CENTRAL QUEENSLAND REGIONAL ECONOMIC DEVELOPMENT STRATEGY INCEPTION STUDY

BACKGROUND REPORT NO. 5:

CENTRAL QUEENSLAND PUBLIC SECTOR REGIONAL CHIEF EXECUTIVE OFFICER SURVEY REPORT

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EXECUTIVE SUMMARY

All regional divisions of State Government departments have strategic plans, the majority of which are of five years' duration.

The majority of regional managers view their Departments as having a key role in the economic development of the Central Queensland (CQ) Region.

An overwhelming majority of regional departmental managers regard strategic planning as very important for the Region.

The majority of respondents take the view that Mackay should be part of a CQ Super-Region, but considered Bundaberg to have a greater linkage with Southeast Queensland and therefore should not be considered part of the broader CQ Region.

A convincing number of respondents favoured the development of stronger industrial/commercial linkage between Gladstone and Rockhampton.

A clear majority of respondents favoured the extension of rail electrification to Mackay.

Respondents convincingly rejected the proposition that a Regional Development Authority be established to coordinate the development of the CQ Region.

A clear majority of respondents supported the view that the CQ economy was entering a period of sustained economic growth.

The majority of respondents considered that the supply of reasonably priced housing in the CQ Region was inadequate.

There was virtually consensus that the promotion of the CQ Region has been only average - in fact, low key. (See Table 1.)

In terms of strategic considerations, from an economic development standpoint, improving infrastructure, engaging in serious strategic planning, adding value to staple CQ commodities and providing incentives to business and industry were seen as the most important issues. (See Table 3.)

Respondents ranked CQ industrial infrastructure overall as being of a satisfactory standard, with electricity supply and port infrastructure receiving the top ratings and water supply and roads the lowest. (See Table 2.)

In terms of impediments to economic growth and development, isolation (the tyranny of distance), a poor self-image (as well as projected image) and a lack of effective promotion were ranked highest. (See Table 4.)

Respondents expressed the view that the present Study should identify Central Queensland's economic potential, bring about a coordinated approach to development and increase the awareness of the CQ Region's resources. (See Table 5.)

Respondents considered that the most beneficial outcomes generated by the *Central Queensland Journal of Regional Development* were providing information on recent CQ research and development initiatives, promoting economic development ideas and developing a proactive CQ image. (See Table 6.)

Anticipated beneficial outcomes of the International Business Exchange - Central Queensland (IBECQ) are that it will provide the key to international recognition, be a means of attracting overseas investment into the Region and will encourage the generation of an export culture.

1.0 INTRODUCTION

An integral part of the Central Queensland Regional Economic Development Strategy Inception Study's design was conducting a series of in-depth interviews with the regional Chief Executive Officers (CEOs) of all State Government departments that have a regional office in Central Queensland (CQ).

As the State Government's regionalisation program is still in the process of being 'bedded down', and corporate planning/management is still relatively new in the Queensland public sector, many of the regional CEOs interviewed were recent appointees, while many had only recently re-located to the CQ Region.

Using experienced mature interviewers following a structured interview format was deemed to be the most effective way of procuring core information and viewpoints on the regional development needs of Central Queensland, while at the same time establishing contact with key public sector players in the Region.

On average, interviews took an hour and a half. Regional managers were most cooperative and generous with their time and supplied interviewers with maps of regional boundaries, departmental planning documents and considered responses to the key questions in the core interview format. (See Appendix 1.)

Along with specific questions directed at public sector organisations, the same questions as those asked in the Private Sector Stakeholder Survey (by interview) were used. In all, nineteen public sector interviews were conducted.

There was only one 'recalcitrant' respondent who answered most questions with 'no comment'. This interview form was discarded.

2.0 INTERVIEWER DEBRIEFING

Interviewers were debriefed on completion of all interviews and follow-up queries were addressed to CEOs on some issues.

3.0 CONFIDENTIALITY GUARANTEE

A guarantee of the utmost confidentiality regarding the origin of particular responses or comments was given to all respondents.

4.0 SURVEY ANALYSIS

The questionnaires were coded and analysed in-house and the results tabulated and interpreted on a question by question basis.

5.0 SUMMARY OF SURVEY'S FINDINGS

5.1 AREA OF JURISDICTIONAL RESPONSIBILITY

What is your exact geographic area of responsibility in terms of ABS Statistical Divisions and Local Government Authorities?

All of Fitzroy Statistical Division	11	58%
All of Central West Statistical Division	0	0%
All of Mackay Statistical Division	1	5%
Non-response	4	21%
Other	3	16%

Although definitions of the area of responsibility vary between the respective departments, eleven of the nineteen respondents indicated that the Fitzroy Statistical Division constituted all or part of their area of jurisdiction. Also of note is that no department/agency included all of the Central West Statistical Division as part of its responsibility (although two departments covered part of it), whilst only one indicated that all of the Mackay Statistical Division fell within its jurisdiction. This highlights a major problem in adopting a total government approach to regional development due to these differences in jurisdictional boundaries.

5.2 MAPS SHOWING DEPARTMENTAL BOUNDARIES

Do you have a map that covers your area of responsibility?

Yes	15	79%
No	2	10%
Non-response	2	11%

Fifteen out of nineteen respondents indicated that they had a map covering their respective areas of responsibility. Only two respondents indicated that they did not have such a map. One of these stated that the department's area of responsibility was so broad ranging that a commercially available map of Queensland was utilised.

5.3 DEPARTMENTAL/AGENCY PLANS

Do you have a plan for the activities of your department/agency?

Yes	18	95%
No	0	0%
Non-response	1	5%

It was subsequently ascertained that the non-respondent did have a plan of activities.

5.4 DURATION OF DEPARTMENTAL PLANS

What is the duration of that plan?

Number of Years	Number of Respondents	Percentage
1	1	5%
2	0	0%
3	2	11%
4	1	5%
5	12	64%
6	0	0%
7	0	0%
8	0	0%
9	0	0%
10	1	5%
50	1	5%
Non-response	1	5%

The majority of these plans are of five year duration, whilst one respondent indicated that the respective department/agency's plan was for fifty years.

5.5 NATURE OF REGIONAL DEVELOPMENT INVOLVEMENT

In relation to regional economic development, do you regard your department/ agency as:

A lead agency or key player?	12	63%
A passive participant?	1	5%
A reactive rather than proactive participant?	4	21%
Non-response	2	11%

In relation to the department's perceived role in the regional development process, 63% of respondents regarded their department as a 'lead agency or key player', 21% stated that their department had a 'reactive rather than proactive' role; and only one respondent regarded the relevant department as a 'passive participant'.

5.6 INTERDEPARTMENTAL INTERACTION

Which department/agency do you work with in your day-to-day operations?

The answers to this question were considered to be a duplication of those given to Question 15 and were therefore not tabulated. However, it would appear that there is a long way to go before a total government approach emerges.

5.7 ADEQUACY OF PLANNING

How adequate is the planning of your department/agency's activities? (Scale of 1-7)

1	0	0%
2	1	5%
3	2	11%
4	3	16%
5	7	37%
6	5	26%
7	1	5%

Chief Executive Officers were requested to rank the adequacy of the planning activities undertaken in their respective departments/agencies. Only one respondent gave the top ranking. Seven respondents indicated that a rating of five was the most appropriate. A rating of six was given by five respondents, and a rating of four by three respondents. Four responses fell within the negative range.

5.8 IMPORTANCE OF STRATEGIC PLANNING

How important is strategic planning for the Region as a whole? (Scale of 1-7)

1	0	0%
2	0	0%
3	0	0%
4	0	0%
5	0	0%
6	2	11%
7	16	84%
Non-response	1	5%

On the issue of the importance of strategic planning for the Region as a whole, sixteen respondents gave the maximum ranking of seven, whilst two respondents gave a ranking of six. This can be taken as unanimous support for strategic planning.

5.9 MACKAY/WHITSUNDAY AS PART OF THE CQ REGION

Should the Mackay/Whitsunday Area be considered part of the CQ Region?

Yes	9	47%
No	8	42%
Non-response	2	11%

On the issue of whether the Mackay/Whitsunday Area should be considered part of the CQ Region, nine responses were in favour and eight against. Note that Mackay was included in the Study target area.

5.10 BUNDABERG AREA AS PART OF THE CQ REGION

Should the Bundaberg Area be considered part of the CQ Region?

Yes	7	37%
No	8	42%
Non-response	4	21%

On the issue of whether the Bundaberg Area should be considered part of the CQ Region, eight respondents opposed the proposal and seven were in favour. Note that Bundaberg was not part of the Study target area.

5.11 STRONGER COMMERCIAL LINKAGE BETWEEN GLADSTONE AND ROCKHAMPTON

Should stronger commercial links (high density industrial development axis) be developed between Gladstone and Rockhampton?

Yes	10	53%
No	3	16%
Non-response	6	31%

Ten out of the thirteen respondents who answered this question favoured the development of stronger commercial links between Gladstone and Rockhampton. It is surprising that six respondents declined to answer this question.

5.12 EXTENSION OF RAIL ELECTRIFICATION FROM ROCKHAMPTON TO MACKAY

Should rail electrification be extended from Rockhampton to Mackay?

Yes	13	68%
No	4	21%
Non-response	2	11%

On this issue, thirteen respondents were in favour and four against.

5.13 ESTABLISHMENT OF A CQ REGIONAL DEVELOPMENT AUTHORITY

Should a CQ Regional Development Authority be set up to be responsible for looking after the development needs of the CQ Region?

Yes	7	37%
No	12	63%
Non-response	0	0%

Twelve out of nineteen respondents were against the setting up of a Regional Development Authority to coordinate the development of the CQ Region. This could be due in part to a misconception that this Authority would be another government department/agency; that is, another level of bureaucracy, although some respondents expressed the view that tourism and regional development were separate activities, and should be treated as such.

5.14 CQ ENTERING A PERIOD OF SUSTAINED GROWTH

Is the CQ Region poised to enter a period of sustained economic growth and development?

Yes	15	79%
No	3	16%
Non-response	1	5%

Overwhelmingly, (15 out of 19) respondents indicated that the CQ Region was about to enter a period of sustained economic growth and development. Six respondents added that the best way to achieve this would be through the guidance of a strategic plan for the entire CQ Region.

5.15 ADEQUACY OF CQ HOUSING SUPPLY

Is there adequate reasonably priced housing in your area to provide accommodation for additional families as the workforce increases with increased economic development activity?

Yes	2	11%
No	16	84%
Non-response	1	5%

A lack of adequate reasonably priced housing was perceived to be a major problem according to sixteen out of nineteen respondents; evidently this is an issue that should be examined in some detail.

5.16 USE OF OTHER DEPARTMENT'S SERVICES

In the normal course of your business activities, do you use the services of other government departments such as DBIRD, QDPI or the Department of Transport?

Yes	16	84%
No	2	11%
Non-response	1	5%

Sixteen out of nineteen respondents indicated that they utilised the services of other government departments/agencies such as DBIRD, QDPI and the Department of Transport in the normal course of their business activities.

5.17 ADEQUACY OF OTHER DEPARTMENT'S SERVICES

Please indicate how satisfactory these services are.

Most respondents were reluctant to answer this question.

5.18 EFFECTIVENESS OF PROMOTION OF THE CQ REGION

How effectively is the CQ Region being promoted?

Refer to results in Table 1.

The ratings given each of the six attributes were quite low. The promotion of Central Queensland as a resource-rich area was given the highest rating of 4.2 on a scale of 1-7. The promotion of the Region as a good manufacturing location received a low rating of 3.5. The overall rating of 3.8 testifies to the general perception that the Region is not being well promoted.

TABLE 1: RANKING OF THE EFFECTIVENESS OF THE PROMOTION OF THE CENTRAL QUEENSLAND REGION

ATTRIBUTE	Non-Response	1	2	3	4	5	6	7	Average Ratings	Total Response
(a) as a resource rich area?	0	0	0	8	3	5	3	0	4.2	19
(b) as a good place to invest?	0	0	3	7	2	4	3	0	3.8	19
(c) as an attractive tourist venue?	0	0	3	6	5	5	0	0	3.6	19
(d) as a good place to live?	0	0	3	4	7	3	2	0	3.8	19
(e) as a good manufacturing location?	1	0	0	11	3	3	1	0	3.5	19
(f) as a 'go ahead' region?	1	0	2	5	5	4	2	0	3.7	19
OVERALL RATING									3.8	

TABLE 2: RANKING OF THE QUALITY OF CENTRAL QUEENSLAND INFRASTRUCTURE

ATTRIBUTE	Non-Response	1	2	3	4	5	6	7	Average Rating	Total Responses
(a) roads	0	0	0	0	5	12	2	0	4.8	19
(b) rail	0	0	0	1	3	4	9	2	5.4	19
(c) seaports	0	0	0	0	1	4	12	2	5.8	19
(d) airports	0	0	0	0	5	7	7	0	5.1	19
(e) electricity supply	1	0	0	0	0	3	10	5	5.8	19
(f) natural gas supply	3	0	0	0	2	4	9	1	4.7	19
(g) water supply	0	1	0	0	4	8	5	1	5.0	19
OVERALL RATING									5.2	

5.19 ADEQUACY OF CQ'S INDUSTRIAL INFRASTRUCTURE

How would you rank Central Queensland's industrial infrastructure?

Refer to results in Table 2 (p. 10).

Perceptions of the quality of Central Queensland's infrastructure were very favourable, with an overall rating of 5.2. Harbour infrastructure and electricity supply received the highest ratings of 5.8 each, while natural gas supply (4.7) and roads (4.8) received the lowest ratings. The fact that natural gas supply is not linked to Mackay may have influenced the low rating, although three respondents observed that the price of natural gas was too high.

5.20 STRATEGIC REGIONAL ECONOMIC DEVELOPMENT CONSIDERATIONS

From a regional economic development standpoint, in order of importance, what are the most important strategic considerations to ensure the balanced and sustained growth of the CQ Region?

TABLE 3: RANKING OF STRATEGIC CONSIDERATIONS

RANKING	STRATEGIC CONSIDERATIONS	FIRST	SECOND	THIRD	TOTAL SCORES
1	Improve general infrastructure	1	6	3	18
2	Develop strategic plan for CQ	3	1	2	13
3	Develop natural resources of CQ	1	3	2	11
4	Develop industry incentives	3	0	1	10
5	Improve industrial infrastructure	2	2	0	10
5a	Improve transport links	1	1	0	2
5b	Improve water supply storage	1	0	0	1
5c	Improve port infrastructure (containerisation facilities)	0	1	0	1
6	Improve promotion of CQ	1	2	0	7
7	Improve social infrastructure	1	0	4	7
8	Develop cross-regional CQ identity	1	0	0	3
9	Establish subsidies for major utilities	1	0	0	3
10	Improve co-ordination between development bodies	1	0	0	3

The strategic considerations advanced by respondents were as numerous as they were diverse. Top ranked was the need to improve the general infrastructure throughout the Region, and this includes roads, schools, water supply and so on. The second highest ranked consideration was for the development of a strategic plan for the CQ Region. The third highest ranked strategic issue was for the development of the natural resources of the area. This includes agricultural and minerals resources, with a particular emphasis on coal mining. Thereafter, the development of incentives for industries to relocate and grow in the Region was considered strategically important. The need for an improvement in industrial infrastructure, such as transport links, water supply, port infrastructure and the development of port containerisation facilities was also highlighted. An improvement in the promotion of the CQ Region and the development of social infrastructure were also seen as priority areas. Furthermore, the development of a cross-regional CQ identity, the establishment of subsidies for major utilities, and an improvement in coordination between sub-regional and local development organisations were also rated as significant considerations.

Additional Issues Raised

Open up minds - shed parochial mindsets; provide more employment opportunities; educate and train employees; provide family support programs; improve location allowance; develop a land use study; recognise Central Queensland's potential in the wider community; develop globalisation of trade; and develop industries to replace imported products.

5.21 IMPEDIMENTS TO REGIONAL DEVELOPMENT

From a regional development standpoint, in order of importance, what are the CQ Region's major drawbacks or disadvantages?

TABLE 4: RANKING OF PERCEIVED IMPEDIMENTS TO ECONOMIC DEVELOPMENT IN CQ

RANKING	DRAWBACKS/DISADVANTAGES	FIRST	SECOND	THIRD	TOTAL SCORES
1	Distance from major centres/isolation	7	5	1	32
2	Poor image/perception of the CQ Region	4	0	0	12
3	Lack of effective promotion	2	1	2	10
4	Lack of co-ordination between development bodies	1	2	0	7
5	CQ's low public profile	2	0	0	6
6	Lack of development planning	1	1	0	5
7	Lack of adequate infrastructure	0	2	1	5
8	Lack of information on the CQ Region	0	2	0	4
9	Lack of industry creativity/innovation in CQ	1	0	0	3
10	General community complacency/apathy	0	0	3	3

Drawbacks and disadvantages within the CQ Region were also many and varied. By far the highest ranked was isolation or distance from major centres. Ranked second was the poor public image/perception of the CQ Region. The lack of coordination between regional development bodies was also singled out as a significant area of concern. Worthy of attention, and also related to the aforementioned notion of promotion, is the CQ Region's low public profile. Equally discomforting is the lack of development planning, and a perceived lack of adequate infrastructure in the Region. Also of note is a particular lack of information available on the Region, which is related to the perceived inadequacies of promotion. A lack of industry creativity and innovation in the CQ Region is also disturbing, and could well be related to the presence of general community complacency and apathy.

Additional Issues Raised

Unstable commodity markets; limited population growth; lack of housing; lack of reliable water supply; lack of export expertise; lack of skilled personnel; lack of CQ export culture; lack of industries in Central Queensland; lack of value-adding industries in Central Queensland; diversity of conflicting views on development of Region; geographic size of the Region; dependence on too few major industries.

5.22 AWARENESS OF CQ REGIONAL DEVELOPMENT STUDY

Were you aware that this Regional Economic Development Strategy Inception Study was being undertaken?

Yes	14	74%
No	5	26%

Fourteen out of nineteen respondents indicated that they were aware that this Regional Economic Development Strategy Inception Study was being undertaken.

5.23 ANTICIPATED BENEFICIAL OUTCOMES OF STUDY

TABLE 5: ANTICIPATED BENEFICIAL OUTCOMES OF THE STUDY

RANKING	ANTICIPATED BENEFICIAL OUTCOMES OF THE STUDY	FIRST	SECOND	TOTAL SCORES
1	Identification of economic potential	5	1	11
2	Leads to a co-ordinated approach to development	4	1	9
3	Increasing awareness of region's resources	3	0	6
4	Step towards a CQ development body	1	3	5
5	Development of an information database	2	1	5
6	Used to identify strengths, weaknesses, opportunities and threats	1	2	4
7	Use as a planning tool	0	3	3

The main perceived beneficial outcome is the identification of the economic potential of the CQ Region. Second ranked was the notion that the Study would lead to a coordinated approach to the economic development of the Region. An increase in awareness of the Region's resources received third ranking. Five respondents viewed the Study as the forerunner to the setting up of a Central Queensland Development Body responsible for representing the Region as a whole and working closely with existing sub-regional development organisations. The development of an information database for Central Queensland was rated highly. Using the Study to provide strategic planning guidelines was also identified.

Additional Issues Raised

Will identify industries that can bring about economic development; will put realistic boundaries on expectations of economic development in Central Queensland; will focus attention on Central Queensland.

5.24 AWARENESS OF *CENTRAL QUEENSLAND JOURNAL OF REGIONAL DEVELOPMENT*

Are you aware of the publication of the first issue of the *Central Queensland Journal of Regional Development*?

Yes	15	79%
No	4	21%

Fifteen out of nineteen indicated that they were aware of the publication of the Journal.

5.25 ANTICIPATED BENEFICIAL OUTCOMES OF CQ JOURNAL

In your view, what beneficial outcomes will the quarterly publication of this Journal, which has an exclusive focus on Central Queensland, generate?

TABLE 6: ANTICIPATED BENEFICIAL OUTCOMES OF JOURNAL

RANKING	ANTICIPATED BENEFICIAL OUTCOMES OF JOURNAL	FIRST	SECOND	TOTAL SCORES
1	Enables community to keep abreast of recent CQ research and development initiatives	7	0	14
2	Promotes generation of economic development ideas	2	0	4
3	Develops proactive image for CQ	1	1	3
4	Promotional tool	1	1	3
5	Outlet for local people to express their views on the development of CQ	0	3	3
6	Provides a focus of attention on economic development	1	0	2
7	Provides a balanced/neutral approach to industry development	0	2	2
8	Provides tangible examples of innovation and successful development projects	0	1	1

The prime ranked beneficial outcome associated with the publication of the Journal was that it would enable the Region to keep abreast of research and development initiatives taking place in Central Queensland. The Journal would also promote the generation of ideas for economic development. It would lead to the development of a proactive image for Central Queensland and could indeed be used as a promotional tool. Another outcome could be that it would represent an outlet for local people to express their views on regional development issues. A focus on economic development would also be welcomed by respondents. The Journal is seen to provide a balanced and neutral approach to industry direction. In fact, one respondent even stated that the Journal provides tangible evidence of innovation and development in itself.

5.26 FAMILIARITY WITH AIMS OF IBECQ

Are you familiar with the aims of the University-driven International Business Exchange - Central Queensland (IBECQ)?

Yes	12	63%
No	7	37%

Twelve out of nineteen respondents were familiar with the aims of IBECQ. However, it is important to note that five of the twelve respondents who answered 'yes' to the question indicated that they were only vaguely familiar with the aims of IBECQ.

5.27 ANTICIPATED BENEFICIAL OUTCOMES OF IBECQ

In your view, what beneficial outcomes for the CQ Region will the IBECQ initiative generate?

TABLE 7: ANTICIPATED BENEFICIAL OUTCOMES OF IBECQ INITIATIVE

RANKING	ANTICIPATED BENEFICIAL OUTCOMES OF IBECQ INITIATIVE	FIRST	SECOND	TOTAL SCORE
1	Provides key to international recognition	3	0	6
2	Provides means to attract overseas investments	2	0	4
3	Encourages generation of new export ideas	1	1	3
4	Allows for the creation of international linkages	1	0	2
5	University seen as neutral facilitating body	1	0	2
6	Allows for international business information exchange	0	1	1
7	Encourages development of export initiatives	0	1	1
8	Focuses on facilitating opportunities for export activity	0	1	1

The top ranked beneficial outcome of IBECQ nominated by respondents was that it would provide the key to international recognition of the CQ Region. Second ranked was that it would also provide the impetus for overseas interest and, more importantly, overseas investment. The encouragement of ideas and the generation of strategies for Central Queensland were also highly ranked. IBECQ would also encourage long term international linkages and, with the University as the neutral key player, it would facilitate the exchange of international trade information and encourage the development of export industries.

5.28 CQ ECONOMY AS A RECESSION BREAKER

In your view, is the CQ economy capable of leading Australia out of recession?

Yes	8	42%
No	7	37%
Non-response	4	21%

Eight respondents were in favour and seven against the proposition.

6.0 DIFFERENCES BETWEEN FINDINGS OF THIS SURVEY AND THOSE OF THE PRIVATE SECTOR STAKEHOLDER SURVEY (BR.4)

6.1 INTRODUCTION

The populations canvassed by each survey were quite distinct, so there was no presumption that the findings should not be different. However, where the findings of the Private Sector Stakeholder Survey conflicted with those of the present survey, there appeared to be some value in documenting the differences and trying to explain them where possible. To this end, the interviewers were invited to participate in a review of selected responses.

6.2 MACKAY/WHITSUNDAY AS PART OF THE CQ REGION

Whereas 53 out of 90, or 59%, of Private Sector Survey respondents were in favour of the Mackay Area being considered an integral part of the CQ Region, only nine out of nineteen, or 47%, of Public Sector regional CEOs were in favour.

It was suggested that CEOs may associate any further amalgamations with the possibility of job loss and would therefore tend to favour the status quo.

All of the 90 Private Sector Survey respondents answered the question, while two out of the nineteen Public Sector CEOs declined to answer what appeared to be a relatively innocuous question.

6.3 THE BUNDABERG AREA AS PART OF THE CQ REGION

The result was more polarised in this instance. Of the 90 Private Sector Survey respondents, 47, or 52%, were in favour, in contrast with a majority of eight (out of the fifteen who responded) in the Public Sector Survey against the amalgamation.

Again, all of the 90 Private Sector Survey sample respondents answered the question, in contrast with four non-respondents (21%) from the Public Sector Survey.

This endorses the tentative explanation offered in 6.2 above. Public Sector regional CEOs view any amalgamations as a threat to their positions or increased workload should they survive any CEO redundancy that might occur.

6.4 STRONGER COMMERCIAL LINKAGE BETWEEN GLADSTONE AND ROCKHAMPTON

Although Private Sector Survey respondents, with 73 out of 90 in favour, and Public Sector Survey respondents, with ten out of nineteen in favour, were in agreement with the proposition, the fact that six out of nineteen Public Sector Survey respondents declined to answer a question like this is puzzling. The interviewers were adamant that the respondents in question did not want to commit themselves either way. There appeared to be extreme caution shown by one group of Public Sector regional CEOs.

6.5 EXTENSION OF RAIL ELECTRIFICATION FROM ROCKHAMPTON TO MACKAY

A similar result emerged with this issue. A clear majority of 73 out of 90 Private Sector Survey respondents (81%) were in favour, while thirteen out of nineteen Public Sector Survey respondents (68%) were in favour, but two Public Sector Survey respondents declined to answer the question.

6.6 ESTABLISHING A CQ REGIONAL DEVELOPMENT AUTHORITY

The results were polarised on this issue. In the Private Sector Stakeholder Survey, 58 out of 90, or 64%, were in favour. In the Public Sector regional CEO Survey, twelve out of nineteen, or 63%, were against the proposition, and in this instance there were no non-respondents.

Interviewers offered the explanation that many Public Sector Survey respondents had commented that there were too many organisations already involved in trying to guide regional economic development and that adding another layer of bureaucracy would cause even further wrangling and duplication.

6.7 ADEQUACY OF CQ HOUSING SUPPLY

Out of 90 Private Sector Survey respondents, 46, or 51%, took the view that the supply of reasonably priced housing in Central Queensland was inadequate, whereas sixteen out of nineteen, or 8.4%, of Public Sector Survey respondents endorsed the view. Why the big difference? The answer arrived at was that many of the Public Sector Regional CEOs would have relocated recently and would have been confronted by a buoyant market in the $120,000 to $160,000 price range.

Again, the one recalcitrant Public Sector Survey non-respondent is a bit of a worry.

6.8 CONCLUDING COMMENTS

On most issues canvassed, there was congruence between Private Sector and Public Sector Survey responses. The major difference between the two surveys from the interviewer standpoint was the defensive attitude of the Public Sector CEOs in answering questions that were not loaded in any sense, particularly since a guarantee of confidentiality had been given. There appeared to be a sensitivity, even a suspicion, that may be related to stress associated with change and uncertainty.

Perhaps if instead of surveying CEOs, the survey had been directed at the middle management level, the findings would have been significantly different.

APPENDIX 1

PUBLIC SECTOR STAKEHOLDER QUESTIONNAIRE

THE CENTRAL QUEENSLAND REGIONAL ECONOMIC DEVELOPMENT STRATEGY INCEPTION STUDY

P.O. Box 2000
Rockhampton
Queensland 4700

Tel (079) 22 8144
(079) 22 8145
Fax (079) 22 8151

PUBLIC SECTOR STAKEHOLDER QUESTIONNAIRE

Postcode of Respondent's Address: ....

Department/Division: ....

Contact Person: ....

Interviewer: ....

1. What is your exact geographic area of responsibility in terms of ABS Statistical Divisions and Local Government Authorities?

	Yes	No
All of Fitzroy Statistical Division	☐	☐
All of Central West Statistical Division	☐	☐
All of Mackay Statistical Division	☐	☐

Where only parts of Statistical Divisions are covered, nominate the cities or shires covered:

....

....

2. Do you have a map that covers your area of responsibility?

☐ Yes

☐ No

2a. Can we have a copy of that map?

☐ Yes

☐ No

If yes, Free? ___ At Charge? ___ What Cost? ___

3. Do you have a plan for the activities of your Department/Agency?

☐ Yes

☐ No

3a. What is the duration of that plan?

☐ Number of years

3b. Can we have a copy of that plan?

☐ Yes

☐ No

If yes, Free? ___ At Charge? ___ What Cost? ___

4. In relation to regional economic development, do you regard your Department/Agency as:

(a) a lead agency or key player? ☐

(b) a passive participant? ☐

(c) a reactive rather than proactive participant? ☐

5. Which Department/Agency do you work closest with in your day-to-day operations?

Name Department/Agency ....

6. In your view, how adequate is the planning of your Department/Agency's activities? (Use 1-7 scale of ascending merit.)

Poor 1 2 3 4 5 6 7 Excellent

Comment..

....

7. In your view, how important is strategic planning for the Region as a whole? (Scale of 1-7) ☐

8. In your view, should the Mackay/Whitsunday area be considered as part of the Central Queensland Region for regional economic development purposes?

☐ Yes

☐ No

Comment ....

....

9. In your view, should the Bundaberg area be considered as part of the Central Queensland Region for regional economic development purposes?

☐ Yes

☐ No

Comment ....

10. In your view, should stronger commercial/industrial linkage be developed between Gladstone and Rockhampton?

☐ Yes

☐ No

Comment ....

....

11. From a regional economic development standpoint, should rail electrification be extended from Rockhampton to Mackay?

☐ Yes

☐ No

Comment ....

....

12. Should a Regional Development Authority be formed to coordinate the overall economic development needs of the Central Queensland Region, that is, a body with representation from each of the present sub-regional development organisations?

☐ Yes

☐ No

Comment ....

....

13. In your view, is the Central Queensland Region poised to enter a period of sustained economic growth and development?

☐ Yes

☐ No

Comment ....

....

14. Is there adequate reasonably priced housing in your area to provide accommodation for additional families as the workforce increases with increased economic development activity?

☐ Yes

☐ No

Comment ....

....

15. In the normal course of your business activities, do you use the services of other government departments?

☐ Yes

☐ No

Nominate the Government Department whose services you use most:

....

16. Please indicate how satisfactory these services are. (Ascending merit scale of 1-7, with 7 top rating) ☐

Comment ....

....

17. How effectively is the Central Queensland Region being promoted? (Ascending merit scale of 1-7, with 7 top rating)

(a) as a resource rich area? ☐

(b) as a good place to invest? ☐

(c) as an attractive tourist venue? ☐

(d) as a good place to live? ☐

(e) as a good manufacturing location? ☐

(f) as a 'go ahead' region? ☐

Comment ....

....

18. How would you rank the following Central Queensland infrastructure? (Ascending merit scale of 1-7, with 7 top rating)

(a) roads ☐

(b) rail ☐

(c) seaports ☐

(d) airports ☐

(e) electricity supply ☐

(f) natural gas supply ☐

(g) water supply ☐

Comment ....

....

19. From a regional economic development standpoint, in order of importance, what are the **three** most important strategic considerations to ensure the balanced and sustained growth of the Central Queensland Region?

(1) ....

(2) ....

(3) ....

Comment ....

....

20. From a regional development standpoint, in order of importance, what are the Central Queensland Region's three major drawbacks or disadvantages?

(1) ....

(2) ....

(3) ....

Comment ....

....

21. Were you aware that this Regional Economic Development Strategy Inception Study was being undertaken?

☐ Yes

☐ No

21a. Nominate **two** beneficial outcomes that such a Study might be expected to generate.

(1) ....

(2) ....

22. Are you aware of the publication of the first issue of **The Central Queensland Journal of Regional Development**?

☐ Yes

☐ No

22a. In your view, what beneficial outcomes might a quarterly publication of this type, which has an exclusive focus on the Central Queensland Region, be expected to generate?

(1) ....

(2) ....

23. Are you familiar with the aims of University-driven International Business Exchange, Central Queensland (IBECQ)?

☐ Yes

☐ No

23a. In your view, what beneficial outcomes for the Central Queensland Region will this IBECQ initiative generate?

(1) ....

(2) ....

24. In your view, is the Central Queensland economy capable of leading Australia out of recession?

☐ Yes

☐ No

Comment...

....

INTERVIEWER:

Postcode of Respondent's Address: ______

Thanks for your cooperation in completing this questionnaire.