4810
Postal: PO Box 1468, Townsville QLD 4810
Phone: (07) 4799 7010

Mount Isa area office
Address: Suite 27, Mount Isa House, Mary Street, Mount Isa QLD 4825
Postal: PO Box 1605, Mount Isa QLD 4825
Phone: (07) 4747 2186

Mackay area office
Address: Level 5, 44 Nelson Street, Mackay QLD 4740
Postal: PO Box 239, Mackay QLD 4740
Phone: (07) 4999 8520

Far North Queensland Region
Email: srfarnorth@npsr.qld.gov.au
Far North Queensland regional office
Address: Level 2, William McCormack Building 5B Sheridan Street, Cairns QLD 4870
Postal: PO Box 2494, Cairns QLD 4870
Phone: (07) 4222 5236

Brisbane Region
Email: srs.bris.sportrec@npsr.qld.gov.au

Brisbane regional office
Address: Level 6, 400 George Street, Brisbane QLD 4000
Postal: PO Box 15187, City East QLD 4002
Phone: (07) 3338 9259

South East Region
Email: south.east@npsr.qld.gov.au
South East regional office
Address: Building D, Unit 2, 54 Perrin Drive, Underwood QLD 4119
Postal: PO Box 956, Sunnybank QLD 4109
Phone: (07) 3872 0226

Gold Coast area office
Address: Tallebudgera Recreation Centre
1525 Gold Coast Highway,
North Palm Beach QLD 4221
Postal: PO Box 50, Burleigh Heads QLD 4220
Phone: (07) 5507 0214

South West Region
Email: southwestsportrec@npsr.qld.gov.au
South West regional office
Address: Toowoomba Sports Ground
Ground Floor, Clive Berghofer Stadium
47 Arthur Street, Toowoomba QLD 4350
Postal: PO Box 2259, Toowoomba QLD 4350
Phone: (07) 4596 1006

Dalby area office
Address: 30 Nicholson Street, Dalby QLD 4405
Postal: PO Box 3, Dalby QLD 4405
Phone: (07) 4531 8525

Warwick area office
Address: Corner Guy and Fitzroy Street, Warwick QLD 4370
Postal: PO Box 13, Warwick QLD 4370
Phone: (07) 4667 5100

Ipswich area office
Address: Level 4, 117 Brisbane Street, Ipswich QLD
Postal: PO Box 2259, Toowoomba QLD 4350
Phone: 0477 317 531
## Appendix 2  Local government populations

### Estimated resident population Queensland 2015

<table>
<thead>
<tr>
<th>LGA</th>
<th>Population</th>
<th>LGA</th>
<th>Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aurukun (S)</td>
<td>1,410</td>
<td>Logan (C)</td>
<td>305,110</td>
</tr>
<tr>
<td>Balonne (S)</td>
<td>4888</td>
<td>Longreach (R)</td>
<td>4,238</td>
</tr>
<tr>
<td>Banana (S)</td>
<td>15,236</td>
<td>Mackay (R)</td>
<td>123,383</td>
</tr>
<tr>
<td>Barcaldine (R)</td>
<td>3359</td>
<td>Mapoon (S)</td>
<td>293</td>
</tr>
<tr>
<td>Barcoo (S)</td>
<td>362</td>
<td>Maranoa (R)</td>
<td>13,862</td>
</tr>
<tr>
<td>Blackall Tambo (R)</td>
<td>2306</td>
<td>Mareeba (S)</td>
<td>21,537</td>
</tr>
<tr>
<td>Bouliia (S)</td>
<td>497</td>
<td>McKinlay (S)</td>
<td>1083</td>
</tr>
<tr>
<td>Brisbane (C)</td>
<td>1,146,787</td>
<td>Moreton Bay (R)</td>
<td>417,137</td>
</tr>
<tr>
<td>Bulloo (S)</td>
<td>406</td>
<td>Mornington (S)</td>
<td>1223</td>
</tr>
<tr>
<td>Bundaberg (R)</td>
<td>94,283</td>
<td>Mount Isa (C)</td>
<td>22,717</td>
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<td>Burdekin (S)</td>
<td>17,916</td>
<td>Murweh (S)</td>
<td>44,714</td>
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<tr>
<td>Burke (S)</td>
<td>559</td>
<td>Napranum (S)</td>
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<td>Cairns (R)</td>
<td>158,985</td>
<td>Noosa (S)</td>
<td>53,052</td>
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<td>Carpentaria (S)</td>
<td>2,245</td>
<td>North Burnett (R)</td>
<td>10,311</td>
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<tr>
<td>Cassowary Coast (R)</td>
<td>28,705</td>
<td>Northern Peninsula Area (R)</td>
<td>2663</td>
</tr>
<tr>
<td>Central Highlands (R)</td>
<td>31,595</td>
<td>Palm Island (S)</td>
<td>2617</td>
</tr>
<tr>
<td>Charters Towers (R)</td>
<td>12,517</td>
<td>Paroo (S)</td>
<td>1888</td>
</tr>
<tr>
<td>Cherbourg (S)</td>
<td>1292</td>
<td>Pormpuraaw (S)</td>
<td>731</td>
</tr>
<tr>
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<td>3399</td>
<td>Quilpie (S)</td>
<td>975</td>
</tr>
<tr>
<td>Cook (S)</td>
<td>4260</td>
<td>Redland (C)</td>
<td>148,641</td>
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<tr>
<td>Croydon (S)</td>
<td>324</td>
<td>Richmond (S)</td>
<td>847</td>
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<td>83,439</td>
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<td>1822</td>
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<td>35,716</td>
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<tr>
<td>Fraser Coast (R)</td>
<td>101,306</td>
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<td>282,822</td>
</tr>
<tr>
<td>Gladstone (R)</td>
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(C) = City  (R) = Regional Council  (S) = Shire  (T) = Town

Appendix 3  Project brief

The proposal must include a project brief of at least two and a maximum of five pages. The project brief should include the following components:

- **Needs analysis**
  Outline why the project is being conducted including objectives of the project, how the need for the project was identified and the benefits to the community.

- **Scope of study and collaboration**
  Provide details regarding the limits or boundaries of the project. Detail any collaboration and include details of how any collaboration is to occur. Provide written and the endorsement of all organisations involved. This section should identify if the proposed plan is new or updating an existing or expired plan and outline how the proposed plan is to complement any existing plans.

- **Consultation**
  Identify key stakeholders, user groups, community and education organisations, state or national peak bodies, and if relevant, other councils and outline the engagement strategy for the project.

- **Project management and timeframes**
  Outline how the project will be managed including key project elements (such as facilities audits and other data collection) and the proposed procurement methodology demonstrating value for money. Indicate the proposed start and finish dates, as well as timing of key project elements.

- **Implementation**
  Outline strategies and actions the organisation aims to use to communicate, implement and monitor the final plan. This section may identify how your organisation and any collaborators will prioritise future development and budgeting for identified projects.