

DELIVERY



Implementing ShapingSEQ 2023 will require ongoing collaboration, commitment and coordination across all levels of government, First Nations peoples, the industry and the community.

Each stakeholder has a role to play in responding to the current housing challenges experienced across SEQ and the overall achievement of the longer-term vision for SEQ. To guide this collaboration and provide greater assurance to all stakeholders and the community on the delivery of ShapingSEQ 2023, a new approach to implementation, governance, monitoring and reporting has been established.

Implementation assurance

Assurance is an integral component of robust project governance and seeks evidence of effective controls and opportunities to increase the likelihood of successful delivery.

Implementation assurance provides accountability for stakeholders while identifying potential risks in delivery and ensuring actions are taken through appropriate governance arrangements to realise the outcomes of the plan.

ShapingSEQ 2023 establishes a new implementation assurance framework and process that is:

<p>Dynamic</p> <p>Integrating measures to improve the capacity to adjust and respond to changing priorities, evolving needs or crisis scenarios.</p>	<p>Transparent</p> <p>Sharing evidence and information, access to data and ongoing monitoring and reporting to reflect implementation progress.</p>	<p>Accountable</p> <p>Sharing responsibility and commitment to deliver outcomes, supplemented by ongoing monitoring.</p>	<p>Effective</p> <p>Assurance that the implementation actions will be delivered by leveraging a suite of mechanisms available to stakeholders to achieve envisioned outcomes.</p>
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The four pillars of the implementation assurance framework include:

- 1 **Governance** – providing clarity on roles and responsibilities for all stakeholders and the process and parameters for escalation to decision makers. A clear and strong governance structure is needed that supports the effective and efficient delivery of ShapingSEQ 2023’s vision (**Chapter 1: The plan for South East Queensland**), regional priorities (**Chapter 2: Regional priorities**), outcomes and strategies (**Chapter 3, Part A: Outcomes and strategies**), and sub-regional directions (**Chapter 3, Part C: Sub-regional directions**).
- 2 **Delivery tools** – guidance on all delivery tools that will be at the disposal of those responsible for delivering ShapingSEQ 2023. This includes statutory and non-statutory instruments and funding and financing mechanisms. Implementation assurance of ShapingSEQ 2023 needs to be supported by investment from all levels of government as well as industry and community stakeholders. There are several existing federal and state government funding and financing programs and initiatives that may support the implementation of ShapingSEQ 2023.
- 3 **Communications** – detail on how the government will engage on an ongoing basis including how government-led initiatives and investment will be catalysed to create opportunities for private market and community benefits. Ongoing stakeholder and community engagement and communication form an important part of the implementation of ShapingSEQ 2023. This engagement includes government officials and agencies, First Nations peoples, industry, businesses and local communities. Ongoing communication and engagement will also be critical to identify how government-led initiatives and investment to 2046 will be catalysed to create opportunities for the private market (investment attraction) and community benefits (via service delivery).
- 4 **Monitoring, evaluation and reporting** – detail on how the government will monitor the implementation of ShapingSEQ to inform ongoing reviews and improvement processes. The Land Supply and Development Monitoring (LSDM) report will continue to provide a critical component of performance monitoring to support ShapingSEQ 2023.

Monitoring of ShapingSEQ 2023 is essential to track the progress of implementation and inform potential interventions, decision-making and ongoing policy-making particularly through actions to guarantee alignment of local government planning schemes with this plan.

To support ShapingSEQ 2023, performance monitoring includes a suite of process, policy and contextual indicators (refer to ShapingSEQ Indicator Dictionary) that will continue to evolve and be expanded on to comprehensively monitor key policy outcomes sought by ShapingSEQ 2023.

Efficient and effective implementation is a critical success factor to ongoing delivery. A clear and committed approach to implementation assurance is necessary to enable evidence-based decision making across the state government, local governments and ultimately, with the industry and community.

Priority Action 13 – Implementation Assurance Framework

Stakeholders: State government **Timeframe:** 2024–2025

The Queensland Government has invested in and will continue to develop and refine a fit-for-purpose implementation assurance framework for the delivery of ShapingSEQ 2023. This will include a maturation plan for the framework’s execution and the commencement of the revised governance framework.



Warrill View. Supplied by Queensland Museum. Photographer: Gary Cranitch

Our shared task

Regional plans, strategic documents and policy settings do not ultimately deliver housing on the ground.

Implementation assurance begins with the acknowledgment that ShapingSEQ 2023, and the planning framework more broadly, is part of a larger response required to address the current housing challenges.

It is essential that growth management across SEQ is a coordinated and shared responsibility with commitment by all stakeholders to improve, innovate and be held accountable in each respective role.



The role of the Australian Government



The Australian Government sets national policy including housing, infrastructure, environment, economic, taxation and immigration policies. They also provide funding and property-related financial measures.

Of relevance to Grow is the 2022 National Housing Accord and 2023 National Planning Reform Blueprint to unlock more homes to meet Australia's diverse housing needs over the long-term. The National Planning Reform Blueprint requires planning, zoning, land release and other reforms to meet housing supply targets. This includes streamlining approval pathways, promoting medium and high-density housing in well located areas, reforms that support rapid delivery of social housing and affordable housing, phased introduction of inclusionary planning, rectifying gaps in housing design guidance and improving community consultation processes. In support of such reforms, the federal government has brought forward funding tied to achievement of housing delivery targets.

Of relevance to Connect is the role of the federal government in funding major transport infrastructure. Planning and delivery of the projects and initiatives on the priority RSI list to support growth will draw on funding sources across all levels of government and the federal government will play a major role in planning for and delivering infrastructure to support growth across SEQ.

In relation to environmental policy, the federal government plays a key role in bioregional planning, and on behalf of the minister responsible for administering environmental approvals under the *Environment Protection and Biodiversity Act 1999* (EPBC Act).

The role of the Queensland Government



The Queensland Government sets the planning framework for Queensland including:

- » State-wide statutory policy settings in the SPP.
- » A statutory regional planning process and program that translates broader policy into place-based outcomes and delivers regionally specific responses to issues such as land supply and infrastructure planning and coordination.
- » A plan-making framework that facilitates local planning to respond to community needs.
- » A local infrastructure planning framework to identify the shared infrastructure needed to support planned urban development in the community, and enable fair and equitable contributions towards local infrastructure.
- » Direct facilitation and planning of growth areas to overcome barriers that constrain development such as PDAs and SDAs.

The Queensland Government plays various roles and functions in facilitating outcomes for ShapingSEQ including:

- » Requiring local government planning instruments to be updated as a priority to implement ShapingSEQ 2023.
- » Assessing all local government planning instruments such as planning schemes, planning scheme policies and Temporary Local Planning Instruments (TLPs) made by local government to ensure alignment with ShapingSEQ and SPP.
- » Assessing development applications.
- » Leading and delivering residential and mixed-use property projects including large greenfield communities and complex urban sites that support renewal.
- » Leading and delivering infrastructure projects to support or advance development.
- » Unlocking land to facilitate housing and well-planned community outcomes.
- » Providing grant funding to local governments.
- » Leading the delivery of social housing and creating opportunities for more affordable housing.
- » Funding in support of government priorities such as the Housing and Homelessness Action Plan (HHAP), the Housing Investment Fund (HIF), Growth Acceleration Fund (GAF) and the SEQ City Deal.
- » Ongoing strategic asset management of the existing social housing property portfolio to ensure alignment with current and emerging housing priorities.
- » Monitoring and reporting on progress.

The role of local governments



Local governments, as the level of government closest to the community, play a critical role in delivering place-based planning through statutory and non-statutory plans. Local governments have the primary role of assessing development in accordance with statutory plans. Planning schemes integrate state interests into local planning and development assessment policies and processes. SEQ local governments have a key responsibility in delivering the strategies set out in ShapingSEQ 2023.

In support of local planning schemes, local governments prepare Local Government Infrastructure Plans (LGIPs). LGIPs are a critical component of the planning framework and form the statutory plan to align local infrastructure with growth.

Local governments need to work closely with the Queensland Government to ensure planning schemes are appropriately aligned with the policy outcomes sought by ShapingSEQ 2023 and are not inconsistent with the SEQ regulatory provisions in the Planning Regulation.

The planning and delivery of transport infrastructure to support growth, as illustrated in the Connect theme, will draw on resources and funding across all levels of government. Local governments will continue to play a critical role in the planning and delivery of both local and state transport infrastructure to support growth across SEQ.

The role of utility providers



Utility providers play a fundamental role in the integrated delivery of water and sewer services to support urban development. This is managed through integrating planning and delivery through NetServ planning and associated development approval processes. The aim is to align infrastructure and land use delivery.

This key role in sequencing and servicing of urban development is acknowledged and needs to be further reinforced through the implementation of ShapingSEQ 2023. Utility providers need to work closely with the Queensland Government and local governments to further align the planning and delivery of water and wastewater networks.

The role of First Nations peoples



SEQ is home to many First Nations peoples who have continuing rights and responsibilities as the First Peoples of Queensland, including traditional ownership and connection to land and waters. Engaging with First Nations peoples includes:

- » Native Title PBCs
- » Indigenous Protected Area estate managers
- » Traditional Owners
- » First Nations peoples living in SEQ
- » Other First Nations organisations, industries, and representatives across several relevant sectors.

Ongoing engagement with First Nations peoples is essential to ensuring their rights, interests and aspirations are reflected in land use planning and the delivery of ShapingSEQ 2023 and broader planning processes.

The role of industry



The development industry is the primary entity for the construction and delivery of housing as well as other infrastructure and employment land, in line with relevant government policy and legislation.

Housing delivery is largely market-driven which can be influenced by numerous factors. To successfully achieve the policy outcomes sought by ShapingSEQ 2023, there will be a need for the development industry to adapt existing delivery models and develop new ones, including developing innovative gentle density housing products and delivery partnerships and mechanisms.

There is a necessity in the short term for industry to proactively work with stakeholders to collectively address factors outside of planning that influence and impact the development industry, including cost escalations and labour shortages.

The role of local community



Local communities engage with planning for the future of their neighbourhoods. Regional plans set the preferred growth pattern of SEQ with key policies to support planning at the local level. Long-term planning and growth management has the difficult task of balancing existing community values while managing development, infrastructure and environmental challenges that come with increased population growth. There is a clear need to continue to work closely with the community to increase awareness of how future housing needs can be met while delivering on community expectations of improved amenity and liveability.



Golden Pig Restaurant and Cooking School, Newstead. Supplied by Brisbane City Council

Implementing ShapingSEQ 2023

The implementation of Chapter 3, Part A: Outcomes and strategies and Part C: Sub-regional directions can be delivered through a variety of tools available for each theme.

The relationships between the key themes for delivery are shown in Figure 9. Outcomes and strategies under Grow and Prosper set the spatial land use strategy for SEQ, however, the implementation of these strategies cannot be achieved without the delivery of infrastructure, as per Connect and SEQIS. Sustain informs the spatial land use strategy in that urban development needs to respect, conserve and enhance SEQ's environmental assets and enable a resilient and sustainable urban form. Live underpins all urban development in SEQ seeking to drive better design outcomes for the built environment and ultimately, communities.

Therefore, implementation assurance for ShapingSEQ 2023 aligns each of the themes and how they need to work together to achieve the vision.

The existing planning framework is the primary tool for the application of this plan and the delivery pathway for many strategies within this plan. This includes local government plan-making and development assessment, as well as the Planning Regulation including the SEQ regulatory provisions.

Delivery of this plan will also rely on other tools that sit outside of the planning framework including, for example:

- » Legislation and statutory instruments such as the *Economic Development Act 2012* and *State Development Public Works Organisation Act 1971*.
- » Non-statutory instruments such as RTPs.
- » Funding mechanisms from federal and state governments under existing initiatives such as the SEQ City Deal.

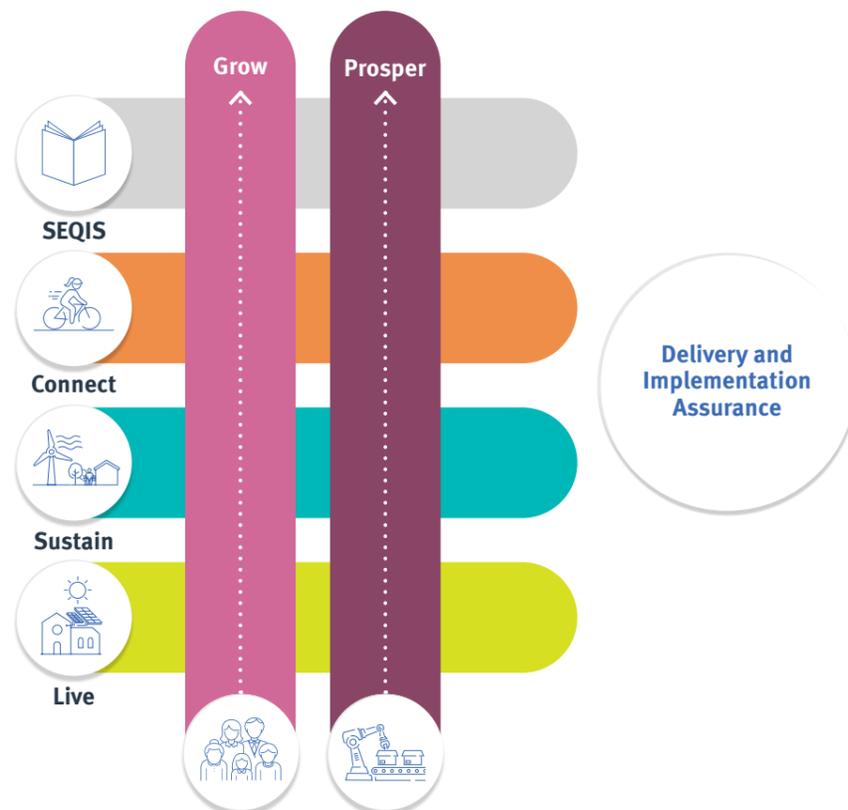


Figure 9 – Relationship across themes for implementation

Local plan-making

Local government planning schemes are fundamental in implementing ShapingSEQ 2023. When making or amending a planning scheme, a local government must advance ShapingSEQ by demonstrating compliance with:

- » **Chapter 3, Part A: Outcomes and strategies.**
- » **Chapter 3, Part B: Regional growth pattern.**
- » **Chapter 3, Part C: Sub-regional directions.**
- » **Chapter 5, Resource activity, where applicable.**
- » SEQ regulatory provisions in the Planning Regulation.

Where there is an inconsistency between the strategies defined in Part A and the sub-regional directions defined in Part C, the sub-regional directions prevail.

Local government planning schemes provide finer-grain local policy and must advance the relevant matters of state and regional significance.

While ShapingSEQ provides a regional policy expression about matters of state and regional significance contained in the SPP, it does not deal with every aspect of the SPP. Local government planning schemes are still required to advance those aspects of the SPP not dealt with by ShapingSEQ.

A local government planning scheme must outline whether the Minister for Planning has identified ShapingSEQ or aspects of ShapingSEQ as being appropriately integrated and those matters that may not be relevant.

Local governments may propose minor adjustments to the Urban Footprint boundary through the local plan-making processes via rezoning, to recognise constraints, align to more logical boundaries or correct anomalies.

A local government may also make an amendment for urban purposes outside of the Urban Footprint to support an existing rural township or village. The land subject to the proposal must be adjacent and subordinate to an established rural township or village. Detailed planning must demonstrate a measurable local need based on community size, demographics and housing needs. Justification for the proposal and its direct relationship to the associated township or village must be provided, ensuring that growth will support the economic, environmental and social sustainability of the community.

Where a local government considers new land for urban purposes outside of the Urban Footprint, other than a minor adjustment or to support a rural township or village, it must only occur where its detailed planning process has demonstrated a measurable local need and regional justification for the proposal.

This detailed local planning must be justified against the outcomes and strategies in ShapingSEQ 2023, sub-regional directions and the Urban Footprint principles. Such justification will need to include that there are no feasible options to unlock areas in the existing Urban Footprint, which will enable the LGA to accommodate its dwelling supply target or employment planning baselines.

If satisfied, the Minister for Planning may endorse a planning scheme amendment that would be recognised as an urban zone for the purposes of the SEQ regulatory provisions.

Amendments to local plans must not be used to facilitate significant new rural residential development in the RLRPA.

Planning Regulation 2017 and SEQ regulatory provisions

The Planning Regulation has been in effect since 3 June 2017. Regulatory provisions associated with ShapingSEQ (SEQ regulatory provisions) apply to the following areas in the region:

- » RLRPA
- » RLA
- » NIUB
- » SEQ development areas
- » MEIAs

The SEQ regulatory provisions play a crucial role in ensuring the strategies within ShapingSEQ 2023 are delivered through the development assessment process. They are also used in the preparation or amendment of local government planning instruments, such as planning schemes, ensuring alignment of levels of assessment.

Refer to the SEQ regulatory provision guideline for further information.

Development assessment

In accordance with the Planning Regulation, proposed development is to be assessed against or having regard to the following parts of ShapingSEQ 2023, to the extent relevant:

- » **Chapter 3, Part A: Outcomes and strategies**
- » **Chapter 3, Part C: Sub-regional directions.**

An application conflicts with ShapingSEQ if it does not comply with these sections. If there is an inconsistency between the strategies and sub-regional directions, the sub-regional directions prevail.

However, the following matters are intended to assist local governments in plan-making and to be implemented through planning schemes, even where contained, dealt with or referenced in Chapter 3, Part A: Outcomes and strategies or Chapter 3, part C: Sub-regional directions. They are not intended to be implemented in an ad-hoc way through assessment of individual development applications:

- » Dwelling supply targets
- » Dwelling diversity sub-targets
- » Table 1: High amenity area framework – a guide for minimum density requirements
- » Social housing and affordable housing target or sub-target
- » RECs.

To avoid any doubt, the vision in Chapter 1, including the discussion of each of the five themes in Chapter 1, is not relevant to development assessment, whether as a “relevant matter” or on any other basis. That content from Chapter 1 reflects a long-term vision for the region, which is intended to be achieved over time through planning instruments, rather than in an ad-hoc way through assessment of individual development applications.

The SEQ regulatory provisions, which are contained in the Planning Regulation and support ShapingSEQ, are also relevant in development assessment. The Planning Regulation may contain assessment benchmarks that must be assessed in certain circumstances.



Delivery of Grow is centred on increasing housing supply, planning for future housing needs and removing regulatory barriers that may stand in the way of delivering the size, speed and mix of housing required. It requires meeting dwelling supply targets, as well as diversity and social housing and affordable housing sub-targets. It also addresses the balance of need, encouraging more homes in well-located places such as high amenity areas.

National Cabinet has agreed to an ambitious new target to build 1.2 million new well-located homes nationally over five years from 1 July 2024. For Queensland, on an equal per capita basis, this is likely to mean a target of over 245,000 new homes by 2029.

However, identifying projected housing needs is not, on its own, enough. Delivery is essential to address SEQ’s housing needs. The greatest challenge faced by the region is translating strategic policy into homes on the ground, including converting the substantial pipeline of approved detached and attached dwellings into completion.

Overcoming barriers to delivery will require effective partnerships between public and private sector stakeholders. It will also require increasing the speed and certainty of housing provision over the short to medium term, drawing on a range of planning, financial, land assembly and infrastructure delivery mechanisms to kick-start development.

Delivering Grow strategies

Local government planning schemes are critical to the successful delivery of Grow strategies. The majority of these are typically delivered through plan-making, development assessment and the SEQ regulatory provisions. This approach to policy integration can be protracted. Given the urgency of the current housing challenges, this plan also acknowledges that more needs to be done quickly.

To help deliver Grow strategies faster and unblock regulatory barriers as fast as possible, this plan commits to streamlining planning scheme amendments that demonstrate alignment with ShapingSEQ (Priority Action 1). Streamlining amendments that will be achieved in compressed

timeframes with greater certainty will be enabled for all SEQ local governments where proposed scheme amendments align with regional priorities (**Chapter 2: Regional priorities**) and Grow outcomes and strategies (**Chapter 3, Part A: Outcomes and strategies**) as outlined in their housing supply statement and agreed between local and state government.

There are a suite of additional tools to support ShapingSEQ 2023 implementation including new powers proposed under the Housing Availability and Affordability (Planning and Other Legislation Amendment) Bill 2023 (HAAPOLA Bill) introduced into Parliament on 11 October 2023.

The HAAPOLA Bill proposes amendments to the Planning Act in response to the National Planning Reform Blueprint to improve the planning framework’s facilitation of more homes, faster. Key powers proposed under the HAAPOLA Bill which will support the delivery of Grow strategies include:

- » The ability for the Planning Minister to acquire land and create an easement for critical infrastructure to unblock development in the right locations and at the right time.
- » A new and streamlined state led assessment process to facilitate development that is a priority of the state.

- » A new zone to help local governments better sequence development and allow for detailed land use planning to occur.

Key tools outside the planning framework include the *Economic Development Act 2012* and existing Queensland and Australian Government housing commitments. Both EDQ and the Department of Housing are two key delivery partners and play a significant role in the ongoing implementation of ShapingSEQ.

Gentle density is a foundational policy required to address the housing challenges faced across SEQ. The timely delivery of gentle density typologies across lower density residential areas is a critical component of addressing the size, speed and mix of housing required in each LGA. Therefore, as a priority, local governments are required to progress policy and servicing

activities that remove regulatory barriers inhibiting gentle density products through streamlined planning scheme amendments (Priority Action 1). The Queensland Government is committed to delivering the Distinctly Queensland Design Series – a model code supporting gentle density housing typologies (Priority Action 11). The Distinctly Queensland Design Series will be a key tool in supporting the delivery of gentle density product and meeting diversity targets, providing industry with more certainty through simplifying assessment processes and providing community with confidence that high-quality development remains a core requirement as the state grows.

There are new funding options to incentivise faster delivery of Grow strategies that have been brought forward as part of the \$10 billion Housing Australia Future Fund (HAFF). Funding under the HAFF, together with numerous well-

established funding programs and initiatives – including the SEQ City Deal, Housing Investment Fund, Growth Acceleration Fund, Catalytic Infrastructure Fund and additional funding for delivery of social housing under the Queensland Housing and Homelessness Action Plan 2021–2025 – will incentivise and aid delivery of Grow strategies.

Delivering Grow will further be supported by a Community Engagement and Awareness Campaign on growth and housing diversity, which is a key outcome of the Housing Summit. This campaign will be an ongoing effort, led by the Queensland Government and Council of Mayors SEQ (CoMSEQ) in the short term, to support the implementation of ShapingSEQ 2023 and build wider community acceptance.

Meeting minimum density requirements

High amenity areas reflect locations across SEQ that have key locational attributes that lend themselves to greater housing density and diversity. High amenity areas will support growth to be concentrated in areas that are highly accessible, serviced and supported by key features such as regional activity centres and community and cultural facilities. To leverage their existing levels of accessibility, residential areas within identified high amenity areas will provide greater housing choice. Ongoing monitoring will evaluate the integration and calibration of local government planning schemes to the outcomes sought for high amenity areas, including:

- » Density – seeking to achieve the minimum net densities in accordance with the guidance provided in Table 1.
- » Diversity – providing diverse forms of housing typologies (mid-rise and high-rise where appropriate), a mix of tenure, innovative housing models, social housing and affordable housing. This includes accommodating various types of households within the region to meet the needs of existing and future residents and provides a diversity of price points.

- » Design – well-designed buildings that promote distinctive and innovative built-form outcomes that reflect diverse housing needs, the character of a neighbourhood and are climate-sensitive.
- » Car parking – maximum car parking rates and innovative car parking arrangements that are reflective of greater access to public transport.

Meeting social housing and affordable housing sub-targets

The combined social housing and affordable housing target can be met by any combination of non-market housing such as social housing and market-affordable housing. Through the Housing Summit Outcomes Report, the Queensland Government has re-committed to investigate and consult extensively on introducing inclusionary requirements into the planning framework to increase the supply of social housing and affordable housing.

Delivery of social housing is led by the Department of Housing, including in partnership with community housing providers, local governments and other state government entities. The Department of Housing will report on social housing through existing channels, including the Housing Delivery Board.

Monitoring and reporting

The annual LSDM report will track progress against the dwelling supply targets and the dwelling diversity sub-targets.

Meeting dwelling supply targets and dwelling diversity sub-targets

Dwelling supply targets are provided to demonstrate the supply required to respond to the growth SEQ is experiencing to 2046. Targets are provided for each LGA, inclusive of the local government planning scheme area and PDAs where declared.

A dwelling supply target may not be met for a variety of factors, including factors outside the remit of planning. To inform this, a revised approach to monitoring through the LSDM has been established which uses a suite of contextual indicators to demonstrate a more complete picture of the development pipeline and factors that may influence why a target is not being met.

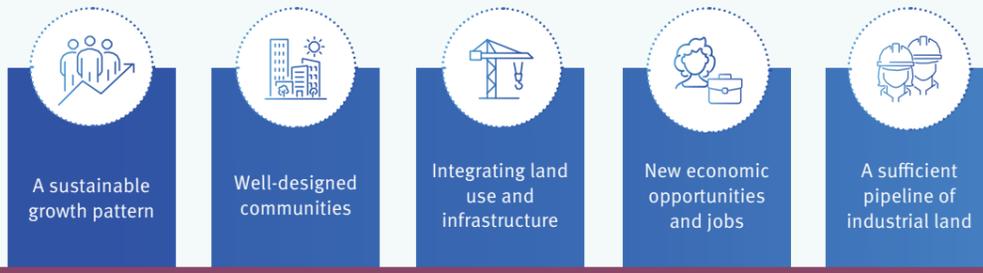
Dwelling and diversity targets refer to ‘planned’ product and not approved development applications. However, it is acknowledged that the delivery of housing is largely dependent on the development industry and other factors such as market uptake, construction costs, labour shortages and interest rates among many others.

While some of these factors are outside the scope of local governments and EDQ’s influence, through monitoring and reporting, local governments and EDQ will need to demonstrate they have sought to refine policy to close the gap between identified housing need and supply.

The implementation assurance framework ensures that the factors inhibiting delivery are identified accurately, even when outside the scope of planning, to ensure any interventions are calibrated and respond to the issue. For example, considering the key factors influencing the stagnation of conversion of development approvals to actual completions.



Key regional priorities



Delivery of Prosper is focused on the three most regionally significant types of employment land including RECs, the RACN and MEIAs. Consultation on ShapingSEQ 2023 confirmed strong support for a review of both RECs and the RACN from all SEQ local governments and industry.

This work provides an opportunity to ensure that:

- » Important job creating areas are protected and assisted in responding to economic, demographic and community changes.
- » Residential development close to jobs is maximised.

- » There is a continued supply of industrial land in SEQ critical for employment and attracting continued inward investment and foreign direct investment.
- » Monitoring is in place to measure changes over time, and allow the Queensland Government and local governments to intervene where these changes have the potential to affect SEQ jobs and economic growth.

Delivering Prosper strategies

Prosper strategies will predominately be delivered through plan-making, development assessment and the SEQ regulatory provisions.

However, there are key pieces of work to be completed as a priority, to build evidence and ensure that the planning framework, including local government planning schemes, is calibrated to emerging trends and regional settings.

To deliver this work, the Queensland Government will work with local governments to identify regional activity centres and develop a suite of principles and measures to assist in their ongoing monitoring and evaluation (Priority Action 5). In addition to this, local governments are required to undertake detailed investigations of each REC (Priority Action 3) to integrate findings into planning schemes. Detailed investigations should:

- a. Better understand the scale, significance and specialisation of each REC in their LGA through both a quantitative and qualitative assessment of each REC.
- b. Identify and recognise the major economic assets anchoring each REC (for example, major hospital, university, knowledge and technology precinct, MEIA, etc.).

- c. Identify measures to ensure economic assets are not compromised or adversely impacted by other planning decisions.
- d. Identify the competitive advantages of each REC and opportunities and constraints to growth.
- e. Engage with key institutions and enterprises within each REC to identify what measures could be taken to improve the efficient operation of the REC or better leverage existing enterprises and infrastructure.
- f. Identify key measures and actions required to facilitate the ongoing efficient and sustainable operation and growth of the REC.

- g. Ensure planning controls over RECs do not unduly compromise the efficient operation of the REC but allow for appropriate growth or intensification of activities within the REC.
- h. Ensure RECs are appropriately accessible to their respective workforces and supply chains and provide business and worker amenities and services conducive to attracting global talent.
- i. Ensure the role of each REC is recognised in city-wide strategies within which RECs might play a significant role.
- j. Formulate a strategy in partnership with local governments for the ongoing sustainability and growth of RECs, particularly where they extend across administrative boundaries.
- k. Plan for the integrated delivery of infrastructure to support the RECs ongoing development and growth by different levels of government and service delivery providers.
- l. Advocate and promote RECs as locations of regionally and, in some cases, nationally significant economic activity, invocation and employment.

The additional work on the RACN and RECs will be critical to the delivery of the Prosper strategies and provide an important evidence base to inform key policy decisions, the next ShapingSEQ review and interim plan-making and development assessment processes.

In addition, the projected shortfall of industrial land requires an urgent and specific response. MEIAs are located throughout SEQ and represent major regional employment areas. MEIAs represent major anchors for SEQ's industrial ecosystem – an ecosystem that does not recognise LGA boundaries. Preventing the loss of land in MEIAs from conversion to other uses or encroachment from incompatible uses is integral to ensuring that there is an adequate supply of industrial land to meet the needs of SEQ.

The priority action for RECs is closely related to the priority action for industrial land. Many of the region's MEIAs are located within RECs, and benefit from synergies with core components of the RECs.

Through the regional industrial land framework (Priority Action 4), the Queensland Government and local governments will undertake a more detailed assessment of the industrial land supply and demand to investigate the ability of land already designated to be appropriately serviced and made accessible to meet future demand pressures.

However, given that the impacts of the exhaustion of industrial land supply in Brisbane are expected to be felt within 5-10 years, a targeted response must be prioritised. Gold Coast, Logan and Ipswich LGAs are the key focus areas for this issue given the location of the existing and planned freight and logistics networks that are located in the south and south-western corridors.

The timely provision of regional industrial land will prioritise:

- » Identification of additional industrial land within the northern Gold Coast.
- » Infrastructure investment within Logan to provide improved freight accessibility to Park Ridge MEIA and Crestmead/Berrinba MEIA.
- » Investigation of potential additional industrial land within Logan within the South Logan PFGA.
- » Infrastructure investment within Ipswich LGA to service industrial land located at Ebenezer.

The regional industrial land framework will also consider the longer-term role and function of MEIAs across SEQ, in recognition of their place in regional, national and international supply chains, and all local governments will be invited to participate in their development.

ShapingSEQ 2023 works in unison with the SEQ City Deal and SEQ City Deal Implementation Plan which aim to leverage investment in infrastructure across the region. Through the SEQ City Deal and Implementation Plan, the Australian Government, Queensland Government, and CoMSEQ are working together to plan and deliver enhanced investment for the region.

The SEQ City Deal has four key outcomes:

- » Accelerating future jobs across SEQ
- » A faster, more connected SEQ region
- » A more liveable SEQ
- » Creating thriving communities for SEQ.

The SEQ City Deal is a significant package of investment to the residents of SEQ, now and over the next 20 years.

Monitoring and reporting

The LSDM report will include a suite of indicators to demonstrate the implementation of Prosper strategies using current, available data. It is expected that future iterations of the LSDM report will continue to evolve the suite of indicators relevant to the Prosper theme.

Retain industrial land in MEIAs

The implementation of ShapingSEQ 2023 includes monitoring industrial land in MEIAs to ensure they are retained for uses that facilitate their role in accommodating medium and high-impact industries and other employment uses associated with, or with access to, state transport infrastructure.

Measuring sufficient industrial land supply

The current Industrial Land Monitor (ILM) in the GMP identifies planned industrial land supply and industrial land take-up for each LGA in SEQ. Priority Action 4 ensures that a model for SEQ is developed to monitor supply and demand and integrate the model into the annual LSDM reporting.

The implementation of ShapingSEQ 2023 includes the integration of the ILM into the LSDM report.

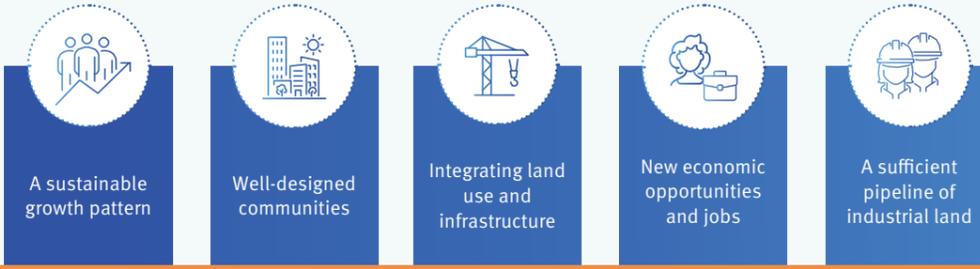


Coolum Eco Industrial Park



Connect

Key regional priorities



Connect focuses on strengthening communities and the economy through the delivery of integrated land use and transport planning.

Delivering Connect strategies

Connect strategies will be delivered through the ongoing coordination and collaboration between state and local governments.

Many of the strategies within Connect are delivered through existing forward programs and committed projects including the Queensland Government Infrastructure Pipeline (QGIP) and the Queensland Transport and Roads Investment Program (QTRIP).

With the evolution of the growth pattern for SEQ through to 2046 priority RSI has been identified to illustrate the regionally significant infrastructure investment anticipated to be required to support growth. The priority RSI is not intended to present a definitive list of all transport infrastructure required to support growth to 2046, but rather represent transport projects that meet the broad criteria outlined in **Chapter 3, Part A: Outcomes and strategies**. Priority Action 6 ensures that integrated land use and infrastructure modelling capability will continue to support informed decision making of land use policy and infrastructure planning, as a critical element in monitoring the implementation of ShapingSEQ 2023.

Connect is supported by the SEQIS and SEQ RTPs. The SEQIS introduces RGCPs which will allow for more proactive planning of key infrastructure using data. By using long-term growth forecasts to identify infrastructure needs, a RGCP can ensure that SEQ meets the current and future infrastructure requirements for a growing population in line with the urban consolidation policy settings in ShapingSEQ 2023. RGCPs encourage collaboration among state agencies, infrastructure providers and local government to establish a shared vision and infrastructure plan, ultimately supporting sustainable growth.

A key implementation action under the SEQIS is to commence the pilot of RGCPs along the proposed Eastern Corridor and the Direct Sunshine Coast Rail Line. This recognises the corridors' significant interregional role in movement of people, goods and growth in addition to servicing and connecting Brisbane 2032 precincts and venues.

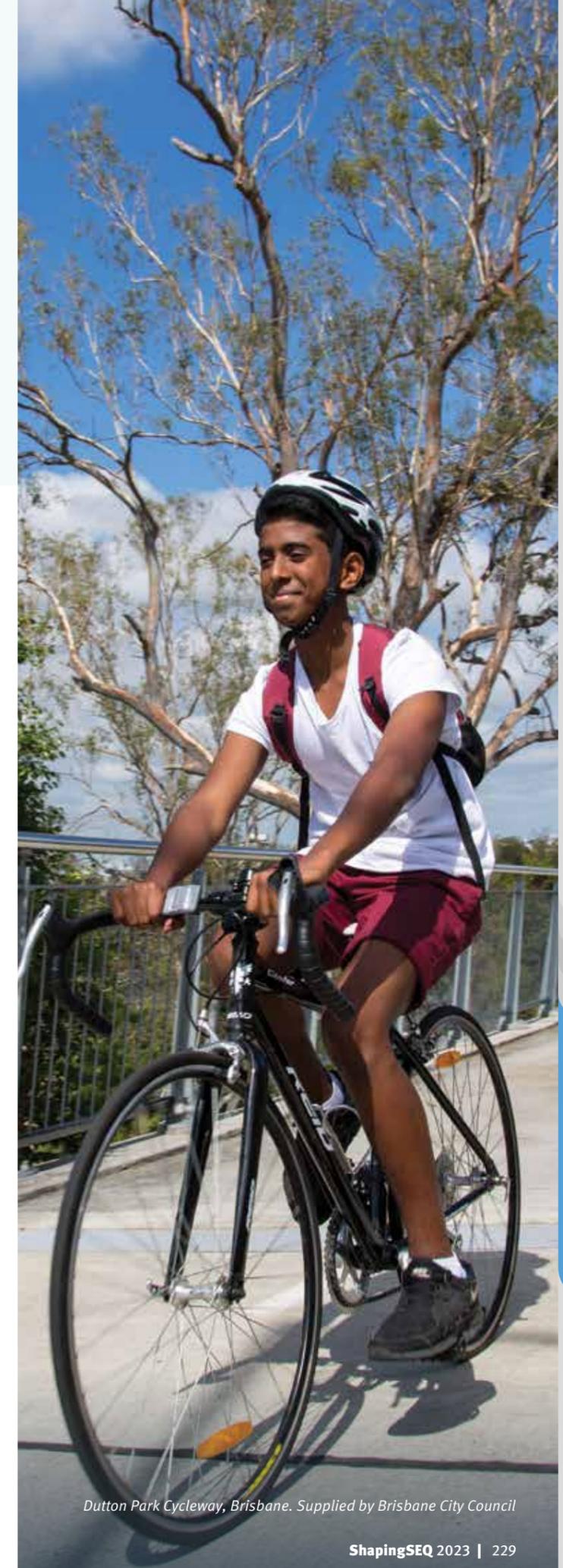
The SEQ RTPs provide guidance on the development of public transport networks, road infrastructure, active transport corridors, and other transport initiatives, which are then incorporated into the broader land use planning strategies outlined in Connect.

The SEQ City Deal includes a funding commitment to plan for future RSI, including a regional freight movement study and open-level crossing prioritisation. The RSI planning component has a \$5 million allocation comprising of \$2 million from the Queensland Government, \$2 million from the Australian Government and \$1 million from CoMSEQ. The commitment will bring all three levels of government together to develop a mechanism for consultation and cooperation to consider growth and connectivity under an integrated approach.

Monitoring and reporting

Monitoring and reporting of the implementation of Connect strategies are predominately undertaken by TMR. The two key reporting mechanisms for TMR are the QTRIP which reports on current and planned investment in transport infrastructure across Queensland over the next four years, and TMR's Project Assurance Framework. The Connect theme does not have any relevant policy and contextual indicators and will rely on process indicators to demonstrate implementation, for example:

- » Annual reporting against key strategies, including delivery of high frequency network and Principal Cycle Network.
- » Annual reporting on the status of priority RSI projects outlined in Table 9.



Dutton Park Cycleway, Brisbane. Supplied by Brisbane City Council



Sustain

Key regional priorities



A sustainable growth pattern



Well-designed communities



Incorporating Aboriginal and Torres Strait Islander knowledge, culture, traditions and aspirations



Regional approach to natural hazards



Better biodiversity outcomes for growth areas

Delivering Sustain strategies

Strategies in Sustain are guided by new policies since 2017, such as the SEQ Koala Conservation Strategy and the Queensland Climate Action Plan 2030, policies carried over from ShapingSEQ 2017, or represent enhanced strategies, such as resilience and the new Resilience Policy Maturity Framework.

Sustain strategies will predominately be delivered through plan-making and development assessment, however, there are key pieces of work to be completed as a priority. Priority Action 7 builds on First Nations engagement undertaken as part of developing ShapingSEQ 2023 and continues this engagement as an integrated and ongoing part of regional planning and broader planning processes. This engagement will inform work programs for the Cultural Resource Management Plan and Living on Country Code.

Bioregional planning (Priority Action 8) replaces the Strategic Assessment implementation action from ShapingSEQ 2017 as an improved, fit-for-purpose tool for guiding the development of PFGAs through mapping areas that are important to conserve and those where particular types of development could be encouraged.

Critical to the delivery of new growth and sustaining our existing communities is improving SEQ's response to natural hazards. Priority Action 9 commences the Review pathway as stage 1 of the Resilience Policy Maturity Framework. This approach draws on existing policy settings and frameworks. In considering areas for future development as part of plan-making, the SPP state interest in natural hazards, risk and resilience promotes an approach of risk avoidance first, in preference to mitigation. There are many parts of SEQ that, if developed, would likely represent an intolerable risk to future life and property. Some existing urban areas of SEQ, such as those that have been impacted by recent hazard events, also need to be considered for their existing and future levels of risk exposure.

In the Review pathway, the focus will be on:

- Integrating existing hazard and risk-mapping from local governments and state agencies.
- Developing a regionally focused risk assessment by seeking agreement on regionally consistent definitions of intolerable risk.
- Developing regional land use scale policy and identifying no-go areas.
- Successfully integrating the no-go layer into modelling to inform the next ShapingSEQ review and the sizing of the Urban Footprint.

A key aspect of delivering the 'Review' pathway is the identification of interim no-go development areas. It is important that areas unsuitable for development due to intolerable natural hazard risk are clearly identified in both local and regional plans to avoid increasing risks to the growth pattern and exposing more people to harm.

No-go areas are those that are incompatible with urban use or built form and may include:

- » Currently vacant / non-urban areas of high natural hazard exposure or intolerable natural hazard risk within the Urban Footprint, RLA and RLRPA.
- » Other unsuitable areas identified through existing or future local natural hazard risk management planning processes.
- » Centres at intolerable risk where there is an unfavourable cost benefit ratio of mitigation relative to the development at long-term risk of repeated impact.

Identification of no-go future development areas will be undertaken in a place-based manner using regionally consistent definitions of intolerable risk. This may influence decisions about the Urban Footprint in future reviews of ShapingSEQ.

In addition to the Resilience Policy Maturity Framework responding to natural hazards, Priority Action 10 focuses on heat hazard and understanding this hazard across the SEQ region to improve mitigation for urban heat and heatwaves through local government planning schemes.

Monitoring and reporting

Relevant state agencies will work to develop indicators to monitor the ongoing implementation of Sustain strategies and priority actions.

Key regional priorities



Delivering Live strategies

Live underpins all urban development in SEQ seeking to drive better design outcomes for the built environment, and ultimately, communities.

The Queensland Government is a key delivery partner of well-considered urban design, particularly for public infrastructure, buildings and public realm. The Office of Queensland Government Architect is a leader in providing best-practice design thinking and guidance for embedding design principles into planning policy, such as through QDesign.

Live strategies will continue to be delivered through the planning framework through plan-making and development assessment in

conjunction with non-statutory design guidelines and state-led tools and incentives. The main delivery tools for Live strategies are through the provisions within local government planning schemes and PDA development schemes.

Beyond this, ShapingSEQ 2023 also seeks to directly support the delivery of gentle density by providing design guidance and simplifying assessment processes through the Distinctly Queensland Design Series (Priority Action 11). The delivery of these form-based codes and guidance material will assist the private market in achieving diversity targets and will seek to protect liveability as the region grows and demonstrate that good design can be cost-effective and a feature of any new development.

The delivery of Live strategies is inextricably linked to the Grow theme to ensure that good urban design principles underpin development in SEQ and support well-designed, healthy and sustainable environments. There is a need for commitment across government, the private sector and the community to ensure that growth does not come at the cost of good design.

ShapingSEQ 2023 also seeks to encourage higher standards for greening and cooling within urban environments through increasing tree canopy cover (Priority Action 12). The provision of targets and monitoring the increase of tree canopy coverage across SEQ is essential to inform future reviews of ShapingSEQ and inform local government plan-making processes.

Monitoring and reporting

Monitoring and reporting of the implementation of Live strategies will predominantly be through the review of local government planning schemes and PDA development schemes to ensure they are calibrated to achieve design outcomes sought by ShapingSEQ 2023.



Loganlea Road Healthy Street Project. Supplied by Logan City Council

Governance



Red Hill, Brisbane.
Supplied by Brisbane City Council

The delivery of ShapingSEQ 2023 will be the responsibility of several stakeholders including all tiers of government, Traditional Owners, the community and industry.

The governance framework focuses on joint accountability, strategic alignment across government bodies, greater input from expert advisors and improved transparency. It provides clarity on roles and responsibilities for all stakeholders and the process and parameters for escalation to decision-makers.

The governance framework includes the following groups:

- » **A Project Management Office (PMO)** to provide centralised coordination and management of the delivery of ShapingSEQ 2023.
- » **Growth Monitoring Program (GMP)** to report regularly and transparently on the delivery of Grow and Prosper policy and make recommendations for interventions where relevant.
- » An overarching **Project Control Group (PCG)** to coordinate and manage the implementation program.
- » A senior leadership body called an **Implementation Assurance Committee (IAC)** that will sit below the SEQ **Regional Planning Committee (RPC)** as a direction-setting and decision-making group.

- » **Working groups** that are theme-based and integrate state agency officers, local governments and industry where relevant.
- » An **independent advisory panel** with subject matter experts becoming part of the process, as needed, to support decision-makers, provide best practice and peer review and advise on the delivery of important actions.

Representation for each group will be reviewed to drive implementation and transparency from the bottom up and top down and build accountability between the Queensland Government, local government and industry.

The governance framework is developed to ensure there are multiple levels of responsibility. The PMO, PCG, and IAC represent three defined levels of escalation of decision making. This model provides guidance for effective risk management, allowing the PMO and GMP to track progress through regular reporting, and the PCG to coordinate the program, mitigate risks and respond to change with a defined pathway for escalating matters to the IAC as a critical decision-making body.

The transition to a new governance framework

A sequenced approach to full maturity of the implementation assurance framework is necessary. There will be a transition from current governance arrangements to the new governance and reporting arrangements over two phases.

- 1 Phase one (day one)** – This will commence upon release of ShapingSEQ 2023 to ensure effective oversight of the implementation of priority actions immediately. The PMO is established and will lead the ongoing maturation and execution of the implementation assurance framework and governance arrangements. The existing Deputy Director-General (DDG) Regional Planning Forum is used as a new coordinating and decision-making body as the interim IAC. The independent advisory panel will utilise existing panels in the first instance, such as the Housing Supply Expert Panel (HSEP), in conjunction with existing working groups including local government, state agencies, and industry.
- 2 Phase two (ultimate)** (Figure 10) – All other bodies and working groups are established and will utilise the implementation assurance framework and associated reporting mechanisms.

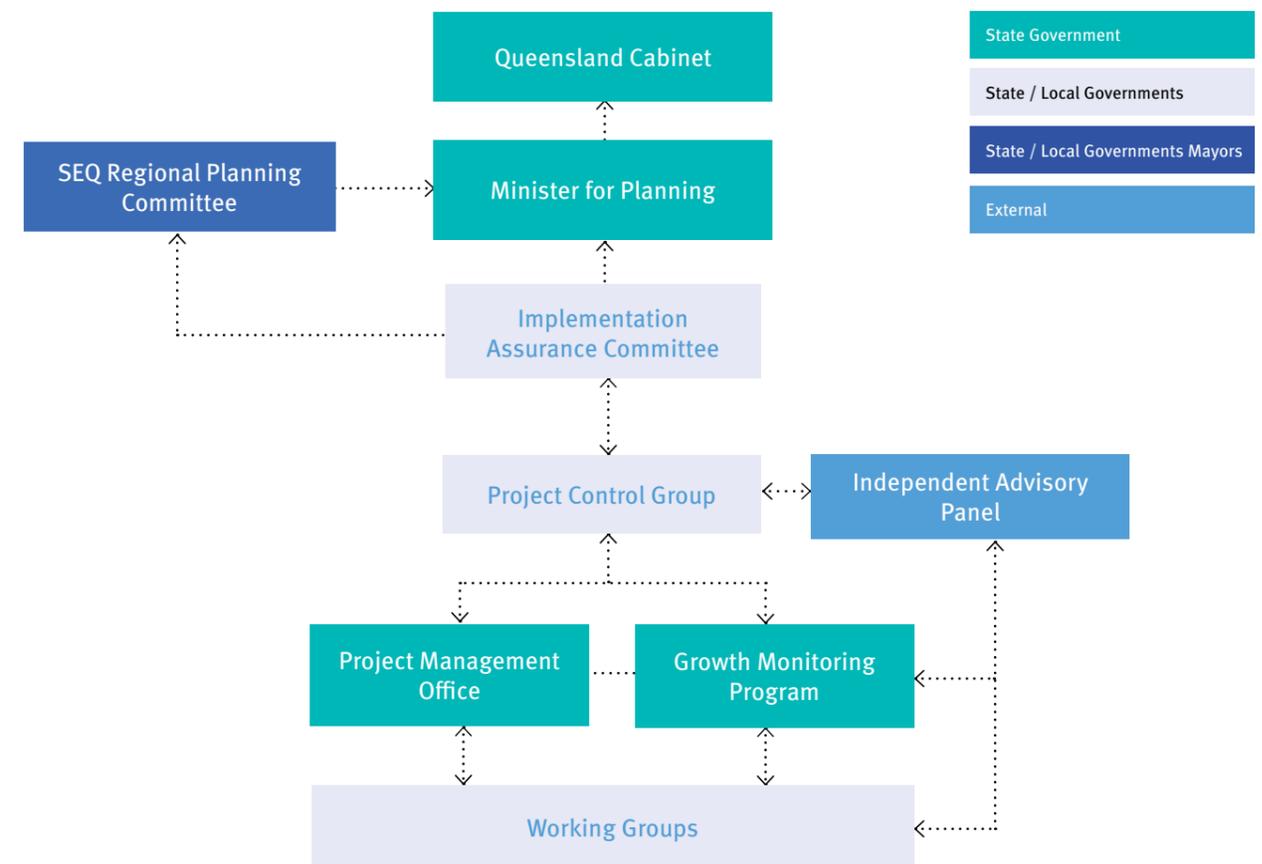


Figure 10 – Governance framework

Governance bodies

Queensland Cabinet

The Queensland Cabinet includes all Government Ministers and is led by the Premier. The Queensland Cabinet will oversee the ongoing delivery of ShapingSEQ 2023, which will be led by the Minister for Planning with input from the advisory bodies in the governance framework to ensure the Minister for Planning is well-informed.

The Minister for Planning

The Minister for Planning is responsible for the preparation, implementation and review of ShapingSEQ, advising the government on related matters, and assembling and convening the SEQ RPC.

SEQ Regional Planning Committee

The SEQ RPC was established by the Minister for Planning under section 14(1) of the Planning Act. Its membership includes the region's 12 mayors and relevant Queensland Government ministers. The SEQ RPC is an important advisory body that will play an ongoing role in the delivery of ShapingSEQ 2023 and subsequent implementation actions, including: the SEQIS; legacy infrastructure delivery to support Brisbane 2032; and responding to issues identified through the SEQ GMP.

Implementation Assurance Committee

The IAC will have coordinated decision-making authority. This committee will decide and direct implementation actions and key policy items. It will be the gateway between the implementation program and the RPC and Planning Minister, prioritising what the RPC will be briefed on and curating decisions for the Planning Minister.

The IAC will be chaired by the DDG of Planning Group, and will include relevant state agency DDG's with implementation responsibility and local government CEO's and/or senior representation from Local Government Association Queensland (LGAQ)/CoMSEQ.

Project Control Group

The PCG will be responsible for the prioritisation of projects, project performance and coordination of matters across agencies and local governments. The PCG will review the monitoring and reporting, and through a risk-based approach, will determine what decisions are required to go up to the IAC.

They are responsible for endorsement and compliance, management assurance including risk management, monitoring and quality assurance.

The PCG will be chaired by the Executive Director of Regional and Spatial Planning Division and will include Executive Director and Director level representation from state agencies that hold implementation responsibilities, as well as Directors from local government planning, infrastructure and economic development branches.

Project Management Office

The PMO will be established as the first line of defence, to build the assurance framework for the program and to establish the processes and procedures required to undertake a program of actions and deliverables. The PMO will be established to build ShapingSEQ 2023's implementation program, establish the reporting systems and initiate the governance framework.

The PMO will manage the day-to-day implementation of the priority actions, measure and report on their progress, manage the working groups, identify program improvements and undertake secretariate functions. The PMO will act as a dedicated ShapingSEQ 2023 implementation team within the department. The GMP will be a key influencer to the program and PMO as they will input to the reporting structures through the various data analysis and indicator reviews and assessments. The evidence gathered through GMP will direct implementation and provide a framework for future policy review, critical to work in and advise the processes of the PMO.

Growth Monitoring Program

An implementation action of ShapingSEQ 2017 was the establishment of the GMP to provide clear evidence to monitor land supply and development in consultation with local government and industry experts. The implementation assurance framework will deliver on recommendations made by a peer review of the LSDM program in 2022 and will use the LSDM report to make recommendations on planning policy and infrastructure actions to support the adequate land supply and preferred growth patterns of the ShapingSEQ 2023.

GMP is responsible for reviewing and updating population, employment and dwelling projections for ShapingSEQ in conjunction with Queensland Treasury, improving access to research and insights through modelling, spatial analytics and visualisation to answer questions related to regional growth performance and sustainability, and publishing the annual LSDM report.

The GMP will also maintain a single online data platform and be a critical informant to the PMO, PCG and working groups. The GMP will also seek regular reviews and advice from the Independent Advisory Panel consistently identify program improvements and undertake actions.

The GMP will be supported by a data and modelling working group, comprising local governments, government agencies, utility providers and industry.

Working groups

Working groups are critical to the expedition of the implementation program. Establishing working groups will also bring focus to independent subject matter experts to advise government on best practice while also encouraging accountability, responsibility and ownership across delivering ShapingSEQ 2023.

Unlike recent regional plans that have used independent state agency, local government and industry working groups, the working group under the new governance model will incorporate and apply mixed membership and leadership to ensure that a more complete picture of expertise and application is provided. Each working group would be charged with responsibility for advising on a specific regional matter and/or

priority action while clearly having oversight of any interdependencies.

The state, through the prioritisation of implementation actions, will decide on what working groups will be activated at what time to implement the plan. The working groups will develop programs for delivery, coordinate inputs to achieve desired outcomes and advise the PMO and PCG on the progress of implementation.

Working groups will include officers from relevant state agencies, local government officers, First Nations peoples, subject matter experts (SMEs) and peak bodies when and where required.

Independent advisory panel

The independent advisory panel will include a cross section of SMEs, peak industry bodies, community groups and advocacy groups. The panel will include technical expertise relevant to all themes, to provide advisory services on best practice, and reflect interdependencies between the key policy outcomes. The representatives on the advisory panel can be drawn on by all levels of governance, to build transparency and independent advice. From the commencement of ShapingSEQ 2023, advice will continue to be sought from key existing panels such as the HSEP, EDQ Advisory Board and the Growth Areas Advisory Committee (GAAC).

Governance, monitoring and assurance

For the implementation assurance framework to succeed, regular and transparent tracking of performance and progress against the policy outcomes sought by ShapingSEQ 2023 will need to be integrated into all levels of governance.

Monitoring is essential to establish what is happening now and what may happen in the future and then compare these trends against existing policies and targets to determine what needs to be done.

Unlike other strategic plans, ShapingSEQ 2023 links performance monitoring and reporting with clear processes and pathways for escalation and decision-making that are aligned with the governance framework.

While monitoring has always formed an important part of regional plan implementation, defining how outcomes (indicators) will inform and trigger decision-making processes is a new and critical component of building assurance.

Measuring plan performance towards its stated policy objectives and targets is a dynamic process that will be reported annually.

The implementation assurance is underpinned by the ability to collect and analyse the right kinds of indicators and communicate timely insights for decision-making. Data availability and quality remain key considerations. Monitoring for ShapingSEQ 2023 builds on existing data capabilities while developing more robust data foundations including more sophisticated data governance practices and the use of contemporary technologies to provide transparency, accountability, confidence and value. Figure 11 outlines that a suite of indicators are to be identified and monitored.

The identification of indicators and reporting is a process and will be developed and refined annually.

The regular tracking of implementation progress and performance of indicators will assist in identifying and managing change and disruptions, and where responses or interventions may be required.

Through the implementation assurance framework, governance arrangements will be directly informed by monitoring and reporting. The relevant governance bodies will manage risk and any internal and external change processes.

Internal change processes could be things informed by the process and policy indicators that require action, such as funding, timeframes, and scope change. External change processes could be anything contextual (informed by context indicators) that is not directly related to the implementation plan but may require action such as a natural hazard or global crisis scenarios.

In these instances, the framework will notify any potential decision-making points and action the process through the governance framework.

If assurance is built and operated consistently, the systems, processes and lines of defence will manage the delivery of implementation against the desired outcomes, keep all relevant stakeholders accountable, run a transparent and reported process and ultimately ensure successful delivery of the implementation plan.

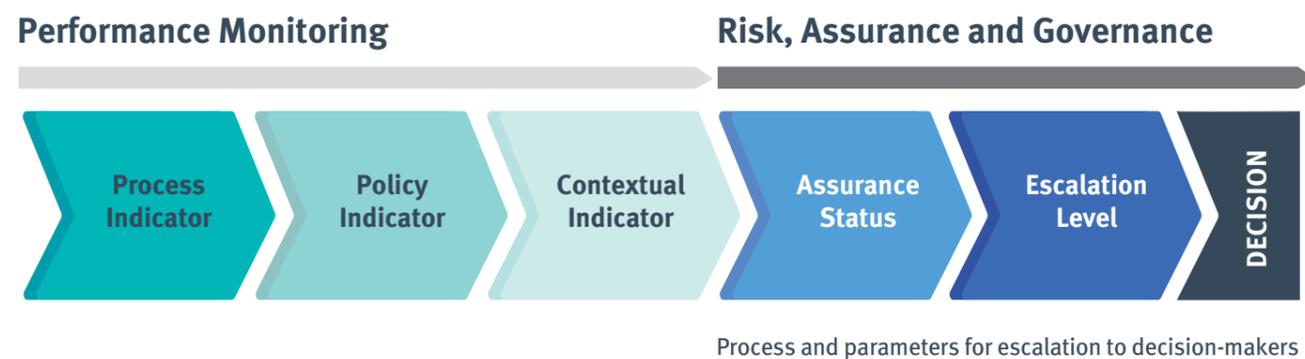


Figure 11 – Performance monitoring to inform implementation assurance



Point Halloran Conservation Area, Victoria Point (Warrar Warrar).
Supplied by Redland City Council