



**Regional
Development**
Australia

Fitzroy and Central West Inc.

Business Plan

2010 - 2011

- Vision – a shared vision to strengthen the perspective of regional Australia in government decision making, including bottom-up regional thinking as an integral part of government policy development processes, to create a sense of community ownership

Level 1, 149 Bolsover Street
Rockhampton Qld 4700
PO Box 731
Rockhampton Qld 4700

Telephone: 07 49386525
Fax: 07 49386529
E-Mail: eo@rdafcw.com.au

Chairman Foreward

The Regional Development Australia Fitzroy and Central West (RDAFCW) Committee is a strategically focused representative of community leaders. The Business Plan 2010 - 2011 for RDAFCW is one of a number of governance documents supporting both the creation and direction of the Committee within a strategic context. The committee embraces the concept of thinking strategically while acting locally. This plan represents an initial blueprint that is deliberately intended to be a living document.



The committee has endorsed a document that establishes a foundation while providing the latitude to be flexible and dynamic as circumstances may demand. The plan represents those initial small steps towards a sustainable, vibrant and balanced cluster of communities.

It is easy to become consumed with clichés and jargon in the preparation of such material. This plan reflects the intent of the RDAFCW Committee. The purposes of the committee are represented. These establish “what” the committee is attempting. Methodologies are also noted as a reflection of “how” the committee would seek to proceed. Finally, there are some measures that would inform progress towards a desirable end-state.

The RDAFCW welcomes all contributions to the shaping of the regional discussion of development and specific comments regarding the themes reflected within this plan.

Contents

Preamble	1
2009-2010 Overview	2
1. Charter	3
2. Organisational Structure	4
3. Key Priorities	5
4. Key Strategies and Outcomes	6
5. Strategic Work Plan	10
6. Performance Management Agenda (Key Performance Indicators)	14
7.0 Regional Engagement/Communication Framework (Context)	15
8.0 RDAFCW Risk Management	18
8.1 Purpose	18
8.2 Scope	18
8.3 Responsibilities	18
8.4 Policy – Risk Management	18
8.5 Definitions	19
8.6 Principles	21
8.7 RDAFCW Risk Management Framework	22
8.8 Risk Management Application	23
8.9 Corporate Governance	23
8.10 Risk Management Process	24
9.0 AS/NZS 4360: 2004	25
10.0 Communication and Consultation	26
11.0 Establishing the Context	28
11.1 Commentary (Context)	28
12.0 Establishing the Context	29
12.1 Commentary (Context)	29
12.2 Monitoring & Reviewing Risk Management Context	30
13.0 Post Event Analysis (De-Brief Report)	30
14.0 Records	31
15.0 RDAFCW - Risk Register Matrix Template	32
16.0 RDAFCW - Risk Treatment Matrix Template	33
17.0 RDAFCW - Risk Treatment Plan Matrix Template (Indicative Only)	34

18.0	RDAFCW Level Likelihood and Level of Risk Consequence Matrix	35
19.0	RDAFCW Risk Management Register	37
20.0	Risk Management Register	39
21.0	Risk Management Register	41
22.0	Risk Management Register	42
23.0	Executive Budget Summary	43
	Attachments	44
	Attachment A: Regional Development Australia Fitzroy and Central West Operational Manual; (Electronic Version Only)	45
	Attachment B: Central Queensland Indigenous Organisation Network Scoping Study	46
	Attachment C: Central Queensland Tourism Corridor Scoping Study	53
	Attachment D: Central Queensland Migration and Settlement Network Scoping Study	57
	Attachment E: Central Queensland Blacks Palace Scoping Study	63
	Attachment F: Regional Development Australia Fitzroy and Central West April to June 2009-2010 Quarterly Report	68

Preamble

The Fitzroy and Central West is a unique region with distinctively rich natural, social and cultural features however having a glassy-eyed view of the so-named region is not the same as having a clear-eyed understanding of the critical role our regional communities play in the Australian society and the national economy. To view our region and its quintessential communities in nostalgic terms is to fail to see them as vital vibrant communities and as key contributors to the nation's future.

Regional Development Australia Fitzroy and Central West Inc (from here referred to as RDAFCW) understand the dynamics of the region and fully appreciate that although the region is blessed with unprecedented growth, the long-term sustainability of many communities is under pressure as in a lot of cases the economic drivers which demanded their original establishment have changed – and as a result the social fabric which once adequately supported communities is now inadequate, and not only cannot meet current needs but is a major impediment to attract that which will enable communities to participate in future sustainable development opportunities.

RDAFCW in conjunction with Local, State and Australian Governments will pursue every avenue possible to encourage and support a more sustainable future for the communities in the Fitzroy and Central West region.

2009-2010 Overview

For Regional Development Australia Fitzroy and Central West Inc (RDAFCW), 2009-2010 was a period of establishment, engagement and connection. Central Queensland is on the edge of unprecedented growth both in terms of economic and social infrastructure. This growth will create challenges for not only the community but to all levels of government. During the 2009-2010 period RDAFCW has established a network of community and government leaders that will develop in collaboration local solutions to local issues.

To assist this process the RDAFCW 2009-2010 Business Plan concentrated on five key priorities, they were:

1. Establish an inclusive regional engagement framework utilising, but not limiting to, existing regional engagement frameworks
2. Develop an integrated regional planning framework acknowledging, but not limiting to, existing regional planning frameworks
3. Develop an equitable, effective and efficient communication framework
4. Develop and organisational Authority Policy Template and Risk Management Template
5. Assist and support regional communities gain access to and participate in funding programs and initiatives aimed at sustainable regional development

This period has seen the establishment and development of:

- Regional Development Australia Fitzroy and Central West Inc Committee
- Co-Located with Queensland Government's Department of Employment, Economic Development and Innovation Regional Centre
- Co-Located with Australian Government Enterprise Connect Innovation Regions Centre
- 2009-2010 RDAFCW Business Plan
- Professional Services Contracts
- Engagement and Communication Framework
- Operational Manual and Risk Management Framework
- Priority Summary Expression of Interest Proforma

The RDAFCW 2010-2011 Business Plan will build upon the collaborative participation and capacity development strategies implemented by the RDAFCW Committee and community leaders.

1. Charter

Regional Development Australia is a partnership between the Australian, state, territory and local governments to develop and strengthen the regional communities of Australia. It will have a pivotal role in ensuring the long-term sustainability of Australia's regions.

Regional Development Australia will work with all sectors of the community, including women, young people, Indigenous Australians and people from a variety of cultural backgrounds.

A key focus of Regional Development Australia will be on the economic, social and environmental issues affecting communities. Regional Development Australia will be an important contributor to and driver of:

- *Regional business growth plans and strategies, which will help support economic development, the creation of new jobs, skills development and business investment*
- *Environmental solutions, which will support ongoing sustainability and the management of climate change (including the impact of drought, flood or bushfires)*
- *Social inclusion strategies, which will bring together and support all members of the local and broader community.*

Regional Development Australia, in consultation with the community, business, not-for-profit organisations and all levels of government, will articulate local priorities, identify and align resources, engage stakeholders and promote solutions. In doing this, Regional Development Australia will support the growth and development of regional communities across the country.

Regional Development Australia will support, promote and disseminate information on government policy initiatives for the benefit of local communities. To this end, Regional Development Australia committees and Chairs will have a strong understanding of federal, state and local government policies and initiatives, and the ways in which local communities can engage with them. Regional Development Australia will take a leadership role in bringing together organisations to take advantage of government programs, policies and initiatives.

Regional Development Australia will be an effective conduit between governments and regional communities. It will enable all communities to provide input to governments about the strengths and weaknesses of regional Australia (namely Fitzroy and Central West).

2. Organisational Structure

Chairman

Bill Byrne

- Provide strategic leadership and direction to RDAFCW
- Represent, promote and advocate on behalf of the RDA National Framework

Deputy Chairman

Peter O’Sullivan

- Assume the role and duties of the RDA Chairman in his/her absence
- Important role in supporting the Chairman

Executive Officer

Rees Banks

- Manage the core-business functions of the RDAFCW
- Provide valid and current advice to the RDAFCW Executive in accordance with operational funding contract

Secretary **Jenny Moore**

- The Secretary under the Incorporated Associations Act 1981 will maintain the records of the association namely RDAFCW with the relevant State Government departments.

Treasurer **Noel Landry**

- The Incorporated Associations Act 1981 places the responsibility for the financial recording and integrity of the association namely RDAFCW in the hands of the Management Committee as a whole.

Committee

**Patrick Tanks
Central West**

Committee

**Cr Paul Bell
AOM
Central
Highlands**

Committee

**Cr Greg Belz
Fitzroy**

Committee

**Sandy Paton
Fitzroy**

Committee

**Cr Rob Chandler
Central West**

Committee

**Robert Hutchinson
Callide Dawson**

3. Key Priorities

Regional Development is about regional communities improving their economic, social, environmental and cultural well-being by fully developing the potential of the region and the people (*Regional Development Council – Framework for Cooperation on Regional Development*). Key elements underlying successful regional development include cooperation between all spheres of government in building community capacity to adjust to change, growing and attracting business, diversifying regional communities, fostering innovation and working cooperatively, collaboratively and inclusively across all relevant sectors.

While regional communities need and should take responsibility for their own future, effective support (RDAFCW) critically underpins this development process. The noted support dynamic takes on a number of dimensions:

- **Vision** – a shared vision to strengthen the perspective of regional Australia in government decision making, including *bottom-up regional thinking as an integral part of government policy development processes*, to create a sense of community ownership;
- **Commitment** – a long-term commitment that provides regional communities with the certainty they require to develop and implement strategic development plans, working in partnership (government, business and community); and
- **Policy and Programs** – while regional development policy must support and be consistent with national, state and local economic, social, environmental and cultural objectives, targeted regional initiatives if executed inclusively and transparently will improve economic performance, social well-being and provide equitable access and participation across the diverse regional landscape.

In acknowledgement RDAFCW will dedicate this term of engagement (2010-2011) to support the Framework for Regional Development adopted by the Regional Development Council and base the organisations strategic direction on:

- **Social / Community** - Improved capacity, capability and collaborative participation of communities in the Fitzroy and Central West region.
- **Economic** - build economic capacity and capability through collaboration, prudent cooperation and innovation;
- **Environment** – support collaborative sustainable regional development practices; and
- **Governance** - encourage and support the innovative advancement of organisational culture.

4. Key Strategies and Outcomes

Social/Community: Improved capacity, capability and collaborative participation of communities in the Fitzroy and Central West region.	
Key Outcome: Improved capacity and participation.	
Strategic Intent: <i>On-going and improved engagement/communication across the region to ensure communities are aware and prepared to take advantage of future opportunities.</i>	
Strategy:	Description:
Enhance engagement/communication and overall participation across the region.	<ul style="list-style-type: none"> • Establish an effective and efficient engagement framework between RDAFCW and State and Australian Government departments and agencies to ensure that the information on policy programs and initiatives is current and interpretation accurate; • Promote / provide information on State and Australian Government programs and initiatives in a timely manner so as to enable maximum penetration and participation; • Establish and maintain currency and efficiencies of the RDAFCW web-site; and • Schedule regular information sessions and relevant departmental delegations to maximise community knowledge, understanding and participation across all policy sectors. • Improve social cohesion, cultural understanding and collaborative partnering across all sectors of the social landscape.
Forecast Measure:	
<ol style="list-style-type: none"> 1. Improved level of information sharing and collaborative partnering between RDAFCW and State and Australian government departments and agencies; 2. Increased level of RDAFCW third party contracts; 3. Improved level of information flow and community understanding of the vast range of policy programs and initiatives available; 4. Maximised level of penetration and participation of policy programs and initiatives; 5. Increased level of departmental understanding of regional dynamics and cultural awareness issues; 6. Alleviate probity management issues of relevant government departments and agencies; 7. Increased level of on-the-ground representation across the region; 8. Improved community networks and collaborative partnering; and 9. Improved stakeholder participation, capacity and capability. 	

Economic: Build economic capacity and capability through collaboration, prudent cooperation and innovation.	
Key Outcome: Contribute to alleviating impediments that may influence economic participation and long-term sustainability of communities across the region.	
Strategic Intent: <i>Take an active role in encouraging and supporting economic capacity building across all business and industry sectors.</i>	
Strategy: Contribute to identifying and implementing sustainable economic development solutions.	Description: <ul style="list-style-type: none"> • Establish new and maintain existing collaborative stakeholder networks; • Provide encouragement and support to the business community via on-going participatory activities and events; • Schedule regular departmental delegations to ensure the business community is aware of what assistance is available from State and Australian government policy initiatives; • Provide the business community with a valid platform from which to refer regional issues to relevant government departments; • Participate and contribute to regional planning frameworks; and • Promote and support new innovative horizons across all business and industry sectors.
Forecast Measure:	
<ol style="list-style-type: none"> 1. Increased level of collaborative stakeholder networks; 2. Increased and enhanced participation of collaborative stakeholder networks; 3. Schedule regular face-to-face visits to networks and individual stakeholders; 4. Participate in all facets of regional planning; 5. Establish a business community reporting mechanism that outlines issues/impediments affecting business viability; 6. Schedule relevant departmental delegations to enhance the business communities understanding of government policy; and 7. Promote and support stakeholder clustering and innovative advancement. 	

Environmental: Support collaborative sustainable regional development practices.	
Key Outcome: Strategy for sustainability.	
Strategic Intent: Encourage and support sustainable development practice.	
Strategy: Maximise awareness of sustainable planning imperatives.	Description: <ul style="list-style-type: none"> • Work closely with Local Government and relevant environmental agencies to ensure effective and sustainable planning; • Participate in all regional planning activities and events to maximise information currency (in/out); • Encourage and support the development of quality systems; • Facilitate the development of cross-boundary partnerships; • Encourage and support environmental initiatives that contribute to a heightened level of community awareness; • Establish a valid reporting format on local and regional environmental planning issues;
Forecast Measure:	
<ol style="list-style-type: none"> 1. Increased level of participation with Local Government and relevant planning authorities; 2. Establish credible local and regional reporting mechanisms; 3. Schedule relevant departmental delegations across the region; 4. Increased level of environmental education programs across the region; and 5. Contribute to much needed cultural change – human environmental footprint. 	

Governance: Encourage and support the innovative advancement of organisational culture.	
Key Outcome: Quality leadership through enhanced levels of Corporate Governance and cultural change.	
Strategic Intent: Credibility through transparent and accountable organisation practice.	
Strategy: Organisational governance practice to meet recognised international standards.	Description: <ul style="list-style-type: none"> • Monitor and adjust organisational governance practice on a regular basis; • Contribute to the region’s strategic direction through effective and efficient response mechanisms; • Ensure the implementation of current risk management practices; • Monitor and adjust organisational performance measures; • Facilitate community participation activities and events; and • Monitor and adjust community communication and engagement strategies on a regular basis;
Forecast Measure:	
<ol style="list-style-type: none"> 1. Maintain organisational Corporate Governance to meet international standards; 2. Organisational credibility; 3. Enhanced brand recognition; 4. Enhanced community communication and engagement; 5. Increased level of management assurance; 6. Increased level of departmental assurance; 7. Improved management systems; 8. Risk Management Best practice. 9. Increased/maximized level of community participation; and 10. Increased return on investment. 	

5. Strategic Work Plan

<p>Social/Community: Improved capacity, capability and collaborative participation of communities in the Fitzroy and Central West region.</p>		
<p>Key Outcome: Improved capacity and participation.</p>		
<p>Strategic Intent: <i>On-going and improved engagement/communication across the region to ensure communities are aware and prepared to take advantage of future opportunities.</i></p> <p>Enhance engagement/communication and overall participation across the region.</p>		
<p>Description</p> <ul style="list-style-type: none"> • Establish an effective and efficient engagement framework between RDAFCW and State and Australian Government departments and agencies to ensure that the information on policy programs and initiatives is current and interpretation accurate; • Promote / provide information on State and Australian Government programs and initiatives in a timely manner so as to enable maximum penetration and participation; • Establish and maintain currency and efficiencies of the RDAFCW web-site; and • Schedule regular information sessions and relevant departmental delegations to maximise community knowledge, understanding and participation across all policy sectors. • Improve social cohesion, cultural understanding and collaborative partnering across all sectors of the social landscape. 	<p>Impetus</p> <ul style="list-style-type: none"> • Establish dialogue between RDAFCW and State and Australian Government departments and agencies to discuss RDAFCW third party service delivery opportunities; • Develop a third party service delivery framework that addresses existing service delivery deficits and maximises community participation; • Maintain RDAFCW web-site to maximise target audience penetration and participation; • Work closely with Local Government in maintaining Best Practice community engagement; • Develop an engagement/consultation regional implementation plan; • Facilitate community capacity building sessions on a regular basis; • Coordinate State and Australian Government regional delegations; and • Establish and maintain collaborative stakeholder partnerships. 	<p>Forecast Outcomes</p> <ul style="list-style-type: none"> • Scheduled meetings with State and Australian Government departments and agencies to discuss third party service delivery; • RDAFCW to execute third party service delivery contracts; • RDAFCW web-site; • Establish a regional community engagement reference group with the aim of developing a regional community engagement strategy; • Establish a regional community engagement reference group with the aim of developing a regional community engagement strategy; • Coordinate quarterly regional capacity building and information sessions; • Participate in relevant monthly regional community development initiatives, activities and events.

<p>Economic: Build economic capacity and capability through collaboration, prudent cooperation and innovation.</p>		
<p>Key Outcome: Contribute to alleviating impediments that may influence economic participation and long-term sustainability of communities across the region.</p>		
<p>Strategic Intent: <i>Take an active role in encouraging and supporting economic capacity building across all business and industry sectors. Contribute to identifying and implementing sustainable economic development solutions.</i></p>		
<p>Description</p> <ul style="list-style-type: none"> • Establish new and maintain existing collaborative stakeholder networks; • Provide encouragement and support to the business community via on-going participatory activities and events; • Schedule regular departmental delegations to ensure the business community is aware of what assistance is available from State and Australian government policy initiatives; • Provide the business community with a valid platform from which to refer regional issues to relevant government departments; • Participate and contribute to regional planning frameworks; and • Promote and support new innovative horizons across all business and industry sectors. 	<p>Impetus</p> <ul style="list-style-type: none"> • Develop data-base/resource register of existing stakeholders/networks; • Participate in regional business related activities and events; • Complete quarterly calendar - delegations/information sessions; • Develop commerce reporting framework; • Implement commerce reporting framework; • Work closely with regional infrastructure and planning frameworks; and • Work closely with Enterprise Connect in developing Innovation Accord. 	<p>Forecast Outcomes</p> <ul style="list-style-type: none"> • Post commerce data-base/resource register on RDAFCW web-site; • Membership participation on local Chambers of Commerce, Tourism and Regional Development Organisations; • Facilitate regular monthly regional information sessions – business community; • Coordinate monthly business community/commerce reporting framework; • Participate in RMCN and regional infrastructure and planning activities/events; • Active stakeholder membership and participation on Central Queensland Innovation Accord.

<p>Environmental: Support collaborative sustainable regional development practices.</p> <p>Key Outcome: Strategy for sustainability.</p> <p>Strategic Intent: <i>Encourage and support sustainable development practice.</i> Maximise awareness of sustainable planning imperatives.</p>		
<p>Description</p> <ul style="list-style-type: none"> • Work closely with Local Government and relevant environmental agencies to ensure effective and sustainable planning; • Participate in all regional planning activities and events to maximise information currency (in/out); • Encourage and support the development of quality systems; • Facilitate the development of cross-boundary partnerships; • Encourage and support environmental initiatives that contribute to a heightened level of community awareness; • Establish a valid reporting format on local and regional environmental planning issues; 	<p>Impetus</p> <ul style="list-style-type: none"> • Participate on Local Government regional planning reference groups; • Provide relevant Australian Government input to reference group sessions; • Use RDAFCW national networks in an effort to share information and strive for best practice quality implementation; • Work closely with local and regional environmental working groups; and • Develop and implement regional reporting framework. 	<p>Forecast Outcomes</p> <ul style="list-style-type: none"> • CQ A New Millennium Membership/ RMCN Membership; • Quarterly information sessions; • Current and relevant web-site information; • Participate in community, regional and NGO organisational activities and events; and • Activate monthly reporting framework.

<p>Governance: Encourage and support the innovative advancement of organisational culture (internal/external).</p> <p>Key Outcome: Quality leadership through enhanced levels of Corporate Governance and cultural change.</p> <p>Strategic Intent: <i>Encourage and implement credible process through transparent and accountable organisation practice.</i> Organisational governance practice to meet recognised international standards.</p>		
<p>Description</p> <ul style="list-style-type: none"> • Monitor and adjust organisational governance practice on a regular basis; • Contribute to the region’s strategic direction through effective and efficient response mechanisms; • Ensure the implementation of current risk management practices; • Monitor and adjust organisational performance measures; • Monitor community participation activities and events; • Monitor and adjust community communication and engagement strategies on a regular basis; and • Research and adjust draft operational manual to ensure currency and efficiency. 	<p>Impetus</p> <ul style="list-style-type: none"> • Complete RDAFCW Corporate Governance review; • Complete regional reporting framework review through regular monthly/bi-monthly RDAFCW Committee Meetings; • Complete RDAFCW Risk Management Framework review; • Complete organisational KPI review; • Complete community activity schedule review; • Complete community communication and engagement framework review; and • Audit document against legislative requirements. 	<p>Forecast Outcomes</p> <ul style="list-style-type: none"> • RDAFCW Corporate Governance review recommendations and adjustments ratified; • RDAFCW regional reporting framework review recommendations and adjustments ratified; • RDAFCW Risk Management framework review recommendations and adjustments ratified (see Attachment A: Risk Management framework- Operational Manual) ; • RDAFCW Key Performance Indicators adjusted and ratified; • Community activity calendar reviewed adjusted and ratified; • RDAFCW Communication and Engagement framework recommendations and adjustments ratified (see Attachment A: Communication/Engagement framework – Operational Manual); and • Legislatively current document (Operational Manual).

6. Performance Management Agenda (Key Performance Indicators)

Description	Stated Outcome
<p>Key Outcome: Improved capacity and participation.</p> <p>Strategic Action: On-going and improved engagement/communication across the region to ensure communities are aware and prepared to take advantage of future opportunities. Enhance engagement/communication and overall participation across the region.</p>	<ul style="list-style-type: none"> • RDAFCW Web-site (reviewed quarterly); • Respond to 100% of web-site enquiry in a timely manner; • Record 100% of incoming/outgoing enquiry and response; • Quarterly visits across core-business region; (4 annually) • Regular information sessions/representative delegations and capacity building workshops coordinated with quarterly regional visits; • Assist stakeholders in participation of government policy initiatives – funding applications. (12 annually) • Active participation in relevant community development activities and events; • Complete scoping study regarding the development of a local indigenous advisory sub-committee; and • Establish the RDAFCW Local Indigenous Advisory Sub-Committee(see Attachment B) ; • Complete scoping study regarding the development of a Migration and Settlement advisory sub-committee(see Attachment D) ; and • Collate and format quarterly social development reports from individual regional council.
<p>Key Outcome: Contribute to alleviating impediments that may influence economic participation and long-term sustainability of communities across the region.</p> <p>Strategic Action: Take an active role in encouraging and supporting economic capacity building across all business and industry sectors. Contribute to identifying and implementing sustainable economic development solutions.</p>	<ul style="list-style-type: none"> • RDAFCW Web-site (reviewed quarterly); • Respond to 100% of web-site enquiry in a timely manner; • Regular information sessions/representative delegations and capacity building workshops coordinated with quarterly regional visits; • RDAFCW membership and participation on CQ Innovation Accord Committee; • Regularly attend business/industry (commerce) related activities and events; • Complete scoping study – Blacks Palace Cultural Heritage and Tourism Strategy(see Attachment E) ; and • Complete scoping study – Integrated CQ Tourism strategy(see Attachment C) ; and • Collate and format quarterly economy reports from individual regional council.
<p>Key Outcome: Strategy for sustainability.</p> <p>Strategic Action: Encourage and support sustainable development practice. Maximise awareness of sustainable planning imperatives.</p>	<ul style="list-style-type: none"> • RDAFCW Web-site (reviewed quarterly); • Respond to 100% of web-site enquiry in a timely manner; • Regularly attend relevant regional planning activities / events; • Collate and format quarterly sustainability reports from individual regional council.
<p>Key Outcome: Quality leadership through enhanced levels of Corporate Governance and cultural change (internal/external).</p> <p>Strategic Action: Encourage and implement credible process through transparent and accountable organisation practice. Organisational governance practice to meet recognised international standards.</p>	<ul style="list-style-type: none"> • Bi-monthly RDAFCW Committee meetings; (6 annually) • Operational practice 6 monthly report; • Staff performance annual report; • Legislatively compliant operational manual; • Transition AS/NZS 2004 – AS/NZS 31000:2009; • External contractor performance quarterly report; and • Compliant contractual reporting.

7.0 Regional Engagement/Communication Framework (Context)

The Regional Engagement/Communication Framework's primary aim is to provide guidance to Committee Members and the Executive Officer of RDAFCW on inclusivity and 'when' and 'how' the organisation should engage with the regions (Fitzroy & Central West) communities, associated stakeholders and clients.

In an effort not to duplicate and to ensure an inclusive, effective and efficient modus operandi RDAFCW Regional Communication/Engagement Framework in collaboration with the Department of Employment, Economic Development & Innovation (DEEDI), will acknowledge existing engagement frameworks that demonstrate RDAFCW inclusivity principles and in cases where deficits are clearly identified, work closely with so-named stakeholder alignments in an effort to maintain continuity of RDAFCW best practice benchmarks.

The RDAFCW Regional Engagement/Communication Framework objectives for establishing and maintaining a world's best practice level of regional communication and engagement include:-

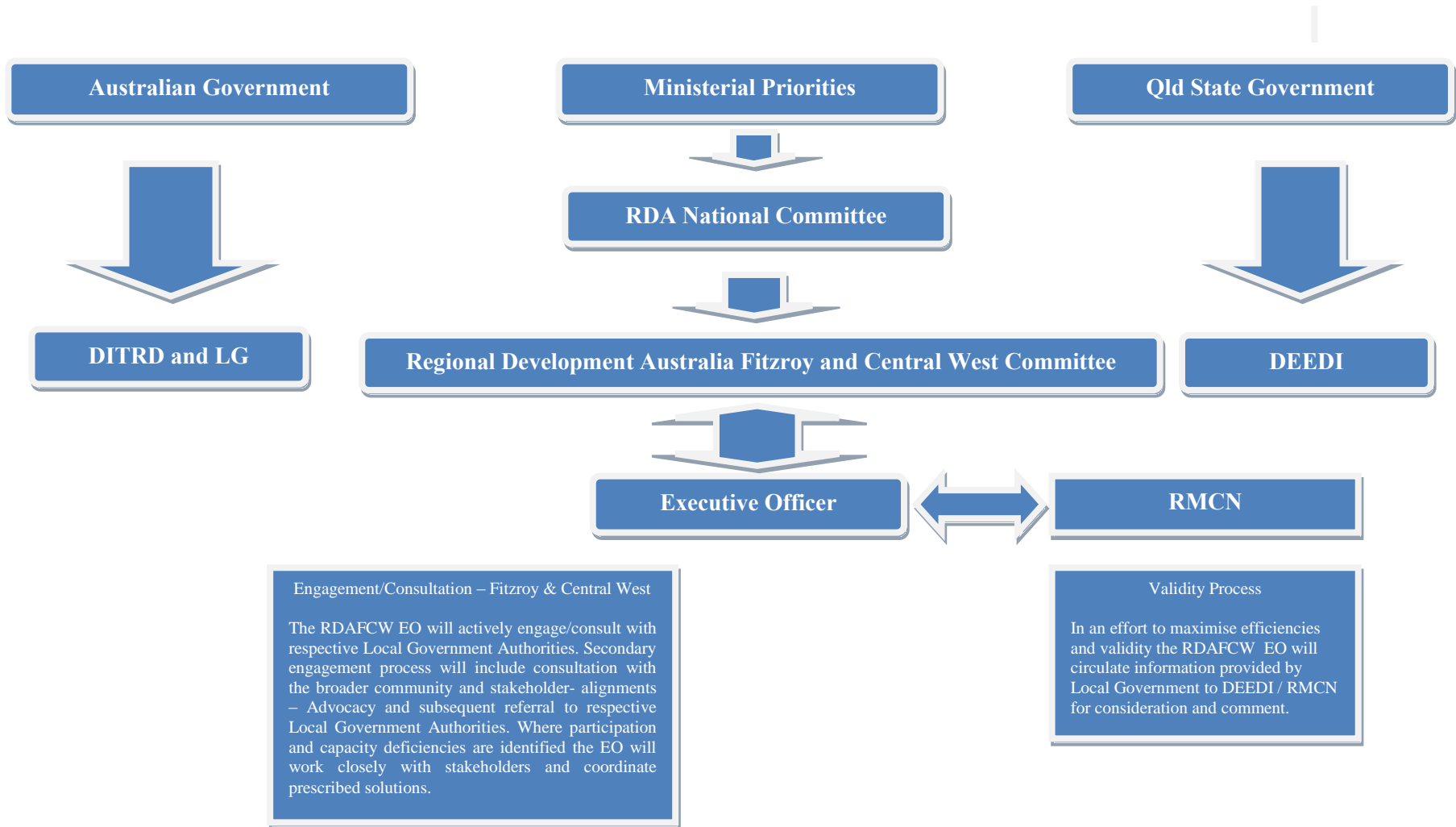
- Establish a credible Engagement/Communication strategy based on inclusivity and continuity;
- Information – provide web-site content that is relevant to the region, with easily accessed, clear (reader friendly) information on RDAFCW including current data that enables and enhances participation in sustainable regional development programs and initiatives;
- Advocate on behalf of local government frameworks with the aim of increasing the level of stakeholder participation; and
- Encourage and support flexible methods of participation to 'all' stakeholders and clients.

Establish a credible Communication & Engagement strategy based on inclusivity and continuity – In an effort to establish and maintain a credible, inclusive and consistent communication and engagement strategy the Regional Development Australia Fitzroy & Central West Committee (RDAFCW) will work in collaboration and cooperation with the Queensland Government (DEEDI) and existing local government frameworks. The three (3) tier level of collective intelligence will provide the level of assurance required by the RDAFCW Committee to progress any subsequent recommendations.

Information – provide web-site content that is relevant to the region, with easily accessed, clear (reader friendly) information on RDAFCW including current data that enables and enhances participation in sustainable regional development programs and initiatives – The RDAFCW web-site will be designed with specific consideration to the various levels of Information and Communication Technology (ICT) capability across the region. The primary aim of the RDAFCW web-site will be to provide the communities across the region with current information (Local, State and Australian Government) that will contribute to improved levels of participation and subsequent sustainable development enhancement.

Advocate on behalf of local government frameworks with the aim of increasing the level of stakeholder participation – The RDAFCW recognise the credibility and overall effectiveness of existing Local Government frameworks and in an effort to avoid duplication RDAFCW will promote and advocate on behalf on such frameworks. RDAFCW will actively engage independently across the diverse regional landscape supporting and encouraging enhanced participation through advocacy and referral.

Encourage and support flexible methods of participation to 'all' stakeholders and clients – The RDAFCW recognise the individuality of communities across the region and where deficits in capacity and capability are clearly identified RDAFCW will work closely with so-named stakeholders in a mode deemed appropriate. Modes of support in this regard may include coordinating a facilitation process that enhances strategic direction and participation or in cases where deficiencies are deemed high refer stakeholders to relevant practitioners for further capacity building.



8.0 RDAFCW Risk Management

8.1 Purpose

The purpose of the developed policies and procedures is to assist in the identification of the likelihood of potential risk and minimise associated consequence.

This includes the development, implementation, monitoring and adjustment of mitigating processes.

8.2 Scope

All associated processes/procedures are applicable to all internal and external stakeholders with predominance of RDAFCW Executive Members and staff.

8.3 Responsibilities

Responsibility for compliance lies with the Regional Development Australia Fitzroy and Central West Inc Committee.

The RDAFCW is responsible for risk minimisation across all core-business sectors of the organisation and for initiating practical and timely measures of remedial action.

8.4 Policy – Risk Management

The RDAFCW will ensure all associated risk minimisation strategies are implemented, monitored and adjusted in an effort to minimise potential risk factors that may influence the organisation, its members and staff. The scope of the RM policy encompasses:-

- Corporate Governance
- Human Resources
- Finance
- Occupational Health & Safety
- Administration
- Public Relations
- Other

8.5 Definitions

For the purpose of this standard namely AS/NZS ISO 31000: 2009 the definitions noted apply:-

Consequence – outcome or impact of an event (there can be more than one consequence which can range from positive to negative, consequences can be expressed qualitatively or quantitatively and are considered in relation to objective context).

Control – is an existing process, policy, device, practice or other action that acts to minimise risk and enhance positive achievement (note the word control may also be applied to a process designed to provide reasonable assurance regarding the achievement of an organisational objective).

Control Assessment – systematic review of processes to ensure control measures are current and effective.

Event – occurrence of a particular set of circumstances (an event can be certain or uncertain and an event can be a single occurrence or a series of occurrences).

Frequency – A measure of the number of occurrences per unit of time.

Hazard – A source of potential harm.

Likelihood – will be used as a general description of probability and frequency.

Loss – any impacting consequence, adverse effect, financial or otherwise.

Probability – A measure of a chance of occurrence expressed as a number between 0 and 1 (ISO/IEC defines probability as the extent to which an event is likely to occur).

Residual Risk – The chance of something happening that will give an impact on organisational objectives.

Risk Analysis – Systematic process to understand the nature of and to deduce the level of risk (provides the basis for risk evaluation and decisions about risk treatment).

Risk Assessment – Overall process of risk identification.

Risk Avoidance – A decision not to become involved in or to withdraw from, as risk.

Risk Criteria – Terms of Reference by which the significance of risk is assessed.

Risk Evaluation – Process of comparing the level of risk.

Risk Identification – The process of determining what, where, when and why and how something could happen.

Risk Management – The culture, processes and structures that are directed towards realizing potential opportunities whilst managing adverse effects.

Risk Management Process – The systematic application of management policies, procedures and practices to the tasks of communicating, establishing the context, identifying, analysing, evaluating, treating, monitoring and reviewing risk.

Risk Reduction – Actions taken to lessen the likelihood, consequences or both.

Risk Retention – Acceptance of the burden of loss, or benefit of gain, from a particular risk.

Risk Sharing – Sharing with another party the burden of loss, or benefit of gain from a particular loss.

Risk Treatment – Process of selection and implementation of measures to modify/alleviate risk.

Stakeholders – Individuals and the organisations (internal and external) who may affect, be affected by, or perceive themselves to be affected by a decision, activity or risk.

Referenced documents (*ISO/IEC Guide 51 Safety; ISO/IEC Guide 73 Risk Management; ISO 3534-1 Statistical Terminology; AS/NZS ISO Quality Management Systems; AS/NZS ISO 14004 Environment Management; AS ISO 14050 Environmental Vocabulary; AS ISO 15489 Records Management; HB 18.2 Standardisation; HB 436 Risk Management Guidelines.*)

8.6 Principles

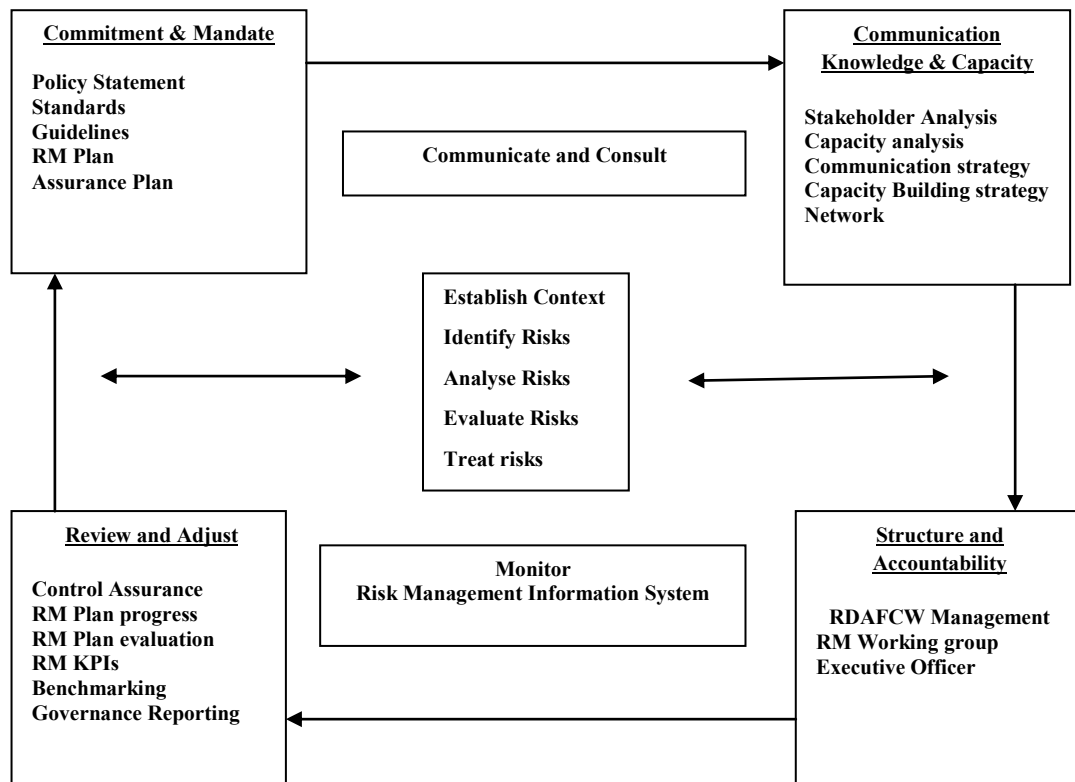
The Principles of Effective Risk Management – consist of eleven (11) statements that are explained in terms of performance criteria.

1. **Risk management creates and protects value.** It will contribute to the demonstrable level of organisational achievement and improvement of performance in, occupational health and safety, legal, regulatory and contractual compliance, reputation, environmental (holistic) protection, project management, efficiency, and governance.
2. **Risk Management is an integral part of all RDAFCW processes** – and will not be a stand-alone activity. Risk management will be a part of the responsibilities of management processes including strategic planning.
3. **Risk Management is part of decision making** – and will assist the RDAFCW Executive and Executive Officer make informed choices, prioritise actions and make determinations on alternative courses of action.
4. **Risk Management explicitly addresses uncertainty** – the nature of the uncertainty and how it will be addressed.
5. **Risk Management is systematic, structured and timely** – which will contribute to efficiency and consistency.
6. **Risk Management is based on reliable and current intelligence** – Operational inputs are based on (information sources) data, experience, stakeholder feedback, observation, forecasts and expertise.
7. **Risk Management is designed specifically** – RDAFCW will design the framework by aligning it with the organisation's internal and external context and risk profile.
8. **Risk Management considers human and cultural factors** – RDAFCW recognises the capabilities, perceptions and intentions of internal and external individuals who can either enhance or hinder achievement.
9. **Risk Management is transparent and inclusive** – RDAFCW considers appropriate and timely involvement of stakeholders as imperative. In particular organisational decision makers who will ensure risk management is maintained.
10. **Risk Management is dynamic, iterative and responsive to change** – so that as internal and external events occur, context and knowledge change, monitoring and review take place, new risks emerge, some will change and some will disappear.
11. **Risk Management facilitates continual improvement** – RDAFCW will develop and implement strategies in an effort to maintain risk management currency.

8.7 RDAFCW Risk Management Framework

RDAFCW will avoid the view that risk management is primarily concerned with the production of reports for the Chairman and Executive Members and dispute that risk management is only required to be assessed once or twice a year to ratify previous reports. Since the new standard is very much concerned with the organisation’s strategic objectives, risk management will be recognised by RDAFCW as being closely linked to the creation of strategic project and business plans and the setting of new objectives as the organisation evolves with the contractual annual funding cycle and relevant business planning process being pivotal in this regard.

Due to the diversity of the organisations operational environment, from time to time critical strategic decisions (such as when Commonwealth, State and Local Government priorities overlap) will significantly impact on the organisation’s objectives and clearly the significance of such events will require a full appreciation of the associated risks. The RDAFCW Risk Management framework will be a continuous process that supports internal changes and decisions thus allowing a credible response to external change.



8.8 Risk Management Application

This Risk Management Framework will be applied to RDAFCW decision making processes at internally and externally (organisational external engagement) both at a governance level and function/activity level.

The adoption of the new standard will provide a foundation for Best Practice - formal and informal decision making.

Risk Management will have a range of applications for RDAFCW including:-

- strategic, operational and business planning;
- third party contracts;
- asset management and resource planning;
- change – Organisational, Technological, Political;
- executive liabilities;
- policy development;
- strategic communication & regional engagement;
- environmental issues (Regional Landscape Economic, Social, Environmental & Cultural);
- probity, ethics and security;
- general liability including public liability;
- feasibility studies;
- compliance;
- workplace health & safety;
- project management; and
- procurement.

8.9 Corporate Governance

Corporate Governance can be defined as ‘the system by which RDAFCW is directed and controlled. This Risk Management Framework will enhance RDAFCW Corporate Governance Practices by providing reasonable assurance to the Executive Committee and the department responsible for RDAs that the organisations objectives will be achieved within a tolerable degree of residual risk.

The RDAFCW Risk Management Framework will not only contribute to a high level of governance but also provide an increased level of protection for Executive Members. This carefully designed framework will also provide a structure to facilitate communication and consultation between the organisation and external stakeholders, governing bodies and personnel at all levels.

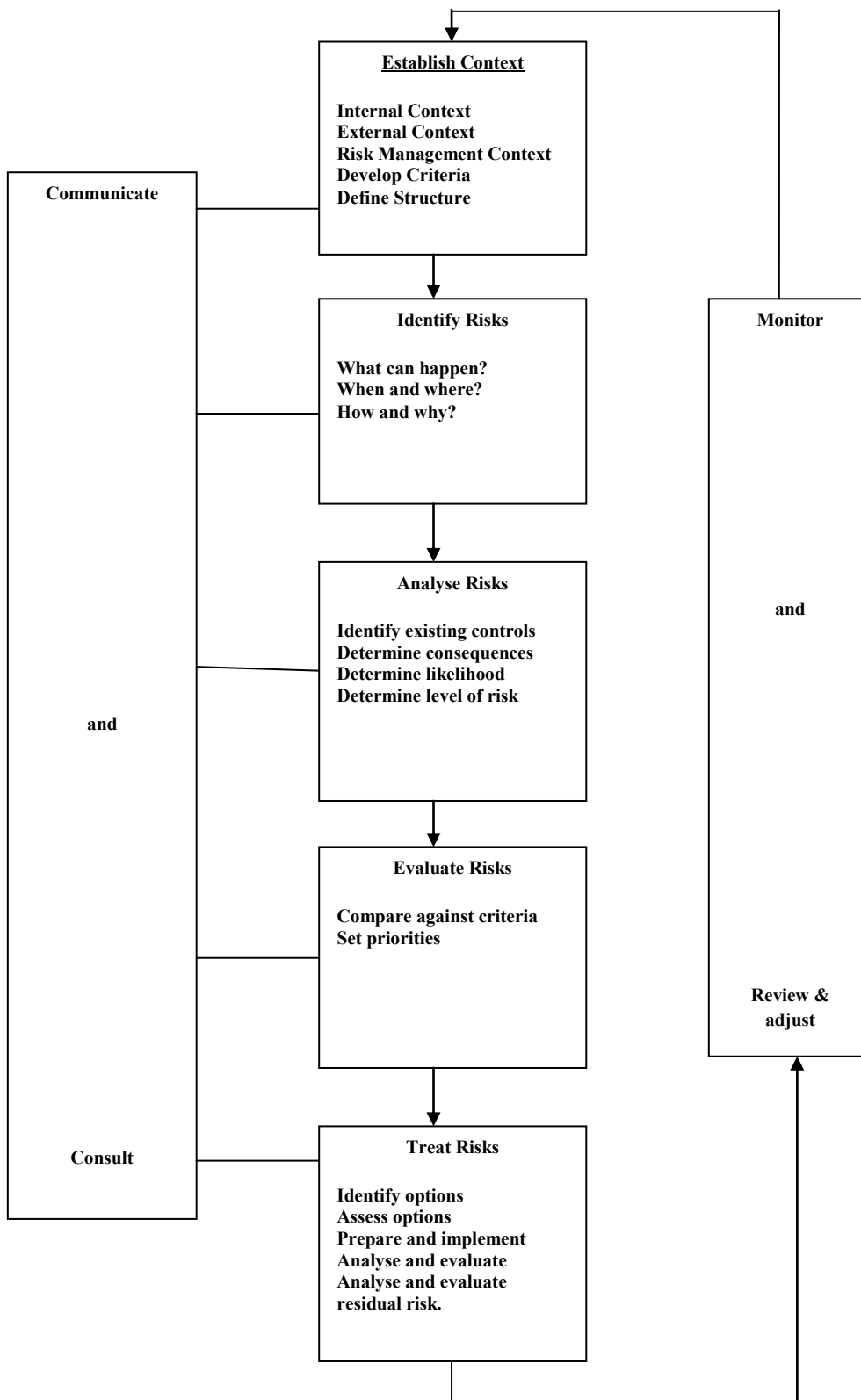
8.10 Risk Management Process

The main elements of the RDAFCW Risk Management process include:-

- a) Communicate and Consult (Engagement Framework) – Communicate and consult with internal and external stakeholders as appropriate at each stage of the risk management process;
- b) Establish the Context – Establish the internal and external risk management context in which the rest of the process will take place. Criteria against which risk will be evaluated should be established and the structure of the analysis defined;
- c) Identify Risks – Identify where, when and why and how events could prevent, degrade, delay or enhance the achievement of organisational objectives;
- d) Analyse Risks – Identify and evaluate existing controls. Make a determination on consequences and likelihoods and hence the level of risk.
- e) Evaluate Risks – Compare estimated levels of risk against pre-established criteria and consider the balance between potential benefits and adverse outcomes;
- f) Treat Risks – Develop and implement specific cost effective strategies and action plans for increasing potential benefits;
- g) Monitor and Review – it is necessary to monitor the effectiveness of all steps of the risk management process. Risks and effectiveness of treatment measures need to be monitored to ensure changing circumstances do not alter priorities.

Process record will be maintained.

9.0 AS/NZS 4360: 2004



10.0 Communication and Consultation

Communication and consultation will play a significant role within the core-business functions of RDAFCW with each step being linked to the risk management process. RDAFCW will engage with stakeholders (RDAFCW Engagement & Communication Framework) across the region with efforts focused on consultation rather than a one-way flow of information from the decision makers to aligned stakeholders.

An Engagement and Communication Framework/Plan engaging internal and external stakeholders will be implemented with integral linkages to the risk management process. The so-named framework/plan will address issues relating to both the risks themselves and the process of management.

RDAFCW's effective internal and external engagement and communication will ensure that the Executive Officer and others deemed responsible for implementing risk management understand the basis on which decisions are made and why particular actions are required.

Stakeholder alignments across the diverse landscape of the Fitzroy and Central West region will require constant monitoring as individual stakeholders/groups will make judgements based on perceptions which will vary due to differences in values, needs, assumptions, concepts and concerns. It is important that perceptions are identified (LARGs), recorded and integrated into RDAFCW's decision making processes.

RDAFCW's consultative approach will assist in defining the context appropriately and to help ensure risks are identified effectively and for facilitating a process whereby providing a level of expertise in analysing the risks.

Records of engagement, communication and consultation will factor in the scale and sensitivity of particular activities.

Discretion sees risk management as not just a technical task but, rather, actions and decisions that take place in a social context. Appropriate communication and consultation will benefit RDAFCW core-business functions by:-

- Improving regional stakeholders understanding of RDAFCW risk management process;
- Ensure that diverse views are considered; and
- Ensure that stakeholders who participate in engagement with RDAFCW are aware of their roles and responsibilities.

The effective engagement and communication process will clearly outline about inputs in decision making not joint decision making.

Engagement, communication and consultation are intrinsic to the process of risk management. An important aspect of ‘establishing the context’ is to identify stakeholders to consider their individual needs. It is particularly important where stakeholders impact on the effectiveness of proposed risk treatments, be affected in risk incidents, or be constrained by future risk controls. It will deem it not appropriate to communicate with certain stakeholders for commercial or security reasons.

RDAFCW recognises the engagement with others can help embed risk management so that it becomes part of business as usual.

Sharing information and perspectives on risk within a community based organisation such as RDAFCW helps to create organisational coherence and identifies critical areas for joint achievement, joint strategies and collaborative regional engagement. Communication across the diverse landscape of Fitzroy and Central West will enhance assurance and confidence on key regional development issues.

Collective intelligence will improve understanding of associated risk factors and endear a diversity of perceptions that will ultimately combat pattern obsession and contribute to more lateral treatment plans.

The essential elements included within the RDAFCW communication plan includes:-

- a) communication objectives;
- b) who needs to be engaged and communicated with (maintain inclusivity);
- c) stakeholder perspectives;
- d) communication methodology; and
- e) evaluation process.

Methodology in this case is varying due to the diversity of stakeholders groups and sensitivity to their individual cultural needs. An effective communication and consultation plan will help determine the level of communication required and what the communication is about:-

- 1) building awareness and understanding;
- 2) learning from stakeholders;
- 3) better understanding of the context involved;
- 4) achieving attitudinal or behavioural shift; and
- 5) any combination of the above.

11.0 Establishing the Context

RDAFCW recognises that establishing the context defines the basic parameters within which risk must be managed and sets the scope for the rest of the risk management process. The context includes the organisations internal and external environment and the purpose of each risk management activity. This also includes consideration of the interface between internal and external environments.

This is important to ensure that the organisations objectives defined for the risk management process take into account the organisational and external environment.

To establish an internal context it is necessary to fully understand the organisation's culture, internal stakeholders, structure, capabilities in terms of resources (human capital, systems, capital), goals and objectives and some idea of the strategies that will be implemented to achieve them. Such considerations are vital because risk management takes place in the context of the goals and objectives of the organisation.

Then just as importantly is establishing the external context in which RDAFCW operates. This process includes defining the relationship between RDAFCW and the external environment including the business sector, community (social), regulatory, cultural and political environment. Such an exercise will help clearly identify additional external factors such as RDAFCW's strengths, weaknesses, opportunities, threats, stakeholder alignments and key priorities.

All of the above will establish the risk management context which in turn will allow for further developments such as the risk criteria and the actual structure of the process itself.

11.1 Commentary (Context)

Fully understanding the background (clarify the organisations objectives, environmental scope, risk management rationale, criteria and structure) of RDAFCW is key to the overall effectiveness of the framework.

12.0 Establishing the Context

RDAFCW recognises that establishing the context defines the basic parameters within which risk must be managed and sets the scope for the rest of the risk management process. The context includes the organisations internal and external environment and the purpose of each risk management activity. This also includes consideration of the interface between internal and external environments.

This is important to ensure that the organisations objectives defined for the risk management process take into account the organisational and external environment.

To establish an internal context it is necessary to fully understand the organisation's culture, internal stakeholders, structure, capabilities in terms of resources (human capital, systems, capital), goals and objectives and some idea of the strategies that will be implemented to achieve them. Such considerations are vital because risk management takes place in the context of the goals and objectives of the organisation.

Then just as importantly is establishing the external context in which RDAFCW operates. This process includes defining the relationship between RDAFCW and the external environment including the business sector, community (social), regulatory, cultural and political environment. Such an exercise will help clearly identify additional external factors such as RDAFCW's strengths, weaknesses, opportunities, threats, stakeholder alignments and key priorities.

All of the above will establish the risk management context which in turn will allow for further developments such as the risk criteria and the actual structure of the process itself.

12.1 Commentary (Context)

Fully understanding the background (clarify the organisations objectives, environmental scope, risk management rationale, criteria and structure) of RDAFCW is key to the overall effectiveness of the framework.

12.2 Monitoring & Reviewing Risk Management Context

Monitoring and reviewing the effectiveness of the RDAFCW Risk Management Framework will ensure relevancy. Factors may change therefore it is prudent to repeat the risk management cycle regularly.

Actual progress reporting against performance measures will provide the RDAFCW executive and funding body with assurance that every measure possible is being implemented to minimise risk.

Systems to monitor and review risks and the risk management process require careful selection, targeting and planning as they will otherwise absorb scarce resources. *Avoid a complex system and rather adopt a simple yet effective approach to risk management.* Priority should be given to monitoring:-

- high risks;
- credible failures; and
- risk related activities.

13.0 Post Event Analysis (De-Brief Report)

Incidents and successes provide a useful occasion to monitor and review risks and to gain insight on how the process can be improved/adjusted. The intention should be to adopt a simple systematic process. Simplicity yet effectiveness the key and should include questions such as:-

Did RDAFCW previously identify and analyse the risks involved?

Did RDAFCW identify actual causes?

Did RDAFCW rate risks accordingly? High to Low

What do we (RDAFCW) need to introduce to avoid further consequence?

14.0 Records

Each stage of the risk management process should be maintained on record. Assumptions, methods, data sources, analyses, results etc should be recorded and accessible. (AS ISO 15489).

Risk Management need not impose another layer of paperwork with risk management documentation being recorded to the extent appropriate to the circumstance. For instance – minuted documentation outlining consideration and relevant process will meet legislative requirements.

In some cases a compliance and due diligence statement may be required so that the Executive via the Executive Officer acknowledge their roles and responsibilities.

Records to be formalised include:-

1. Diligence Statements;
2. Disclosure Statements;
3. Incident Statements;
4. Risk Register;
5. Treatment Register;
6. Action Plan Register;
7. Monitoring/Adjustment Register;
8. Risk Management Framework;
9. Risk Management Plan.

15.0 RDAFCW - Risk Register Matrix Template

Function/Activity:		Executed by:		Date:	
Date of Risk Review:		Reviewed by:		Date:	
Reference		Consequence Rating			
Risk		Likelihood Rating			
Consequence		Level of Risk			
Likelihood		Risk Priority			
Existing Control		What and how?			

16.0 RDAFCW - Risk Treatment Matrix Template

Function/Activity:		Executed by:		Date:		
Date of Risk Review:		Reviewed by:		Date:		
Risk (Priority order from Risk Register)	Treatment options	Preferred Options	Cost Benefit Analysis Accept or Reject	Responsibility (Nominate)	Timetable (Implementation)	Monitoring Methodology

17.0 RDAFCW - Risk Treatment Plan Matrix Template (Indicative Only)

Function / Activity			
Risk:		Ref:	
Summary: Recommended response and impact statement –			
Action Plan:			
Resource requirement:			
Responsibility (Nominate):			
Timetable:			
Reporting/Monitoring:			
Executed by:	Date:	Reviewed by:	Date:

18.0 RDAFCW Level Likelihood and Level of Risk Consequence Matrix

Likelihood Scale

Level	Descriptor	Description	Indicative Forecast
A	Almost certain	The impact will happen regularly.	Annually or more frequently.
B	Likely	The impact has been recorded before.	Annually.
C	Possible	The impact has been recorded from time to time.	Every 1-2 years.
D	Unlikely	Impact recorded somewhere but don't know where.	Every 5-10 years.
E	Rare	Not aware of such an impact.	Every 50-100 years.

Level of Risk Scale

Likelihood	1	2	3	4	5
A	Medium	High	High	Very High	Very High
B	Medium	Medium	High	High	Very High
C	Low	Medium	High	High	High
D	Low	Low	Medium	Medium	High
E	Low	Low	Medium	Medium	High

19.0 RDAFCW Risk Management Register

Function/Activity:		Corporate Governance		Executed by:		Date:			
Date of Risk Review:				Reviewed by:		Date:			
Ref	Risk: What & How?	Consequence	Likelihood	Existing Control	Consequence Rating	Likelihood Rating	Level of Risk	Risk Priority	
1.	RDAFCW Committee not aware of their rights and responsibilities under the Qld Incorporations Associations Act 1981.	Breach of the Act.	C	Executive Officer & Departmental observation/monitoring.	2	Medium	Low	Low	
2.	RDAFCW Committee Members not aware of their roles and responsibilities under Operational funding contract.	Breach of contract.	C	Departmental monitoring and information sessions. Participation at Committee meetings.	2	Medium	Low	Low	
3.	RDAFCW recruitment process in breach of Act.	Breach of Act	C	Executive Officer & Departmental observation/monitoring.	2	Medium	Low	Low	
4.	RDAFCW has low credibility and reputation in the community.	Low participation and engagement. Low levels of regional development.	C	Recruitment process linked to specific criteria. Monitoring and adjustment principles apply.	2	Medium	Low	Low	

5.	External Committees, reference groups etc operating without adequate knowledge or authorisation of RDAFCW.	Misrepresentation which will result in legal issues. Affect profile/reputation.	D	RDAFCW Executive Officer to monitor.	3	Medium	Medium	Medium
6.	RDAFCW Committee Members and Executive Officer provide verbal advice on contractual arrangements.	Litigation. Breach of contract.	C	RDAFCW Committee Members inducted by department.	3	Medium	Medium	Medium
7.	RDAFCW Committee members benefit from activities of the organisation.	Conflict of Interest	D	Conflict of Interest Policy Implemented and monitored.	3	Medium	Medium	High
8.	RDAFCW reputation impinged with impact on members & staff.	Grievance litigation	C	Grievance policy implemented & monitored Professional Indemnity Insurance. Code of conduct implemented & monitored.	3	Medium	Medium	High

20.0 Risk Management Register

Function/Activity:		Human Resources		Executed by:		Date:			
Date of Risk Review:				Reviewed by:		Date:			
Ref	Risk: What & How?	Consequence	Likelihood	Existing Control	Consequence Rating	Likelihood Rating	Level of Risk	Risk Priority	
1.	RDAFCW does not recruit according to policy.	Public outcry and unnecessary media attention.	E	Executive Officer and Chairman coordinate recruitment processes.	2	Low	Low	Low	
2.	Unexpected resignations.	Organisational roles and responsibilities unattended.	C	Chairman & executive Officer to execute Honorary roles.	3	Low	Low	Low	
3.	Unsatisfactory performance of staff.	Unattended duties and procedures.	C	Executive Officer to monitor and adjust accordingly.	3	Low	Low	High	
4.	Staff behave inappropriately.	Breach of code of conduct.	C	Executive Officer to monitor staff activities.	3	Low	Low	High	
Function/Activity:		Occupational Health & Safety		Executed by:		Date:			
Date of Risk Review:				Reviewed by:		Date:			

Ref	Risk: What & How?	Consequence	Likelihood	Existing Control	Consequence Rating	Likelihood Rating	Level of Risk	Risk Priority
1.	Staff injured in working environment.	Workcover claim & increased premiums litigation if deemed negligent. Reduce staff levels.	C	Occupational Health & Safety Policy implemented and monitored. Executive Officer to regulate and act as WPH&S coordinator Staff succession plan.	3	Low	Low	High
2.	Staff working/travelling in isolation.	Nobody available to render assistance if an accident /incident occurs.	C	No employee will travel or work alone when the environment is deemed isolated and potentially vulnerable.	4	Low	Low	High
3.	Staff operate/drive work vehicles involved in accident.	Injury/Death	C	Ensure all employees are licensed drivers with no current legal infringements. Motor vehicle policy implemented.	4	Low	Low	High
4.	Staff involved in harassment and bullying.	Grievance Litigation	C	Harassment Policy implemented. Staff induction by Executive Officer.	4	Low	Low	High

21.0 Risk Management Register

Function/Activity:		Finance		Executed by:				Date:			
Date of Risk Review:				Reviewed by:				Date:			
Ref	Risk: What & How?	Consequence	Likelihood	Existing Control	Consequence Rating	Likelihood Rating	Level of Risk	Risk Priority			
1.	Leases, contracts etc entered into without the RDAFCW Committee knowledge.	Budget infringement. Litigation.	C	Finance Policy implemented and monitored by Executive Officer.	2	Low	Low	Low			
2.	Audit Report not prepared by qualified professional and not in accordance with contractual requirements.	Breach of Act. Breach of Operational Funding Contract.	C	RDAFCW Committee to select Auditor in accordance with Association rules. RDAFCW Chairman to monitor.	2	Low	Low	Low			
3.	Funds not expended in accordance with operational funding contract.	Breach of contract.	C	Executive Officer to maintain financial records that are ratified at monthly Committee meetings.	2	Low	Low	Low			
4.	General ledger not maintained.	Breach of contract and breach of the Act.	C	Monitoring -Finance Reports presented to RDAFCW Committee on a monthly basis.	2	Low	Low	Low			
5.	Bank accounts opened without authorisation.	Breach of contract and breach of the Act.	C	RDAFCW to ratify/approve all arrangements. The Treasurer will decide on the nominated lending institution.	2	Low	Low	Low			
6.	Australian Taxation Office investigates inappropriate management practices. i.e. FBT BAS etc	ATO fines/prosecution.		FBT to be calculated by nominated account and BAS statements completed as per requirement. Executive Officer to monitor.	3	Medium	Medium	High			
7.	Unauthorised expenditure.	Breach of contract. Prosecution.	C	Comprehensive Finance Reports ratified at monthly Committee meetings. Only Committee members authorised to sign off on expenditure approvals.	2	Low	Low	Low			
8.	No capping on travel and petty cash expenditure.	Breach of contract.	C	Finance Policy enforced and monitored regularly.	2	Low	Low	Low			

22.0 Risk Management Register

Function/Activity:	Administration	Executed by:		Date:				
Date of Risk Review:		Reviewed by:		Date:				
Ref	Risk: What & How?	Consequence	Likelihood	Existing Control	Consequence Rating	Likelihood Rating	Level of Risk	Risk Priority
1.	Inappropriate destruction of organisational data/records.	Departmental and legal investigation. Damage to RDAFCW reputation.	C	Data back-up on a daily basis and all such data to be stored off site.	2	Low	Low	Low
2.	Financial records/receipts lost.	Departmental and legal investigation. Organisation investigation.	C	All financial records to be duplicated daily. Hard copies and electronic copies to be stored. Executive Officer to manage process.	2	Low	Low	Low
3.	RDAFCW assets purchased inappropriately.	Breach of contract.	C	RDAFCW Committee Member signatories to authorise all purchases over \$500.	2	Low	Low	Low
4.	RDAFCW assets removed without authorisation.	Breach of Contract. Breach of the Act. Investigation. Damage organisations reputation.	C	Asset register to be maintained by Executive Officer.	2	Low	Low	Low
5.	Unauthorised and inappropriate use of RDAFCW facilities and assets.	Breach of Contract.	C	Assets use policy adhered to.	2	Low	Low	Low
6.	FBT documentation not understood and maintained correctly.	Breach of contract. Impinge ATO requirements.	C	Accountant to calculate all FBT requirements.	2	Low	Low	Low

23.0 Executive Budget Summary

	Jul 10	Aug 10	Sep 10	Oct 10	Nov 10	Dec 10	Jan 11	Feb 11	Mar 11	Apr 11	May 11	Jun 11	Jul '10 - Jun 11
Income													TOTAL
Establishment funding	8,260.00	14,760.00	15,276.00	11,460.00	8,760.00	8,760.00							67,276.00
Knowledge & Capacity Funding	0.00	500.00	3,625.00	500.00	0.00	3,000.00							7,625.00
Operational Funding	18,681.00	16,526.00	26,575.00	16,526.00	16,525.00	19,776.00	24,425.00	24,426.00	24,675.00	26,026.00	24,425.00	24,660.00	263,246.00
Operation Funding C/Forward	0.00	0.00	17,000.00	0.00	0.00	17,000.00	0.00	0.00	20,000.00	0.00	0.00	20,000.00	74,000.00
Total Income	26,941.00	31,786.00	62,476.00	28,486.00	25,285.00	48,536.00	24,425.00	24,426.00	44,675.00	26,026.00	24,425.00	44,660.00	412,147.00
Expense													
Board expenses	2,700.00	2,700.00	2,700.00	2,700.00	2,700.00	2,700.00	2,700.00	2,700.00	2,700.00	2,700.00	2,700.00	2,700.00	32,400.00
Computer expenses	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	1,200.00
Consulting	7,500.00	7,500.00	7,500.00	7,500.00	7,500.00	7,500.00	7,500.00	7,500.00	7,500.00	7,500.00	7,500.00	7,500.00	90,000.00
Equipment lease	625.00	625.00	625.00	625.00	625.00	625.00	625.00	625.00	625.00	625.00	625.00	625.00	7,500.00
Finance costs	45.00	46.00	45.00	46.00	45.00	46.00	45.00	46.00	45.00	46.00	45.00	46.00	546.00
Forums	0.00	500.00	625.00	500.00	0.00	0.00							1,625.00
Insurance	0.00	0.00	800.00	0.00	0.00	0.00							800.00
Internet Connection	0.00	0.00	4,500.00	0.00	0.00	0.00							4,500.00
Marketing and promotion	760.00	760.00	776.00	760.00	760.00	760.00	400.00	400.00	400.00	400.00	400.00	400.00	6,976.00
Motor Vehicle Expenses	3,596.00	1,440.00	1,690.00	1,440.00	1,440.00	1,690.00	1,440.00	1,440.00	1,690.00	3,040.00	1,440.00	1,690.00	22,036.00
Office expenses	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	1,200.00
Payroll Expenses	8,630.00	8,630.00	8,630.00	8,630.00	8,630.00	8,630.00	8,630.00	8,630.00	8,630.00	8,630.00	8,630.00	8,630.00	103,560.00
Printing expenses	150.00	150.00	150.00	150.00	150.00	150.00	150.00	150.00	150.00	150.00	150.00	150.00	1,800.00
Professional fees	1,200.00	1,200.00	6,200.00	1,200.00	1,200.00	1,200.00	1,200.00	1,200.00	1,200.00	1,200.00	1,200.00	1,200.00	19,400.00
Research Consulting	0.00	0.00	3,000.00	2,700.00	0.00	3,000.00							8,700.00
Signage	0.00	0.00	2,000.00	0.00	0.00	0.00							2,000.00
Studies and Research Expenses	0.00	0.00	20,000.00	0.00	0.00	20,000.00	0.00	0.00	20,000.00	0.00	0.00	20,000.00	80,000.00
Telephone	450.00	2,950.00	450.00	450.00	450.00	450.00	450.00	450.00	450.00	450.00	450.00	450.00	7,900.00
Travel expenses	1,085.00	1,085.00	1,085.00	1,085.00	1,085.00	1,085.00	1,085.00	1,085.00	1,085.00	1,085.00	1,085.00	1,085.00	13,004.00
Website design & maintenance	0.00	4,000.00	500.00	500.00	500.00	500.00							6,000.00
Workcover insurance	0.00	0.00	1,000.00	0.00	0.00	0.00							1,000.00
Total Expense	26,941.00	31,786.00	62,476.00	28,486.00	25,285.00	48,536.00	24,425.00	24,426.00	44,675.00	26,026.00	24,425.00	44,660.00	412,147.00

Attachments

Index

- A: Regional Development Australia Fitzroy and Central West Operational Manual (Electronic Version Only)**

- B: Central Queensland Indigenous Organisation Network Scoping Study**

- C: Central Queensland Tourism Corridor Scoping Study**

- D: Central Queensland Migration and Settlement Network Scoping Study**

- E: Central Queensland Blacks Palace Scoping Study**

- F: Regional Development Australia Fitzroy and Central West April to June 2009-2010 Quarterly Report**

Attachment A: Regional Development Australia Fitzroy and Central West Operational Manual; (Electronic Version Only)

**Attachment B: Central Queensland Indigenous Organisation Network
Scoping Study**



**Regional
Development**
Australia

Fitzroy and Central West Inc.

Attachment B

**Central Queensland
Indigenous Organisation
Network Scoping Study
2010**

Level 1, 149 Bolsover Street
Rockhampton Qld 4700
PO Box 731
Rockhampton Qld 4700

Telephone: 07 49386525
Fax: 07 49386529
E-Mail: eo@rdafcw.com.au

Preamble

Regional Development Australia Fitzroy and Central West to prepare a scoping study into existing Indigenous organisations networks to develop a collaborative arrangement and implementation strategy for Central Queensland. This Scoping Study will assist in a strategy for positive outcomes for the Central Queensland community as a whole based upon the Australian Governments 'Closing the Gap' policy, especially relating to employment, education, health and social inclusion.

Executive Summary

The small amount of research into Indigenous organisations indicates that networking practices are based on a different rationale to the more individualistic Western organisational practices. There is some evidence that Indigenous community organisations may not be performing this networking role as effectively as they may have been due to a variety of reasons including competitive tendering, short funding cycles, constant changes to Government policies and the constant Department restructuring. In recent times more funding, from a diversity of sources, has been flowing into Indigenous community's organisations, and long term funding is arguably becoming increasingly important to these groups.

Contemporary community organisations may no longer, necessarily, contribute to an Indigenous community due to constant Government policy changes and lack of sustainable funding. In a research context, Indigenous community organisations, should be explored within the framework of Indigenous kin-based practices (including joint access to funding), as well as work practices, concepts of consortiums, gender divisions, Government and Departmental practices, sharing decision making processes, and forms of sociality.

'In the Social Justice Report 2005, the Aboriginal and Torres Strait Islander Social Justice Commissioner, Tom Calma, called for Australian governments to commit to achieving Aboriginal and Torres Strait Islander health and life expectation equality within 25-years. From the Social Justice Report, the Close the Gap campaign was born.

The Close the Gap campaign calls on federal, state and territory governments to commit to closing the life expectancy gap between Indigenous and non-Indigenous Australians within a generation'.

Methodology

- to research and identify the Indigenous organisations in Central Queensland working towards the Australian Government's 'Closing the Gap' policy, especially in relation to employment, education and health
- to research and identify the networking structure of Indigenous organisations in Central Queensland
- to research and identify Central Queensland's industries and the resource sectors Indigenous employment strategies
- to research and identify Central Queensland's Local Government and Shire's Indigenous employment strategies
- to identify gaps in the over arching strategies relating to Central Queensland
- to identify solutions

Indigenous Persons by Labour Force Status (15 years and over) by Flynn and Capricornia (CED07) and Fitzroy Statistical Division by Place of Usual Residences

2006 Housing and Population Census (8th August 2006)

Source: Australian Bureau of Statistics

Indigenous Persons	Fitzroy Stat Div	Capricornia CED (2007)	Flynn CED (2007)
Employed (a)			
<i>Part-time</i>	1438	1,047	889
<i>Full-time</i>	794	550	551
Total Employed (b)	2461	1,748	1615
Unemployed	417	314	229
Total Labour Force	2878	2,062	1844
Not in the Labour force	2106	1600	1093
Not stated	320	211	176
Total Labour Force Status	5,304	3,873	3,113

(a) Includes Community Development Employment Projects (CDEP) participants.

(b) Includes persons employed, away from work

Indigenous Persons by highest level of schooling completed by Flynn and Capricornia (CED07) and Fitzroy Statistical Division by Place of Usual Residences

2006 Housing and Population Census (8th August 2006)

Source: Australian Bureau of Statistics

Highest level of school completed	Fitzroy SD	Capricornia CED	Flynn CED
Year 12 or equivalent	1,237	950	709
Year 11 or equivalent	591	445	354
Year 10 or equivalent	1,594	1,076	997
Year 9 or equivalent	557	386	347
Year 8 or below	579	429	367
Did not go to school	54	47	43
Not applicable (a)	3,620	2549	2,165
Total	8,923	6,424	5,275

(a) Not applicable = persons under the age of 15

Indigenous Population by Age (10 year age groups) by Flynn and Capricornia (CED07) and Fitzroy Statistical Division by Place of Usual Residences

2006 Housing and Population Census (8th August 2006)

Source: Australian Bureau of Statistics

Age	Fitzroy SD	Capricornia CED	Flynn CED
0-9 years	2,368	1698	1,413
10-19 years	2,221	1576	1,258
20-29 years	1,267	889	736
30-39 years	1,205	874	705
40-49 years	946	672	570
50-59 years	503	395	343
60-69 years	251	198	161
70-79 years	117	88	67
80-89 years	38	29	23
90-99 years	5	3	0
100 years and over	0	0	0
Total	8,921	6,422	5,276

Budget Summary (GST Exc)

Item	Description	Funds Sought
Scoping Study (Aug-Dec 2010)	Terms of Reference: <ul style="list-style-type: none"> • Purpose of Study • Identify key stakeholders – • Employment • Education • Health • Identify network structures • Opportunities and constraints • Demographical profile • Desktop audit of relevant statistical data • Current issues • Stakeholder participation and intent • Research existing industry strategies and frameworks • Research existing Local Government strategies and frameworks • Risk Assessment and viability framework • Identify gaps in the community • Operating model considerations • Marketing strategy framework • Financial sensitivity analysis • Identify solutions 	
Total		

Attachment C: Central Queensland Tourism Corridor Scoping Study



**Regional
Development**
Australia

Fitzroy and Central West Inc.

Attachment C

**Central Queensland Tourism
Corridor Scoping Study
2010 - 2011**

Level 1, 149 Bolsover Street
Rockhampton Qld 4700
PO Box 731
Rockhampton Qld 4700

Telephone: 07 49386525
Fax: 07 49386529
E-Mail: eo@rdafcw.com.au

Preamble

Regional Development Australia Fitzroy and Central West to prepare a scoping study into the tourism development of the Central Queensland Corridor (Agnes Water to Winton to Birdsville).

Executive Summary

This scoping study will examine aspects - destination development, destination marketing, destination management, collaborative networking and collaborative strategies - in order to determine the factors that facilitate and hinder sustainable regional tourism from the coast to the outback as well as establishing a performance benchmarking system for regional tourism organisations.

Methodology

- To research and identify the tourism organisations and key stakeholders in Central Queensland
- To research and identify the networking structure of tourism organisations and key stakeholders in Central Queensland
- To research and identify Central Queensland's Council and Shire's tourism strategies
- Identify the key planning, development and marketing issues currently facing the Central Queensland corridor
- Identify data and information gaps
- Identify employment opportunities
- Identify infrastructure and product needs
- Determine what key outcomes a 'revisioning' exercise might deliver for the Central Queensland corridor

Budget Summary (GST Exc)

Item	Description	Funds Sought
Scoping Study (Aug-Dec 2010)	Terms of Reference: <ul style="list-style-type: none"> • Purpose of Study • Identify key stakeholders – • Organisational bodies and agencies • Government • Private • Identify internal structures • Opportunities and constraints • Demographical profile • Desktop audit of relevant statistical data • Current issues • Stakeholder participation and intent • Research existing tourism strategies and frameworks • Research existing Government strategies and frameworks • Research existing tourism agencies strategies and networks • Risk Assessment and viability framework • Identify gaps in the community • Operating model considerations • Marketing strategy framework • Financial sensitivity analysis • Identify solutions 	
Total		

**Attachment D: Central Queensland Migration and Settlement Network
Scoping Study**



**Regional
Development**
Australia

Fitzroy and Central West Inc.

Attachment D

**Central Queensland Migration
And Settlement Network Scoping Study
2010 - 2011**

Level 1, 149 Bolsover Street
Rockhampton Qld 4700
PO Box 731
Rockhampton Qld 4700

Telephone: 07 49386525
Fax: 07 49386529
E-Mail: eo@rdafew.com.au

Preamble

Regional Development Australia Fitzroy and Central West to prepare a scoping study into existing migration and settlement organisations networks and developing a collaborative arrangement and implementation strategy for Central Queensland. This network and strategy will assist in positive outcomes for the community in relation to the Australian Government's 'Building Australia's future through the well-managed entry and settlement of people' policy, especially relating to employment, education and health.

Executive Summary

The small amount of research into migration and settlement organisations indicates that networking practices are based on contemporary individualistic Western organisational practices. There is some evidence that these community organisations may not be performing this networking role as effectively as they may have been due to a variety of reasons including lack of understanding surrounding ethnic practises and beliefs, competitive tendering, short funding cycles, constant changes to Government policies and the constant Department restructuring. In recent times more funding, from a diversity of sources, has been flowing into settlement community's organisations, and long term funding is arguably becoming increasingly important to these groups.

Not for profit community organisations may no longer, necessarily, contribute to a settlement community due to constant Government policy changes and lack of sustainable funding. In a research context, migration and settlement community organisations, should be explored within the framework of collaboration practices (including joint access to funding), as well as work practices, concepts of consortiums, gender divisions, Government and Departmental practices, sharing decision making processes, and forms of sociality.

The purpose of the Department of Immigration and Citizenship is to 'enrich Australia through the well-managed entry and settlement of people'.

The department is committed to ensuring it is open and accountable, deals fairly and reasonably with clients and has staff who are well-trained and supported.

Its key outcomes, as set out in the department's plan, are:

1. Contribute to Australia's future through managed migration. Administer our migration program to ensure long-term social and economic benefits to Australia, while responding to changing economic circumstances. Social and economic advancement through the lawful and orderly entry and stay of people.
2. Protect refugees and contribute to humanitarian policy internationally. Uphold Australia's convention obligations through rigorous assessment of asylum claims against immigration law, and promote the development of innovative and responsive humanitarian policies internationally.
3. Contribute to Australia's security through border management and traveller facilitation. Establish the identity and facilitate the entry of genuine travellers through a layered approach to border management.
4. Make fair and reasonable decisions for people entering and leaving Australia – ensuring compliance with Australia's immigration laws and integrity in decision making. Deliver efficient, fair and reasonable services to our clients, using an evidence and risk-based approach to maintain the integrity of our programs and systems.
5. Support migrants and refugees to settle in the community and participate in Australian society. Enrich Australia by creating opportunities for maximum participation in our society and economy through targeted settlement services.
6. Promote Australian citizenship and a multicultural Australia. Effectively administer Australia's citizenship laws, and foster community confidence in the advantages of citizenship and diversity. This includes the development of a new cultural diversity framework built around the concept of social inclusion, civic and social capital.

Methodology

- To research and identify the migration and settlement organisations in Central Queensland working towards the Australian Government's 'Building Australia's future through well-managed entry and settlement of people' policy, especially in relation to employment, education and health
- To research and identify the networking structure of migration and settlement organisations in Central Queensland
- To research and identify Central Queensland's Industries migration and settlement employment strategies
- To research and identify Central Queensland's Council and Shire's migration and settlement employment strategies
- To identify gaps in the over arching strategies relating to Central Queensland
- To identify solutions

Budget Summary (GST Exc)

Item	Description	Funds Sought
Scoping Study (Aug-Dec 2010)	Terms of Reference: <ul style="list-style-type: none"> • Purpose of Study • Identify key stakeholders – • Employment • Education • Health • Identify network structures • Opportunities and constraints • Demographical profile • Desktop audit of relevant statistical data • Current issues • Stakeholder participation and intent • Research existing industry strategies and frameworks • Research existing Local Government strategies and frameworks • Risk Assessment and viability framework • Identify gaps in the community • Operating model considerations • Marketing strategy framework • Financial sensitivity analysis • Identify solutions 	
Total		

Attachment E: Central Queensland Blacks Palace Scoping Study



**Regional
Development**
Australia

Fitzroy and Central West Inc.

Attachment E

**Central Queensland Blacks
Palace Scoping Study
2010 - 2011**

Level 1, 149 Bolsover Street
Rockhampton Qld 4700
PO Box 731
Rockhampton Qld 4700

Telephone: 07 49386525
Fax: 07 49386529
E-Mail: eo@rdafcw.com.au

Preamble

Regional Development Australia Fitzroy and Central West to prepare a scoping study into the development of 'The Black Palace' (Blackall/Tambo) as a heritage site, tourist destination and Indigenous employment opportunity.

To the east of the Blackall lies one of Queensland's most important Aboriginal sites. The Black's Palace artifacts, located on Marston Station, constitute the largest complex of Aboriginal drawings known to exist in Central Queensland. The paintings are set on the sandstone cliff faces of a gorge which is about 500-600 metres long and about 200 metres wide. Anthropologists have recorded some 9 471 figures in the area ranging from stencils of hands, feet, boomerangs and axes to drawings of spears, clubs, shields, snakes and lizards. There are also a large number of abstract patterns.

Executive Summary

Indigenous tourism is a form of special interest tourism and depends on the primary motivation of the tourist. These tourists seek direct experience, the human element, more intimate and authentic contact than that classed as cultural tourism. There are a variety of reasons to seek this form of tourism, some are motivated by curiosity, some only want short-time and not-too-close encounters. Tourist activity in which Indigenous people are directly involved either through control and/or by having their culture serve as the essence of the attraction.

Aboriginal ownership of Indigenous tourism outlets is vital to the development of both land and individuals:

- A history of Aboriginal tourism
- Tourism interest in Aboriginal tourism
- Native title, Cultural Heritage and Aboriginal Intellectual Property Rights
- Policy direction of major government market operators
- Commissioned reports on Aboriginal tourism
- Market research on Aboriginal tourism
- Research gaps in tourist motivation, sustainability, authenticity, commoditisation and marketing

Methodology

- To research and identify the key stakeholders
- To research and identify native title issues
- Property and land access rights
- Tourism impacts
- Community governance for tourism
- Small business and Indigenous business and employment issues
- Tourism coordination and demand
- To research and identify heritage site significant

Budget Summary (GST Exc)

Item	Description	Funds Sought
<p>Scoping Study (Aug-Dec 2010)</p>	<p>Terms of Reference:</p> <ul style="list-style-type: none"> • Purpose of Study • Identify key stakeholders – • Native Title • Local Government • Private • Identify internal structures • Opportunities and constraints • Demographical profile • Desktop audit of relevant statistical data • Current issues • Stakeholder participation and intent • Research existing tourism strategies and frameworks • Research existing Indigenous employment strategies and frameworks • Research existing Indigenous educational strategies and frameworks • Research existing Local Government strategies and frameworks • Risk Assessment and viability framework • Identify gaps in the community • Operating model considerations • Marketing strategy framework • Financial sensitivity analysis • Identify solutions 	
<p>Total</p>		

Attachment F: Regional Development Australia Fitzroy and Central West April to June 2009-2010 Quarterly Report

1. Establish an inclusive regional engagement framework utilizing, but not limiting to, existing regional engagement frameworks.		
Performance Target Set Out in Annual Business Plan	Progress Toward Meeting Performance Target	Details Of Activities Undertaken – Outcomes and Impact
<ul style="list-style-type: none"> Identify existing regional engagement frameworks Develop draft stakeholder resource register Desktop audit of existing regional engagement framework documents Identify relevant framework deficits Identify stakeholder groups that will deficit gaps Face-to-face dialogue with potential stakeholder groups deemed to participate in proposed regional engagement framework Develop inclusive regional engagement framework 	<ul style="list-style-type: none"> Researched and designed with RDAFCW Committee a regional engagement framework. Several frameworks were discussed and designed. Researched Local Government, community groups and industries engagement frameworks. Some industries frameworks were not available to the public In conjunction with DEEDI designed and consolidated various resource registers. There were many uncompleted and out-of-date registers. It requires constant up-keeping In conjunction with DEEDI designed and consolidated various including Australian and Queensland Government engagement framework documents. A number of Departments did not have an engagement framework Meetings with Local Government Mayors and Councillors to participate in a regional engagement framework. Due to time-frames not all Local Governments representatives were consulted Meetings with regional business, industries and membership organizations to participate in a regional engagement framework. Due to time-frames not all regional businesses and industries were consulted 	<ul style="list-style-type: none"> Completed research with access to framework documentation by attending a variety of Department committees and reference groups Completed data-base framework Completed desk-top audit of existing documentation Conducted regional delegation field trips <ul style="list-style-type: none"> Banana Region Longreach Region Barcaldine Region Central Highlands Region Rockhampton Region Gladstone Region (time-frame did not allow complete regional delegation field trips, future trips have been planned for 2010-2011) Completed engagement framework

2. Develop and integrated Regional Planning Framework Acknowledging, but not limiting to, existing Regional Planning Frameworks.

Performance Target Set Out in Annual Business Plan	Progress Toward Meeting Performance Target	Details Of Activities Undertaken – Outcomes and Impact
<ul style="list-style-type: none"> • Adopt an inclusive, effective, efficient and transparent communication philosophy and framework • Conduct desktop audit of existing communication framework, protocols including departmental requirements • Develop draft communication framework • Complete communication framework 	<ul style="list-style-type: none"> • Researched and indentified with DEEDI and Local Government all available regional planning frameworks, this included attending RMCN, Local Council, Industry Agency and Regional Economic Development meetings • RDAFCW Committee researched and developed a framework matrix to track common-denomination; this matrix was explained to Local Government, community groups and industries. Due to time-frames not all stakeholders have been consulted • In conjunction with DEEDI, record of findings have been collated • Future participation in regional planning activities have been organized including Central West Regional Planning Committee and Central West Department Interagency meetings • RDAFCW Committee developed a regional planning framework that will be used as the template for the Regional Roadmap 	<ul style="list-style-type: none"> • Completed research on regional planning frameworks • Completed planning framework matrix • Conducted regional delegation field trips <ul style="list-style-type: none"> • Banana Region • Longreach Region • Barcaldine Region • Central Highlands Region • Rockhampton Region • Gladstone Region (time-frame did not allow complete regional delegation field trips, future trips have been planned for 2010-2011) • Completed regional planning framework

3. Development of an equitable, effective and efficient communication framework		
Performance Target Set Out in Annual Business Plan	Progress Toward Meeting Performance Target	Details Of Activities Undertaken – Outcomes and Impact
<ul style="list-style-type: none"> • Identify existing regional planning frameworks • Develop planning framework matrix to track common-denomination • Arrange face-to-face dialogue with stakeholder alignments within such frameworks • Record findings of consultative phase • Participate in regional planning activities • Develop Draft regional planning framework based on existing objectives and common denomination of those objectives 	<ul style="list-style-type: none"> • RDAFCW Committee established an internal and external communication strategy. Local Government representatives provided expertise in the development of a communication framework • RDAFCW Committee after consultation developed a communication framework that reflected inclusivity, effectiveness, efficiency and transparency • Future reviews have been planned so that existing communication modes and protocols reflect statutory and legislative considerations. DEEDI have provided expertise relating to this framework • Organised workshops with RDAFCW Committee Members and stakeholders within the developed communication framework 	<ul style="list-style-type: none"> • RDAFCW met several times with representatives from government agencies and departments to research and design communication framework structure • RDAFCW Committee approved communication framework • Review of existing data and indentifying inclusive, effective, efficient and transparent issues within the communication framework have been organised

4. Development an organisational Authority Policy Template and Risk Management Template		
Performance Target Set Out in Annual Business Plan	Progress Toward Meeting Performance Target	Details Of Activities Undertaken – Outcomes and Impact
<ul style="list-style-type: none"> • Analyse proposed operational framework • Research existing models that demonstrate best practice principles • Identify existing internal policies (organisational alignment) • Complete organisational authority template • Establish risk management context • Identify risks • Analyse risks • Evaluate risks • Treat risks • Develop monitoring and reviewing mechanisms 	<ul style="list-style-type: none"> • RDAFCW Committee in conjunction with DEEDI reviewed all proposed data available • Research of previous ACC’s framework was conducted in conjunction with various stakeholders • RDAFCW and Department conducted communication regarding generic policy and procedures manuals. Department had very little generic policies. RDA had to develop individual organisational policies and procedures. This may cause some inconsistency across both State and National RDAs. An example, a majority of both State and Australian Departments had a different travel policy • A framework has been established in terms of delegation regarding policy decision making. Considering the physical size of some RDAs this can prove challenging in regards to speedy decision making • Review of internal and external management regarding risk management policy development has been slow because of current lack of Departmental direction and information. An example is the selection of a Committee Member to replace another Committee Member, consisting Queensland operate under the Incorporation Act • Development of Authority Policy and Risk Management policies and procedures has been slow due in part to the incomplete infrastructure required by RDA to operate on an effective basis (no computer or printer permanent set-up) 	<ul style="list-style-type: none"> • Data required to complete a Authority Policy and Risk Management Template has been completed • Research has been completed of best practice models to operate under current statutory and legislative requirements (AS/NZS ISO 31000:2009) • Completed organisational Authority Policy and Risk Management templates • Workshop variables were recorded

5. Assist and support regional communities gain access to and participate in funding program initiatives aimed at sustainable regional development

Performance Target Set Out in Annual Business Plan	Progress Toward Meeting Performance Target	Details Of Activities Undertaken – Outcomes and Impact
<ul style="list-style-type: none"> • Research regional network resource register • Identify community based engagement alignments • Develop communication strategy • Promote assistance and support • Respond to 100% of enquiry • Face-to face assistance on needs basis 	<ul style="list-style-type: none"> • RDAFCW Committee identified and reviewed existing resource register/data bases from different stakeholders. There were a variety of incomplete databases to use. RDAFCW and DEEDI consolidated these data bases • RDAFCW currently developing a strategy on how to and to whom information regarding funding programs will be dispersed. There is currently no State or National Department line of communication informing RDA’s of funding program initiatives • RDAFCW has registered to receive both State and Australian Government media releases so as not to miss the advertising of funding program initiatives • RDAFCW developed a Priority Summary Expression of Interest Proforma (EIO) to assist Local Governments, community organizations and industries to officially express their interest in a priority, policy or program. Once completed this EOI is submitted to the RDAFCW Committee for ratifying 	<ul style="list-style-type: none"> • Created library of local/regional resource data • RDAFCW identified minority groups after consultation with Local Government networks • Assisted a number of community organisations and Local Governments to complete a EOI • Assisted the process of Local Governments to prepare a strategic priority list in accordance with their Corporate Plans. This strategy will be adopted as the baseline of the Regional Roadmap