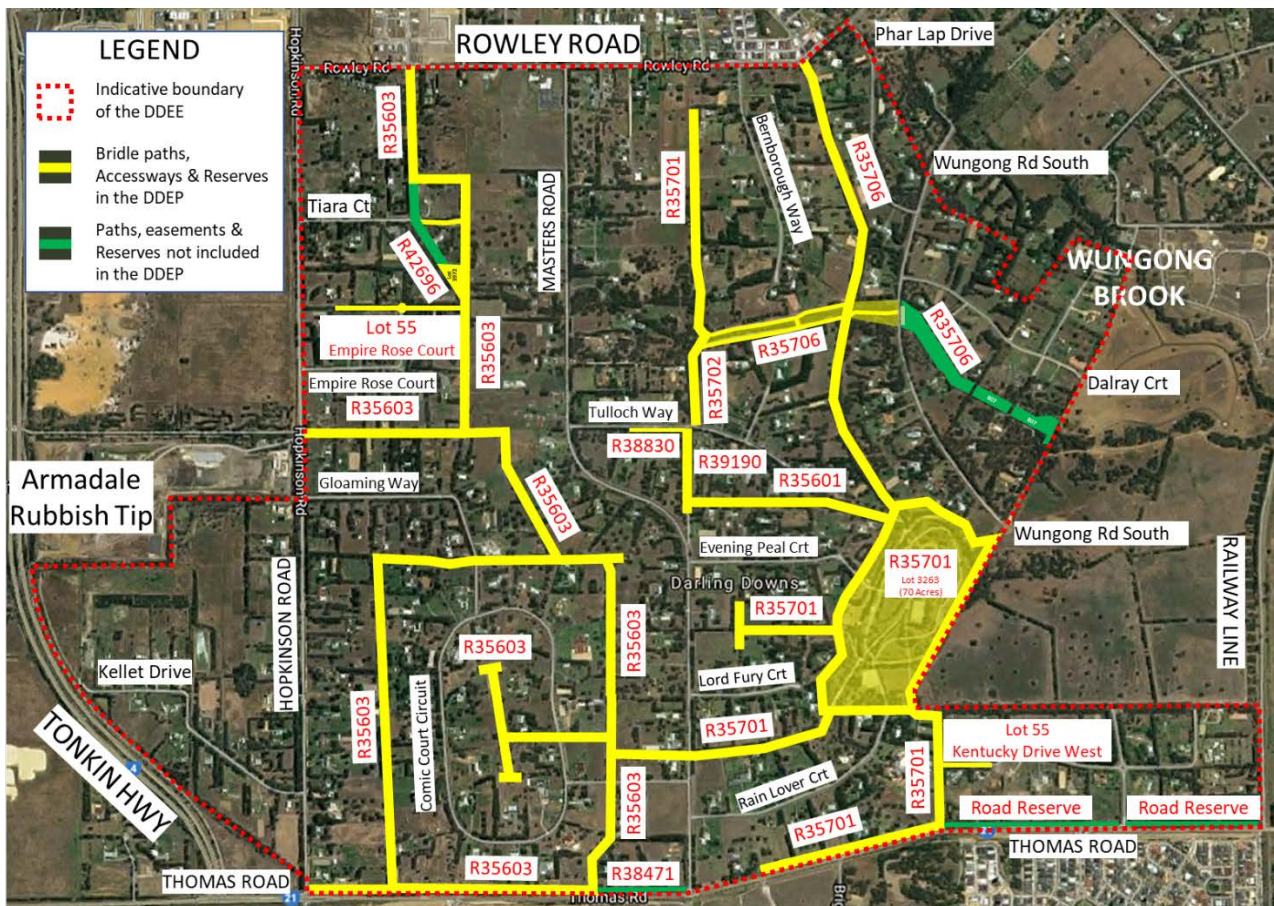


DARLING DOWNS RESIDENTS ASSOCIATION

STRATEGIC DEVELOPMENT PLAN FOR THE DARLING DOWNS EQUESTRIAN ESTATE (DDEE)

FORECAST FOR THE PERIOD 2024-2026





Executive Summary

This Strategic Development Plan (SDP) is designed to outline key tasks, which will be implemented so that the Darling Downs Residents Association (DDRA) can appropriately implement, manage and maintain enhancements and modifications in the Darling Downs Equestrian Estate (DDEE). These defined tasks are specifically focused on achieving key objectives outlined in the Shire of Serpentine Jarrahdale (SoSJ) Equine Strategy (ES), Trails Head Masterplan (THM), and the Equine Facilities Master Plan (EFMP). In particular, these objectives are designed to further improve the Darling Downs Equestrian Park (DDEP) to support residents and the diverse user community.

The various tasks are defined in terms of workstreams. Some of the workstreams included in this SDP are activities yet to be completed from the earlier SDPs. The workstreams also reflect new recommendations agreed during the DDRA Annual General Meeting (AGM) conducted on 29 August 2024. The attending members approved the workstreams in this SDP as resolutions passed during the AGM (see [DDRA AGM Minutes](#)).

The primary activities covered in this SDP are defined within 14 workstreams (WS), which focus on developing and maintaining the DDEP. Two additional workstreams define important coordination tasks required to achieve the primary objectives. The first 14 workstreams can be broadly described as follows:

- **Workstream 1 (WS1) – Trails & Crossovers:** This first workstream is focused on developing and maintaining the agreed trails within the DDEP. These activities include upgrading and developing the track and trail surfaces, as well as the associated crossovers. Information on the objectives encapsulated by WS1 is provided in the section beginning on Page 3.
- **Workstream 2 (WS2) – Rest Areas:** The second workstream aims to implement/enhance rest areas within the DDEP. This workstream is outlined in the section that starts on Page 6.
- **Workstream 3 (WS3) – Demarcations.** WS3 aims to provide effective demarcations between parking/vehicle access zones and horse-riding areas. As explained in the section beginning on Page 8, these tasks will include mounting power poles and other forms of demarcation.
- **Workstream 4 (WS4) – Vegetation Management.** The fourth workstream is focused on supporting pertinent objectives defined within the SoSJ Darling Downs Trail Network Reserves Management Plan. These objectives will be achieved by conducting appropriate vegetation management programs in the DDEP. Information on this workstream commences on Page 9.
- **Workstream 5 (WS5) – Vegetation – New Planting.** Whereas WS4 attends to vegetation-related maintenance/clearance, this workstream is applied to add new vegetation within the DDEP. As with WS4, this workstream is also informed by the SoSJ Darling Downs Trail Network Reserves Management Plan. WS5 is discussed in the section beginning on Page 10.
- **Workstream 6 (WS6) – Fences, Gates, Chicanes, Delimiters and Peripherals.** This workstream aims to implement safety fences, gates, chicanes, trail delimiters and other



peripheral infrastructure (e.g. mounting blocks) to help improve safety within the DDEE. For example, the gates and chicanes are designed to help reduce the risk of horses getting onto the roads around the DDEP. The tasks and facilities covered by this workstream are described in the section beginning on Page 13.

- **Workstream 7 (WS7) – Safety Control & Vehicular Access.** WS7 is focused on assisting the SoSJ to address safety issues related to the interaction between horses and vehicles within the DDEE. An outline of the WS7 objectives and approach begins on Page 14.
- **Workstream 8 (WS8) – Maintenance.** The eighth workstream is designed as an ongoing work program, which covers activities for maintaining facilities, infrastructure and equipment. An outline of this workstream commences on Page 16.
- **Workstream 9 (WS9) – Rectification of Vandalised/Damaged Facilities/Equipment.** There is intermittent damage within the DDEP caused by vandals or individuals who have behaved wilfully or negligently. Maintenance and activities required to fix/rectify this type of damage will be managed under this workstream to delineate these costs effectively. Information on this Workstream is provided in the section commencing on Page 17.
- **Workstream 10 (WS10) – Jumps.** This workstream aims to rationalise, repair, upgrade, procure, remove, or reposition jumps in the DDEP. These tasks include providing cross-country jumping facilities and appropriate jump-related infrastructure (e.g. cavalettis) within the arenas. The WS10 description begins on Page 18.
- **Workstream 11 (WS11) – Shed upgrades.** Under this workstream, the shed being utilised by the DDRA is being upgraded to make it safer and more usable. These enhancements will apply an ongoing evolutionary development approach. This project is outlined in the content beginning on Page 19.
- **Workstream 12 (WS12 – Signage).** This workstream covers the development and management of signage within the DDEP. Workstream 12 is explained in the section starting on Page 20.
- **Workstream 13 (WS13 – OSHA).** Occupational Safety and Health Administration (OSHA) is an important element of the DDRA approach to managing and maintaining the DDEP and utilisation of the associated facilities and equipment. The broad objectives of this workstream are discussed in the section beginning on Page 22.
- **Workstream 14 (WS14 – Covered Arena).** The SoSJ Equine Facilities Master Plan (EFMP) proposed implementing a covered arena within the 70 Acres area. This workstream is designed to investigate this proposal and provide advice to the Shire. An explanation of this workstream commences on Page 23.

It is intended that each of the preceding workstream activities will be conducted in close collaboration with the SoSJ and other stakeholders to help improve facilities and safety in the DDEE. These activities will be coordinated through two additional workstreams, which are:

- **Workstream 0 (Administration).** The implementation of the preceding workstreams will take considerable management and coordination effort. Additionally, this workstream will cover the provision of reports, documentation and business cases to achieve the identified objectives or support the SoSJ. Aspects related to this coordination will be funded and managed through WS0.



- **Workstream 20 (Communication).** The SoSJ Equine Strategy (p.19) identifies that the ‘Lack of information’ is a significant barrier to effectively utilising the equine facilities within the Serpentine Jarrahdale area. To help address this aspect, the DDRA will utilise WS20 to assist in communicating information to stakeholders. This approach includes using social media and developing and maintaining a DDRA website. Additionally, this workstream will provide a conduit for engaging sponsors.

Funding will be aligned to these 16 workstreams so that costs and effort can be directly related to outcomes.

1 INTRODUCTION

This SDP has been created and will be managed in accordance with Clauses 6.1, 6.2, 11.2, 14.1, 15.3, 21.2, 21.3 and 27.1 within the Deed. The term ‘Deed’ within this SDP refers to the SoSJ document E22/5782 – ‘Deed for the provision of Works’, which was executed by the SoSJ and the DDRA on 28 June 2022.

Reference to the Works Register relates to the planning document provided at this link: [WorksRegister.docx](#).

The first 14 workstreams defined in the preceding Executive Summary are outlined in more detail within the following sections of this SDP.

Each of the workstreams and the associated tasks has been allocated a priority as follows:

- **Priority 1.** These workstream-related activities should be conducted/completed within the 2024/2025 Financial Year.
- **Priority 2.** These workstream-related activities should be conducted/completed over the period defined by this SDP (i.e. 2024-2026).
- **Priority 3.** When allocated this priority, the workstream may be conducted during the period defined by the SDP (i.e. 2024-2026) if resources are available to conduct the tasks.

2 THE WORKSTREAMS

2.1 Workstream 1 – Trails & Crossovers

Table 1: Outline of Workstream 1

Designation	WS1	Priority	1 (for investigation and planning): 1/2/3 (for implementation as defined below)
Description	Develop and maintain the trails and crossovers in the DDEP.		
Reason for the workstream			
There are well over 21 kilometres of trails within the DDEP. These trails are used by the equine community and many other users (e.g. runners, walkers, bike riders, etc.). The trail surfaces need to be maintained and developed to support the safe utilisation of the tracks by authorised users.			



Designation	WS1	Priority	1 (for investigation and planning): 1/2/3 (for implementation as defined below)
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Description	Develop and maintain the trails and crossovers in the DDEP.
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Additionally, this workstream requires that vegetation (e.g. grass) does not overrun the trails so they can be kept consistently clear.

A 1.4-kilometre slow track is also maintained in the 70 Acres area to support equine-related activities, which include the working of trotting horses.

Where the trails intersect with drains, crossovers are provided. As a part of this workstream, the crossovers will be developed/enhanced to help ensure that they support the user community and are readily usable to provide access to emergency and other service vehicles.

Activities Required

During the 2022/23 FY, significant work was completed to upgrade the DDEP trail network. This effort included refurbishing more than 14 kilometres of trails, including levelling and widening activities, as well as spreading and compacting more than 480 tonnes of trotting fines. However, a significant amount of work is still required to bring the entire trail network within the DDEP up to the required standard. The identified priority areas for this workstream are illustrated in Figure 1.

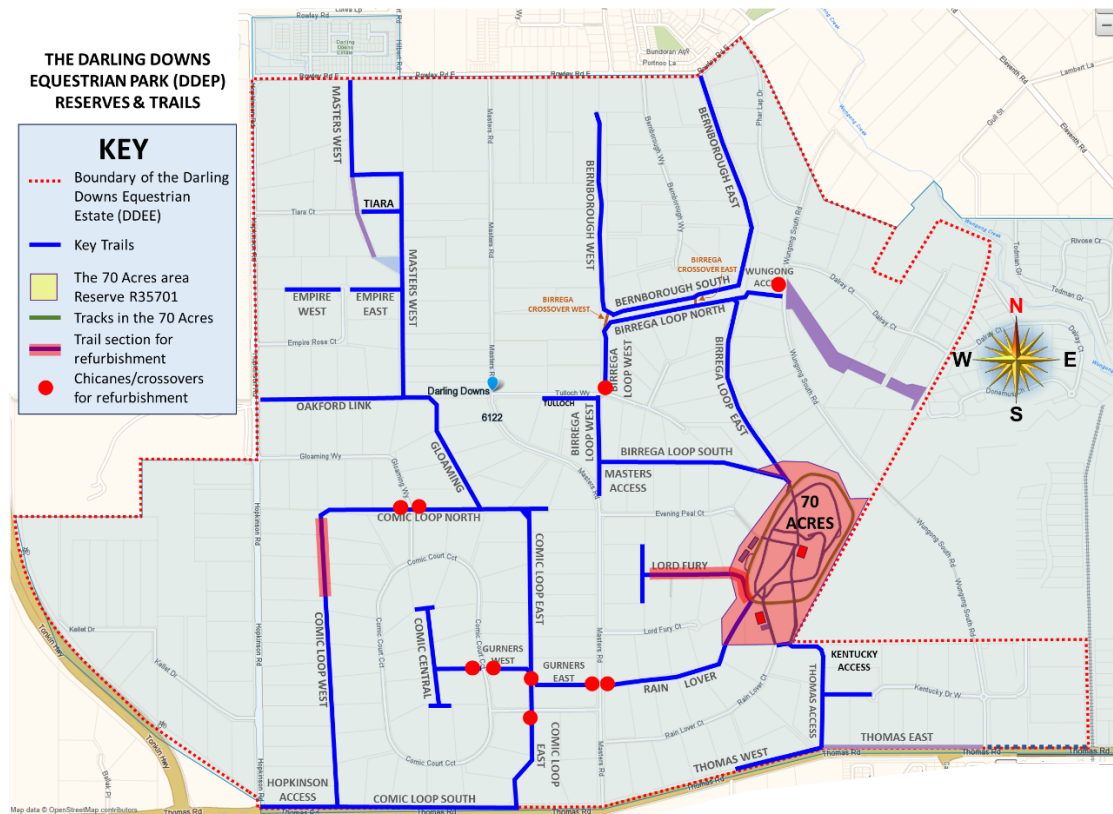


Figure 1: Priorities for action in Workstream 1

The priorities for action are as follows:

- **Task 1.1: Slow Track Refurbishment: Priority 1:** The sand covering some areas of the slow track in the 70 Acres is getting thin. As a part of the last SDP activities, the southwestern quadrant of the slow track has been addressed by adding, spreading and levelling more sand. The second phase of this activity will address other thin areas of the slow track surface, with particular emphasis on the eastern half.
- **Task 1.2: Chicane/Crossover Trail Surface Refurbishment: Priority 1:** The areas within the chicanes/crossovers at the locations illustrated by the red dots in Figure 1 are worn, and these



Designation	WS1	Priority	1 (for investigation and planning): 1/2/3 (for implementation as defined below)
Description	Develop and maintain the trails and crossovers in the DDEP.		
<p>areas need to be refilled, levelled and compacted. This work will be prioritised and implemented as soon as it is practicable.</p> <ul style="list-style-type: none"> • Task 1.3: 70 Acres Trails: Priority 1/3: There are a range of trails within the 70 Acres area where the surface is in relatively poor condition or the water pools during winter to make the area less usable. The refurbishment of these areas should be addressed as soon as practicable. However, as outlined in the Shire letter SJ1271-6 dated 22 August 2024 (see PDF Correspondence - DDRA - request for further information on SDP - response.pdf), the funding for the Business Case raised at PDF Business Case-DDEP-Trail-Refurbishment F.pdf will not be provided until the 25/26 FY. However, in the interim (as laid out in the Shire's letter SJ1271-6 dated 22 August 2024), the DDRA and the Shire will liaise to address poor areas as a priority. • Task 1.4: Comic Loop West Trail: Priority 2: The trail surface in the northwestern part of Comic Loop West needs to be resurfaced as it is getting very thin. • Task 1.5: Lord Fury Trail: Priority 3: The Lord Fury trail has become overgrown. The trail surface in the eastern part of this trail needs to be refurbished. • Task 1.6: Birrega Drain Crossover: Priority 2: As illustrated by the picture to the right, users of the DDEP are utilising an expedient crossover of the Birrega Drain to transit directly from Bernborough East trail to the Birrega Loop. As shown in this picture, the use of this improvised crossover is causing significant erosion of the Wungong South Access Trail. If left unchecked, this erosion could hamper access to this trail by emergency vehicles. Consequently, a combined jump/crossover will be created at this point on the trail to allow users to continue to utilise this accessway while also stopping further erosion and ensuring that the Wungong Access trail will be properly usable in future. 			
Activities Conducted by:			
DDRA volunteers will initiate and appropriately manage the planning for these activities. The DDRA will implement and cover the cost of instigating Tasks 1.1, 1.2 and 1.6 as soon as possible.			
Project Phasing			
The intent is to implement these tasks as follows:			
<ul style="list-style-type: none"> • Task 1.1: By the end of 2025. • Task 1.2: This project will be commenced in November 2024, with the objective of completing all of the chicane/crossover refurbishment by the end of the FY. • Tasks 1.3-1.5: The Shire will undertake the urgent work as soon as possible. The remaining activities will be completed during the 2025/26 FY. • Task 1.6: This jump/crossover should be undertaken during the summer/autumn of 2025 so it is ready for next winter. 			



Designation	WS1	Priority	1 (for investigation and planning): 1/2/3 (for implementation as defined below)
Description	Develop and maintain the trails and crossovers in the DDEP.		
Funding			
It is intended that the DDRA will fund Tasks 1.1, 1.2 and 1.6. Tasks 1.3 to 1.5 funding requirements will be provided as outlined in the Shire letter SJ1271-6 dated 22 August 2024.			
SoSJ support required			
The SoSJ will coordinate funding to meet the objectives outlined in the Shire letter SJ1271-6 dated 22 August 2024.			

2.2 Workstream 2 – Rest Areas

Table 2: Outline of Workstream 2

Designation	WS2	Priority	1/2/3 (prioritised in relation to utilisation of the areas)
Description	Develop/refurbish/replace seating and rest areas within the Darling Downs Equestrian Park.		
Reason for the workstream			
The intent is to provide seating and picnic tables within the DDEP so users of the area can rest, meet, have social interactions and watch activities in some comfort.			
Activities Required			
<p>As a part of Phase 1 for this workstream, a rest area was completed in the Evening Peal Court carpark. This development included the provision of three picnic tables mounted on plinths. This Phase 1 rest area is popular and is used by many people.</p> <p>During the next phase of this workstream, the existing seating/tables in the DDEP are being rationalised so they can be removed, repositioned, refurbished, or replaced. The objective will be to ensure that serviceable/safe tables/seating are provided in appropriate locations to support the user community. The old wooden picnic tables have been removed as an initial step in this process. Those seats that are repairable are being refurbished so that two of them can be repositioned, as discussed below.</p> <p>Additionally, cement plinths have been positioned, as shown in Figure 2. Using these plinths means that the area below the tables will be clear of grass, greatly reducing the risks of snakes hiding in the vegetation under them. Consequently, this is an important safety measure.</p>			
<p>Figure 2: Approximate locations of the existing tables/chairs</p>			



Designation	WS2	Priority	1/2/3 (prioritised in relation to utilisation of the areas)
Description	Develop/refurbish/replace seating and rest areas within the Darling Downs Equestrian Park.		
<p>In practical terms, two picnic tables will be positioned under the trees at the southern arena and two more in shady locations near the northern arena. Additionally, one of the refurbished wooden tables has been placed in the shade near the junction of the Bernborough West and Bernborough South trails. An additional old wooden table will be placed near the junction of the Birrega Loop North and Birrega Loop East trails.</p> <p>In February 2024, the DDRA submitted a grant application to the SoSJ requesting funding for two tables similar to those procured for Phase 1. A table would then be placed at the southern arena and one at the northern arena during this FY. In the Shire letter SJ2897-3:OC24/8115, dated 30 April 24, the DDRA were advised that the Shire would cover the cost for these tables from their funds. However, the SoSJ letter SJ1271-6 dated 22 August 24 advised that this funding was not allocated during the 24/25 FY. Consequently, this project has stalled, whilst awaiting funds.</p> <p>To meet the objectives, the priorities for action within this workstream are as follows:</p> <ul style="list-style-type: none"> • Task 2.1: Refurbish another picnic table: Priority 1: One serviceable and safe picnic table will be created from the two broken wooden tables that were removed (as discussed above). This table will be located near the junction of the Birrega Loop North and Birrega Loop East trails. • Task 2.2: Source funding for new picnic tables: Priority 1-3: The DDRA will continue to work with the SoSJ and other stakeholders to source funding for the procurement of new picnic tables. As these tables are provided, the DDRA will install them and bring them under maintenance. • Task 2.3: Remove old tables: Priority 1-3: As the new tables are installed, old/unsound tables will be removed. 			
Activities Conducted by:			
DDRA volunteers will initiate and appropriately manage the planning for these activities. The DDRA may implement these activities using volunteers and/or engaged contractors. If this is considered appropriate, other support may also be requested from the SoSJ.			
Project Phasing			
The intent is to implement these tasks as follows: <ul style="list-style-type: none"> • Task 2.1: By the end of November 2024. • Tasks 2.2-2.3: The two new tables promised by the SoSJ should be provided and installed as soon as possible. 			
Funding			
It is currently intended that the DDRA will fund Tasks 2.1 and 2.3. However, additional funding may be sourced through grants or in line with the approach outlined in Clause 15.3 of the Deed.			
SoSJ support required			
The SoSJ is requested to fund the procurement for at least the first two picnic tables as soon as possible per their previous commitment.			

2.3 Workstream 3 – Demarcations

Table 3: Outline of Workstream 3

Designation	WS3	Priority	1/2
Description	Provide clear separators between carparks and road/trail areas accessible by vehicles and the areas where vehicles should not have access.		
Reason for the workstream			
This workstream aims to help stop vehicles from straying out of approved areas (<i>e.g. carparks</i>) into zones utilised by horses or other users.			
Activities Required			
As shown in Figure 3, some of these demarcations have already been completed as a part of preceding SDP activities. The intent is to finalise the remaining identified demarcations over the course of this work period.			
<p>Figure 3: Focus of existing and future demarcations</p>			
The priorities for action are as follows:			
<ul style="list-style-type: none"> • Task 3.1: Southern Arena Carpark: Priority 1: This task will mount the power poles already positioned around the carpark near the southern arena. It will be important when laying these poles to ensure that tractor/other vehicular access is not precluded to the area around the southwest of the arena. • Task 3.2: Evening Peal Carpark: Priority 2/3: The existing vertical poles on the northern Evening Peal carpark’s eastern side will be replaced with available power poles. These poles will be mounted appropriately. 			
Activities Conducted by:			
DDRA volunteers will initiate and appropriately manage/implement these activities. Where additional support is required from the SoSJ, this will be requested and implemented in line with Clauses 6.2(4) and 14.1 of the Deed.			



Designation	WS3	Priority	1/2
Description	Provide clear separators between carparks and road/trail areas accessible by vehicles and the areas where vehicles should not have access.		
Project Phasing			
The intent is to implement these tasks as follows: <ul style="list-style-type: none"> • Task 3.1: By the end of March 2025. • Tasks 3.2: By the end of the planning period. 			
Funding			
It is currently intended that the DDRA will fund Tasks 3.1 and 3.2. However, additional funding may be sourced through grants or in line with the approach outlined in Clause 15.3 of the Deed.			
SoSJ support required			
Where SoSJ support is required, the DDRA will identify this and then collaborate with the Shire to facilitate the implementation of the required tasks.			

2.4 Workstream 4 – Vegetation Management

Table 4: Outline of Workstream 4

Designation	WS4	Priority	1/2/3 (see below)
Description	Implement appropriate vegetation management and control activities within the DDEP.		
Reason for the workstream			
<p>The SoSJ Darling Downs Trail Network Reserves Management Plan (RMP) has identified a range of environmental objectives affecting the DDEP reserves.</p> <p>To appropriately support the achievement of the RMP objectives, the DDRA will conduct activities that aid in controlling pertinent vegetation within the DDEP. These activities include removing dead and dangerous trees/branches, mowing, and clearing the appropriate areas of dead/fallen trees/branches to help reduce fire risks.</p>			
Activities Required			
<p>To facilitate these activities, the DDRA will conduct the following tasks:</p> <ul style="list-style-type: none"> • Task 4.1: Gather information on problem areas and issues: Priority 1: DDRA members will check for problem areas within the reserves at appropriate intervals each year. • Task 4.2: Collect information on problems from the community: Priority 1: The DDRA will collect information from the user community so that problems can be identified and addressed as soon as possible after they occur. • Task 4.3: Manage the activities through the Works Register: Priority 1: The identified WS4 tasks will be managed through the Works Register, as outlined in Clauses 6.2, 7.2, 14.1, 21.2 and 21.3 of the Deed. • Task 4.4: Liaise with the SoSJ: Priority 1: It is intended that the DDRA will collaborate appropriately with pertinent Shire stakeholders to expedite works where this is needed (<i>see Sections 5.4 and 6.2(4) within the Deed</i>). This liaison is particularly important now that the SoSJ has determined that collected dead/removed vegetation will be chipped rather than burnt. • Task 4.5: Implement activities: Priority 1: Where appropriate, DDRA volunteers will conduct required activities as a part of the busy-bee and other works programs. However, where the required tasks are beyond the capabilities of the DDRA, appropriate support will be requested from the SoSJ (<i>see Section 6.2(4) within the Deed</i>). 			



Designation	WS4	Priority	1/2/3 (see below)
Description	Implement appropriate vegetation management and control activities within the DDEP.		
Activities Conducted by:			
It is intended that the activities will be conducted by DDRA volunteers and SoSJ staff/contractors as appropriate.			
Project Phasing			
This workstream will be an ongoing activity throughout the period covered by this Strategic Development Plan.			
Funding			
No additional funding requirements have been identified beyond those defined in relation to the following: <ul style="list-style-type: none"> • Clauses 15.1/15.2 within the Deed; • the support of Lot 3972 within Reserve R42696; • the maintenance of the Kentucky Access Trail; and • the provision of support to clear/remove/chip collected vegetation (<i>as agreed during the Catchup meeting on 5 September 2023 – see DDRA email from 08:23AM on 11 September 23</i>). Where appropriate, additional requirements will be identified for funding in compliance with Clause 15.3 of the Deed.			
SoSJ support required			
As identified above, where SoSJ support is required, the DDRA will identify this and then collaborate with the Shire to implement the required tasks.			

2.5 Workstream 5 – Vegetation – New Planting

Table 5: Outline of Workstream 5

Designation	WS5	Priority	1/2/3
Description	Vegetation – new planting		
Reason for the workstream			
The SoSJ Darling Downs Trail Network Reserves Management Plan (RMP) has identified a range of environmental objectives affecting the DDEP reserves. WS5 is focused on adding new vegetation to help appropriately achieve the broad objectives outlined in the RMP.			
Activities Required			
Since July 2023, the DDRA has planted around 3,700 native bushes and trees. This type of planting is intended to continue so that dying vegetation can be replaced and effective natural vegetation barriers are created. In particular, the most pressing of these barriers is on the eastern side of the 70 Acres, so there will be a natural separator from the new housing being developed to the east of that boundary. The following tasks will be conducted to facilitate these activities: <ul style="list-style-type: none"> • Task 5.1: Identify plants that are required: Priority 1. The DDRA will work with pertinent stakeholders to determine which new plants are required and where they should be established. The intent is to conduct planting during the late autumn/early winter each year, so this phasing should drive the identification and procurement programs outlined below. • Task 5.2: Source the plants: Priority 1-3. Where possible, the DDRA will source the required plants through liaison with revegetation programs related to State Government projects. This approach will minimise costs for the Shire. However, where this is not feasible, the DDRA will 			



Designation	WS5	Priority	1/2/3
Description	Vegetation – new planting		

liaise with the SoSJ and other organisations (e.g. SJ Landcare) to source the necessary vegetation.

- **Task 5.3: Implement planting activities: Priority 1-3: As related to Task 5.2.** The DDRA will coordinate the planting of sourced vegetation by applying similar techniques to the successful approaches applied for the planting conducted on 8 July 2023 and 13 July 2024.
- **Task 5.4: Water the new vegetation: Priority 1: As related to Task 5.3:** Where planting activities are implemented, the SoSJ will initiate/implement the regular (weekly) watering of this new vegetation for the following spring/summer period (as appropriate). Such watering activities will be conducted by SoSJ staff or appropriate contractors.

To help minimise the Shire’s workload and costs for achieving Task 5.4, the DDRA developed a Business Case to implement a drip watering system in the 70 Acres. This business case is available at this link: [PDF FixedWateringSystem_F.pdf](#). A high-level overview of the preliminary design for this drip watering system is illustrated in Figure 4.

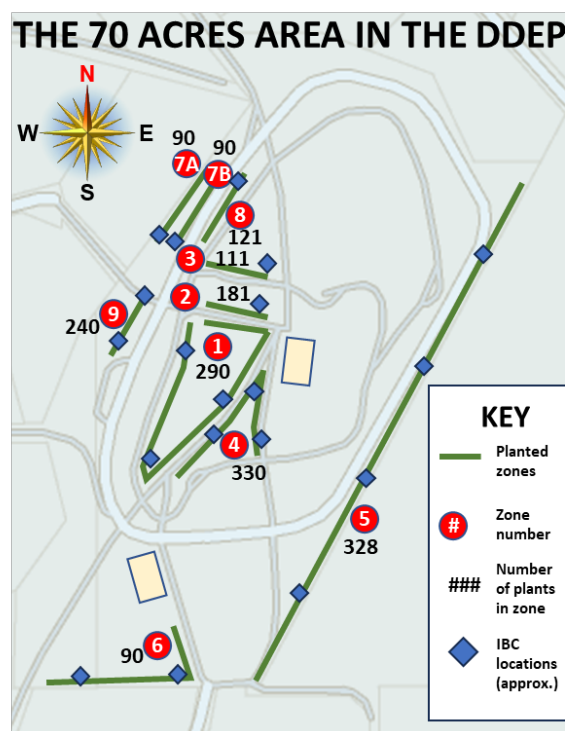


Figure 4: High-level outline of the proposed drip watering system

The SoSJ letter SJ1271-6 dated 22 August 24 (see above for the link) stated that the Shire is currently not intending to implement this project and, therefore, the plan is to continue to manually water these plants. However, if the SoSJ modifies this current intent, the following tasks will be implemented:




- **Task 5.5: Pilot Test for the Drip Watering System: Priority 2/3.** A pilot project will be conducted. This pilot project will examine the effectiveness of the proposed system. The approach outlined in the DDRA email posted at 9:35AM on 31 May 2024 has been proposed to implement this pilot testing. The following tasks will only be implemented if the pilot project shows that this type of watering would be an efficient and cost-effective method of watering the trees during the hot/dry months.
- **Task 5.6: Phase 1 Implementation: Priority 2/3.** The first implementation phase would focus on procuring the required materials and installing the drip-watering systems in Zones 5, 2, 3, 4 and 9 (ordered in priority of importance).



Designation	WS5	Priority	1/2/3
Description	Vegetation – new planting		
<ul style="list-style-type: none"> • Task 5.7: Phase 2 Implementation: Priority 3: Follow on from Task 5.6: As funding becomes available, the fixed watering systems will be implemented for Zones 1, 6, 7 and 8 (ordered in priority of importance). • Task 5.8: Shire Fills the Intermediate Bulk Water Containers (IBCs): Priority 2/3. As Tasks 5.6 and 5.7 are implemented, the Shire will transition from watering the plants in line with the requirements of Task 5.5 and will refill the IBCs each week with water. This approach is likely to deliver significant cost savings to the Shire in terms of leveraging opportunity costs related to their staffing. It is also likely to be a much more efficient use of the available water. • Task 5.9: The DDRA Maintain the drip watering system: Priority 2/3: The DDRA will be responsible for periodically checking the fixed watering system and helping to ensure that the drippers provide the required water feed to the plants. 			
Activities Conducted by:			
It is intended that the defined activities will be conducted by DDRA volunteers and SoSJ staff/contractors as outlined above.			
Project Phasing			
Tasks 5.1 to 5.4 will be cyclical and depend on the new plants required each year. Consequently, the following actions are planned: <ul style="list-style-type: none"> • Tasks 5.1 & 5.2: The DDRA will identify required plants and contact pertinent Government projects to determine their ability to provide the required funding for plant procurement. Where necessary, the DDRA will investigate other sources for the plants. • Tasks 5.3 & 5.4: Planting and watering activities will be implemented as required based on the needs and growth of the new plants. The watering will be conducted as required to keep the plants alive. • Task 5.5: The pilot project should be initiated to help determine the most appropriate approach for managing future watering of the plants. • Tasks 5.6 to 5.9: These tasks will be implemented if the project is approved. Therefore, at this point, it will be conducted as resources are made available. 			
Funding			
At this stage, for Tasks 5.1 to 5.3, the intent is that third-party organisations will fund the procurement of the plants and ancillaries required to conduct the planting(e.g. guards, fertiliser, etc.). However, where appropriate, additional requirements will be identified for funding in compliance with Clause 15.3 of the Deed.			
The SoSJ will need to fund the watering operation as required to meet the requirements outlined for Task 5.4.			
Funding will need to be provided to implement Tasks 5.5 to 5.9 as necessary. Where possible, the DDRA will source funding through other sources. However, additional funding may be requested in accordance with Clause 15.3 of the Deed.			
SoSJ support required			
The DDRA will collaborate with the SoSJ to implement Tasks 5.1 to 5.3 effectively. The SoSJ will provide the required support to meet the objectives outlined for Task 5.4. If approved, the SoSJ will also provide the support needed to achieve Tasks 5.5 to 5.9.			

2.6 Workstream 6 – Fences, Gates, Chicanes, Delimiters & Peripherals

Table 6: Outline for Workstream 6

Designation	WS6	Priority	1/2/3
Description	Provide safety fences, gates, chicanes, delimiters and peripherals		
Reason for the workstream			
<p>This workstream intends to provide the following within the DDEP:</p> <ul style="list-style-type: none"> • Fences: The intent of this workstream is not to provide extensive fencing within the DDEP. However, where considered necessary, some safety fencing will be provided. For example, such fencing may be provided at crossovers to help minimise risks associated with horses falling into the drain. Additionally, fencing may be provided with gates/chicanes to close the DDEP access/egress points more effectively. • Gates/Chicanes. Gates and chicanes are provided to help minimise the risks of uncontrolled horses getting out onto surrounding roads. • Delimiters. These include the installation of markers alongside the trails, such as the white posts shown in the picture to the right. • Peripherals. A range of peripherals may be included to assist riders in accessing gates more effectively. In particular, these peripherals may include mounted rider-friendly gate latches or other facilities like mounting blocks. 			
			
Activities Required			
<p>The following tasks have been identified for this workstream:</p> <ul style="list-style-type: none"> • Task 6.1: Crossover on Comic Loop South: Priority 1. There is a deep crossover towards the eastern side of the Comic Loop South trail, which only has a safety fence on one side. This crossover and its location are shown in Figure 5. This task intends to place another fence on the northern side of this crossover to make the crossing safer for horses. 			
			
<p>Figure 5: Safety fence over a crossover on Comic Loop South</p>			
<ul style="list-style-type: none"> • Task 6.2: Hitching rails near the northern and southern arenas in the 70 Acres: Priority 2. It was agreed that hitching rails should be provided in appropriate locations near the northern and southern arenas in the 70 Acres. <p>Other fencing, gates, chicanes, delimiters and peripherals may also be included for implementation. Such activities will be managed through the Works Register.</p>			
Activities Conducted by:			
It is intended that these activities will be conducted by DDRA volunteers or a DDRA-engaged contractor (<i>as appropriate</i>).			



Designation	WS6	Priority	1/2/3
Description	Provide safety fences, gates, chicanes, delimiters and peripherals		
Project Phasing			
The intent is also to complete Task 6.1 before the end of 2024 and for Task 6.2 to be completed before the end of 2025. Other related activities will be finalised as outlined in the Works Register.			
Funding			
No additional funding requirements have been identified to complete Task 6.1 at this stage. However, where appropriate, additional requirements may be identified for funding in compliance with Clause 15.3 of the Deed.			
SoSJ support required			
The DDRA will appropriately collaborate with the SoSJ to implement Task 6.1. Where SoSJ support is required, this should be managed in accordance with Clauses 6.2(4) and 14 of the Deed.			

2.7 Workstream 7 – Safety controls for vehicular access

Table 7: Outline of Workstream 7

Designation	WS7	Priority	2/3 as outlined below.
Description	Safety controls for vehicular traffic in the DDEE		
Reason for the workstream			
As outlined in the Figure on Page 12 of the SoSJ Equine Strategy, the Shire intends that the DDEP reserves should provide equine transit paths within the Northern Equine Hub. An excerpt from this diagram is provided in Figure 6.			
<p>Figure 6: The DDEE – A core for the Northern Equine Hub</p>			
<p>This SoSJ objective creates an important problem that will need to be addressed. The problem stems directly from the increasing demands on the roads and bridle trails. In particular, the increasing population (as outlined in the SoSJ SJ2050 report and the Strategic Community Plan 2017-2027) within the Northern Equine Hub is escalating the utilisation of the roads in this area. Additionally, the proposed changes being implemented by the Thomas Road Upgrade are likely to increase traffic on Thomas Road, Masters Road and Wungong South Road. Some of the key implications of this project are explained in more detail in the first part of the document at this link:</p> <p>PDF ThomasRoadExpansion_F.pdf.</p>			
<p>This increased demand is occurring while equine utilisation of the DDEP areas is also rising (and the SoSJ intends to further increase utilisation of these facilities as outlined in the Equine Strategy). The intensification of equine and vehicular traffic in the same areas can create significant safety risks.</p>			



Designation	WS7	Priority	2/3 as outlined below.
Description	Safety controls for vehicular traffic in the DDEE		
These risks include collisions between vehicles and horses or vehicles spooking horses. The resulting incidents could lead to deaths or severe injuries.			
Activities Required			
Although the management of this problem falls directly under the purview of the SoSJ, the DDRA is offering to assist the Shire in this matter on behalf of the residents and users of the facilities within the DDEE. In particular, this DDRA commitment can include providing appropriate advice and support so that the SoSJ can address these important risks. Additionally, the DDRA can provide community interfaces and lobbying services to help these important safety objectives to be met.			
Activities Conducted by:			
It is intended that the activities related to this workstream will be conducted as follows:			
<ul style="list-style-type: none"> • Task 7.1: Rationalise and control speeds on DDEE-related roads: Priority 2/3. The first objective is to reduce traffic speed on roads in the Darling Downs Equestrian Estate (DDEE). The most important focus will be reducing the speed on Masters Road. This road will become increasingly important as Masters Road is connected to Malarkey at the roundabout on Thomas Road, which may make this a primary thoroughfare. This importance will be particularly true as Hopkinson Road is being closed. Similar efforts will be required to help control vehicle speeds on Wungong South Road. Additionally, it will be important to ensure that the users know that other roads in the DDEE are limited to 50 kph. Consequently, it will be important to ensure that users understand the speed limits and that horses use the roads. To facilitate changes that enhance road safety, the DDRA will work with other stakeholders to develop proposals and lobby the community to help implement appropriate speed controls. • Task 7.2: Wall protecting Comic Loop South Trail. The Thomas Road Upgrade will bring large and noisy trucks and horses using the trail into close proximity. The risk of accidents on this trail and the adjacent road could be very high unless an appropriate noise-muffling barrier is implemented. This problem and its implications are outlined in the proposal at this web link: PDF: ThomasRoadExpansion_F.pdf. The DDRA has already been working with stakeholders to help implement an appropriate barrier to keep the community safe. This workstream task will continue to focus on lobbying for the implementation of this wall and keeping the community informed about progress. • Task 7.3: Pegasus Crossing – Masters Road: Priority 2. As the traffic on Masters Road continues to increase, it will be imperative for an effective Pegasus Crossing to be provided at the crossover from Rain Lover to Gurners West trail. Notably, the SoSJ Equine Facilities Master Plan (EFMP) has already identified the need to implement this Pegasus crossing. The SoSJ letter SJ1271-6 dated 22 August states that Shire ‘Officers will develop costings for construction of the crossing and submit business cases for funding consideration by Council as part of the Shire’s 2025/2026 budget process.’ The DDRA will assist in the development of this Business Case. 			
Project Phasing			
The project phasing for these tasks is as follows:			
<ul style="list-style-type: none"> • Task 7.1: Speed Controls. This project will be ongoing, with the primary emphasis being on Rain Lover Court, Masters Road, Wungong South Road, and Evening Peal Court. The current intent is to develop proposals to facilitate the changes before the end of 2025, when the upgrades to Thomas Road are being implemented. • Task 7.2: Barrier on Comic Loop South Trail. It will be important to ensure that this project is included in the Thomas Road Upgrade development. Consequently, it will be important to have this included in the planning as soon as possible. • Task 7.3: Pegasus Crossing - Masters Road. The proposal will need to be completed before March 2025 so that the proposal can be included in the Shire funding for the 25/26 FY. 			



Designation	WS7	Priority	2/3 as outlined below.
Description	Safety controls for vehicular traffic in the DDEE		
However, the current intent is to finish the one for Master Road by 20 January 2025 so that this can provide a template for other Pegasus crossings in the area.			
Funding			
The DDRA can conduct its support activities as a part of our voluntary contribution to facilitating activities within the DDEE. Funding for the other tasks will need to be provided by the appropriate stakeholders.			
SoSJ support required			
The success of this workstream will depend on the Shire's active support to prioritise and address these types of safety risks. In particular, the SoSJ is requested to:			
<ul style="list-style-type: none"> • Collaborate consistently. It is requested that the SoSJ nominate appropriately empowered representatives to manage these issues so they can be addressed expeditiously. This approach will include responding to Notices within appropriate timeframes, as defined within the Deed. • Funding. The SoSJ will be requested to fund modifications or developments to achieve this workstream's objectives. Where appropriate, the DDRA will assist the SoSJ in developing pertinent business cases. • Reporting. To allow the DDRA to report progress to numerous stakeholders, the SoSJ is requested to provide regular updates on progress as WS7-related projects are being developed. 			

2.8 Workstream 8 – Maintenance activities (Facilities & Equipment)

Table 8: Outline of Workstream 8

Designation	WS8	Priority	1/2/3 (As outlined in the Works Register)
Description	Maintenance activities for facilities and equipment		
Reason for the workstream			
This workstream is focused on maintaining facilities, infrastructure, and equipment under DDRA management/care. For example, this can include the maintenance of the tractor/mowers or the repair of infrastructure created under other workstreams.			
Activities Required			
It is intended that the activities related to this workstream will be managed/conducted by the DDRA as follows:			
<ul style="list-style-type: none"> • Task 8.1: Identification and Planning: Priority 1: The DDRA will maintain the Works Register to identify tasks that need to be undertaken. Appropriate planning will be undertaken to manage and implement the identified work items. • Task 8.2: Implementation: Priority 1/2/3: DDRA members will coordinate the implementation of pertinent work. Where requirements exceed the capabilities of the DDRA volunteers, these tasks will be allocated to the SoSJ in accordance with Clauses 6.2(4) and 14 of the Deed. • Task 8.3: Reporting: Priority 1: Where appropriate, the DDRA will provide reports on progress to the SoSJ in compliance with the Deed. 			



Designation	WS8	Priority	1/2/3 (As outlined in the Works Register)
Description	Maintenance activities for facilities and equipment		
Activities Conducted by:			
The DDRA will be predominantly responsible for initiating/implementing the required maintenance. The support of these tasks may include utilising volunteers or engaged contractors. Alternatively, the SoSJ may be asked to provide support so they can leverage their more extensive capabilities.			
Project Phasing			
The activities will be conducted in accordance with the Works Register prioritisation.			
Funding			
Funding will be sourced and applied in line with the approach outlined in Clause 15 of the Deed.			
SoSJ support required			
Where appropriate, the SoSJ is requested to facilitate these activities through the following support:			
<ul style="list-style-type: none"> • Approvals. The SoSJ is requested to expedite any required approvals for these activities to implement the tasks within the appropriate timeframes. • Cost Reduction. Where additional resources are available from the SoSJ or the materials can be purchased in bulk using the Shire's providers to help reduce costs, the Shire should coordinate this support to facilitate these activities. • Implementation. If the DDRA does not have the resources necessary to achieve the objectives, the SoSJ will be requested to provide appropriate support in accordance with Clauses 6.2(4) and 14 of the Deed. Noting our common objectives, the SoSJ is requested to provide this support as a part of the collaborative relationship defined within the Deed. 			

2.9 Workstream 9 – Rectification of Vandalised/Damaged Facilities/Equipment.

Table 9: Outline of Workstream 9

Designation	WS9	Priority	1/2/3 (As outlined in the Works Register)
Description	Rectification of vandalised/damaged facilities/equipment		
Reason for the workstream			
There is intermittent damage within the DDEP caused by vandals or individuals who have behaved wilfully or negligently. Maintenance and activities required to fix/rectify this type of damage will be managed under this workstream to delineate these costs effectively. This workstream was added at the request of the SoSJ Manager Operations. This requirement was outlined during the Quarterly Planning Meeting on 28 November 2023 to give these tasks greater visibility.			



Designation	WS9	Priority	1/2/3 (As outlined in the Works Register)
Description	Rectification of vandalised/damaged facilities/equipment		
Activities Required			
It is intended that the activities related to this workstream will be managed/conducted by the DDRA as follows:			
<ul style="list-style-type: none"> • Task 9.1: Identification and Planning: Priority 1: The DDRA will maintain the Works Register to identify rectification/repair tasks needed to repair willful/negligent damage or vandalism. Appropriate planning will be undertaken to manage and implement the identified work items. • Task 9.2: Implementation: Priority 1/2: DDRA members will coordinate the implementation of pertinent work. Where requirements exceed the capabilities of the DDRA volunteers, these tasks will be allocated to the SoSJ in accordance with Clauses 6.2(4) and 14 of the Deed. • Task 9.3: Reporting: Priority 1: Where appropriate, the DDRA will provide reports on progress to the SoSJ in compliance with the Deed. 			
Activities Conducted by:			
The DDRA will be predominantly responsible for initiating/implementing the required rectification/repair work. The support of these tasks may include utilising volunteers or engaged contractors. Alternatively, the SoSJ may be asked to provide support and/or funding so they can leverage their more extensive capabilities.			
Project Phasing			
The activities will be conducted in accordance with the Works Register prioritisation.			
Funding			
Funding will be sourced and applied in line with the approach outlined in Clause 15 of the Deed.			
SoSJ support required			
Where appropriate, the SoSJ is requested to facilitate these activities through the following support:			
<ul style="list-style-type: none"> • Approvals. The SoSJ is requested to expedite any required approvals for these activities to implement the tasks within appropriate timeframes. • Cost Reduction. Where additional resources are available from the SoSJ or the materials can be purchased in bulk using the Shire's providers to help reduce costs, the Shire should coordinate this support to facilitate these activities. • Implementation. If the DDRA does not have the resources necessary to achieve the objectives, the SoSJ will be requested to provide appropriate support in accordance with Clauses 6.2(4), 14 or 15.3 of the Deed. Noting our common objectives, the SoSJ is requested to provide this support as a part of the collaborative relationship defined within the Deed. 			

2.10 Workstream 10 – Jumps

Table 10: Outline of Workstream 10

Designation	WS10	Priority	1 (Refurbishment/Procurement), 2/3 (Upgrades)
Description	Refurbish or procure additional jumps for the DDEP. This requirement covers cross-country jumps and jumps placed in the arenas (e.g. cavalettis).		
Reason for the workstream			
Some of the existing cross-country jumps are in a poor state and need to be replaced. Additionally, there is a lack of jumping equipment (<i>such as cavalettis</i>) available for use in the arenas. Improving			



Designation	WS10	Priority	1 (Refurbishment/Procurement), 2/3 (Upgrades)
Description	Refurbish or procure additional jumps for the DDEP. This requirement covers cross-country jumps and jumps placed in the arenas (e.g. cavalettis).		
and providing additional jumps will help those equine users who wish to avail themselves of these facilities for training their horses.			
Activities Required			
The following activities are mandated for this workstream:			
<ul style="list-style-type: none"> • Task 10.1: Provision of jumps for arenas: Priority 2/3: The DDRA will procure additional jumps for the arenas as approved by the Committee. • Task 10.2: Cross-Country Planning: Priority 1/2: The DDRA will identify the current cross-country jumps that need refurbishment or replacement. Additionally, this planning will identify new jumps that are required. To achieve these tasks, the DDRA will collaborate with appropriate stakeholders to help design the optimal provisioning, refurbishment and positioning of the cross-country jumps. • Task 10.3: Cross-Country Upgrades – Implementation: Priority 1/2/3. As the cross jumps are prioritised for upgrades, repositioning, refurbishment, removal or procurement. These tasks will be implemented when resources are available. • Task 10.4: Cross-Country Take-off and Landing zones: Priority 2/3. As an adjunct to Task 10.3, the DDRA will coordinate providing and laying appropriate trotting fines for each cross-country jump's take-off and landing areas. 			
Activities Conducted by:			
The DDRA will be predominantly responsible for initiating/implementing the mandated tasks. Where an activity is beyond the capabilities of the DDRA volunteers, appropriate contractors may be engaged. Alternatively, the SoSJ may be asked to provide support so they can leverage their more extensive capabilities.			
Project Phasing			
The phasing for these tasks will be defined by the need and the availability of resources.			
Funding			
Funding will be sourced and applied in line with the approach outlined in Clause 15 of the Deed.			
SoSJ support required			
Based on the preliminary scope of work identified for this workstream, no additional support will be required from the SoSJ. However, additional funding may be needed as the scope evolves, in line with the tenets of the preceding point.			

2.11 Workstream 11 – Shed Upgrades

Table 11: Outline of Workstream 11

Designation	WS11	Priority	1/2/3 (Upgrades as necessary)
Description	Upgrades for the shed and compound used by the DDRA		
Reason for the workstream			
The DDRA uses a shed near the Evening Peal Court entrance to the 70 Acres area (R35701). The SoSJ owns this shed, which is used to store the tractor, mower and other equipment used by the DDRA. The DDRA needs to make the best use of the shed facilities. The first and most important improvement was to provide cement flooring and seal the shed roof to reduce the dust/dirt blowing into the building. These primary developments were completed as a part of previous SDP projects.			

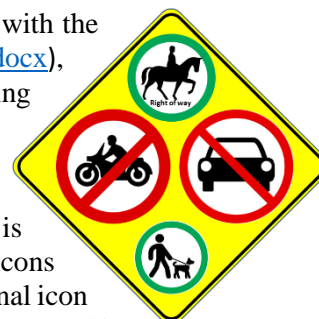


Designation	WS11	Priority	1/2/3 (Upgrades as necessary)
Description	Upgrades for the shed and compound used by the DDRA		
However, upgrades are being consistently undertaken to make the facility more usable, and these will be managed through this workstream.			
Activities Required			
The following activities are mandated for this workstream:			
<ul style="list-style-type: none"> Task 11.1: Shed and Facility Improvements: Priority 1/2/3. Improvements will be implemented as appropriate. 			
Activities Conducted by:			
The DDRA will typically implement these improvements. Where an activity is beyond the capabilities of the DDRA volunteers, appropriate contractors may be engaged. Alternatively, the SoSJ may be asked to provide support so they can apply their more extensive capabilities.			
Project Phasing			
The priority for identified changes and the availability of resources will determine the phasing of these activities.			
Funding			
The funding of these activities will be managed in line with Clause 15 of the Deed.			
SoSJ support required			
Although the intent is for the DDRA to implement these upgrades, additional support may be requested from the SoSJ as outlined in Clauses 6.2(4), 14 and 15.3 of the Deed.			

2.12 Workstream 12 – Signage

Table 12: Outline of Workstream 12

Designation	WS12	Priority	1/2/3 (as defined below)
Description	Signage		
Reason for the workstream			
Safety and informative signage needs to be provided within the DDEP, as outlined within the SoSJ Equine Strategy and the SoSJ Trails Head Masterplan.			
Activities Required			
The following activities will be managed under this workstream:			
<ul style="list-style-type: none"> Task 12.1: Implement Upgrades to the AGS: Priority 1: In line with the signage report submitted on 1 February 2022 (see SignsReport F.docx), all of the Access Guidance Signs (AGS) have now been fitted. During the AGM on 29 August, it was agreed that the DDRA would investigate including an additional icon at the top of each AGS. This addition will include a rider icon surrounded by a green circle and the words 'Right of Way'. This additional icon on the AGS is shown in the example graphic to the right, which also includes the icons included in the previous version. Where it is agreed that this additional icon is important, the DDRA will work with the SoSJ to implement this modification, which should be implemented as cost-effectively as possible. Task 12.2: Primary Information Signage: Priority 2/3: The DDRA and SoSJ collaborated to develop new information signage for the DDEP. Content for this sign is outlined in the proposal at this link: PDF MainSignForTheDDEP CoverLetter.pdf. The first sign has been implemented in the Evening Peal Court Carpark. To finish the network of signs, the SoSJ has been asked to 			



Designation	WS12	Priority	1/2/3 (as defined below)
Description	Signage		
<p>fit similar signage at the locations outlined in the proposal. The DDRA will work with the SoSJ to help ensure that this additional signage is provided within the planning period.</p> <ul style="list-style-type: none"> Task 12.3: Trail Signage: Priority 1/2/3. Trail signage will be installed to make it easier for users to navigate the DDEP. An example of the proposed signage is provided in Figure 7. 			
<p><i>Figure 7: An example of proposed trail signage</i></p>			
<ul style="list-style-type: none"> Task 12.4: Notice Board near the Southern Arena: Priority 3. As a part of the preceding SDP-related activities, the notice board in the vicinity of the Evening Peal carpark was refurbished. This notice board is being used as a part of the activities related to Task 12.5. In addition to this notice board, a similar board needs to be established as a part of this task at the Southern Arena carpark. This addition to the signage network will allow information provided on the Evening Peal Court notice board to be duplicated, which can help to ensure that pertinent material is promulgated more effectively. Task 12.5: Other Signage: Priority 1/2/3. Additional informative and safety signage will be developed and fitted to help give the user community appropriate information. This task includes producing/procuring pertinent signs and installing them where appropriate. 			
Activities Conducted by:			
<p>The activities will be conducted as follows:</p> <ul style="list-style-type: none"> Task 12.1: The DDRA will investigate the need for the additional AGS icon and provide a report to the SoSJ. Where this addition is recommended, the intent will be to complete this task through the most cost effective approach. Task 12.2: The SoSJ is requested to provide the additional primary information signage to help minimise risks. The DDRA will liaise with the SoSJ to implement this task. Task 12.3: The DDRA is developing a report that defines the trail signage requirements. This report will provide information on: (1) the proposed location for each sign, (2) the recommended construction and dimensions for the required signage, (3) the identified cost of each sign, and (4) the priority for implementing each sign. The DDRA will then procure funding. The signage will then be implemented through a DDRA managed project, which will be phased in conformance with the identified priorities. Task 12.4: The DDRA will develop a costed proposal and provide this to the SoSJ for implementation through their budgetary processes. Once funding is approved, the DDRA can assist the SoSJ by managing the project on their behalf. Task 12.5. The DDRA will identify signage needs and ratify the procurement and fitment using standard processes. 			
Project Phasing			
<p>The phasing of these activities is:</p> <ul style="list-style-type: none"> Task 12.1: The DDRA will provide a proposal for adding the icon to the AGS by 20 January 2025. If this addition is recommended, the project should be implemented by 30 June 2025. Task 12.2: It is requested that the SoSJ implement this task no later than the end of this Financial Year. 			



Designation	WS12	Priority	1/2/3 (as defined below)
Description	Signage		
<ul style="list-style-type: none"> Task 12.3: The DDRA will complete the trail signage report before the end of 2024. The phasing for the implementation will be defined in this report. Task 12.4: A costed proposal for implementing the second notice board will be forwarded to the SoSJ before the end of 2025 so that it can be included in the budget for the following Financial Year if the business case is supported. Task 12.5: The required signage will be implemented as necessary. 			
Funding			
The funding of these activities will be managed as follows: <ul style="list-style-type: none"> Task 12.1 & 12.2: In accordance with the agreement, the SoSJ will cover the costs for the signage implementation. Task 12.3: Where possible, the DDRA will cover the cost of the trail signage. This task will include sourcing grants or sponsorship to complete the work. Task 12.4: The procurement and installation of this notice board will be managed under the SoSJ budget. Task 12.5: Most of the required signage coordinated under this task should be procured and fitted as a DDRA expense. <p>Where additional funding for these activities is necessary, this will be sourced and applied in line with the approach outlined in Clause 15 of the Deed.</p>			
SoSJ support required			
The SoSJ is requested to provide the required support for Tasks 12.1, 12.2, and 12.4. Where appropriate, additional support should be provided through engagement with the DDRA, as outlined in Clauses 6.2(4), 14 and 15.3 of the Deed.			

2.13 Workstream 13 – Occupational Safety and Health

Table 13: Outline of Workstream 13

Designation	WS13	Priority	1 (Evolve as appropriate to enhance safety)
Description	Occupational Safety and Health		
Reason for the workstream			
The DDRA will continue to identify risks and implement appropriate controls related to systems, facilities, and equipment associated with the activities conducted by our volunteers.			
Activities Required			
The following steps will be implemented to support the objective: <ul style="list-style-type: none"> Task 13.1: Identification of Hazards and Risks: Priority 1: All DDRA stakeholders should actively seek to identify hazards and risks associated with systems, facilities, equipment and activities conducted by, or utilised by, the volunteers. Additionally, as a part of this activity, stakeholders should identify risks to the user community so these can be addressed appropriately. Task 13.2: Manage the Hazards/Risks: Priority 1: Once a hazard or risk has been identified, it should be assessed appropriately and managed in accordance with the processes outlined in this document PDF RiskManagementProcess-Plan.pdf. 			



Designation	WS13	Priority	1 (Evolve as appropriate to enhance safety)
Description	Occupational Safety and Health		
Activities Conducted by:			
The DDRA will appropriately coordinate the activities outlined in the Risk Management Plan with the support of the SoSJ and other stakeholders.			
Project Phasing			
Identified hazards and risks will be managed per the priorities outlined in the Risk Management Plan.			
Funding			
No additional funding is required at this stage. However, where funding is needed, this will be managed in line with Clause 15.3 of the Deed.			
SoSJ support required			
The SoSJ will actively support the implementation of the Risk Management Plan as appropriate.			

2.14 Workstream 14 – Covered Arena

Table 14: Outline of Workstream 14

Designation	WS14	Priority	1 (Analysis, Review & Report): 3 (Other activities)
Description	Covered Arena		
Reason for the workstream			
<p>The SoSJ Equine Facilities Master Plan (EFMP) identified the need to implement a covered arena in the 70 Acres area within the DDEP.</p> <p>This workstream is designed to investigate the feasibility and requirements for this facility. Where there is a clear demand and the associated implementation and through-life support risks/costs can be managed effectively, the DDRA will also investigate options for implementation.</p> <p>From this investigation, the DDRA will present a report to the SoSJ.</p>			
Activities Required			
<p>The following steps will be implemented to support the objective:</p> <ul style="list-style-type: none"> • Task 14.1: Establish a Working Group: Priority 1: The DDRA will establish a Working Group to dispassionately investigate the options and determine if the SoSJ’s proposal is appropriate and feasible. If the proposal is not feasible or appropriate, the DDRA will report this to the Shire. • Task 14.2: Identify Options: Priority 2: Where it appears that there is appropriate demand for this facility and the associated risks can be managed effectively, the DDRA will then investigate options and develop a Rough Order of Magnitude (ROM) cost model. The implementation options will then be provided to the SoSJ. 			
Activities Conducted by:			
DDRA volunteers will conduct these tasks. Where appropriate, the SoSJ will be engaged to facilitate effective collaboration.			
Project Phasing			
Task 14.1 has already been commenced. The intent is to complete Tasks 14.1 and 14.2 in 2025.			
Funding			
No funding is currently required as the DDRA volunteers will conduct the tasks at this stage.			



Designation	WS14	Priority	1 (Analysis, Review & Report): 3 (Other activities)
Description	Covered Arena		
SoSJ support required			
Where considered appropriate, the WS14 Working Group will seek advice and information from the Shire to expedite the investigation. The SoSJ is requested to expeditiously respond to queries so that the timeline can be achieved.			

3 VOLUNTEER SUPPORT

The achievement of the workstreams will require significant work from DDRA volunteers. Such engagement and interaction can substantially benefit the SoSJ by significantly reducing management, maintenance and enhancement costs.

4 FOR MORE INFORMATION

The coordinator of this Strategic Development Plan (SDP) for the DDRA is Bruce Hilliard. Bruce can be contacted by:

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- email president@ddrawa.onmicrosoft.com.

