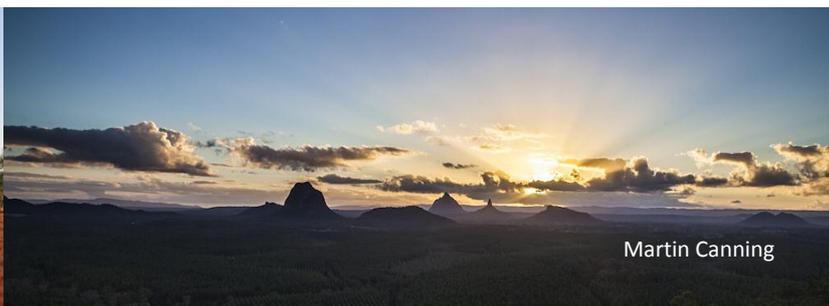


July 2013



Ray Bisschop



Martin Canning



Ben Blanche



Katrina Faccio

QUEENSLAND  
OUTDOOR  
RECREATION  
FEDERATION

## STRATEGIC PLAN: 2014 - 2016

Queensland Outdoor Recreation Federation

**Prepared by and for:**

Queensland Outdoor Recreation Federation

Sports House, 150 Caxton Street

Milton Qld 4064

P: (07) 3369 9455

Fax: (07) 3369 9355

W: [www.qorf.org.au](http://www.qorf.org.au)

# Table of Contents

Table of Contents.....	3
Background.....	4
What is the outdoor sector?.....	4
QORF Stakeholders/Clients .....	6
Queensland Outdoor Recreation Federation Inc. ....	7
QORF’s Mission.....	7
QORF’s Values .....	7
2014 – 2016 Strategic Plan: Scope.....	8
Environmental Context.....	10
Why Outdoors? .....	10
Places and Spaces.....	12
Policy .....	14
Providers.....	18
Promotion.....	19
Outdoor Sector Potential .....	21
Strategic Plan: Priorities and Initiatives .....	22
Strategic Priority One: Sector Leadership.....	23
Strategic Priority Two: Caring for Places .....	25
Strategic Priority Three: Capacity Building .....	27
Strategic Priority Four: Promoting the Outdoors .....	30
* Guide to Acronyms .....	32

# Background

The **Queensland Outdoor Recreation Federation (QORF)** was formed in 1996, by a coalition of groups involved in outdoor recreation activities, to represent and advocate on behalf of stakeholders in the outdoor sector. QORF is now regarded as the peak body representing the interests of the outdoor recreation sector in this state.

One of the key roles for QORF is to be a conduit between the outdoor sector, land and water managers, and all levels of government to advocate for access and promotion of outdoor activities. This includes providing opportunities for stakeholders within the outdoor sector to meet with key decision makers; collating and developing information relevant to outdoor sector stakeholders; and enabling networking and learning opportunities that encourage discussion on issues that affect the breadth of the sector. As QORF represents the diversity of opinions across the sector we do not always achieve consensus.

## WHAT IS THE OUTDOOR SECTOR?

QORF's primary role is to represent those who participate in, or are involved with the delivery or training of, outdoor related pursuits. Over the years this role has come to embrace the range of facets of the sector in which an outdoor (or simulated outdoor) activity is conducted.

Subsequently, the breadth of our sector is large, particularly when it is considered that outdoor recreation includes recreational, therapeutic/ developmental, experiential or educational outcomes and is undertaken in natural, rural and/or urban open spaces (land, air and water). Further, while outdoor activities rely on open space, they may also require some access to built facilities such as amenities blocks, camping areas, car parks and tracks for (e.g.) walking, cycling, horse riding or off-road vehicles.

Outdoor activities include but are not limited to:

- **Abseiling**
- **Base-jumping**
- **Cycling:** road bikes – touring and road racing; and mountain bikes – touring, downhill, all terrain, cross-country and trials
- **Camping:** swag, tent, caravan and campervan
- **Caving:** including cave diving
- **Climbing:** rockclimbing, canyoning and mountaineering
- **Canoeing and kayaking:** white water, flat water, surf and sea
- **Driving off-road vehicles:** touring, racing and challenge courses
- **Dynamic:** slacklining, high lining, water lining; outdoor parkour
- **Fishing:** line, spear and net
- **Gliding:** hang gliding and paragliding

- **Horse riding:** recreational trail riding and endurance competition
- **Hunting and shooting:** with firearms, spears, bow and arrows
- **Riding off-road motorcycle-like vehicles:** trail bikes, motocross bikes, trikes, quads – recreational rides, touring, enduro and motocross
- **Picnicking**
- **Power boating:** recreational touring, racing and other forms of competition using motor boats, jet skis, etc.
- **Sailing:** yachts, sailboards, kite boards and any other wind-powered vessels
- **SCUBA diving and snorkelling**
- **Surfing:** surfing, boogie boarding, stand up paddling, wave skiing and surf skiing
- **Swimming:** body surfing, swimming in rivers, creeks, waterholes and the sea
- **Walking:** walking, running, orienteering, rogaining and bushwalking
- **Water-skiing:** skiing, tobogganing, wake-boarding and para-sailing

QORF endorses an inclusive definition of outdoor activities which incorporates those that take place in natural environments, on ‘simulated’ surfaces and/or in purpose-built facilities. Further the outdoor sector is defined by more than the activities done; it also includes the process and purpose of delivery. Thus QORF recognises that outdoor activities are undertaken for a range of purposes including:

- **Non-competitive outdoor recreation** – activities in a non-competitive context (for example, bushwalking, bicycle touring, picnicking and camping);
- **Outdoor sports** – formally organised, competitive events such as orienteering, rogaining, geo-caching, surfing competitions, long distance off-road motorcycle racing, car rallies and endurance horse riding;
- **Outdoor and environmental education** – using outdoor activities to help achieve formal and informal educational outcomes;
- **Health and lifestyle improvement** – active forms of outdoor recreation (walking, riding, canoeing, etc.) used to improve health and wellbeing or as part of a balanced lifestyle;
- **Recreation-based counselling** – using outdoor recreation activities for therapeutic outcomes – improved physical, psychological, social and spiritual well-being; and
- **Recreation tourism, eco-tourism and nature-based tourism** – outdoor recreation activities provided by commercial tourism enterprises.

To represent the diversity of organisations and activities included within the outdoor sector, QORF focuses on the commonalities that exist amongst these groups, namely the need for spaces to engage in outdoor activities. As such, throughout this Strategic Plan, the terms outdoor sector and outdoor activity are used to incorporate all facets of the outdoor community, and the clients which QORF represents.

## QORF STAKEHOLDERS/CLIENTS

### Members

Membership of QORF is open to all individuals, enterprises and organisations with an interest in outdoor activities. Members include:

- State Associations
- Youth and Community Organisations
- Outdoor Activity and/or Tour Providers
- Campsites, Outdoor Education and/or Conference Centres
- Local Government Authorities
- Schools
- Not-for-Profit clubs/associations
- Consultants/Ancillary Organisations
- Retailers/Suppliers
- Outdoor Skills Training Providers
- Corporate Training Providers
- Outdoor Retreats
- Land Use Planners
- Individuals (e.g. participants, leaders, guides, instructors)

### Other Stakeholders

QORF also engages strategically with a range of stakeholders who have interests or investment in the spaces, pursuits or intentions of our sector. As a result QORF manages and builds relationships with a variety of stakeholders including aligned state and national representative groups, government, non-government authorities, the general community, and other sector and not-for-profit groups. These relationships may include interactions as a client, consultant, service provider, partner or through inter-sectoral liaison. Each of these stakeholder relationships builds awareness and the strength of the sector; and enables assorted outcomes for the outdoor sector. These relationships are necessary and valued, but are also time intensive to identify, initiate and manage.

# Queensland Outdoor Recreation Federation Inc.

In undertaking its role as an industry peak body, the Queensland Outdoor Recreation Federation is directed by its Mission and Values.

## QORF's MISSION

The mission of the Queensland Outdoor Recreation Federation is to raise the profile, develop capacity and increase opportunities for outdoor recreation in Queensland. This is done through *representation* of members and member groups; *promotion* of members and the benefits of outdoor activities; *advocacy* with all levels of government, public and private sector land water managers and other sectors; and *education* of members and the community.

## QORF's VALUES

The Queensland Outdoor Recreation Federation encourages the opportunity for all people to recreate outdoors. QORF values:

- The Natural Environment
  - For its multiple intrinsic values including ecological, geological, physical, cultural, heritage and as a space for outdoor activities to occur
- Diversity
  - Of places, activities, opportunities and people
- Access
  - To land and water that is relevant to outdoor activities and proximal to all
- Sustainability
  - Of the outdoor sector and of the environments it uses
- Professionalism
  - As demonstrated through our actions and interactions with others
- Relationships
  - Positive interactions with our stakeholders and with the environment

# 2014 – 2016 Strategic Plan: Scope

“Plans are nothing. Planning is everything”

Dwight D. Eisenhower

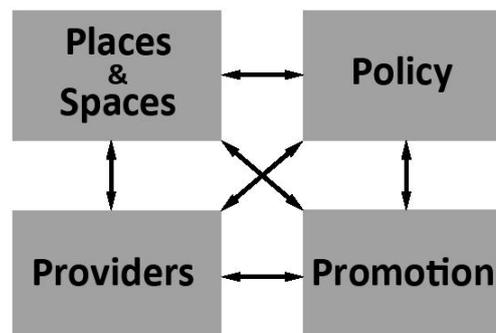
Given the dynamic context in which the outdoor sector operates and engages, this strategic plan recognises that the Federation needs to be informed and proactive to known variables; but also, flexible and adaptable to allow it to act and respond to evolving issues and priorities.

This QORF Strategic Plan (the Plan) is informed by contributions from members and stakeholders, the volunteer Management Committee, and the professional experiences and practices of the QORF staff. The Plan is based on an understanding of current and anticipated priorities for action, our ongoing review(s) of the environmental context in which the outdoor sector functions, and the sector’s goal to increase recognition of our value by governments, other sectors, outdoor participants, the media and the wider community.

This Plan is prefaced with an overview of the context for the outdoor recreation sector in Queensland. This is done to set goals, and to guide action and change processes by building an understanding of external and internal influences for the outdoor sector. The Plan concludes with QORF’s priorities and proposed actions to be implemented between 2014 and 2016.

The key challenges facing QORF and the outdoor sector in Queensland as reported in this plan are:

1. **Places and Spaces:** Enabling spaces for outdoor activities to be identified, secured and managed to integrate with other values and concurrent uses. This needs to be done with an understanding of the importance for environmental care and custodianship; and a realisation that places and spaces need to be managed to cater for current outdoor activities and for future growth in both demand for, and variety of, outdoor activities.
2. **Policy:** Informing and encouraging quality policy, provision, planning and delivery of outdoor opportunities and experiences throughout Queensland.
3. **Providers:** Developing quality education and training opportunities for outdoor leaders, and building the capacity of individual and organisational providers.
4. **Promotion:** Engaging with government, resource managers, private landholders, media and the community to build understanding, appreciation, support, and opportunities to participate in, outdoor activities and environments.



Working to meet these challenges will require QORF to be a strong and representative federation with interested and engaged members. In addition it will require effective collaboration with a range of strategic partners including, but not limited to:

- QORF members
- Aligned Peak Organisations (including those concerned with tourism, health and sport)
- State Government Ministers and Individual State Agencies
- Local Government Councillors and departments (e.g. planning, community development, infrastructure, economic development)
- Private Landholders
- Relevant Non-Government Organisations
- Other state and national outdoor activity/ peak organisations
- Consultants and professional bodies (e.g. PLA/Q)
- Media

# Environmental Context

QORF continually monitors the context, circumstances, policies, social mores and actions which impact on the outdoor sector. These observations demonstrate that landscapes and activities associated with outdoor recreation:

- are valued parts of our communities;
- contribute to our quality of life;
- underpin much of Queensland's tourism industry; and
- are the focus of the substantial retail, service and manufacturing sector/s in Queensland, Australia and other 'Western' countries.

There are however a range of factors that impact on participation in outdoor activities in Queensland. These include:

- varying rates of population growth in different regions;
- changing perceptions of risk;
- diverse outdoor recreation preferences;
- increasing urban development;
- participation pressures on limited spaces;
- competing priorities for State and Local governments, local communities, public and private sector landholders and outdoor participants; and
- increasingly diverse communities.

These factors create challenges for ongoing growth and appreciation of outdoor activities. Further, they create the potential for a decline in participation, fewer informed participants who know how to positively engage with the places they use, a loss of spaces and places for outdoor activities to occur, and a general decline in the valuing of physical activity outdoors.

With Queensland recognised as a state that is rich in opportunity for outdoor activities, known to have fine weather and having desirable natural land and waterways, there is a need to consider how to encourage and support participation whether this be formally organised, commercial, unstructured or informal. There is also a responsibility to be met by those who utilise the outdoors for recreational, education, therapeutic or tourism purposes to preserve the landscapes that sustain participation; and to effectively share their passion, services and skills with the wider public.

## WHY OUTDOORS?

The value of the outdoor sector is difficult to quantify and measure. Government and community decisions focus on industries which have identifiable and evident economic value. For the outdoor sector, economic value is hidden due to:

- a) the diverse nature of the outdoor sector which includes commercial and not-for-profit organisations, participation by individuals, small social groups, larger guided groups and

mass participation events; and one or more objectives including recreation, education, tourism, community development and health;

b) a lack of recorded or reported data specific to the 'outdoor sector', as organisations identify as part of other more visible sectors or industries;

c) the difficulty in capturing information on expenditure made primarily for outdoor activity purposes versus for any other reason;

d) the prevalence of outdoor activity being casual, independent and unstructured, or through the provision of services offered by volunteer organisations; and

d) outdoor recreation/ education workforce positions not being identified or measured through current Australian and New Zealand Standard Classification of Occupations (ANZSCO) codes.

Bearing in mind these parameters, a report conducted by Synergies Economics for QORF in 2012 revealed an indicative estimate of the annual contribution of outdoor recreation to the Gross State Product of at least **\$2 Billion**. This conservative estimate is based on findings from just a small number of outdoor recreation activities.

In addition to this identified financial value, the report highlighted that outdoor recreation activities provide significant returns to the State through **a range of beneficial outcomes**. For example, health outcomes were identified as positive returns from both increased physical activity, and by providing cost efficiencies through preventative health. Further, outdoor recreation was identified as a contributory factor in achieving psychological and social cohesion benefits; and can serve to reduce productivity losses. Measures of financial value of the sector are in need of further refining, but available research has indicated that even a 1% drop in outdoor recreation participation in South East Queensland, can result in up to \$10 million annually in additional health costs, as the mitigating benefits of outdoor participation are lost (SEQ Catchments, 2010).

Beyond financial returns, the qualitative benefits of having a population actively engaged in outdoor recreation are compounding. For example, international and Australian research studies provide convincing evidence that regular outdoor recreation activity can:

- Improve health outcomes for the community;
- Enhance liveability and lifestyle;
- Substantially reduce the risk of premature death, illness and disability;
- Generate greater enjoyment and satisfaction than indoor physical activity;
- Support feelings of positive engagement, and reduce tension, anger and depression;
- Assist with improved immunity and alleviate symptoms of stress and anxiety;
- Enhance children's intellectual, emotional, social, spiritual and physical development;
- Build creativity, problem solving and emotional development in children's middle years;
- Build an enhanced sense of awareness, attachment, appreciation and duty of care for the environments where outdoor recreation takes place;

- Promote cohesiveness, relationships and respect for others contributing to a sense of community and social connectedness;
- Build social capital; and
- Through well-developed outdoor recreation and education programs, students' can have enhanced personal and social development; build life effectiveness skills; improve relationships with others; and experience better learning retention, interest and capacity.

(See for example: Bailey, 2004; Ballantyne, Packer & Everett, 2005; Dickson, Gray & Mann, 2008; Mallar, Townsend, Brown & St Leger, 2002; Maller et al., 2005; Godbey, 2009; Pigram & Jenkins, 2006; Wells & Evans, 2003 etc).

Currently, while it is evident that more Queenslanders participate in unstructured physical activity that takes place in our parks, beaches and waterways (e.g. outdoor recreation), than play sport (Committee of Australian Sport and Recreation Officials, 2011), there remains a need to enable Queenslanders to understand and access the diverse benefits from participation in outdoor activities. Through stakeholder engagement QORF have identified some challenges and key priorities for the outdoor sector – namely spaces and places, policy, providers and promotion. These are discussed below, followed by a summary of comments from the sector highlighting the need for action across a range of stakeholders.

#### PLACES AND SPACES

People need places and spaces where they can participate in their preferred outdoor recreation activities. These activities, and related services and facilities, are supplied and managed by a range of stakeholders in Queensland, and to varying levels. The stakeholders include the Queensland Government, local councils, private businesses, private landholders, retailers and community clubs and groups. In addition, other people tap into these services and spaces for varying reasons ranging from tourism to education, therapy to recreation.

In Queensland, outdoor recreation usually takes place in spaces where it is a secondary use of:

- Land – used predominantly for forestry, farming, nature conservation or transport;
- Creeks, rivers and lakes – used for water supply; and
- Estuaries and Coastal seas – used for transport and commercial fishing.

At the time of writing this strategic plan, the State Government was in the process of addressing some outdoor recreational needs through a number of initiatives. These include:

Directly - the development of an *Outdoor Recreation Strategy for the Protected Area Estate* (PAE) which looks to reduce red tape and increase access opportunities for outdoor recreation on QPWS (only) managed lands and water; and

Indirectly – the development of the *Draft Eco-Tourism Strategy for Queensland*, which, through its goal of increasing tourism opportunities in the PAE, can lead to enhanced access for outdoor recreation-related tourism enterprise; the *Single State Planning Policy* which guides investment and

development in the State; and a review of select *Regional Plans* which highlight regional values, activities and local investment.

While the Outdoor Recreation and Eco-Tourism strategies offer welcome and responsive messages of formalising access for outdoor recreation activities in and on State managed spaces, the complexities of identifying, providing and supporting outdoor recreation in a coordinated and enduring way, while also meeting the needs of a growing population with competing demands on spaces, remain.

Previous and related outdoor recreation strategies and documents provide a sound base for these Government initiatives and for QORF's response to these initiatives. The previous documents include:

- SEQ Outdoor Recreation Strategy;
- Queensland Outdoor Recreation Strategic Framework;
- 1997 – 2007 Outdoor Recreation Demand Studies; and
- SEQ Active Trails Strategy.

While these documents have helped define outdoor recreation demand and use, overall there remain several factors that do, and will, influence the supply of places for outdoor recreation into the future. These include:

- State planning priorities that are designed to meet the demand for growth in residential, commercial and industrial development, and expand urban areas. These priorities can lead to failure to provide for outdoor activities (e.g. in planning schemes, regional planning, transport and infrastructure planning). This impacts on **the availability of places** for outdoor activities and can serve to dislocate existing outdoor activities from their landscapes;
- A growing population base, especially in South East Queensland and around major coastal cities, generates diverse needs for outdoor spaces and disparate perceptions of convenience. This affects **access to outdoor space** as urban development and new infrastructure reduces the area available for outdoor activities. Clear planning is required to supply sufficient, diverse and appropriate open spaces (land, air and water) that meet the needs of a changing population (e.g. aging, multi-cultural, ability, lower income), and the evolution of outdoor preferences and activities. Specifically, planning may need to also include provision of proximal spaces for outdoor activities, diverse transport options, parking and relevant information to ensure access is sufficient and appropriate for community needs, and that user conflict is minimised; and
- The **quality, quantity and diversity of the land and water** available for outdoor recreation. Competing user groups (recreation and non-recreation), environmental impacts, number of visitors, perceptions of safety, visitor expectations, mixed uses of land, private sector investments in facilities and the management of outdoor recreation spaces all impact on expectations of users and the appeal and use of sites for recreational purposes.

The challenges in securing sufficient, long term, diverse places for outdoor activities are complex. Responses to these challenges need to acknowledge both the influences and the need for securing and sustaining supply of space for current and future outdoor activity purposes. QORF members have a role in communicating the importance of outdoor activities, inspiring understanding and seeking solutions. These may include working with others to identify and promote the range of spaces that can support outdoor activities (e.g. urban parks, private lands, Local government 'regional' parks); promoting the importance of outdoor recreation as a separate and distinct 'industry' for Queensland; and strengthening existing partnerships with other organisations that have aligned interests (e.g. health, environment, physical activity, liveability) so the supply of outdoor recreation spaces is high on the agenda and factored into the breadth of planning decisions.

### **Sector Feedback – Places and Spaces**

- There is a real and current need for proximal and enduring access to outdoor recreation opportunities.
- *Being in* a space and *appreciating* a place, are not the same thing. To ensure people interact with, and appreciate outdoor places and spaces they need to be supported through engagement and education. This intent should be reflected in the planning and management of outdoor places and spaces; and in the promotion of outdoor opportunities across the population base.
- There is a greater need for the acknowledgement, understanding, and management of conflict between user groups in places and spaces, with the ultimate goal to retain the quality of experience for as many as possible of those involved.
- There is a need for cross-land tenure management networks to be established to facilitate ease of recreational access and navigation across the landscape, including private property.
- There is an increasing awareness of the requirement to make outdoor recreation convenient and close to make it easy to get outdoors. Social changes, lifestyles, planning and competing interests all limit outdoor recreation participation. Support infrastructure and services (e.g. mobile cafes, come and try days, equipment hire, guided activities etc) should be explored.
- Outdoor providers recognize the need to access a range of places to offer their services and to provide relevant experiences for their participants. However outdoor providers are mindful that not all activities can or should be conducted in all spaces without constraint.
- Providers are seeking fair, consistent and reasonable access to spaces and places to meet both business, organizational and community outcomes.
- Outdoor recreation does not always have to occur in pristine natural environments and there is a need to promote rural, suburban and urban places and spaces for outdoor recreation. In planning terms, there is a need to access land types across the Recreation Opportunity Spectrum and Landscape Classification System.

### **POLICY**

Policy provides direction and gives authority to allocate resources. Further, it can provide guidance for the coordination of activity and capacity to act in ways that yield desired results. It is known that activities that are managed; get measured. Further, to be managed, something has to be seen. To progress outdoor activities/ recreation into the realm of coordinated policy and to increase

opportunity and expectation for participation in outdoor activities, requires recognition that these are relevant and desirable. In real terms outdoor recreation needs a Vision and Guiding Principles to progress its profile and delivery. For example:

---

### **A Vision for Outdoor Recreation in Queensland**

*Outdoor recreation spaces and activities provide enhanced learning outcomes, quality of life and positive engagements within our communities.*

*Outdoor activity spaces and experiences connect people to place, self and others.*

*Queensland and Queenslanders value experiences in the outdoors and we act to protect the legacy of participation in outdoor recreation and education for our current and future populations.*

---

### **Guiding Principles**

#### *Community Benefit*

Outdoor recreation contributes to our communities by improving health and enabling wellbeing, quality of life and connected communities.

#### *Interconnection*

Communities are stronger from being connected through land and waterways that act as corridors for private and public recreation. They link people to Queensland's landscapes - tying urban to peri urban, rural to wild and remote areas.

#### *Stewardship*

Outdoor recreation participants can be stewards of the environments in which they engage. There is a need to protect and enhance the environmental quality of our open spaces for current and future generations and to minimise the negative impacts of our activities.

#### *Validity*

Outdoor recreation activities are recognised and valued as valid, legitimate and beneficial forms of physical activity in and of themselves. Outdoor recreation spaces need appropriate planning, access, infrastructure and management. Outdoor experiences should be encouraged as part of our experience and central to children's learning through, school and after-school, self-directed play, family and other participation contexts.

#### *Economic Opportunities*

Outdoor recreation provides extensive and growing employment opportunities as well as significant demand for outdoor recreation services. Outdoor recreation is closely linked to many forms of tourism and is particularly important to the economy of regional and rural areas.

## *Future Needs*

A diversity of lands and waters should be available to meet current and future outdoor activity needs of the communities of Queensland. A diversity of physical activity experiences, delivered by competent, informed leaders, should be available for locals and visitors alike.

---

These Guiding Principles highlight the inherent value of outdoor recreation and the relevance of planning with outdoor activities in mind. This can and should be done, even though the current fiscal climate is tight and resources are limited.

To this end, QORF will engage and work with others in a spirit of cooperation to build awareness and promote opportunity so the outdoor sector contributes to:

- providing desirable opportunities for healthy living;
- encouraging people to understand and honour their environments;
- supporting and attracting visitation to regional areas;
- encouraging well rounded and engaged youth participation;
- enhancing private landholders and private enterprises capacity to develop and manage outdoor recreation opportunities;
- developing the skills and knowledge of its workers; and
- building economic, social and environmental prosperity, especially in regional Queensland.

The outdoor sector needs a comprehensive, integrated and collaborative policy approach. Individual and isolated policy decisions can undermine the integrity and outcomes that can be achieved. If we are to maximise the economic, social and health benefits for Queensland, then the community, sector, land and water managers, and local and state governments need to work together. We need decision making and policy that ensures this collaboration is effective and coordinated, so priority issues are successfully addressed.

Within Queensland Government organisational structures and policy frameworks, which are central to the delivery and opportunity for outdoor activities, this coordination appears difficult to attain. However, QORF and its members need to continue to articulate the relevance of, and need for, cohesive policies that are supported by the Premier, various Ministers and senior public servants responsible for policy implementation; and deliver clear strategic intentions to:

- Create opportunity, incentive and ease of access for people to participate in diverse physical activity in suitable outdoor environments on public (government managed) lands and waters (NPRSR, DEH, Health, Education Qld, DTMR, SDIP, LGA), and on State leasehold (covering more than 60% of Queensland's land surface) and private property;
- Enhance the personal, developmental, physical and academic benefits that stem from children participating in self-directed discovery and play and in well-structured and led outdoor recreation experiences (EQ, Health, NPRSR, DEH, DETE, LGA); and

- Enable outdoor recreation as activity that is available both as quality ‘packaged’ services, and forms part of the daily routine incorporated into Queenslanders’ working and social lives (NPRSR, DEH, DETE, Health, EQ, DTMR, SDIP, LGA, TEQ).

While the Queensland Department of National Parks, Recreation, Sport and Racing (NPRSR) is critical to developing and implementing some aspects of these policy initiatives, NPRSR is responsible for less than 7% of Queensland land area – and much of that area is remote desert or semi-desert far from the coastal cities where demand is concentrated.

Wider Queensland Government investment specifically for outdoor recreation, matched with compatible policy settings in other portfolio areas, are needed to ensure consistency in purpose, breadth and delivery of resources, and the achievement of quality outcomes.

### **Sector Feedback – Policy for the Outdoor Sector**

The outdoor sector has consistently identified a need to:

- establish state-wide, across-agency and across-government strategic planning for outdoor recreation to inform investments in places and spaces, and management of activities;
- engage the community in outdoor and nature based activity; and
- encourage outdoor recreation/ education as part of school based learning.

The rationale for these requests are multi-layered, but reflect the known benefits that can stem from planning that considers the whole landscape including economic return, social wellbeing, increased quality of life, personal physical and mental health, environmental stewardship and a sense of community and belonging. To be effective, such planning should incorporate State agencies and business units of local governments dealing with sport, recreation, health, education, state development, planning, environment, natural resources and heritage.

Further, the sector identifies:

- Government has a role as legislators to address the potential for increasing opportunity for private land owners to share their spaces for outdoor recreation. This requires efforts to ameliorate the impacts of insurance and risk-related matters which act as barriers to increasing or enhancing outdoor opportunities.
- The importance of developing a unified outdoor recreation voice to communicate with governments so their interests are better incorporated into policy making.
- The need to identify where synergies exist with tourism to create an impetus for shared policy development and investment, e.g. infrastructure.
- At local, state and federal levels, governments are considered holders of information, and the outdoor sector would like more done to disseminate relevant and robust information to providers of outdoor recreation opportunities.
- Government has a role in promoting, providing resources for marketing, and helping to promote the positives of outdoor recreation to balance the perceptions and fears of risk associated with outdoor activities.

To act on these insights requires QORF and the sector to be actively engaging and discursing with land and water managers, as well as policy and decision makers across jurisdictions so outdoor recreation is part of the decision making cycle.

## PROVIDERS

Outdoor recreation contributes to the state economy not only through direct employment, but also through the sale of goods and services domestically and internationally, through the contributions of volunteer organisations offering services to local and regional communities, by providing tourism and event opportunities throughout the state, by contributing to the preventative health agenda and by reducing demands on health and welfare services.

To meet current demand, and to increase the capacity of the sector to deliver safe, quality services across the range of outdoor activities, outcomes and experiences, requires both a sufficient workforce, but also one that is well-trained. This includes staff with outdoor activity specific skills, as well as individuals with facilitation, business development, marketing and environment knowledge. Currently in Queensland the opportunities to attain the breadth of these skills are splintered with:

- The loss of VET training in Outdoor Recreation from Tropical North Queensland Institute of TAFE, leaving only one TAFE in the state providing for this labour need;
- A reduction in subsidised support and lower level User Choice priority funding allocations for outdoor recreation which will reduce access to affordable training, and will result in providers seeking more viable training opportunities in other sectors;
- No university program in outdoor recreation, education, therapy or development existing in Queensland; and
- No across industry training that supports the aligned skill needs of tourism, eco-tourism, youth development AND outdoor recreation/ education in the State.

A trained and engaged workforce (paid and unpaid) supports participation, leadership and capacity for growth in outdoor recreation. It also enables a sector that is able to identify, adjust and respond to change and enhance its service delivery. This training can occur through the provision of formal cohesive instruction and learning opportunities (industry accredited, VET, tertiary); through quality internal training and external professional development programs; as well as by creating opportunities for participants to develop sufficient skills so they may capably and confidently participate.

There are no clear frameworks or coordinated systems that meet the training and education, or specific business development needs of the outdoor sector, yet these are required to ensure sufficient skills, qualifications, and skills in the workforce. In addition, training and education in the sector needs to be affordable, cost effective, accessible, and of high quality to meet both the sectors, and legislated, safety management standards; and to develop well rounded, innovative and proactive leaders who instigate growth and relevant change.

QORF is committed to an outcome where more Queenslanders have the interest, skills and knowledge to participate in, and lead, outdoor recreation. This can mean that more people are able

to participate in individual, informal or community based outdoor activities; that the people who provide outdoor services, opportunities and products are knowledgeable and capable; and that workers have access to attractive, and enjoy quality, employment. To achieve these goals will require:

- education programs that support leadership,
- a sector that is unified, socially relevant, recognised and valued in the community,
- an available supply of labour, capital, diverse spaces and business expertise, and
- the provision of complementary services such as transport infrastructure, public amenities and equipment hire etc.

### **Sector Feedback - Providers**

- A large part of the outdoor recreation sector involves free, independent and unorganized participation, yet development and support for outdoor activity delivery is located more directly in commercial operations. This presents a challenge to providers in the sector who a) do not service commercial clients and/ or b) do not have the skills or resources to adapt to providing commercial opportunities for participants.
- There are cross-overs and co-dependencies between outdoor recreation and tourism in several areas of policy, but there is also a need for recognition that outdoor recreation and tourism are inherently different in terms of opportunities offered and experiences sought. Subsequently, in some instances these must be treated differently in policy development.
- A range of service models and outcomes apply to outdoor providers with recreation, tourism, education, health, therapy and environmental stewardship forming multiple contexts and having nuanced differences in staff skills in leadership and facilitation.
- There is an identified need to establish an outdoor sector learning pathway that is informed by an understanding that exposing children to outdoor recreation can provide a foundation for ongoing participation throughout life.
- The outdoor sector needs to commit to a unified voice that encapsulates the diversity of stakeholder interests, but communicates a set of clear, consistent messages.
- To be sustainable and in a position to set agendas rather than be subject to political agendas, outdoor providers should be working to develop mixed models of funding including accessing public and private sector resources.

### **PROMOTION**

Feedback from key decision makers has consistently stated that outdoor recreation needs to 'sell' itself better. Though many people do participate in outdoor recreation - as a sector, as a collective, or as a recognised, relevant and positive contributory factor in our communities - it remains largely hidden. The reasons for this lack of profile have not been actively explored however there are indications of causes that can be observed. These include:

- *Lack of sector cohesion:* The outdoor sector is expanded and appealing because of its diversity of opportunities, locations and challenges; but it lacks a strong and inclusive coordinated voice through its' desire to be autonomous, and from being comprised of multiple activities, organisational structures, experiential outcomes, delivery mechanisms, and business models etc.

- *Unstructured, individual, independent participation*: Aligned sectors that involve structured participation (e.g. sport, tourism, fitness) are more likely to record numbers of - participants, staff (paid and unpaid), economic turnover, aligned retail and manufacturing engagement etc – which also means they are identified as activities in national data gathering tools (e.g. ABS, ANZSCO).

Outdoor recreation offers a range of important social, health and economic benefits. It is also known that the tourism industry benefits from the availability of quality, community greenspace and waterways; and that outdoor activities such as bushwalking, SCUBA diving, surfing, horse riding, camping, abseiling, four wheel driving, white water rafting, wildlife viewing and fishing for example, are the foundation of nature based, eco and adventure tourism.

Regardless of the reasons why people participate, those who outdoor recreate not only engage in activity that improves their well-being; they also buy goods (e.g. general and specialist equipment, fuel, food, souvenirs) and services (e.g. guides, skill instruction, accommodation) that support the economies of the places where they participate; and expand their own participation. Further, research overseas, where a focused lens has been placed on outdoor recreation (e.g. USA, NZ, Norway, UK), demonstrates that the economic power of *direct* outdoor activities, is expanded through a ripple effect on other economic sectors. This can include increased value of land associated with outdoor recreation opportunities; and identified economic benefits and positive environmental returns from reserving land for recreation opportunities (See, for e.g. Outdoor Industry Foundation, The Active Outdoor Recreation Economy).

While these are foundational messages in promoting and growing a sector, outdoor recreation providers are mindful that more needs to be done to share their value with a wider audience. As such, there are five initial key premises that need to be considered to promote and build sector capacity. These are:

- **Identify key, coordinated messages** that positively represent the outdoor sector in public forums (i.e. outdoor activities are convenient, compelling, connecting);
- **Build sector awareness and capacity** to consistently and convincingly promote their activity, club, organisation, program;
- **Prosecute our messages** with consumers, stakeholders, schools, media and others to build awareness and participation;
- **Share** data, ideas, synergies, best practice.

### **Sector Feedback - Promotion**

Promotional activities for the outdoor sector are sought across a range of environments and purposes including:

#### *Internal*

- Providers need help creating an identity within a complex market and ensuring the perceived image is on target.

- Capacity needs to be enhanced to communicate through different channels (including social media) and with diverse stakeholders (government and participants).
- Organisational skill development is required so the sector can better identify target markets, package experiences according to price points, and differentiate promotions for different market segments e.g. outdoor recreation for skilled participants, education for novices.
- Tourists may be an important secondary market however providers need support in understanding how to integrate tourism services into their business models and to cater for different markets, e.g. international tourists, with international students being an untapped market.

#### *External*

- There is a need to provide public education regarding the value/ benefits and responsibilities of outdoor recreation.
- Build knowledge of local and regional opportunities for participation.
- Encourage participants' awareness and motivation to participate in outdoor recreation – whether it is for fun, discovery, exploration, new experiences or exercise etc.

#### **OUTDOOR SECTOR POTENTIAL**

The environmental scoping exercise revealed a range of current and emerging influences on the sector; and pointed to key activities that can contribute to build the sectors potential. For QORF, these include supporting the sector:

- Establish and own a compelling, unified identity;
- Be convenient and available for individual, group, community & visitor participation;
- To understand and articulate its relevance and value;
- Improve the supply and consistency of the workforce;
- Grow market share.

The achievement of these aspirations requires the participation of QORF, outdoor providers and stakeholders, local government, state government agencies, and aligned organisations. QORF's strategic direction can contribute to the development of these priorities through:

*Providing Sector Leadership:* by striving for a solution focused, whole of government approach to outdoor recreation; and by encouraging unity within the sector;

*Promoting the Outdoors:* work with the sector, State and Local Government to generate market impact; and engage people in outdoor recreation;

*Caring for Places:* contribute to awareness of, and respect for, our outdoor environments; and enhance the community, conservation and economic benefits of outdoor spaces;

*Building the Workforce:* through identifying solutions that enable a skilled and committed workforce to cater for diverse experiences, through excellence in service delivery.

## Strategic Plan: Priorities and Initiatives

QORF's purpose is to raise the profile, and develop capacity and opportunity for outdoor recreation in Queensland. This is done through *representation* of members and member groups, *promotion* of members and outdoor activities, *advocacy* with government and land/ water managers, and *education* of members and the community.

The following strategic priorities and objectives are drawn from a review of the context and direct feedback from the sector. These are collated into four strategic priorities, namely:

- Sector Leadership – striving for a unified sector supported by a sustainable QORF;
- Caring for Places – securing and protecting places to participate;
- Capacity Building – building the workforce and organisational capacity; and
- Promoting the Outdoors - broadening awareness of outdoor recreation.

In the following tables the four strategic priorities are unpacked into Goals and Deliverables. The Strategic Plan is brought to life through annual operational plans which expand these overarching priorities with clear, measurable actions and performance indicators.

**Note: There are a number of acronyms listed in the following tables. A Guide to these is provided at the end of the document.**

**STRATEGIC PRIORITY ONE: SECTOR LEADERSHIP**

<b>Goal:</b>		<b>A solution focused, effective, unified and sustainable outdoor sector</b>		
<b>Key Outcomes</b>		<b>Deliverables</b>	<b>Responsibility</b>	<b>Timeline</b>
<b>1.1 Enhance relationships and communications within &amp; beyond the sector</b>	1.1.1	<b>Engage with the outdoor sector</b> to understand their individual and shared needs and how we can work together. Actions might include: °Regional travel °Hosting / Attending Forums °Event attendance (AGM’s, Conferences) °Workplace visits	QORF, MC	2014 -2016
	1.1.2	Deliver a <b>Biannual Sector Conference</b> for outdoor recreation stakeholders and sector representatives	QORF	2015
	1.1.3	Review and enhance QORF <b>website and communication channels</b> to enable effective, timely information dissemination within the sector.	QORF	Ongoing
	1.1.4	Develop communication with organisations that promote the benefits of outdoor recreation (e.g. NPAQ, Cancer Council)	QORF, MC	2014-2016
<b>1.2 Develop mechanisms to strengthen the profile of the profession</b>	1.2.1	Disseminate <b>research</b> with implications relevant to the sector.	QORF, Media, PLAQ	2014-2016
	1.2.2	Conduct and promote the annual <b>Outdoor Recreation Awards</b> rewarding best practice & community engagement	QORF	2014, 2015, 2016
<b>1.3 Advocate for the Outdoor Sector with Government</b>	1.3.1	<b>Engage</b> with government agencies to highlight the benefits & opportunities of well delivered & supported outdoor programs & places.	QORF, NPRSR, Members, MC	Ongoing
	1.3.2	<b>Communicate</b> with Ministers, Councillors, Mayors & Senior Bureaucrats to highlight the significance, scope, and benefits for quality outdoor recreation opportunities throughout the state.	QORF, MC	Ongoing
	1.3.3	Play an active role in the OCA as a <b>national voice</b> for the outdoor sector	QORF, OCA	Ongoing
<b>1.4 Identify resources that assist QORF to sustainably represent the outdoor sector</b>	1.4.1	Identify <b>additional funding sources</b> to enable relevant expansion of QORF’s capacity to respond and deliver on emerging projects.	QORF, MC	Ongoing
	1.4.2	Maintain <b>list of consultants/ volunteers</b> who can work with QORF staff to develop and deliver on Strategic Priorities.	QORF, Members, Consultants	Ongoing

**STRATEGIC PRIORITY ONE: SECTOR LEADERSHIP**

<b>Goal:</b>		<b>A solution focused, effective, unified and sustainable outdoor sector</b>		
<b>Key Outcomes</b>		<b>Deliverables</b>	<b>Responsibility</b>	<b>Timeline</b>
	1.4.3	<b>Partner</b> with sector, aligned organisations and key stakeholders to achieve shared goals e.g. outdoor leader training & development; research participation; benefits & value.	QORF, Members, Uni's, Private Enterprise; FSR Skills Alliance	2014-2016
	1.4.4	<b>Refine state wide sector surveying</b> to identify and report on trends and issues.	QORF	2014-2016
<b>1.5 Strengthen the relevance and appeal of QORF membership</b>	1.5.1	Develop a <b>database</b> of outdoor recreation businesses, providers & operators as a basis of expanding membership & encouraging involvement in QORF programs.	QORF, MC, Members	2014-2016
	1.5.2	<b>Review</b> membership structure, levels and costs.	QORF, MC	2014
	1.5.3	Clarify and promote <b>member benefits</b> (e.g. one voice), through communication channels and direct sector interactions.	QORF, MC	2014-2016
	1.5.4	Provide members with opportunity to comment on, and understand <b>advocacy outcomes</b> .	QORF, MC	2014-2016
<b>1.6 Build Professional Capacity of the QORF Staff and Board.</b>	1.6.1	Conduct regular <b>staff meetings</b> to enable internal communications.	QORF	Ongoing
	1.6.2	Undertake improvement of <b>QORF policies</b> and procedures.	QORF, MC	Ongoing
	1.6.3	Provide opportunities for staff and board members to access relevant <b>professional development</b> to fulfil their roles and expand QORF's capacity.	QORF, MC	Ongoing
<b>1.7 Enhance effectiveness of the QORF board</b>	1.7.1	Instigate expert <b>Sub-Committees</b> to inform on strategic priorities. E.g. °Education °Trails °Promotion/ Partnerships/ PR	QORF, MC, Sector Leaders	2014
	1.7.2	Review the skills and qualities of <b>effective boards</b> , and seek individuals who contribute to the development of QORF.	QORF, MC	2014-2016
	1.7.3	Maintain and refine <b>Annual Board Reviews</b> to enable performance and identify areas for improvement or training.	QORF, MC	Ongoing

**STRATEGIC PRIORITY TWO: CARING FOR PLACES**

<b>Goal:</b>		<b>Enduring access to sustainable, appropriate &amp; diverse places for outdoor recreation activities</b>		
<b>Key Outcomes</b>		<b>Deliverables</b>	<b>Responsibility</b>	<b>Timeline</b>
<b>2.1 Establish and maintain relationships</b>	2.1.1	Communicate with relevant <b>State Ministers &amp; Senior Bureaucrats</b> to highlight the significance, scope, benefits and opportunities required for outdoor activities throughout the state.	QORF, MC	Ongoing
	2.1.2	Engage with <b>land and water managers</b> to advise on outdoor recreation opportunities and access requirements.	QORF, Members, MC	Ongoing
	2.1.3	<b>Enhance sector relationships &amp; communication</b> with major land and water managers through (for e.g.): <ul style="list-style-type: none"> <li>• Facilitating meetings between land/ water managers and the sector;</li> <li>• Engaging with land/ water managers for recreational planning purposes</li> </ul>	QORF, NPRSR, LGA's, Developers, Bulk Water Authorities	Ongoing
<b>2.2 Advocate with Local and State Government and other land/ water managers</b>	2.2.1	Contribute to relevant <b>Committees and Forums</b> to inform planning for, and enduring access to, land and water resources for outdoor activities.	QORF, NPRSR	Ongoing
	2.2.2	Provide <b>comment/ advice</b> on draft land and water management strategies and government policy that impact outdoor recreation/ activities (e.g. Regional Plans, State Planning Policy, Local Council Open Space Planning, QPWS Management Plans).	QORF, Members	Ongoing
	2.2.3	Where possible, <b>work with LGA's / COM's</b> for specific regional outcomes associated with identified outdoor recreation needs or opportunities	QORF	Ongoing
	2.2.4	Engage with, and build a network of, Local Government Councillors, with interest and understanding of outdoor recreation opportunities.	QORF	2014-2016

STRATEGIC PRIORITY TWO: CARING FOR PLACES

Goal:		Enduring access to sustainable, appropriate & diverse places for outdoor recreation activities		
Key Outcomes		Deliverables	Responsibility	Timeline
	2.2.5	Develop and disseminate an information pack to introduce QORF to all local Ministers with particular reference their personal interests	QORF	2014-2016
	2.2.6	Advocate for empirical <b>research</b> on outdoor recreation participation, benefits & impacts (e.g. social, environmental, economic).	QORF, NPRSR, COM's, Land Managers	2014-2016
<b>2.3 Educate for responsible use of land and water for recreation</b>	2.3.1	Develop & disseminate <b>advice sheets</b> for members on responsible use of land and water in collaboration with land & water managers.	QORF, NPRSR, Bulk Water Authorities, DNRM, Developers, LGA's	2014
	2.3.2	Provide and enable <b>member information sharing tools</b> including: <ul style="list-style-type: none"> <li>• Outdoor-Net</li> <li>• Workshops</li> </ul>	QORF, Members, Relevant Sector Experts	2014 - 2016
	2.3.3	Partner with sector to provide information on <b>minimum impact practice/s</b> at community events and forums	QORF, Leave No Trace, NPRSR, SRO's	2014-2016

**STRATEGIC PRIORITY THREE: CAPACITY BUILDING**

<b>Goal:</b>		<b>A skilled and knowledgeable outdoor sector workforce delivering professional services</b>		
<b>Key Outcomes</b>		<b>Deliverables</b>	<b>Responsibility</b>	<b>Timeline</b>
<b>3.1 Educate the sector and key stakeholders of the need for training, and opportunities for training</b>	3.1.1	Engage with the outdoor sector to identify & develop <b>internal training opportunities</b> and synergies.	QORF, Sector Experts, RTO's, OEECPN, FSR SA	2014- 2016
	3.1.2	Provide <b>forums and networks</b> for the sector to learn about new developments, exchange ideas and provide their views. Including through: <ul style="list-style-type: none"> <li>• Camps Forums</li> <li>• Parks Outdoor Recreation Forums</li> <li>• Biannual Conference</li> <li>• Outdoor-Net</li> </ul>	QORF, NPRSR, relevant experts	Ongoing
	3.1.3	Promote <b>sector awareness</b> of, and changes to: <ul style="list-style-type: none"> <li>• Adventure Activity Standards for Queensland</li> <li>• High Risk Curriculum Activity Guidelines for Education Qld</li> <li>• National Outdoor Leader Registration Scheme</li> </ul>	QORF, OCA	Ongoing
	3.1.4	Work with the sector to build organisational development skills through hosting workshops on a range of topics e.g. marketing & media.		
	3.1.5	Develop/ promote opportunities for <b>outdoor leader/ educator professional development.</b>	QORF, FSR Skills Alliance, OEECPN, EQ, RTO's, OEAQ	2014 - 2016
	3.1.6	Facilitate the <b>delivery of appropriate training</b> to sector (source providers, inform industry, etc)	QORF, FSR Skills Alliance	
	3.1.7	Identify and distribute <b>Human Resource &amp; IR information</b> that assists in awareness and compliance of the outdoor sector to attract and retain	QORF, OCA, HR Expert	Ongoing

STRATEGIC PRIORITY THREE: CAPACITY BUILDING

Goal:		A skilled and knowledgeable outdoor sector workforce delivering professional services		
Key Outcomes		Deliverables	Responsibility	Timeline
		workers and volunteers		
<b>3.2 Advocate to maximise access to quality training and education</b>	3.2.1	<b>Reinforce</b> the importance for outdoor leader training, compliance and assessment across different delivery models (e.g. education, tourism, recreation).	QORF, QG, QTIC, SSA, FSR Skills Alliance, RTO's, Members	2014-2016
	3.2.2	Play an active role in driving <b>national awareness &amp; initiatives</b> through membership of the OCA and aligning QORF activities with the <b>National Outdoor Strategy</b> .	QORF, OCA, Other state peaks	Ongoing
	3.2.3	Maintain relationships & liaison with Service Skills Australia and FSR Skills Alliance to represent the sector specific needs in training and development and to contribute to continuous improvement of the <b>Outdoor Recreation Training Package</b> .	QORF, FSR Skills Alliance, OCA	Ongoing
	3.3.4	<b>Contribute</b> to the SSA Environmental Scan & FSR Skills Alliance Skills Report.	QORF, SSA, FSR Skills Alliance	Ongoing
	3.3.5	Communicate the need for <b>government supported training opportunities</b> for outdoor recreation volunteers and organisations.	QORF, RTO's, OCA, FSR Skills Alliance	Ongoing
	3.3.6	Work with state government for <b>ongoing resource support</b> for volunteer outdoor leaders throughout Queensland e.g. DoE, NFP providers.	QORF, QG, Volunteer org's	2014
	3.3.7	Include training & education sessions in Biannual Conference to expand & enhance <b>sector knowledge</b> and professional development.	QORF, Key Stakeholders	2015
<b>3.3 Develop mechanisms to strengthen the profession</b>	3.3.1	Engage with and represent <b>volunteers &amp; volunteer organisations</b> in outdoor recreation. E.g. work in partnership with FSR Volunteering Portal; reward volunteer practice (i.e. Awards Dinner), provide profiling opportunities.	QORF, NPRSR, Members	Ongoing

STRATEGIC PRIORITY THREE: CAPACITY BUILDING

Goal:		A skilled and knowledgeable outdoor sector workforce delivering professional services		
Key Outcomes		Deliverables	Responsibility	Timeline
	3.3.2	Identify and update information for members on <b>grants and funding</b> opportunities to support outdoor sector capacity building (e.g. NPRSR, DEH, LGA Funding rounds, Community Benefit Fund).	QORF, NPRSR, FSR Skills Alliance	Ongoing
	3.3.3	<b>Coordinate information</b> on outdoor recreation opportunities and benefits and disseminate through diverse channels (e.g. conference, media releases, forums and workshops etc).	QORF	Ongoing
	3.3.4	Contribute to the development and administration of the <b>National Outdoor Leader Registration Scheme</b> (or equivalent).	QORF, OCA	Ongoing
	3.3.5	Communicate the benefits of <b>accreditation, AAS and NOLRS</b> in achieving enhanced risk management for outdoor organisations.	QORF, NPRSR, OCA	Ongoing
	3.3.6	Partner with community organisations to collate, develop and disseminate advice on <b>engaging target groups/ niche markets</b> e.g. at-risk youth & families; disabilities; seniors.	QORF, Industry Partners (e.g. Sporting Wheelies)	2014 -2016

STRATEGIC PRIORITY FOUR: PROMOTING THE OUTDOORS

Goal:		Broadening awareness & building appreciation of outdoor activities to encourage people to participate		
Key Outcomes		Deliverables	Responsibility	Timeline
4.1 Collate/ develop a pool of evidence to support the benefits of the outdoors	4.1.1	Support <b>research</b> that quantifies and qualifies the broad scale benefits of participation in outdoor activities.	QORF, Uni's, OCA, Consultants	2014 -2016
	4.1.2	Collate accessible <b>information snapshots</b> that demonstrate the relevance and value of participation in outdoor activities.	QORF, Members	2014 -2016
	4.1.3	Create a <b>storehouse</b> of recent research findings related to outdoor benefits on the QORF website.	QORF, Members, Uni's	2014
	4.1.4	Encourage members to participate in <b>program evaluation</b> (e.g. participate in external research, conduct internal evaluations).	QORF, Members	2014- 2016
4.2 Determine key messages regarding the significance of participation in outdoor recreation	4.2.1	<b>Analyse &amp; review</b> government policy, research findings & media stories to identify current, relevant outdoor recreation messages.	QORF	2014 - 2016
	4.2.2	Develop & disseminate <b>marketing messages &amp; guidelines</b> for outdoor recreation e.g. benefits to health, QOL, education etc.	QORF, Expert Consultants	2014
	4.2.3	Engage and work with media to identify relevant and <b>newsworthy stories</b> (e.g. Courier Mail, Great South East, Local Papers, Magazines).	QORF	2014-2015
4.3 Identify & deliver effective communication channels within and beyond the sector to disseminate outdoor messages	4.3.1	Consolidate <b>Outdoor-tober</b> communications to promote physically active lifestyles & the benefits of outdoor activities through, for e.g.: <ul style="list-style-type: none"> <li>• Searchable website;</li> <li>• Great Aussie Camp Out;</li> <li>• KidZone/ family opportunities.</li> </ul>	QORF, LGA's, Outdoor Sector	2014 -2016
	4.3.2	Promote the <b>value and implications</b> of well planned & delivered outdoor activities throughout the school system (e.g. through presentations, workshops, website, meetings).	QORF, OEAQ, Members, NPRSR	2014 -2016

STRATEGIC PRIORITY FOUR: PROMOTING THE OUTDOORS

Goal:		Broadening awareness & building appreciation of outdoor activities to encourage people to participate		
Key Outcomes		Deliverables	Responsibility	Timeline
	4.3.3	Identify and <b>share stories and activities</b> that are of interest to the wider community.	QORF, QORF Members	2014-2016
	4.3.4	Develop ' <b>where to go</b> ' template for the sector to share legitimate locations & guidelines for outdoor activities on QORF website. E.g. what, where, minimising impact, safety, highlights.	QORF, Members, SRO's, NPRSR	2014-2016
	4.3.5	Promote outdoor activities and spaces through <b>presentations</b> at, for example, health conferences, journals, university courses etc.	QORF, MC, Members, OCA	2014-2016
	4.3.6	Hold & promote <b>public interactions</b> that encourage communities to understand the value and benefits of outdoor activities.	QORF, OEAQ, PLAQ	2014 -2016
<b>4.4 Conduct or support initiatives to encourage more Queenslanders participating in outdoor recreation more often</b>	4.4.1	Support members' <b>new events</b> to attract increased or wider participation (e.g. information, promotion, networking connections).	QORF, Members	2014 -2016
	4.4.2	Develop & implement the <b>Qld Young Adventurer</b> Award for young Qld'ers on expedition/ adventure.	QORF, MC	2014
	4.4.3	Maintain an up-to-date online <b>Calendar of outdoor events</b> on the QORF website.	QORF, Members	Ongoing
	4.4.4	Promote <b>Visioning the Outdoors</b> including film and photo competitions, to the wider community (raising our capacity to attract interest through visual product).	QORF, Industry Partners	2014 -2016
	4.4.5	Identify <b>outdoor event partners</b> to strengthen the capacity and scope of QORF events (e.g. Active Outdoors Expo, Outdoor-tober).	QORF	2014
	4.4.6	<b>Enhance access</b> for the general public to the QORF website by building information on outdoor activity opportunities, places and events.	QORF, Members, NPRSR, LGA's, TEQ	2014 - 2016

## \* GUIDE TO ACRONYMS

ANZSCO – Australian and New Zealand Standard Classification of Occupations

COM – Council of Mayors

DoE – Duke of Edinburgh Award Scheme

DNRM – Department of Natural Resource Management

EQ – Education Queensland

FSR – Fitness, Sport and Recreation (Skills Alliance)

LGA – Local Government Association

LGAQ – Local Government Association of Qld

MC – Management Committee (QORF)

NFP – Not for Profit

NOLRS – National Outdoor Leader Registration Scheme

NPRSR – National Parks, Recreation, Sport and Racing

OCA – Outdoor Council of Australia

OEAQ – Outdoor Educator’s Association of Qld

OEECPN – Outdoor & Environmental Education Centre Principals Network

PLA/Q – Parks and Leisure Australia; Parks and Leisure Australia Queensland

QG – Queensland Government

QOL – Quality of Life

QPWS - Qld Parks and Wildlife Service

RTO’s – Registered Training Organisations

SRO’s – State Recreation Organisations

SRS – Sport and Recreation Services

SSA – Service Skills Australia

TQ – Tourism Queensland