





## Executive Summary

This Strategic Development Plan (SDP) is designed to outline key improvements so that the Darling Downs Residents Association (DDRA) can implement and manage enhancements in the Darling Downs Equestrian Park (DDEP). These enhancements 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). Most importantly, the tasks are designed to further improve the DDEP to support residents and other users.

The various tasks are defined in terms of workstreams. Some of the workstreams included in this SDP are tasks yet to be completed from the earlier SDP. The workstreams also reflect new recommendations proposed in the DDRA Annual General Meeting (AGM) conducted on 14 September 2022. The attending members approved these workstreams in this SDP as resolutions passed during the AGM (see [DDRA AGM Minutes](#)).

The primary activities covered in this SDP are defined within 13 workstreams (WS), which focus on developing and maintaining the DDEP. Two additional workstreams define coordination tasks that are important in achieving the primary activities. The first 13 workstreams are broadly defined as follows:

- **Workstream 1 (WS1) – Carriage Training Area:** This first workstream will investigate and develop facilities to support a carriage training area within the DDEP. An outline of this workstream begins on Page 3.
- **Workstream 2 (WS2) – Rest Areas:** The second workstream is focussed on implementing rest areas within the 70 Acres area within the DDEP. This workstream is outlined in the section that starts on Page 4.
- **Workstream 3 (WS3) – Carpark Development.** WS3 is mostly complete. However, as explained in the section beginning on Page 5, power poles will also be laid out to help define the carpark near Rain Lover Court.
- **Workstream 4 (WS4) – Vegetation Management.** The fourth workstream aims to support pertinent objectives defined in 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 6.
- **Workstream 5 (WS5) – Fencing along Thomas Road.** During the AGM (*see above*), members specifically requested that some form of barrier be erected along the southern boundary of the Comic Loop South trail, and Hopkinson Access trail (*see Annexure A for the location of these trails*). This barrier should help to stop horses from falling into the drain alongside Thomas Road or getting out onto the road. This workstream is discussed in the section beginning on Page 7.
- **Workstream 6 (WS6) – Safety Gates/Chicanes.** This Workstream aims to implement safety gates that can help to reduce the risk of horses getting out onto the roads around the DDEP. Most of these are already in place. The remaining structures are described in the section beginning on Page 9.



- **Workstream 7 (WS7) – Safety Control & Vehicular Access.** WS7 is focussed on assisting the SoSJ in addressing safety issues related to the interaction between horses and vehicles within the Darling Downs Equestrian Estate (DDEE). An outline of the WS7 objectives and approach begins on Page 10.
- **Workstream 8 (WS8) - Maintenance.** The eighth workstream is designed as an ongoing work program, which covers activities for the general maintenance of facilities and equipment. An outline of this workstream commences on Page 12.
- **Workstream 9 (WS9) – Public Accessway Conversion.** This workstream aims to upgrade the existing Public Access Way (PAW), defined as Lot 55 Empire Rose Court. Information on WS9 is outlined in the section starting on Page 13.
- **Workstream 10 (WS10) – Cross Country Jumps.** This workstream is focussed on upgrading, repairing and rationalising the cross-country jumps provided in the DDEP. WS10 is discussed in the section beginning on Page 15.
- **Workstream 11 (WS11) – Cement flooring for the DDRA shed.** Under this workstream, a concrete floor will be provided for the SoSJ-owned shed located near the Evening Peel Court carpark. This project is outlined in the content beginning on Page 15.
- **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 17.
- **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. A discussion of this workstream commences on Page 18.

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 takes considerable management and coordination effort. Aspects related to this coordination will be funded and managed through this workstream.
- **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 this workstream to assist in communicating information to stakeholders. This approach includes using social media and the ongoing development and maintenance of a DDRA website. Additionally, this workstream will provide a conduit for engaging sponsors.

Funding will be aligned to each of these 15 Workstreams so that costs can be related directly to outcomes.



## 1 INTRODUCTION

This Strategic Development Plan (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 13 workstreams defined in the preceding Executive Summary are outlined in more detail within the following sections of this SDP.

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

- **Priority 1.** This workstream should be conducted within the 2022/2023 Financial Year.
- **Priority 2.** These workstream-related activities should be conducted over the period defined by this SDP (i.e. 2022-2024).
- **Priority 3.** This workstream may be conducted during the period defined by the SDP (i.e. 2022-2024) if resources are available to conduct the tasks.

## 2 THE WORKSTREAMS

### 2.1 Workstream 1 – Carriage Training Area

*Table 1: Outline of Workstream 1*

<b>Designation</b>	WS1	<b>Priority</b>	1 (for the investigation and planning): 2 (for implementation)
<b>Description</b>	Develop a Carriage Training Area in the DDEP		
<b>Reason for the project</b>	There is currently no specific area within the DDEP to support people who wish to practice manoeuvring their carriages around a course.		
<b>Activities required</b>	<p>This workstream will be used to conduct the following activities:</p> <ul style="list-style-type: none"> <li>• the carriage community will be engaged to determine if there is significant interest in this facility;</li> <li>• if there is significant interest in developing this facility, the following steps will be taken, but if there is little interest, this workstream will be closed;</li> <li>• identify an appropriate location for the facility (<i>tentatively allocated to the northern part of Bernborough West trail – see the trail map on the last page of this SDP</i>);</li> <li>• develop a proposal for implementing the movable facilities to be provided, laid out and maintained in that area;</li> <li>• allocate funding for the procurement of the required facilities; and</li> <li>• implement the carriage training area and possibly make changes to the Tulloch trail to allow vehicles to be parked in that area to support people who want to drive into the area with their carriage on a vehicle.</li> </ul>		



<b>Designation</b>	WS1	<b>Priority</b>	1 (for the investigation and planning): 2 (for implementation)
<b>Description</b>	Develop a Carriage Training Area in the DDEP		
<b>Activities conducted by</b>	DDRA volunteers will conduct the activities outlined in the preceding section.		
<b>Project phasing</b>	The phasing will be dependent on the identified demand for these facilities.		
<b>Funding</b>	Funding requirements will be determined through the development of the proposal outlined above.		
<b>SoSJ support required</b>	Required SoSJ support will be identified within the proposal developed as a part of this workstream.		

## 2.2 Workstream 2 – Rest Area

*Table 2: Outline of Workstream 2*

<b>Designation</b>	WS2	<b>Priority</b>	1 (Evening Peel Court): 2 (Other areas)
<b>Description</b>	Refurbishing/establishing rest areas in the 70 Acres		
<b>Reason for the project</b>	Several rest areas have been available to users within the 70 Acres for many years. However, in some cases, these are in a poor state of repair. Additionally, there are no facilities in some key areas of the 70 Acres. For example, there are no rest area facilities across from the day yards in the Evening Peel Court carpark. This facility is a priority, as it will allow riders to place their horses in the day yards while they meet with friends in the rest area. Implementing this facility is designed to assist in making the 70 Acres a more socially focussed area.		
<b>Activities required</b>	<p>The primary focus for this workstream will be the establishment of the rest area in the Evening Peel Court carpark (<i>see Figure 1</i>); the following steps will be required initially:</p> <ul style="list-style-type: none"> <li>finalise a grant application to cover the majority of the costs associated with implementing this rest area;</li> <li>as funding becomes available purchase the picnic tables;</li> <li>engage the SoSJ to provide, lay out and compact the 39m<sup>3</sup> of gravel required; and</li> <li>fit the seats/picnic tables in the area.</li> </ul> <p>Additionally, for the other picnic tables and locations for possible fitment:</p> <ul style="list-style-type: none"> <li>examine the existing tables/seats to determine whether any of them can be reused (through refurbishment), either in their current locations or in other locations;</li> <li>identify locations in the 70 Acres where rest areas are required;</li> <li>document the information from the preceding two points in a rest area plan (short synopsis only defined as the WS2 plan);</li> </ul>		



*Figure 1: Relocating the new rest area*



<b>Designation</b>	WS2	<b>Priority</b>	1 (Evening Peal Court); 2 (Other areas)
<b>Description</b>	Refurbishing/establishing rest areas in the 70 Acres		
	<ul style="list-style-type: none"> <li>take steps to prepare those areas and procure/refurbish and install (as required) seating/picnic tables as defined in the WS2 plan.</li> </ul>		
<b>Activities conducted by</b>	DDRA volunteers will conduct the primary activities. The SoSJ will provide and lay the gravel for the area.		
<b>Project phasing</b>	The rest area in the Evening Peal carpark is intended to be implemented no later than the end of the first quarter in 2023. The other seating/picnic tables will be phased for implementation as defined in the WS2 plan and associated Works Register.		
<b>Funding</b>	<p>The funding for this workstream should be managed as follows:</p> <ul style="list-style-type: none"> <li><b>Grants.</b> The DDRA will seek to source funding for these activities as a grant from another organisation (e.g. Lotterywest).</li> <li><b>DDRA/SoSJ.</b> Where appropriate, funding will be provided by the DDRA/SoSJ as defined in Clauses 15.2 and 15.3 in the Deed.</li> </ul>		
<b>SoSJ support required</b>	SoSJ support will be coordinated/managed as necessary through the Works Register. Additionally, support for the refurbishment of the notice boards should be provided by the SoSJ as agreed ( <i>see Workstream 12</i> ).		

## 2.3 Workstream 3 – Carpark Development

Table 3: Outline of Workstream 3

<b>Designation</b>	WS3	<b>Priority</b>	1
<b>Description</b>	Making improvements to the existing Evening Peal Court and Rain Lover Court carpark areas		
<b>Reason for the project</b>	This activity has already been mostly completed. The only task still required is to place power poles around the Rain Lover Court carpark to help ensure that this area is appropriately demarcated.		
<b>Activities required</b>	These poles will be placed on short plinths ( <i>similar to those already positioned in this area of the Evening Peal Southern carpark</i> ). Where spare poles are available after this work is conducted, the remaining poles will be utilised for Workstream 10.		
<b>Activities conducted by</b>	This work will be conducted by DDRA volunteers and a contractor who will provide the tractor to lift the poles.		
<b>Project phasing</b>	It is intended that this activity will be conducted during the period from October to December 2022.		
<b>Funding</b>	The existing DDRA Budget will cover the funding for completing this workstream. No additional funding will be required from the SoSJ.		
<b>SoSJ support required</b>	At this stage, no additional SoSJ support will be needed.		



## 2.4 Workstream 4 – Vegetation Management

Table 4: Outline of Workstream 4

<b>Designation</b>	WS4	<b>Priority</b>	1
<b>Description</b>	Implement appropriate vegetation management and control activities within the DDEP.		
<b>Reason for the project</b>	<p>The SoSJ Darling Downs Trail Network Reserves Management Plan (RMP) has identified a range of important environmental issues affecting the DDEP reserves.</p> <p>To support this management, the DDRA will conduct appropriate activities to aid in the control of pertinent vegetation in the DDEP. This includes keeping the appropriate areas cleared to help reduce fire risks.</p>		
<b>Activities required</b>	<p>To facilitate these activities, the DDRA will:</p> <ul style="list-style-type: none"> <li>• <b>Gather information on problem areas and issues.</b> DDRA members will check for problem areas within the reserves at appropriate intervals each year. Additionally, users will be able to provide input on issues that need to be addressed.</li> <li>• <b>Manage the activities through the Works Register.</b> 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.</li> <li>• <b>Liaise with the SoSJ.</b> 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>).</li> <li>• <b>Implement activities.</b> 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>).</li> </ul>		
<b>Activities conducted by</b>	It is intended that the activities related to this workstream will be conducted predominantly by the DDRA and our volunteers. However, support may also be required from the SoSJ, as discussed above.		
<b>Project phasing</b>	This will be an ongoing activity throughout the period covered by this Strategic Development Plan.		
<b>Funding</b>	No specific additional funding requirements have currently been identified; beyond those defined in Clause 15.1 within the Deed. Where appropriate, additional requirements will be identified for funding in compliance with Clause 15.3 of the Deed.		
<b>SoSJ support required</b>	<p>The following support is requested from the SoSJ to help achieve the objectives of this Workstream:</p> <ul style="list-style-type: none"> <li>• <b>Advice and other support.</b> The SoSJ will be asked to provide appropriate support and advice on addressing identified problems where this is needed.</li> <li>• <b>Complete Tasks.</b> Where tasks are beyond the capabilities of the DDRA volunteers, the requirements will be flagged in the DDRA Works Register. The SoSJ will address these tasks in line with the priorities.</li> </ul>		



<b>Designation</b>	WS4	<b>Priority</b>	1
<b>Description</b>	Implement appropriate vegetation management and control activities within the DDEP.		
	<ul style="list-style-type: none"> <li>• <b>Provide Consumables and Materials.</b> Where plants, materials and consumables (such as herbicides) are required to support DDRA activities, these will be sourced appropriately through the SoSJ.</li> <li>• <b>Approvals.</b> Where out-of-the-ordinary tasks are identified, the SoSJ will be requested to process approvals and provide the necessary funding, to facilitate the implementation of the work (<i>see Section 15.3 of the Deed</i>).</li> </ul>		

## 2.5 Workstream 5 – Fencing along Thomas Road

Table 5: Outline of Workstream 5

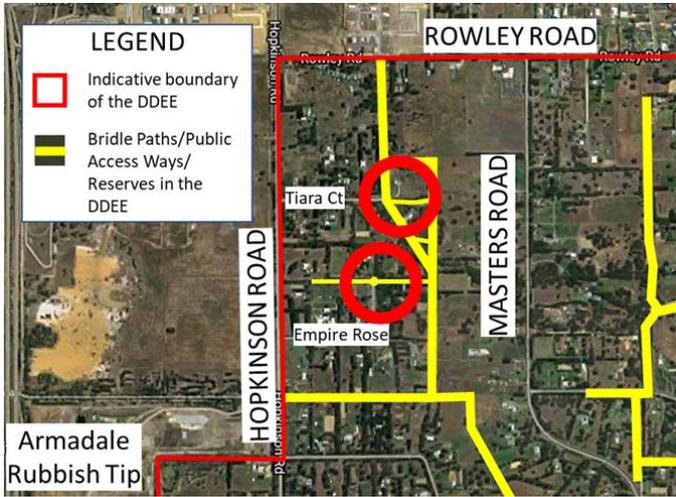
<b>Designation</b>	WS5	<b>Priority</b>	1 – <b><i>This is a safety issue</i></b>
<b>Description</b>	Fencing along Thomas Road		
<b>Reason for the project</b>	<p>During the 2022 AGM, members identified considerable safety risks associated with the lack of a safety barrier (<i>fence</i>) between the existing bridle trail (<i>see the light brown line in Figure 2</i>) and Thomas Road. This lack of a barrier can present significant risks. For example, a horse spooked by a passing vehicle can currently jump the drain in some places and readily escape into Thomas Road. This type of incident has already happened at least once, and it was lucky that a major accident was avoided. Alternately, some horses/riders have fallen into the drain. These types of incidents could lead to multiple injuries and/or fatalities. It was also noted that with the growth of the population in this area, and the planned widening of Thomas Road, the traffic volume (including heavy trucks) would probably increase in future. Consequently, the risk levels are likely to increase significantly.</p>  <p><i>Figure 2: Safety barrier between the bridle trail and Thomas Road</i></p> <p>The total distance of the requested safety fence is approximately 950 metres.</p>		
<b>Activities required</b>	<p>The following activities will be required:</p> <ul style="list-style-type: none"> <li>• <b>Planning.</b> The DDRA will develop a plan and cost model for implementing this safety barrier. When developing this plan, it will need to consider the location of buried cables running under the bridle trail and the plans for widening Thomas Road (<i>which may include the possible relocation or addition of some cables</i>). Consequently, the SoSJ will be required to source pertinent information (<i>including the location of underground cables</i>) and provide appropriate advice and recommendations.</li> <li>• <b>Implementation.</b> The barrier will be constructed using appropriate materials. For example, this could use the same construction approach</li> </ul>		



<b>Designation</b>	WS5	<b>Priority</b>	<b>1 – <i>This is a safety issue</i></b>
<b>Description</b>	Fencing along Thomas Road		
	<p>utilised for a similar barrier in the vicinity of Kentucky Fields. That fence utilises pine-pole, post and rail construction. Alternatively, a different (and cheaper) approach may be appropriate. To help manage the cost of this project, the installation of the fencing may also be phased. If this approach is applied (<i>as listed in the DDRA Budget</i>), prioritisation would be given to the areas of identified greatest risk.</p> <ul style="list-style-type: none"> <li>• <b>Maintenance.</b> Once the barrier is in place, the maintenance will be conducted in line with the Works Register prioritisation.</li> </ul>		
<b>Activities conducted by</b>	<p>It is intended that the activities related to this workstream will be conducted as follows:</p> <ul style="list-style-type: none"> <li>• <b>Planning.</b> The DDRA has developed an initial cost model based on the use of star pickets with capping and sighter-wire/sighter-tape for the top row. The budgetary amount is outlined below. As a part of this Workstream, the DDRA will refine this budget and initiate the provision of funding through the SoSJ in compliance with Clause 15.3 of the Deed.</li> <li>• <b>Implementation.</b> A suitable contractor will install the barrier. DDRA volunteers can also provide assistance to help reduce costs.</li> <li>• <b>Maintenance.</b> The maintenance may be conducted by DDRA volunteers, where the tasks are within our team’s capabilities. Alternately contractors or SoSJ personnel may be engaged through Works Register scheduling, where this is required.</li> </ul>		
<b>Project phasing</b>	<p>The intent is currently to complete the planning phase by December 2022. If the intent is to complete the project in a single phase, this would be conducted during the first quarter of 2023. If the project is being implemented over multiple phases, these would be conducted during 2023.</p>		
<b>Funding</b>	<p>The Rough Order of Magnitude (ROM) budget for this project will be \$7,500. As this is an important trail-related safety issue, it may be appropriate to fund this through the existing Trails Renewal budget being managed by the SoSJ.</p>		
<b>SoSJ support required</b>	<p>Although the DDRA will predominantly facilitate these activities, the SoSJ is requested to support these tasks as follows:</p> <ul style="list-style-type: none"> <li>• <b>Planning.</b> The SoSJ is requested to provide access to information on the location of existing/planned cables and proposed road modifications to this area related to the widening of Thomas Road. This information will be needed to help ensure that the plan conforms with the evolving roads and infrastructure in the area.</li> <li>• <b>Approvals.</b> The SoSJ is requested to expedite any required approvals and funding for these activities to implement the tasks within the appropriate timeframes.</li> <li>• <b>Cost Reduction.</b> Cost minimisation strategies should be implemented where additional resources are available from the SoSJ, or the materials can be purchased in bulk using the Shire’s providers.</li> </ul>		

## 2.6 Workstream 6 – Gate and fence line controls for the DDEP

Table 6: Outline for Workstream 6

<b>Designation</b>	WS6	<b>Priority</b>	2
<b>Description</b>	Additional gates/fencing and chicanes are required in the DDEP to help reduce the risks of uncontrolled horses getting out onto the roads.		
<b>Reason for the project</b>	<p>The DDRA has been extending the network of gates and chicanes to help reduce risks associated with out-of-control horses getting out onto the roads. This project has already stopped several horses from getting out of the 70 Acres area and creating significant risks to themselves and vehicles using the roads in the DDEE.</p> <p>This phase of extending the network of gates/chicanes will entail placing them as shown in Figure 3.</p>  <p><i>Figure 3: Locations for the two remaining gates/chicanes</i></p> <p>These gates/chicanes will be implemented as follows:</p> <ol style="list-style-type: none"> <li>(1) A safety gate will be located on the western end of the Empire East trail (to the east of the Empire Rose Court road termination). This may include a chicane if considered appropriate.</li> <li>(2) A safety gate will be located at the western end of the Tiara trail (at the eastern end of Tiara Court). The fitment of this gate will likely require the removal of the three bollards currently located at this location. An alternate approach may involve placing a chicane/gate at the eastern end of the Tiara trail, where it meets the Masters West trail.</li> </ol>		
<b>Activities required</b>	<p>The following activities:</p> <ul style="list-style-type: none"> <li>• <b>Design.</b> The DDRA will liaise with suitable contractors to design the required gates/chicanes.</li> <li>• <b>Implement.</b> The DDRA will work with selected contractors and the SoSJ to implement the two gate/chicane structures and associated fences. DDRA volunteers may assist the contractors to help reduce costs.</li> <li>• <b>Maintenance.</b> DDRA volunteers can conduct future maintenance.</li> </ul>		



<b>Activities conducted by</b>	Engaged contractors and DDRA volunteers can conduct the work. Where additional resources are required, these may also be requested from the SoSJ through the Works Register.
<b>Project phasing</b>	These are currently identified as relatively low-priority tasks that can be implemented during one or more winters during this planning period. Winter is recommended because the ground is softer than it would be in summer. If possible, the intent is to have both additional gates/chicanes in place by the end of the strategic planning period.
<b>Funding</b>	It is intended that these funds will be managed in accordance with Clause 15 within the Deed.
<b>SoSJ support required</b>	The following support is requested from the SoSJ to help achieve the objectives of this Workstream: <ul style="list-style-type: none"> <li><b>Additional Funding.</b> Where additional funding is required to support this workstream, the SoSJ will be requested to provide the appropriate resources to complete the required tasks (<i>per Clause 15.3 of the Deed</i>).</li> </ul>

## 2.7 Workstream 7 – Safety controls for vehicular access

Table 7: Outline of Workstream 7

<b>Designation</b>	WS7	<b>Priority</b>	1 (Problem identification): 3 (Implementation as required)
<b>Description</b>	Safety controls for vehicular traffic in the DDEE		
<b>Reason for the project</b>	<p>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.</p>  <p>Figure 4: 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 (<i>as outlined in the SoSJ SJ2050 report and the Strategic Community Plan 2017-2027</i>) within the Northern Equine Hub is escalating demands on roads in this area. This increased demand is occurring while equine utilisation of the DDEP areas is also rising (<i>and the SoSJ intends to further increase utilisation of these facilities as outlined in the Equine Strategy</i>). The intensification of equine and vehicular traffic in the same areas can create significant safety risks. These risks include collisions between vehicles and horses or vehicles</p>		



<b>Designation</b>	WS7	<b>Priority</b>	1 (Problem identification): 3 (Implementation as required)
<b>Description</b>	Safety controls for vehicular traffic in the DDEE		
	spooking horses. The resulting incidents could lead to deaths or severe injuries.		
<b>Activities required</b>	<p>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.</p> <p>It is expected that the emphasis on this objective will evolve as demands within the area change. However, the first area to be addressed should be Masters Road. This area already poses significant risks, and these dangers are expected to increase due to planned changes in road usage. For instance, the SoSJ has already identified within Figure 19 of the Byford Local Development Strategy (Draft District Structure Plan) (BLDS) that Masters Road will become an important local distributor route. Consequently, Masters Road would become an even more important traffic artery, leading to greatly increased traffic flows along this road.</p> <p>There are seven (7) points along this road where horses regularly cross. Additionally, horses often move along this road as a part of the standard utilisation of the DDEE for equine-related activities.</p> <p>The SoSJ has already highlighted these risks in their Equine Strategy and has taken steps to alleviate similar dangers in other areas of the Shire. For example, on Hopkinson Road (where there are fewer horse movements), the speed limit has already been reduced to 60kph, and traffic chicanes have been implemented to help ensure that vehicle speeds are reduced. Similarly, on Briggs Road, the SoSJ has reduced the speed to 50kph and added speed control chicanes.</p> <p>On the other hand, Masters Road has a 70kph speed limit and lacks adequate speed control systems such as chicanes, Pegasus crossings, or horse crossing points. In fact, at this stage, the only controls are automated speed indicators to advise drivers if they are travelling above the 70kph limit.</p> <p>In the event of a coronial inquest into a tragic accident, the lack of action to address the well-identified risks on Masters Road would likely attract considerable attention and open the Shire to litigation. Therefore, the DDRA aims to help the SoSJ identify these types of problems so that they can be addressed proactively.</p> <p>It is noteworthy that the SoSJ Equine Facilities Master Plan (EFMP) has already identified the need to implement Pegasus crossings at the Masters Road crossover of the Rain Lover and Gurners East trails and at the western end of the Oakford Link trail on Hopkinson Road. Due to the elevating risks, the SoSJ should implement these Pegasus crossings as soon as possible.</p>		
<b>Activities conducted by</b>	<p>It is intended that the activities related to this Workstream will be conducted as follows:</p> <ul style="list-style-type: none"> <li>• <b>Risk identification.</b> The DDRA will canvas stakeholders and review the utilisation of the facilities within the area to help identify risks.</li> <li>• <b>Risk notification.</b> Once a risk has been identified, the DDRA will develop an appropriate report, which will be provided to the SoSJ.</li> </ul>		



<b>Designation</b>	WS7	<b>Priority</b>	1 (Problem identification): 3 (Implementation as required)
<b>Description</b>	Safety controls for vehicular traffic in the DDEE		
	<ul style="list-style-type: none"> <li>• <b>Management collaboration.</b> The DDRA will collaborate openly with the SoSJ to actively define appropriate solutions for identified risks and provide such support as is applicable to help the SoSJ address these matters.</li> <li>• <b>Notification of stakeholders.</b> The DDRA will notify appropriate stakeholders, so that progress managed by the Shire will be advertised. This approach can assist the SoSJ in actively demonstrating the effectiveness of their endeavours.</li> </ul>		
<b>Project phasing</b>	It is intended that the DDRA will include information on these risks through appropriate Notices ( <i>in line with the Deed</i> ). The Deed Parties will discuss these issues within the Quarterly Planning Meetings defined within the Deed so that the DDRA and SoSJ can collaborate effectively to address identified risks.		
<b>Funding</b>	The DDRA can conduct its support activities as a part of our voluntary contribution to facilitating activities within the DDEE.		
<b>SoSJ support required</b>	<p>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:</p> <ul style="list-style-type: none"> <li>• <b>Collaborate consistently.</b> It is requested that the SoSJ nominate an appropriately empowered representative 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.</li> <li>• <b>Funding.</b> The SoSJ will be requested to fund modifications or developments to achieve this workstream's objectives (<i>in accordance with Clause 15.3 of the Deed</i>).</li> <li>• <b>Reporting.</b> 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 implemented.</li> </ul>		

## 2.8 Workstream 8 – Maintenance activities

Table 8: Outline of Workstream 8

<b>Designation</b>	WS8	<b>Priority</b>	1 - 3 ( <i>As defined in the Works Register</i> )
<b>Description</b>	Maintenance activities in the DDEP areas		
<b>Reason for the project</b>	The DDRA aims to conduct appropriate maintenance tasks in line with the agreements laid out in the Deed.		
<b>Activities required</b>	Key activities to be conducted will be outlined within the DDRA Works Register.		
<b>Activities conducted by</b>	<p>It is intended that the activities related to this workstream will be conducted by the DDRA as follows:</p> <ul style="list-style-type: none"> <li>• <b>Planning.</b> The DDRA will develop and 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.</li> <li>• <b>Implementation.</b> DDRA members will coordinate the implementation of pertinent work. Where requirements exceed the</li> </ul>		



<b>Designation</b>	WS8	<b>Priority</b>	1 - 3 (As defined in the Works Register)
<b>Description</b>	Maintenance activities in the DDEP areas		
	<p>capabilities of the DDRA volunteers, these tasks will be allocated to the SoSJ in accordance with Clause 6.2(4) of the Deed.</p> <ul style="list-style-type: none"> <li>• <b>Reporting.</b> The DDRA will provide appropriate reports on progress to the SoSJ in compliance with the Deed.</li> </ul>		
<b>Project phasing</b>	The activities will be conducted in accordance with the Works Register prioritisation.		
<b>Funding</b>	Funding will be sourced and applied in line with the approach outlined in Clause 15 of the Deed.		
<b>SoSJ support required</b>	<p>The SoSJ is requested to facilitate these activities through the following support:</p> <ul style="list-style-type: none"> <li>• <b>Approvals.</b> The SoSJ is requested to expedite any required approvals for these activities to implement the tasks within the appropriate timeframes.</li> <li>• <b>Cost Reduction.</b> 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.</li> <li>• <b>Implementation.</b> 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 Clause 6.2 (4) 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.</li> </ul>		

## 2.9 Workstream 9 – Public Accessway Conversion

Table 9: Outline of Workstream 9

<b>Designation</b>	WS9	<b>Priority</b>	1
<b>Description</b>	This workstream will upgrade the Public Access Way at Lot 55 Empire Rose Court so it can be managed as a part of the DDEP reserves.		
<b>Reason for the project</b>	<p>Lot 55 Empire Rose Court was originally allocated as a Public Access Way (PAW) and was not a part of the other reserves in the DDEP. This PAW is illustrated in Figure 8. In particular, the western end of this PAW was overgrown and virtually unusable.</p> <p>This area has now come under DDRA management. As a part of Workstreams 4 and 9, this PAW is now in good condition.</p>		

Figure 5: Lot 55 Empire Rose Court – Public Access Way



<b>Designation</b>	WS9	<b>Priority</b>	1
<b>Description</b>	This workstream will upgrade the Public Access Way at Lot 55 Empire Rose Court so it can be managed as a part of the DDEP reserves.		
	<p>In particular, the western part of this PAW was cleared in October 2022 (see the picture to the right), so the entire trail can now be used. However, blue-metal-fines will need to be laid to bring this area to the same standard as the other trails. To achieve this objective, the following activities will be required:</p> <ol style="list-style-type: none"> <li>(1) The grass on the trail may need to be sprayed with herbicide to help retard regrowth.</li> <li>(2) The PAW will need to be surfaced with blue-metal-fines, which are levelled and compacted appropriately.</li> </ol>		
<b>Activities required</b>	<p>The following activities will be required:</p> <ul style="list-style-type: none"> <li>• <b>Planning.</b> The DDRA will work with the SoSJ to determine a plan for procuring and laying the blue-metal-fines.</li> <li>• <b>Implementation.</b> The DDRA and SoSJ will implement the upgrade to the common standards as required.</li> <li>• <b>Maintenance.</b> The area will be managed as a part of Workstreams 4 and 8.</li> </ul>		
<b>Project phasing</b>	The laying and compacting of the blue-metal-fines should be implemented as soon as possible.		
<b>Funding</b>	DDRA volunteers conducted the work required to clear the trail at no additional cost to the SoSJ. However, the SoSJ will be requested to provide approximately 20m <sup>3</sup> of blue-metal-fines and lay and compact this on the trail. The trail is approximately 200 metres long and 4 metres wide. It is proposed that the funding for this activity be allocated from the Shire's Trails Renewal budget.		
<b>SoSJ support required</b>	The SoSJ is requested to participate as defined for the preceding point.		



## 2.10 Workstream 10 – Cross Country Jumps

Table 10: Outline of Workstream 10

<b>Designation</b>	WS10	<b>Priority</b>	1 (Refurbishment), 2 (Upgrades)
<b>Description</b>	Upgrade the cross-country jumps in the DDEP.		
<b>Reason for the project</b>	Some of the existing cross-country jumps are in a poor state and need to be replaced. Additionally, the provision of new jumps will assist many users of the DDEP.		
<b>Activities required</b>	<p>The following activities will be required:</p> <ul style="list-style-type: none"> <li>• <b>Planning.</b> The DDRA will identify the current jumps that need replacing. Additionally, by working with experts in cross-country jumping, the design of the facilities will be modified as appropriate to make the entire network of jumps more coherent and usable.</li> <li>• <b>Implementation.</b> The DDRA will evolve the available jumps to effectively meet user needs.</li> <li>• <b>Maintenance.</b> The DDRA will implement maintenance of the cross-country jumps as a part of Workstreams 4 and 8.</li> </ul>		
<b>Project phasing</b>	This activity will commence once Workstream 3 has been completed. The intent is to start these activities during the fourth quarter of 2022.		
<b>Funding</b>	At this stage, this workstream will be funded by the DDRA. However, where additional funding is needed, this finance will be managed in accordance with Clause 15.3 in the Deed.		
<b>SoSJ support required</b>	Based on the initial scope of work identified for this workstream, no additional support will be required from the SoSJ. However, as the scope evolves, additional funding may be needed, as discussed in the preceding point.		

## 2.11 Workstream 11 – Cement flooring for the DDRA shed

Table 11: Outline of Workstream 11

<b>Designation</b>	WS11	<b>Priority</b>	1
<b>Description</b>	Upgrades for the shed used by the DDRA		
<b>Reason for the project</b>	<p>The DDRA uses a shed near the Evening Peal Court entrance to the 70 Acres area (R35701). The SoSJ owns this shed, but it is used to store the tractor, mower and other equipment used by the DDRA.</p> <p>This shed currently has a dirt floor, which reduces the space's usefulness for conducting tasks such as tractor maintenance, which requires a cleaner space. The size of the shed and undercover area is illustrated in Figure 6 (<i>overleaf</i>).</p>		

<b>Designation</b>	WS11	<b>Priority</b>	1
<b>Description</b>	Upgrades for the shed used by the DDRA		
	<p style="text-align: center;"> <span style="margin-right: 100px;">7.63 m</span> <span>3.95 m</span> </p> <p style="text-align: center;"> <span style="margin-right: 100px;">9.1 m</span> </p> <p style="text-align: center;"> <b>SHED</b> <span style="margin-left: 100px;"><b>UNDER COVER AREA</b></span> </p> <p style="text-align: center;">             Sliding doors opening              Cement apron required for access         </p>		
	<p style="text-align: center;"><i>Figure 6: The area of the shed, which needs the concrete flooring</i></p> <p>As specified by Michelle Rich to Peter Benson and Pam Hilliard on the afternoon of Tuesday, 9 November 2021, the SoSJ can implement and pay for the provision of the cement flooring in the shed.</p>		
<b>Activities required</b>	<p>The following activities will be required:</p> <ul style="list-style-type: none"> <li>• <b>Planning.</b> The DDRA will assist in the development of the business case and share the quotations that were collected.</li> <li>• <b>Implementation.</b> The DDRA will clear out the shed so the work can be conducted. The SoSJ will pay for and/or conduct the operations of digging down the existing floor to the right level and then laying the new concrete floor. Once the new floor has been laid, the DDRA will return the equipment to the shed.</li> <li>• <b>Maintenance.</b> Maintenance of the shed will be conducted as a part of Workstream 8.</li> </ul>		
<b>Project phasing</b>	This activity should be implemented during 2023 to help ensure that the shed can be used more effectively.		
<b>Funding</b>	As specified in Michelle Rich’s comments (see above), the SoSJ should be able to pay for the new cement floor, as the shed is a Shire asset. Initial quotes provided to the Shire indicate that this will cost less than \$8,500.		
<b>SoSJ support required</b>	The SoSJ is requested to implement this workstream, with support from the DDRA as specified above.		



## 2.12 Workstream 12 – Signage

Table 12: Outline of Workstream 12

Designation	WS12	Priority	1 – 3: phasing per the following report: <a href="#">SignsReport_F.docx</a>
Description	Signage		
<b>Reason for the project</b>	<p>Safety and informative signage needs to be provided within the DDEP, as outlined within the SoSJ Equine Strategy, the SoSJ Trails Head Masterplan and the resolution made during the 2021 AGM (see Page 4 of the AGM Minutes).</p> <p>In line with these requirements, the DDRA:</p> <ol style="list-style-type: none"> <li>(1) developed a detailed signage plan, which was provided to the SoSJ on 1 February 2022. This document is provided in the preceding link;</li> <li>(2) reached an agreement with the SoSJ that they would refurbish the notice board (<i>shown to the right</i>) in the Evening Peal Court carpark, in the vicinity of the rest area proposed for Workstream 2 (see this link: <a href="#">FOLLOW ON FROM TODAY'S MEETING.docx</a>); and</li> <li>(3) will develop and install other signage as considered appropriate.</li> </ol>		
<b>Activities required</b>	<p>In terms of the Signage Report ((1) above), the SoSJ will implement the required signs in line with the defined priorities in that document. It is understood that funding has been provided in the SoSJ budget to implement this signage during the current Financial Year. Where considered appropriate, the DDRA may install some of the signage.</p> <p>Once the notice board ((2) above) has been refurbished, the following activities will be required:</p> <ul style="list-style-type: none"> <li>• <b>Planning.</b> The DDRA will design the content provided on the notice boards. Designs will include the information listed above and other content, such as a clear map of all the trails. The map will give the user community a better idea of the areas they can utilise and show the common name for each trail.</li> <li>• <b>Printing of materials.</b> The DDRA will coordinate the printing of the materials that will be placed on the notice boards.</li> </ul> <p>In addition to the provisioning of the signs as above, additional signage will be implemented as follows:</p> <ul style="list-style-type: none"> <li>• <b>Establish a new Notice Board.</b> Funding will be secured to establish a new notice board (<i>similar to the one discussed for (2) above</i>) at the Rain Lover Court carpark. The DDRA will help to define the siting of this notice board. The information on this notice board will be implemented as defined for (2) above.</li> <li>• <b>Provide other signage.</b> The DDRA will produce and fit other signage needed to meet the objectives.</li> </ul> <p>Where needed and appropriate, the DDRA will keep the signage up-to-date. This will include the materials provided on the two notice boards defined above. Maintenance of the signage will be managed as a part of Workstream 8.</p>		



<b>Designation</b>	WS12	<b>Priority</b>	1 – 3: phasing per the following report: <a href="#">SignsReport_F.docx</a>
<b>Description</b>	Signage		
<b>Project phasing</b>	This workstream should ideally commence as soon as possible, with an ongoing enhancement program also implemented. In particular, the phasing proposed within the Signage Report ( <i>see (1) above</i> ) should be implemented by the SoSJ. The first of the notice boards should also be refurbished as soon as possible. Other signage should then be implemented as needed.		
<b>Funding</b>	<p>Funding for the Signage should be provided from the allocated funds provided by the Shire.</p> <p>Funding for the notice boards should be supported by the SoSJ as agreed in the <a href="#">FOLLOW ON FROM TODAY'S MEETING.docx</a>.</p> <p>Where additional funding is required, this should be managed in compliance with the tenets of Clause 15.3 in the Deed.</p>		
<b>SoSJ support required</b>	As specified in the preceding sections, the SoSJ is requested to refurbish and implement the notice boards and provide the other signage outlined above.		

## 2.13 Workstream 14 – Covered Arena

Table 13: Outline of Workstream 14

<b>Designation</b>	WS14	<b>Priority</b>	1 (Analysis, Review & Report): 3 (Other activities)
<b>Description</b>	Covered Arena		
<b>Reason for the project</b>	<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 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>		
<b>Activities required</b>	<p>The following steps will be implemented to support the objective:</p> <ul style="list-style-type: none"> <li>• <b>Establish a Working Group.</b> 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, the DDRA will report this to the Shire.</li> <li>• <b>Identify Options.</b> 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. The implementation options will then be provided to the SoSJ.</li> </ul>		
<b>Project phasing</b>	The initial investigation will commence in the third quarter of 2022. The intent will be to provide a report to the SoSJ before the end of the first quarter in 2023.		
<b>Funding</b>	No funding will be required as the DDRA volunteers will conduct the work at this stage.		



<b>Designation</b>	WS14	<b>Priority</b>	1 (Analysis, Review & Report): 3 (Other activities)
<b>Description</b>	Covered Arena		
<b>SoSJ support required</b>	Where considered appropriate, the WS14 Working Group will seek advice and information from the Shire to expedite the investigation. The Shire is requested to expeditiously provide responses to queries so that the timelines 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 maintenance and enhancement costs.

### 4 FOR MORE INFORMATION

The coordinator of this Strategic Management Plan for the DDRA is Bruce Hilliard, who can be contacted by phone (0410 745 731) or email ([president@ddrawa.onmicrosoft.com](mailto:president@ddrawa.onmicrosoft.com)).

