

Corporate Business Plan

REGIONAL DEVELOPMENT AUSTRALIA FITZROY AND CENTRAL WEST



2013-2014





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Creating a 'liveable and sustainable' Central Queensland

Chairman's message

The Regional Development Australia Fitzroy and Central West Inc (RDAFCW) committee will continue its single focus of creating a 'liveable and sustainable' Central Queensland. This focus was identified after collecting and analysing regional information and considering it alongside the feedback received through engagement with local government, community organisations and industries.

The committee's composition itself reflects the regions diversity ensuring local aspirations are highlighted and applicable responses are developed. The RDAFCW committee will work with all Central Queensland and adjoining communities by supporting projects and activities that will create a liveable and sustainable region.

The Central Queensland region is distinctive, varied and resource-rich. Covering an area of 453,000 km² (larger than Victoria and Tasmania combined), Central Queensland has a population of 235,000 and contributes \$21.6 billion to the National Gross Regional Product (1).

Many of the regions communities are experiencing unpredictable levels of economic and social growth due to the Australian dollar, skilled employment, weather events and numerous outside influences. In response, this year's 2013-2014 Business Plan and 2013-2016 Regional Roadmap will have a high focus on the resource, agricultural, transport and tourism industries that dominate our region.

Finally, through the Business Plan, our RDAFCW committee will seek to:

- » Investigate the techniques by which Central Queensland can promote and advance cross-border stakeholder collaboration and cooperation with neighbouring regions
- » Identify strategies by which Central Queensland can progress and expand national, state and our twelve local government authority programs and services relevant to the RDAFCW region

The RDAFCW 2013/2014 Business Plan is an important document that sets the tone for the business development activities and outcomes for Central Queensland. It is crucial that this tool be developed based on a diligent approach to community consultation, policy alignment and regional priority setting in conjunction with the Regional Roadmap.

My thanks go to our stakeholders, fellow committee members, our Chief Executive Officer Rees Banks and staff for the development of our place-based approach (coastal, central and western) for the Fitzroy and Central West region.



A handwritten signature in black ink, appearing to read 'Paul Bell'.

Chair Cr Paul Bell AM

¹ ABS.- Regional Population Growth, Australia, 2011/2012 and Experimental Estimates of Gross Regional Product 2000-2011, Queensland Treasury and Trade-March 2013

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Preamble

Central
Queensland
is truly a
microcosm of
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and 'patchwork'
economy

Global opportunities for Central Queensland are already emerging in the areas of food, Liquefied Natural Gas (LNG), tourism and mining services/technologies supply chains. Also, opportunities exist in the emerging industries of bio-based industrial products and clean energy, and in the enabling sectors of transport and logistics and the digital economy.

Although the region has a history deeply entrenched in the agricultural sector, the resource sector is now the major driver of change in Central Queensland. An extensive range of large-scale industry projects are currently being developed for the region, ranging from the opening of new coal mines, or expansion of existing ones; to upgraded rail, ports, schools and hospital facilities, and major gas pipeline works.

Whilst growth can strengthen and reinforce the regional economy, too often, it also comes at the cost of degraded liveability and poor environmental outcomes. Furthermore, the pace of resource-based growth can also leave other sectors struggling to keep up, and many communities in the region are suffering economic and social decline.

The Australian dollar, the climate change challenge, competition for skilled labour and a myriad of other driving factors have resulted in arduous times for the agricultural sector – and to a lesser extent, tourism – industries that are the mainstay of many of Central Queensland's rural hubs.

Central Queensland is truly a microcosm of the 'dual-speed' and 'patchwork' economy. It is clear that an appropriate and sustainable regional development approach for Central Queensland cannot be based on a 'one-size-fits-all' philosophy. As such, RDAFCW reinforces the view that it is essential for all areas of a region – be they at the sub-regional, population centre, or even a community of interest level – should receive support and assistance appropriate to their individual needs. However, for maximum impact, such activities must be prioritised according to how they can simultaneously service the objectives of the wider region, state and nation.



RDAFCW has identified four main areas of emerging sectoral growth that will link to both RDA cross regional collaboration including; 'The Northern Queensland Strategy' and 'The Impacts of Resource Sector Growth in Regional Communities'. The four growth industries include: resources, agriculture, transport supply and tourism. These industries are inter-woven through transport needs, employment and skills, land tenure and export opportunities.

Mining

With the increasing use of a fly-in/fly-out and drive-in/drive-out work force, it is now common for resource areas to have a large population of non-resident workers who live in the area only while on-shift. The non-resident population of the Bowen Basin region is set to decrease slightly from 25,040 in 2012, stabilising at approximately 21,200 after 2016. Development of large greenfield mining projects in the Galilee Basin would see the non-resident population of Barcaldine increase substantially between 2013 and 2019.

Construction of rail and pipeline projects originating from neighbouring Galilee and Surat Basins are likely to influence temporary peaks in the non-resident population of some Bowen Basin LGA's. The sizeable FIFO/DIDO workforces of these linear projects will shift location according to construction schedules. The Galilee Basin coal deposit spans a number of LGA's - Barcaldine and Isaac. While there are no current coal mines operating or under construction in this Basin, several large mines and associated rail projects are planned, with a peak forecasted on-shift population of 4,760 (?).



Agricultural

Sufficient opportunity exists to expand agricultural production, subject to water availability and transport services. A snap shot of some of the key potential agricultural growth areas in the region are:

» Broadacre cropping

There is potential for expansion of irrigated cropping, where water is available, this is constrained by factors such as suitable soils interspersed with unsuitable soils; competition with mining for transport, land and water resources and current agricultural land use.

» Horticultural

Potential for expansion of horticultural, where water is available, is constrained by factors such as, transport costs, urban expansion and current agriculture land use. There is potential for expansion of existing and new horticultural operations to increase export volumes.

» Intensive Livestock

The potential area in which intensive livestock operations could occur is over 3.6 million hectares, which is much greater than the current land use. The current land uses on the potential land for intensive livestock grazing is 81% and cropping is 19%.

» Grazing

Grazing will continue to be an important agricultural land use in Central Queensland. Although the area under grazing is unlikely to significantly expand, there are opportunities to improve the productivity of pastures by improving land condition.

» Forestry

There may be potential for the establishment of a new exotic softwood timber processing facility in the Yeppoon - Rockhampton area to process the local resource in consideration of a recent increase in the exotic softwood plantation forestry estate around the Byfield area (?).

Central Queensland's agricultural industries support and underpin an array of secondary industries across the food supply chain. Central Queensland businesses of all sizes process and value add to our base commodities across the food supply chain. Through a combination of technology, skills and knowledge, they produce products that meet market expectations and uphold our high food safety and quality standards.

Transport

Transport is a key element for interlinking Fitzroy and Central West projected growth areas. Without transport, resources derived from mining and agriculture would not be able to be transported from the areas to regional, national or international markets. Transport and the accessibility to transport also affect the number of expected visitors and tourists to the region. Whilst most visitors and tourists have their own modes of transportation, some do rely on rail, bus and air transportation in order to access various parts of the region, particularly those of high tourism traffic.

An outcome of an improved transport supply chain in Central Queensland will be to identify transport demands associated with resource sector activities in the Bowen and Galilee Basins. This will result in a proactive multi modal network strategy that primarily supports the needs of the resource sector and considers the other key industries and community. This outcome will have a strong focus on the improved transport supply chain for the resource sector and agricultural industry that relies on the road network for increased domestic, regional and international chain supply.

The Bruce Highway is Queensland's primary North-South corridor. It is also a significant part Australia's national land transport network, providing a strategic corridor for passenger and freight movements serving Australia's developing east coast and ports to international markets. A growing significant number of deficiencies have been found over the full length of the highway. These include safety, flooding and capacity. Improvement to the Bruce Highway will ensure road safety, reduce flooding delays and damage and enhance traffic capacity allowing for better road transportation ⁽⁴⁾.



Tourism

The aim of the Tourism 2020 Strategy is for government and industry to work together to achieve Australia's tourism potential. Tourism 2020 is Australia's national strategy to enhance growth and competitiveness in the tourism industry by focusing on six strategic areas to:

- » Grow demand from Asia
- » Build competitive digital capability
- » Encourage investment and implement regulatory reform agenda
- » Ensure tourism transport environment supports growth
- » Increase supply of labour, skills and Indigenous participation
- » Build industry resilience, productivity and quality⁽⁵⁾

For Queensland tourism businesses, the Tourism 2020 Strategy mean:

- » Increasing international visitor nights by 24% above the forecast growth
- » Increasing domestic visitor nights by 29% above the forecast growth
- » Increasing international aircraft movements by 21,190 to 57,130
- » Increasing hotel rooms by 25,466 in order to meet demand at existing occupancy rates
- » Increasing the workforce by 56,500 (18,470 of which would be skilled workers , which is twice the anticipated growth rate ⁽⁶⁾)



4 Central Queensland Transport Supply Chain Study, 2012

5 www.business.qld.gov.au

6 <http://new.tourism.australia.com/statistics/tourism-2020.aspx>

1. Summary of key achievements and learnings from the previous year (2012-13)

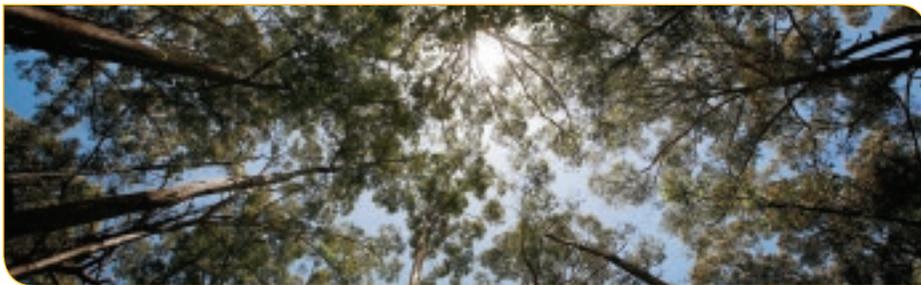
The 2012-2013 financial year, saw Cr Paul Bell AM confirmed as Chairman of RDA Fitzroy and Central West. New Committee Members appointed included Cr Gail Sellers Mayor Gladstone Regional Council and Ms Suzi Blair Director Development and Alumni Relations CQUniversity.

RDAFCW Committee Member Sandy Paton continued as Chair of the Local Advisory Group, Australian Government Department of Human Services and Better Futures Local Solutions Program. This initiative supports local communities to identify barriers to employment, strengthen local labour markets and help people to up skill, identify, apply and maintain paid employment.

RDA Fitzroy and Central West and The Smith Family conducted funding and grant writing workshops in Central Queensland. Over 80 community leaders from Rockhampton, Biloela, Gladstone and Blackwater attended the workshops which were conducted to assist non-for-profits prepare and write funding submissions.

At the Western Queensland Local Government Forum held in Windorah, RDAFCW Chair Cr Paul Bell spoke to the Council Mayors and Chief Executive Officers on the work that RDAFCW has completed for the Northern Queensland Strategy. Councils also provided their priorities for the 2013/2016 Regional Road Map.

RDAFCW Chair Cr Paul Bell, CEO Rees Banks and committee members Kurt Heidecker and Peter Dowling conducted presentations and regional tours for the Community Aspects of Resources Development Relationships Study Program in partnership with University of Queensland. This study tour focused on understanding how to best work with companies and communities in the global extractive industry. There was a focus on issues of relevance to government for example; how to work across sectors to establish partnerships between government, the corporate sector, Non Government Organisations and industries.



RDAFCW also enhanced its community engagement and consultation strategy via upgrading and developing a community directory portal and furthering its electronic communications capacity. Monthly e-newsletters were distributed via an electronic database containing over 2000 contacts. This strategy further increased the communication pathways between RDAFCW and the whole of Central Queensland, to inform the community on government policies, funding announcements and local issues.

The Committee of RDAFCW will continue to inform and engage with community organisations regarding promoting community solutions to local problems by further developing place-based approaches and strategies. In 2012-2013 RDAFCW engaged in 450 community meetings and activities, to advance and advocate the economic and social regional development of Central Queensland.

This year focused on cross-regional place-based programs and collaboration such as 'The Northern Queensland Strategy' and 'The Impacts of Resource Sector Growth in Regional Communities' and the Regional Australia Development Fund.

The only priority/activity that was not achieved by Regional Development Australia Fitzroy Central West in the 2012/2013 financial year was the impact of resource sector growth in regional communities. The reason this priority was not met was due to the non-continuation of funding. All other priority areas and activities were successfully met; however the following were identified for quality improvement:

- » Grant training expectations regarding workshops – proponents would attain training sessions without organisational information available.
- » Website and Newsletter distribution – adhering to spam and virus policies
- » Disbursement of Regional Funding – all regions have a high level of expectations regarding obtaining government funding
- » Geographical distance and proportionate funding to attend all relevant meetings

RDAFCW conducts funding training

Rees Banks from RDA Fitzroy and Central West and Karen Gerard from The Smith Family conducted funding and grant writing workshops in Central Queensland. Over 40 community leaders from Rockhampton, Biloela, Gladstone and Blackwater attended the workshops which were conducted so as to assist non-for-profits prepare and writing funding submissions. Due to the success of the workshops further training was conducted throughout the year.



Uranium mining in Queensland

The Queensland Government is moving ahead with plans to restart uranium mining in the state, with a committee handing Cabinet a report that makes 40 recommendations.

RDA Fitzroy and Central West Chair and Uranium Mining Implementation Committee Chair Cr Paul Bell says they have also recommended the development of environmental conditions specifically for uranium mining. "There is a basic framework there in place now to provide a very safe and a very good place for people to not only work but certainly for communities to be ensured that safety in transport is now being able to be maintained in this industry," he said.



The Queensland Plan

RDA Fitzroy and Central West representatives, Mayor of Barcaldine Regional Council Cr Rob Chandler, Mayor of Gladstone Regional Council Cr Gail Sellers, Kurt Heidecker and Executive Officer Rees Banks attended The Queensland Plan Summit in Mackay on May 8th 2013. The Summit discussed the long term future of Queensland and shaped ideas around what Queensland would look like in 30 years. Community representatives alongside State Members workshopped ideas about what the plan should address and how to engage local communities in its development.



Central Queensland Regional Plan

At the Central Queensland Regional Planning Committee meeting, State Member for Gladstone Liz Cunningham, Mayor Banana Shire Cr Ron Carige, Mayor Gladstone Regional Council and RDAFCW committee member Cr Gail Sellers and RDAFCW Executive Officer Rees Banks discussed with the Queensland Deputy Premier Jeff Seeney, the preliminary draft Central Queensland Regional Plan. This Plan, is one of the Queensland Government's new statutory regional plans which will provide strategic direction to deliver regional outcomes.



Northern Queensland strategy

Four large Regional Development Australia (RDA) economic areas in Northern Queensland (RDA Far North Queensland and Torres Strait, RDA Townsville and North West Queensland, RDA Mackay Isaac Whitsunday and RDA Fitzroy and Central West) have taken a consolidated and visionary approach to the development of strategic initiatives that strengthen up the future of our economy as well as build upon recognised Commonwealth and State Government priorities.

This included:

- » NQS Fact Sheet – Overview
- » NQS Fact Sheet – Agriculture
- » NQS Fact Sheet – Energy Water Climate
- » NQS Fact Sheet – Infrastructure
- » NQS Fact Sheet – Mining
- » NQS Fact Sheet – Tourism
- » NQS Fact Sheet – Tropical Knowledge
- » NQS Priorities Map

The RDA Northern Queensland Strategy was presented to the Australian Government on Tuesday 23 April 2013 in Rockhampton. This included the Bruce Highway upgrade being ranked the number one priority of the strategy and a detailed list of other significant projects for Central Queensland.

The 2013-2014 future projects propose to investigate the top three priority projects within the Northern Queensland Strategy that will have the most profound effect on the growth of the economy. These include:

- » **Regional Roads** – Examination of costs associated with down time or closure of regional roads and the effect on the regional economy.
Outcome: Identify return on investment for funding of strategic regional roads across Northern Queensland.
- » **Agricultural Distribution Hub** – Examination of the cost and benefits of establishing agricultural distribution hub(s) in Northern Queensland.
Outcome: Identify return on investment for the Northern Queensland economy to develop agricultural distribution hubs and quantify the likely impact on GRP.
- » **Northern Queensland Infrastructure Planning** – Intermodal connectivity of rail, road, port and airport to enhance productivity gains in Northern Queensland.
Outcome: Identify how productivity in Northern Queensland can increase by 2%

The impacts of resource sector growth in regional communities

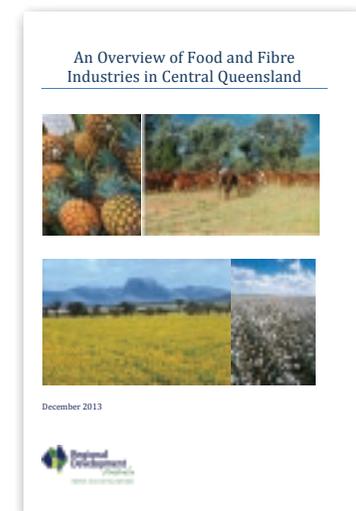
The Regional Development Australia presence in Central Queensland includes RDA Mackay, Isaac and Whitsunday; RDA Fitzroy and Central West; and RDA Wide Bay Burnett, and this group of 'resource-region' RDAs agreed to collaborate, in order to respond appropriately to the challenges and opportunities faced by their regions. The purpose of the study 'The Impacts of Resource Sector Growth in Regional Communities' was to use a partnership approach between three RDA's entities and CQUniversity to better identify, understand and plan appropriate responses to issues relating to resource sector development in the Central Queensland region. This included:

- » Executive Summary
- » Desktop Matrix (stage 1)
- » Full Report (stage 2 and 3)



An Overview of Food and Fibre Industries in Central Queensland

Regional Development Australian Fitzroy and Central West undertook a study to identify exactly what was produced in Central Queensland in relation to food and fibre and what happened to the produce after it left the "farm".



Regional Development Australia Fund

RDAFCW region was successful in having approved RDAF projects in all five rounds:

RDAF ROUND 1-5 COMPARISON TABLE						
RDA	Round One \$m	Round Two \$m	Round Three \$m	Round Four \$m	Round Five \$m	TOTAL \$m
Fitzroy and Central West	5.00	4.99	1.21	1.40	4.67	17.27

The combined partnership funding for all RDAF projects for Fitzroy and Central totalled over \$51,000,000. This included:

FUNDING GRANTED TO FITZROY AND CENTRAL WEST - 2011/2013		
FUNDED PROJECTS - RDAF ROUND 1-5	RDAF grant \$m	Total project cost \$m
Coastal		
Rockhampton Regional Council - Rockhampton Southside Memorial Pool Redevelopment	5.00	15.00
Rockhampton Regional Council - Mount Morgan sewerage extension	0.58	1.80
Gladstone Regional Council - Barney Point Park Redevelopment	0.56	1.50
Banana Shire Council - Thangool Airport runway	0.56	5.47
TOTAL	6.70	23.77
Central		
Central Highlands Regional Council - Emerald Airport Apron Extension	4.99	9.98
Central Highlands Regional Council - Blackwater Aquatic Centre Upgrade	0.50	7.10
Barcaldine Regional Council - Barcaldine Cultural Complex (Visitor Information Centre)	0.50	1.83
Barcaldine Regional Council - Alpha Aquatic Centre	1.40	4.00
Woorabinda Aboriginal Shire Council	0.06	0.06
Central Highlands Regional Council - Emerald PCYC building upgrade, Emerald and Blackwater rugby league field lighting upgrade, safety improvements at Karinya court aged care facility, mobile ablution block	0.62	0.62
Blackall-Tambo Regional Council - Blackall showgrounds lighting upgrade	0.30	0.36
Barcaldine Regional Council - Jericho swimming pool	0.48	0.94
TOTAL	8.85	24.89
Western		
Australian Age of Dinosaurs Museum - Staff and Volunteers Amenities (Winton)	0.21	0.30
Diamantina Shire Council - Bedourie subdivision and Birdsville footpaths	0.23	1.06
Winton Shire Council	0.40	0.40
Barcoo Shire Council - Jundah community hall refurbishment	0.29	0.30
Longreach Regional Council - Ilfracombe sports oval irrigation, Isisford bowling green, Isisford playground, tourist carparking	0.59	0.60
TOTAL	1.72	2.66
TOTAL FUNDING FOR FITZROY AND CENTRAL WEST	17.27	51.32

RDAF round 5 funding was a set amount given to the local councils.
Geography classification is based on RDAFCW Place-Based Approach as per Corporate Business Plan.

2. Overview of committee members and staff

In Central Queensland, the Regional Development Australia footprint is based on the Fitzroy and Central West statistical divisions, not including Boulia Shire. The Regional Development Australia Fitzroy and Central West committee (RDAFCW) is comprised of local leaders with broad and diverse skills and knowledge; who understand the challenges and aspirations of their communities.

Membership is designed to reflect interests across the region as well as across the social, economic and environmental themes. Members are also expected to have linkages within the community as well as experiences in the regional planning or development and delivery of whole-of-government or local initiatives.

Regional Development Australia Fitzroy and Central West
www.rdafcw.com.au

Chief Executive Officer – Rees Banks
Project Officer – Kylie Johnstone

Phone – 07 4923 6217
Location – 25 Yeppoon Road, Parkhurst, Queensland, 4702

Position	Name	Background and skills
Chair	Cr. Paul Bell	<ul style="list-style-type: none"> » Councillor – Central Highlands Regional Council » Local government – awarded the Medal of the Order of Australia » Nine years as Mayor of Emerald Shire Council
Deputy Chair	Peter Milne	<ul style="list-style-type: none"> » Community representative » Chairman – Cattle Advisory Committee, Animal Health Australia and Gladstone Seafood Promotion Committee » Managed cattle properties in Northern Australia
Treasurer	Jenny Moore	Executive Director to the Vice-Chancellor (Industry&VET) – CQUniversity
Secretary	Cr. Greg Belz	Councillor – Rockhampton Regional Council
Member	David Arnold	General Manager – Remote Area Planning and Development
Member	Cr. Rob Chandler	Mayor – Barcaldine Regional Council
Member	Peter Dowling	Principal Communities – BHP Billiton Mitsubishi Alliance
Member	Sandy Paton	Community representative
Member	Kurt Heidecker	CEO – Gladstone Industry Leadership Group
Member	Matthew Cooke	Indigenous Affairs Manager – Bechtel
Member	Cr. Gail Sellers	Mayor – Gladstone Regional Council
Member	Suzi Blair	Director of Development and Alumni Relations – CQUniversity

3. Operational parameters for the coming year

Regional Development Australia

Regional Development Australia (RDA) is a national network of 55 committees made up of local leaders who work with all levels of government, business and community groups to support the development of their regions. Regional Development Australia (RDA) was established in 2009 to bring together all levels of government to support the development of regional Australia.

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 on-going 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 (RDA) committee members are local people developing local solutions to local issues. They build partnerships to develop strategies and deliver sustainable infrastructure and services to their regions. They also work with each other to identify issues that cross regions.

Each RDA committee has developed a Regional Plan which outlines priorities for the region and guides them in strengthening their communities.

“RDA has a pivotal role in ensuring the long-term sustainability of Australia's regions ... and a leadership role in enabling regions to take advantage of government programs, policies and initiatives”



4. Activities and key sector priorities for the 2013 - 2014

In collecting, accumulating and dissecting regional information, and considering it alongside the feedback received through engagement with local government, RDAFCW have arrived at a one vision for the region 'to create a liveable and sustainable Central Queensland'. RDAFCW have developed strategies anchored around our vision.

Three major emerging issues identified for 2013-2014 include:

- » Employment Impacts
 - Fluctuation of FIFO/DIDO and local employment
- » Agricultural, Mining and Construction Impacts
 - Downsizing of existing mines
 - Planned new mining and resource industry developments
 - Encroachment on agricultural land
- » Transport Infrastructure Impacts
 - Food supply chain
 - Resource industry supply chain
 - Tourism development

RDAFCW firmly believe that regional development in Central Queensland will be accelerated if regional (and sub-regional) activities can be aligned with the corporate and strategic plans of the three tiers of government. RDAFCW committee members will respond to the three major emerging issues relating to Central Queensland.

The committee will also investigate and deliver findings on these issues through participation on the following local, state and national trends and needs. Such as:

- » International resource and energy markets (mining and construction)
- » Agriculture exports (mining, construction, transport and employment)
- » Transport infrastructure (mining, construction and employment)
- » Tourism products (transport)
- » National Food Plan (agricultural)
- » Asian Century (Agriculture, mining and employment)
- » Central Queensland Regional Plan (agriculture and mining)

Within this, the activities of RDAFCW are directed by the philosophy that regional development must be appropriate in practice. That is, regions must recognise the overlapping – sometimes complementary; but sometimes conflicting – nature of social, economic and environmental outcomes.

A strong focus will be placed on regional policy and innovation, for it is only creating and adopting new schemes and technologies, and then embedding these in regional planning that Central Queensland will be able to realise its extensive potential.

RDAFCW will work with the communities of Central Queensland to achieve our vision by supporting the **major projects** below and activities that fall under one or more of the following four priority themes.

MAJOR PROJECTS

CREATING SOCIAL VALUE

Enhancing liveability and wellbeing in Central Queensland and targeting disadvantage based on culture, gender, age and/or disability.

- » Gladstone Phillip Street Community Precinct
- » Regional health services
- » Regional childcare centres
- » Regional aged care centres

OPTIMISING ENVIRONMENTAL OUTCOMES

Ensuring Central Queensland protects, conserves and promotes its natural assets.

- » Emerald flood mitigation
- » South Rockhampton flood levee
- » Gracemere Industrial Area water supply
- » Woorabinda water infrastructure

STRENGTHENING THE REGION'S ECONOMIC CONTRIBUTION

Maximising national, state and local productivity through targeted job creation, skills development, and industry and business growth.

- » Bruce Highway priority projects
- » Outback regional roads
- » Rockhampton Bypass
- » Kin Kora roundabout
- » Alpha-Clermont Road
- » Thangool Airport expansion project

DEVELOPING A CULTURE OF REGIONAL POLICY AND INNOVATION

Encouraging regional organisations to value add to each other and act strategically to realise benefits at the whole of regional level.

- » Central and Northern Queensland long term infrastructure plan
- » Central and Northern Queensland aviation strategy
- » Development of agriculture distribution and export hub
- » Connecting remote communities in Central West Queensland via optic fibre

Regional priorities

FOUR PRIORITY THEMES

CREATE SOCIAL VALUE

Aim: To support and advocate for programs and projects that will create enhanced liveability and wellbeing for all residents

Objectives:

- » To increase the social capital of communities across Central Queensland
- » To enhance community participation and collaboration in social development programs and projects across Central Queensland
- » To target disadvantage based on culture, gender, age and/or disability

Strategies:

- » To initiate and/or coordinate potential short, medium and long term project(s) or program(s) that can increase social capital within the region
- » To identify, review and adjust best practice engagement processes to enhance community well-being, and to ensure communities are aware of, and prepared to take advantage of future opportunities

Relevant RDA Outcome:

- » Consultation and Engagement with the Regional Community (Outcome 1)
- » Informed Regional Planning (Outcome 2)

OPTIMISE ENVIRONMENTAL OUTCOMES

Aim: To support and advocate for programs and projects that will ensure Central Queensland protects, conserves and promotes its natural assets; and which result in environmental benefits both within Central Queensland, as well as outside of the region

Objectives:

- » To support collaborative sustainable regional development practices
- » To enhance the community awareness, participation and collaboration in environmental stewardship across Central Queensland

Strategies:

- » To encourage and support sustainable development practices
- » To maximise awareness and encourage sustainable planning imperatives
- » To consult widely inside and outside Central Queensland to ensure a deep understanding of natural resource management matters relevant to the region

Relevant RDA Outcome:

- » Consultation and Engagement with the Regional Community (Outcome 1)
- » Informed Regional Planning (Outcome 2)

STRENGTHEN ECONOMIC CONTRIBUTION

Aim: To support and advocate for projects and programs that maximise local, state and national productivity through targeted job creation, skills development, industry diversification and business growth

Objectives:

- » To build economic capacity and capability through collaboration, cooperation and innovation
- » To increase the economic capital and prosperity of communities across Central Queensland

Strategies:

- » To initiate and/or take an active role in encouraging and supporting economic diversification, innovation and capacity building across all industrial and agricultural sectors
- » To contribute to identifying and implementing sustainable economic development solutions

Relevant RDA Outcome:

- » Consultation and Engagement with the Regional Community (Outcome 1)
- » Improved Economic and Community Development (Outcome 5)

DEVELOPMENT REGIONAL POLICY AND INNOVATION

Aim: To support and advocate for programs and projects that encourage regional communities and organisations to be more flexible, and to act cooperatively and strategically to realise benefits at the whole-of-region level, through the use of innovative practices, relationships, technologies and policies

Objectives:

- » To encourage and support the innovative advancement of collaborative organisational culture within Central Queensland
- » To enhance the community awareness of, and participation in, collaborative regional development and innovation programmes and activities

Strategies:

- » To encourage and support regional organisations and businesses through transparent and accountable organisational practice at international standard
- » To identify and support the development of innovative strategies and initiatives which proactively contribute to regional development

Relevant RDA Outcome:

- » Consultation and Engagement with the Regional Community (Outcome 1)
- » Enhanced Whole-of-Government Approach to Regional Issues (Outcome 3)
- » Enhanced Awareness of Government Programs (Outcome 4)

5. Outcomes and key performance indicators

The 2013-2014 Annual Business Plan has a strong focus on a local government level. By partnering with local government, the RDAFCW committee has been able to simultaneously collect detailed information on priorities at the sub-regional level, as well as avoid a duplicative process.

The following sections record the key goals and activities of RDAFCW, This provides important evidence as to the nature of activities that are required right across the region. In most cases, these will relate to the ability of infrastructure development to match both community expectations as well as the pace of industry and business growth. Clearly, addressing the uneven pace of regional development and the different ways it impacts on the centres and populations is one of the greatest challenges facing Central Queensland.



1. Consultation and Engagement with the Regional Community

Planned Activities	Outcomes	Analysis of Performance
1.1 Undertaking community engagement to identify regional issues with: <ul style="list-style-type: none"> » Government representatives » Agencies » Councils » Businesses » Community organisations 	<ul style="list-style-type: none"> » Number of community consultations with stakeholders in the Fitzroy and Central West regions » Number of Community resource portal updates » Produce newsletters » Number of meetings relating to Regional Priority specific outcomes » Number of regional issues activities 	<ul style="list-style-type: none"> » Summary of assessment » Expectations and goals » Key issues and challenges » Lessons
1.2 Advocating priority issues for stakeholders in the Fitzroy and Central West regions	<ul style="list-style-type: none"> » Number of support letters written » Briefing notes to Government Officials » Participation in studies/projects/strategies in accordance with funding opportunities 	<ul style="list-style-type: none"> » Summary of assessment » Expectations and goals » Key issues and challenges » Lessons
1.3 Informing and appropriate referrals for stakeholders	<ul style="list-style-type: none"> » To attend number of regional community forums » Number of community teleconferences » Number of recorded hits on the RDAFCW Community Resource Portal » Number of funding application development » Number of reviews of stakeholder applications » Number of monthly newsletters distributed » Number of priority referrals relating to regional community development » Number of non-priority referrals from Fitzroy and Central West community organisations 	<ul style="list-style-type: none"> » Summary of assessment » Expectations and goals » Key issues and challenges » Lessons

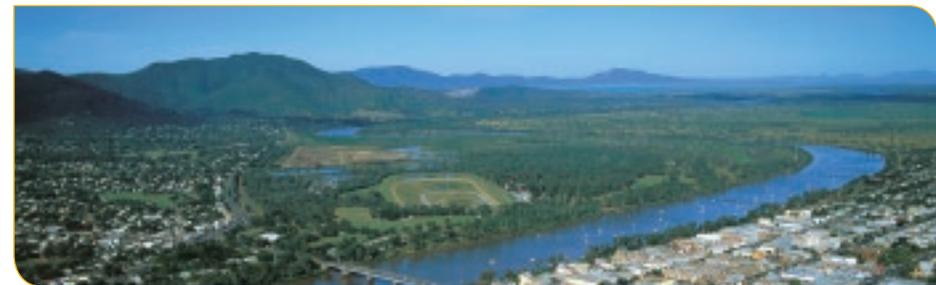
2. Informed Regional Planning

Planned Activities	Outcomes	Analysis of Performance
2.1 Provision of information regarding Fitzroy and Central West issues	<ul style="list-style-type: none"> » Regional Roadmap <ul style="list-style-type: none"> • Review and update of Regional Roadmap • Number of Regional Roadmap distributed both hard copies and electronic » Produce number of regional fact sheets » Number of Information sharing activities 	<ul style="list-style-type: none"> » Summary of assessment » Expectations and goals » Key issues and challenges » Lessons
2.2 The Impacts of Resource Sector Growth in Regional Communities	<ul style="list-style-type: none"> » Development and promotion of policies and programs relating to study recommendations » Contributing to State and Local planning processes » Number of Input and feedback on regional planning from local governments » Production of a Central Queensland Agriculture study 	<ul style="list-style-type: none"> » Summary of assessment » Expectations and goals » Key issues and challenges » Lessons
2.3 Northern Queensland Strategy	<ul style="list-style-type: none"> » Development and promotion of the top three priority projects within the Northern Queensland Strategy – Regional roads; agricultural distribution hub; Northern Queensland infrastructure planning 	<ul style="list-style-type: none"> » Summary of assessment » Expectations and goals » Key issues and challenges » Lessons



3. Enhanced Whole-of-Government Approach to Regional Issues

Planned Activities	Outcomes	Analysis of Performance
3.1 Coordination of regional stakeholders to improve project outcomes	» Number of functions and regional events coordinated	<ul style="list-style-type: none"> » Summary of assessment » Expectations and goals » Key issues and challenges » Lessons
3.2 Alignment and connection of regional priority needs to government policies and programs	» Number of formal evaluation reviews conducted in partnership with CQUniversity	<ul style="list-style-type: none"> » Summary of assessment » Expectations and goals » Key issues and challenges » Lessons
3.3 Feedback of regional information to government policy development	» Number of meetings with Australian and State Ministers and officials	<ul style="list-style-type: none"> » Summary of assessment » Expectations and goals » Key issues and challenges » Lessons



4. Enhanced Awareness of Government Programs

Planned Activities	Outcomes	Analysis of Performance
4.1 Promote government funding and to conduct funding workshops	<ul style="list-style-type: none"> » Number of stakeholder information sessions » Stakeholders assisted with funding » Number of electronic media releases » Feedback from RDA proponents » Conduct grant writing training sessions » Funding facilitation 	<ul style="list-style-type: none"> » Summary of assessment » Expectations and goals » Key issues and challenges » Lessons
4.2 Promotion of Government policies and programs	<ul style="list-style-type: none"> » Stakeholders assisted with funding » Number of referrals » Website updates and releases 	<ul style="list-style-type: none"> » Summary of assessment » Expectations and goals » Key issues and challenges » Lessons
4.3 Funding assistance to stakeholders to develop the regions capacity to respond to emerging issues	<ul style="list-style-type: none"> » Number of newsletters with funding information » Number of websites hits on funding page » Number of formal meetings regarding funding » Number of stakeholders assisted with funding 	<ul style="list-style-type: none"> » Summary of assessment » Expectations and goals » Key issues and challenges » Lessons



5. Improved Community and Economic Development

Planned Activities	Outcomes	Analysis of Performance
5.1 Support regional economic development initiatives	<ul style="list-style-type: none"> » To attend regional supply chain consultations and information sessions » To present at regional events » To promote and advocate RDAFCW agriculture study 	<ul style="list-style-type: none"> » Summary of assessment » Expectations and goals » Key issues and challenges » Lessons
5.2 Support social inclusion and social wellbeing initiatives in the Central Queensland Region	<ul style="list-style-type: none"> » To represent RDAFCW at community consultations relating to social initiatives » To Represent RDAFCW at region events 	<ul style="list-style-type: none"> » Summary of assessment » Expectations and goals » Key issues and challenges » Lessons
5.3 Development of RDAFCW place-based approach	<ul style="list-style-type: none"> » Identifying and prioritising development strategies across the region based on the three 'places' – Western, Central and Coastal. 	<ul style="list-style-type: none"> » Summary of assessment » Expectations and goals » Key issues and challenges » Lessons



6. Other - Governance

Planned Activities	Outcomes	Analysis of Performance
6.1 Due diligence and governance requirements	<ul style="list-style-type: none">» Weekly reports» Quarterly reports» Half yearly reports» Annual reports» Budget reports» Annual business reports» Review of Regional Roadmap» Monthly financial reports» Annual audit» Committee meetings» Policy and procedure review» Staff appraisals» Contract management	<ul style="list-style-type: none">» Summary of assessment» Expectations and goals» Key issues and challenges» Lessons



6. Strategic context

Fitzroy and Central West are unique regions with distinctively rich, natural, social and cultural features that play a critical role in the national economy. To view these regions and to stereotype their societies in historical terms is to fail to see them as vibrant communities and as key contributors to the nation's economic future.

Regional Development Australia Fitzroy and Central West work tirelessly to understand the ever-changing dynamics of the area and fully appreciate that the region has experienced unpredictable 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, having changed.



Place-based approach

To implement a tangible response to the Australian and Queensland's Government strategy of 'place-based' approaches to regional economic and social development the RDAFCW committee's strategy for Central Queensland is to identify three 'places' - Western, Central and Coastal, within the region.

The RDAFCW region of Central Queensland is vast, with numerous common issues that require local solutions, but which also over-lap boundaries (for example the Bowen and Galilee Basins, east-west communication and transport routes including highways).

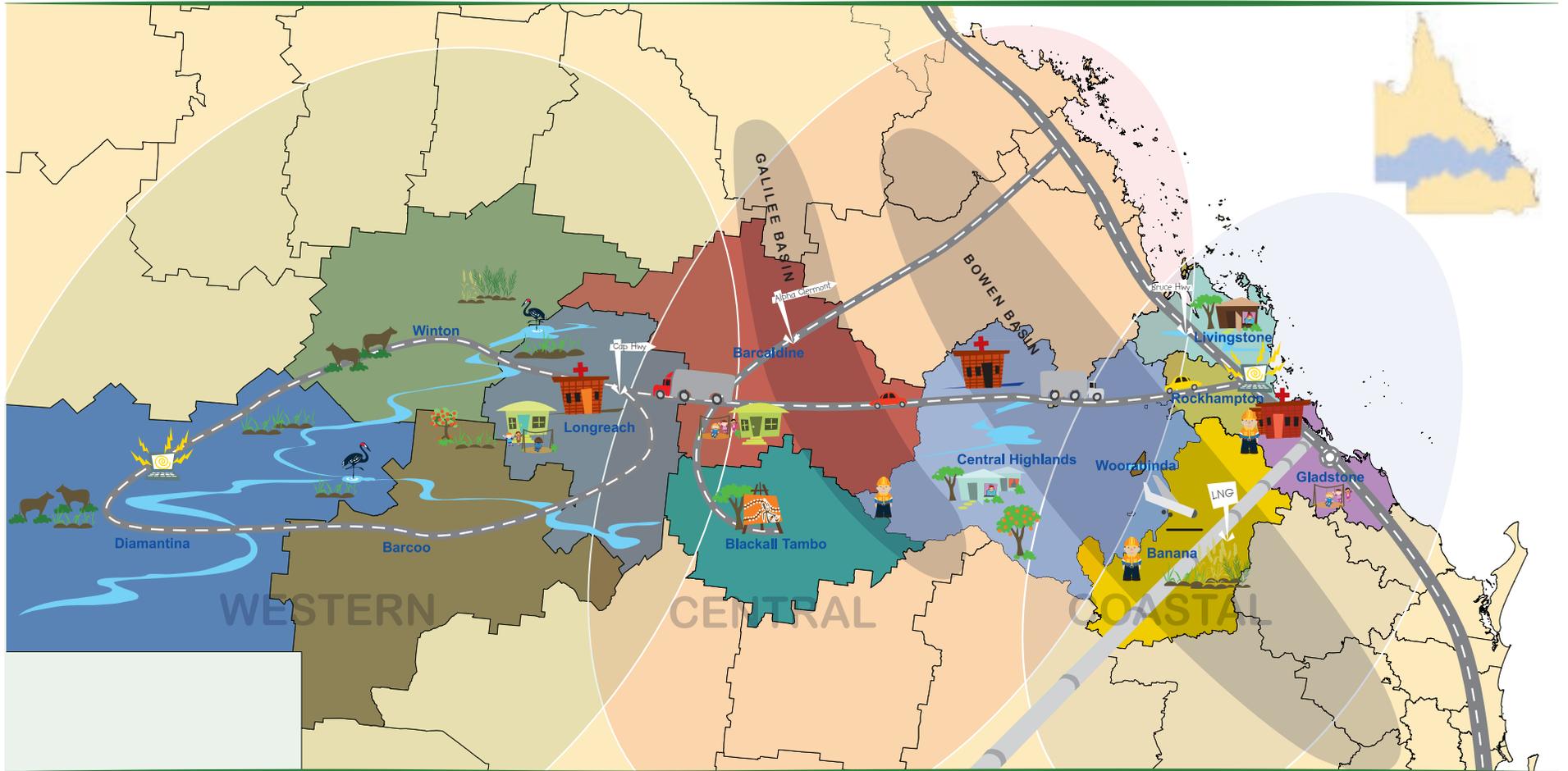
RDAFCW is very aware that Central Queensland is also an extremely diverse region in terms of its socio-demographic, economic, environmental and innovation indicators. The communities of Central Queensland are as unique as the individuals that comprise them. In acknowledging this, RDAFCW has determined that the process of identifying and prioritising development strategies across the region should be based on, and guided by, analysis leading to understanding of each of the sub-regional areas (Western, Central and Coastal).

RDAFCW aims to reinforce the equally critical role of the three tiers of Government through delivering leadership and the strengthening of institutions in the essence of regional sustainability and liveability. RDAFCW is therefore determined to ensure that regional development in Central Queensland is aligned with the policy objectives set by the three tiers of government.

It is for this reason that the 'place' of regional development in Central Queensland has been specially explored with respect to the Australian, Queensland and local government policy objectives. This information will allow RDAFCW to determine how well each of the proposed projects fit within a 'policy unison' objective. That is, how well they would allow Central Queensland to take its rightful place in contributing to local, state and national agendas.



RDAFCW Place-Based Approach



Regional Roadmap

The RDAFCW 2013-2016 Regional Roadmap underpins all priorities for the 2013-2014 Financial Year. All activities and outcomes have been identified through an extensive consultation process throughout Central Queensland involving 450 engagement activities with local governments, community stakeholders and business. Priorities were identified through these consultations with careful consideration the priorities linked back to:

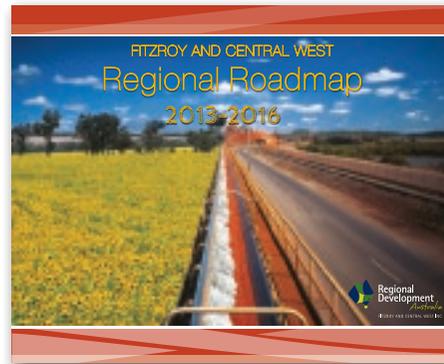
» National Agendas

- National Food Plan – Green Paper 2012
- Australia in the Asian Century – White Paper October 2012

» State Government Objectives

- Royalties to Regions
 - Resource Community Building Fund
 - Roads to Resources
 - Floodplain Security Scheme
- Getting Queensland Back on Track
- Central Queensland Regional Plan

» Local Government priorities



Central Queensland Regional Plan

A new statutory Central Queensland Regional Plan is currently being developed to help provide certainty for communities, landholders and resource companies.

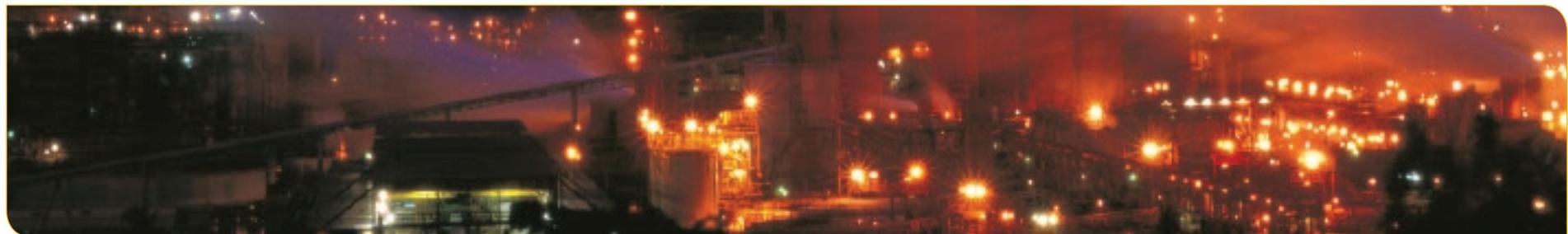
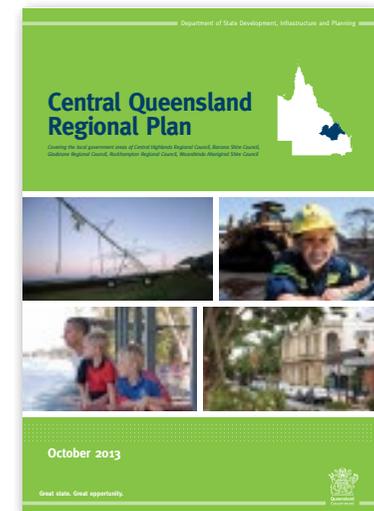
The Queensland State Government has set a 14 month time frame to develop a plan comprising:

- » A statutory Regional Plan which will provide certainty of land uses
- » A Regional Economic Infrastructure Framework which will help regions take advantage of emerging economic opportunities.

The new statutory regional planning process will provide greater certainty by addressing land-use conflicts such as those arising between the agricultural and resource sectors, encourage and facilitate economic growth, plan for and prioritise infrastructure and manage impacts on the environment.

The Central Queensland Regional Plan is being prepared by the Department of State Development, Infrastructure and Planning in collaboration with local government, other state government agencies, industry and community stakeholders.

The draft Regional Plan has been released for statutory public consultation, with the final plan to be delivered by the end of 2013.



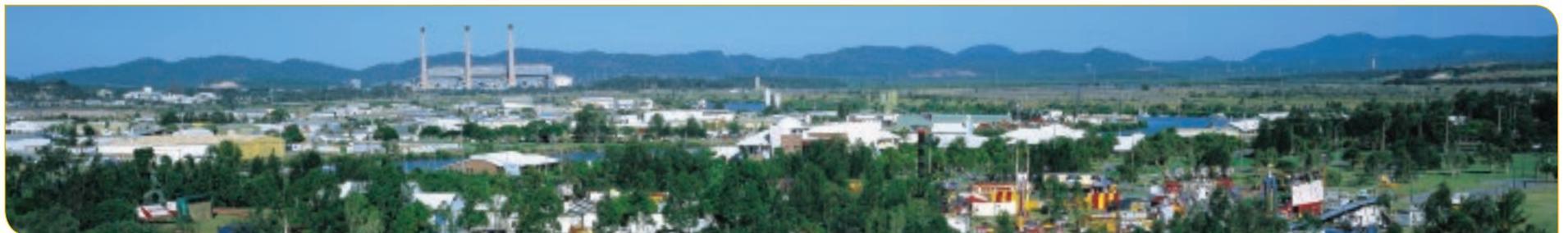
Working with local government

RDAFCW recognise that cooperation and collaboration with local government is critical in undertaking regional development activities in the Central Queensland region. Considering this, RDAFCW have aspired to create a Regional Roadmap that respects the needs of local government and offers value-adding to their activities. This can be best created by acknowledging that all local governments, regardless of their operating context (location), experience the same regulatory environment. For example, all local governments must prepare a five-year Corporate Plan, outlining:

- » the strategic direction of the local government
- » the performance indicators for measuring the local government's progress in achieving its vision for the future of the local government area as stated in its long-term Community Plan
- » how the implementation of the long term Community Plan will be progressed for the period of the 5 year Corporate Plan.

In addition, councils must also prepare long-term community plans, covering social wellbeing, economic development, environmental management and governance.

These focus areas for local government have therefore been closely considered by RDAFCW in developing the four priority themes of: Creating Social Value; Strengthening the Region's Economic Contribution; Optimising Environmental Outcomes and Developing a Culture of Regional Policy and Innovation, under which RDAFCW will progress the regional vision for Central Queensland.



Northern Queensland Strategy

Four large Regional Development Australia (RDA) economic areas in Northern Queensland (RDA Far North Queensland and Torres Strait, RDA Townsville and North West Queensland, RDA Mackay Isaac Whitsunday and RDA Fitzroy and Central West) have taken a consolidated and visionary approach to the development of strategic initiatives that strengthen up the future of our economy as well as build upon recognised Australian and State Government priorities.

This Northern Queensland ‘Super-Zone’; a greater region of economic cooperation aims to partner with Australian, State and Local Governments, to work more closely and to jointly investigate alternative governance approaches and investment models for strategy development, policy change and investment.

Northern Queensland Strategy – ‘Engine Starter’ Projects - Central Queensland

Bruce Highway Priority Projects	<ul style="list-style-type: none"> » Yeppen Floodplain South Upgrade Southern approach to Rockhampton between the Burnett Highway junction and the Capricorn Highway roundabout.
Bruce Highway Capacity Improvements	<ul style="list-style-type: none"> » Rockhampton Bypass Rockhampton Bypass (Ring Road); design and purchase corridor for future planning
Highest Priority Regional Roads	<ul style="list-style-type: none"> » Clermont – Alpha Road Initial investment to enable safety initiatives such as low cost sealing, signage, delineation and curve widening
Infrastructure	<ul style="list-style-type: none"> » Northern Queensland 30 year long-term infrastructure plan Development of long-term infrastructure plan for Northern Queensland to include water and sewerage, energy, roads, rail, port connectivity, social infrastructure and telecommunications » Emerald Flood Mitigation Building flood resilience and mitigation through building and raising critical infrastructure to reduce the impact of floodwater to commercial and residential assets » Outback Regional Road Group For the seven Central West Councils to complete capital and maintenance road projects in their respective local government area
Mining and Tourism	<ul style="list-style-type: none"> » Northern Queensland Aviation Strategy Australian and Queensland Governments to jointly progress a long-term Northern Queensland aviation strategy in partnership with RDA and local governments » Thangool Airport Expansion Project The expansion and upgrade of Thangool Airport to comply with Federal Aviation regulations, alleviate existing capacity constraints and to accommodate future growth
Agriculture	<ul style="list-style-type: none"> » Development of Agriculture Distribution and Export Hub To support and facilitate the development of the business case for a Northern Queensland Agriculture Distribution and Export Hub » Connecting remote communities in Central West Queensland To provide 700km of optic fibre, connecting Bedourie, Birdsville, Jundah, Stonehenge and Windorah
Energy, water and climate adaptation	<ul style="list-style-type: none"> » Gracemere Industrial Area Water Supply Duplication of the water supply pipeline from Rockhampton to Gracemere to support population growth and industrial development » Implementing Missing Links in Water Infrastructure To utilise previous investment to reinstate a sustainable water and waste water management system to Woorabinda to support population growth and economic sustainability



Tropical Knowledge Economy

- Tropical Innovation and Knowledge Centre
- Tropical Knowledge Economy Framework
- AUSAID in Northern Queensland

Tourism

- Road Safety
- Air Access
- Telecommunications
- Electricity
- Tourism product/marketing

Energy, Water & Climate Adaptation

Mining

- Aviation expansion
 - Whitsunday Coast
 - Cloncurry
 - Thangool
- Bruce Highway
- Health and Community Services
- Workforce development skilling and education

Tropical Agriculture

- Tropical Agricultures Research & Development
- Agriculture Distribution and Export Hub
- Land Availability and Tenure Reform
- Elevated and integrated water policy

Infrastructure

- Bruce Highway: flood mitigation and capacity improvement
- Regional Roads
 - Central West Roads
 - Clermont Alpha Road
 - Hann Highway
- Long Term Infrastructure Plan
- NBN and Digital Economy

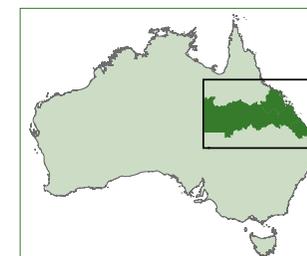
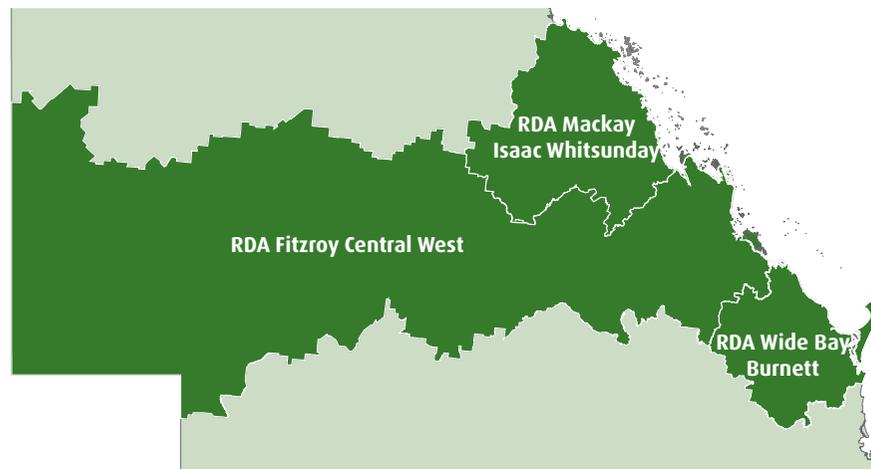
The impacts of resource sector growth in regional communities

The Regional Development Australia presence in Central Queensland includes RDA Mackay, Isaac and Whitsunday; RDA Fitzroy and Central West; and RDA Wide Bay Burnett, and this group of 'resource-region' RDAs has agreed to collaborate with each other, in order to respond appropriately to the challenges and opportunities faced by their regions. The purpose of the study 'The Impacts of Resource Sector Growth in Regional Communities' was to use a partnership approach between three Regional Development Australia entities and CQUniversity to better identify, understand and plan appropriate responses to issues relating to resource sector development in the Central Queensland region.

The study has emphasised that attention to liveability, family and social wellbeing; transport and development infrastructure; and workforce planning, skills and education, is critical in responding to the growth of the resource sector. A mix of options is needed in regional communities to help these cumulative and cross-regional effects.

<p>Action 1: To review the cross regional study area Roadmaps and identify deliverables in their business plans that will progress the recommendations of this report.</p>	<p>In the first instance, the RDAs involved in this study intend for the recommendations to be actioned through the 2012-13 annual revision of their Regional Roadmap and business planning documents.</p>
<p>Action 2: To meet with Australian and State governments specifically to discuss the strategic role of RDAs, and the public's perception of the work of RDA.</p>	<p>However, the recommendations arising from the report are expansive, and their implementation is likely to require a review of the RDAs roles and responsibilities, including how the committees are resourced.</p>
<p>Action 3: To meet with Australian and State governments to communicate the project results and determine what responses will be necessary in each of the key portfolio areas.</p>	<p>Furthermore, the participant RDAs are also determined that the study be used to establish spirited dialogue with the three tiers of government and industry, regarding how each group plans to work with RDA in order to pursue more sustainable outcomes for the regional communities that service the resource sector in Queensland.</p>
<p>Action 4: To prepare Terms of Reference for an RDA resource-sector cluster and identify who will be invited to join.</p>	<p>An invitation will be extended through the national RDA network to join a 'resource-sector cluster' that will focus on reducing the impacts and maximising the benefits of the resource sector in regional Australia.</p>
<p>Action 5: To establish a 'place-based' strategy for the three RDA regions of MIW, FCW and WBB.</p>	<p>Future development of the 'place-based' strategy of 'strengthening the social fabric of resource communities through liveability'.</p>

Cross Regional Study Area



7. Stakeholder engagement and collaboration

RDAFCW has formed strong working relationships with the current twelve local governments located within Central Queensland. In developing the 2013-2016 Regional Roadmap, these Councils have provided the conduit to understanding the needs, challenges and opportunities facing communities across the region.

This approach has the advantage of guaranteeing balanced coverage across the entirety of Central Queensland. It is also advantageous in that all local governments are currently undertaking community planning – thus, RDAFCW can be assured of using information that is current, without having to duplicate the extensive consultation already underway across the region.

RDAFCW nevertheless acknowledges that a focus on local government has limitations, particularly in terms of accessing business and industry feedback, and the ability to scan for issues cross-regionally. Consequently, further consultation with the private sector, not-for-profit groups and others will be an instrumental part of RDAFCW's activities throughout 2013/14. It is likely that this will be done collaboratively with existing local, state and regional bodies.

The Chair and CEO of RDAFCW visited all 11 local government authorities in 2012 and 2013 to discuss council priority projects under the four headings of creating social value; economic contribution; environmental outcomes; regional policy and innovation. By partnering with local government, the RDAFCW committee is aware of the goals and activities of each Central Queensland's local government authorities.

This provides important evidence as to the nature of projects that are required across the region. During the consultation process, all councils highlighted the importance of the National Broadband Network, roads and community infrastructure.

Assistance from other levels

RDA committees have been convened to allow an easily accessible point for the community to bring forward ideas on regional development. However, in preparing a submission for RDA, proponents are encouraged to seek consultation, advice and support from a range of other organisations with interests in regional development.

These might include:

- » Local Regional and Shire Councils
- » State and Commonwealth government departments and /or agencies
- » Peak industry and organisational bodies (Agforce, Queensland Centre of Social Services, Queensland Resources Council and others)

- » Regional economic development organisations (Remote Area Planning and Development, Capricorn Enterprise, Central Highlands Development Corporation, Gladstone Area Promotion and Development Limited) Natural resource management groups (Fitzroy Basin Association, Desert Channels, sub-regional organisations, and others)

RDAFCW will provide contact details for these stakeholder groups, in order to facilitate collaborative and high-value project proposals where appropriate.

Regional engagement and communications framework

The Regional Engagement/Communication Framework's primary aim is to provide guidance to committee members and the Chief Executive Officer of RDAFCW on inclusivity and 'when' and 'how' the organisation should engage with the regional communities, associated stakeholders and clients.

In an effort not to duplicate, and to ensure an inclusive, effective and efficient modus operandi, the RDAFCW Regional Communication/Engagement Framework, in collaboration with the Department of State Development, Infrastructure and Planning (DSDIP) will acknowledge existing engagement frameworks that demonstrate RDAFCW inclusivity principles. In cases where deficits are clearly identified, RDAFCW will work closely with stakeholder alignments in an effort to maintain continuity of 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:

1. Establish a credible engagement/communication strategy based on inclusivity and continuity
2. Information – provide website 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
3. Advocate on behalf of local government frameworks with the aim of increasing the level of stakeholder participation
4. Encourage and support flexible methods of participation to 'all' stakeholders and clients

8. Marketing strategy

The RDAFCW Marketing Strategy is a combination of communication and engagement mediums aimed at articulating the committee's priorities and focus for the 2013-2014 period. Relevant marketing considerations include:

- » The development, management and review of the organisations website
- » Procedures to ensure timely up-dates to the website
- » Planned and anticipated media opportunities – radio, internet and print
- » The development and dissemination of promotion material
- » Monthly newsletters and funding announcements
- » The development and update of the Community Resource Directory Portal

RDAFCW Marketing Strategy 2013-2014

Item	Description
RDAFCW website - ongoing updating	<ul style="list-style-type: none"> » Website update of: <ul style="list-style-type: none"> » Regional Roadmap 2013-2016 » Monthly newsletters and funding newsletters » Relevant national and regional reports, plans, strategies and other documents » Committee member changes
Community Resource Directory Portal	<ul style="list-style-type: none"> » This portal allows regional stakeholders to keep up-to-date with latest news and information relating to government and community funding and changes to policies » Ongoing maintenance and up-dating of contact details in the 'mailchimp' database » Maintenance of the Community Directory on the RDAFCW website
Monthly RDAFCW newsletters and funding announcements	<ul style="list-style-type: none"> » RDAFCW newsletters and funding newsletters drafted and disseminated to subscribers
RDA national newsletter	<ul style="list-style-type: none"> » Periodic RDAFCW articles in the national newsletter
Regional field trips	<ul style="list-style-type: none"> » Community and council visits throughout Fitzroy and Central West
Promote via established regional communication frameworks	<ul style="list-style-type: none"> » Regular media releases via radio, internet and print

RDA Fitzroy and Central West - Newsletter Statistics 2012-2013

Campaigns	Sent	Open	Forwards	Unopened	Bounced
2012					
September Newsletter (18 September)	754	205 (28.8%)	292	508 (67.4%)	41 (5.4%)
October Newsletter New Funding (26 October)	1,213	300 (26.0%)	773	853 (70.3%)	60 (4.9%)
November Newsletter Issue 2 (27 November)	1,156	342 (29.6%)	697	784 (67.8%)	30 (2.6%)
Clarification of RDAF Round 4 (16 November)	1,168	333 (28.5%)	378	803 (68.8%)	32 (2.7%)
2013					
March Newsletter (26 March)	1,335	324 (25.8%)	448	930 (69.7%)	81 (6.1%)
Community Directory Funding Newsletter (27 March)	11	4 (36.4%)	4	7 (63.6%)	0
April Newsletter (26 April)	1,351	351 (27.5%)	552	926 (68.5%)	74 (5.5%)
May Newsletter Issue 1 (2 May)	1,315	294 (23.1%)	284	977 (74.3%)	44 (3.3%)
May Newsletter Issue 2 (16 May)	1,308	314 (24.8%)	293	954 (72.9%)	40 (3.0%)
Community Directory Funding Newsletter (21 May)	45	23 (52.3%)	81	21 (46.6%)	1 (2.2%)
May Newsletter Issue 3 (22 May)	1,338	285 (22.0%)	600	1,010 (75.5%)	43 (3.2%)
June Newsletter Issue 1 (14 June)	1,379	273 (20.7%)	210	1,044 (75.7%)	62 (4.5%)
June Newsletter Issue 2 (20 June)	1,349	290 (22.0%)	232	1,028 (76.2%)	31 (2.3%)
TOTAL SENT - 2012/2013	13,722		4,844		
INDUSTRY AVERAGE		22.9%		74.0%	3.1%

9. Risk management

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 RDAFCW 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 RDAFCW Committee 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.



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.

Scope

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

Responsibilities

Responsibility for compliance lies with the RDAFCW 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. Reviewing the Risk Management Register will be a standing agenda item at RDAFCW Committee meetings.

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

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



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 Members breach the Queensland Incorporations Associations Act 1981	Reputation	C	CEO ensures the committee members are aware of their rights and responsibilities	2	Medium	Low	Low
2.	RDAFCW Committee Members breach the Operational Funding Contract	Reputation	C	Committee members are supplied with a copy of the Operational Funding Contract CEO ensures that RDAFCW adhere to the reporting schedule in the Operational Funding Contract Departmental monitoring and information sessions Participation at committee meetings	2	Medium	Low	Low
3.	RDAFCW recruitment process for Committee Members in breach of Act	Reputation	C	CEO ensure that RDAFCW follow the Department recruitment guidelines when recruiting committee members	2	Medium	Low	Low
4.	RDAFCW has low credibility and reputation in the community	Low participation and engagement Low levels of regional development	C	RDAFCW continue to review and enhance the Marketing/Communication Strategy CEO ensures that there is no conflict of interest CEO ensures that RDAFCW adhere to the operational guidelines in the funding contract	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	All committee members to receive information relating to the operations of RDAFCW	3	Medium	Medium	Medium
6.	RDAFCW Committee Members and CEO provide verbal advice on contractual arrangements	Incorrect advice provided	C	CEO and Chair to provide information to committee members and stakeholders Insurance policies implemented and monitored	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 Clear communication policy Authority to provide information	3	Medium	Medium	High

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 staff according to policy	Public outcry and unnecessary media attention	E	Chief Executive Officer and Chairman coordinate recruitment processes	2	Low	Low	Low
2.	Unexpected staff resignations	Organisational roles and responsibilities unattended	C	Chairman & Chief Executive Officer to execute Honorary roles for unexpected resignations in accordance with government policy. Refer to Interim Operational Plan – Checklist.	3	Low	Low	Low
3.	Unexpected Committee Member resignations	Organisational roles and responsibilities unattended	C	Chairman & Deputy Chair to execute Honorary roles for unexpected resignations in accordance with government policy	3	Low	Low	Low
4.	Unexpected Chairman or Deputy Chair resignations	Organisational roles and responsibilities unattended	C	CEO to liaise with Department to execute Honorary roles for unexpected resignations in accordance with government policy	3	Low	Low	Low
5.	Unsatisfactory performance of staff	Unattended duties and procedures	C	Chief Executive Officer to monitor and adjust accordingly Ongoing board monitoring of CEO performance through CEO weekly reports and board meetings Annual performance reviews conducted Implementation of Performance Appraisal Policy	3	Low	Low	High

Risk Management Register

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	Work cover claim & increased premiums Reduce staff levels	C	Occupational Health & Safety Policy CEO 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 occurs	C	No employee will travel/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 driving outside official 'hours of travel'	Injury/Death	C	Staff travel within the approved 'hours of travel' as outlined in the RDAFCW Operational Manual 2013.	4	Low	Low	High
5.	Staff involved in harassment and bullying	Grievance Litigation	C	Harassment Policy implemented Staff induction by Chief Executive Officer	4	Low	Low	High
6.	Committee Members injured in working environment	Insurance claim & increased premiums	C	Occupational Health & Safety Policy CEO to regulate and act as WPH&S coordinator	3	Low	Low	High
7.	Committee Members working/travelling in isolation	Nobody available to render assistance if an accident occurs	C	No committee member will travel/work alone when the environment is deemed isolated and potentially vulnerable	4	Low	Low	High
8.	Committee Members operate/drive work vehicles involved in accident	Injury/Death	C	Ensure all employees are licensed drivers with no current legal infringements Committee members abide by their organisations Work and Safety guidelines when driving/travelling Motor vehicle policy implemented	4	Low	Low	High
9.	Committee Members driving outside official 'hours of travel'	Injury/Death	C	Committee members abide by their own organisations Work and Safety guidelines when driving/travelling Committee members travel within the approved 'hours of travel' as outlined in the RDAFCW Operational Manual 2013.	4	Low	Low	High
10.	Committee Members involved in harassment and bullying	Grievance Litigation	C	Harassment Policy implemented Committee members inducted by CEO	4	Low	Low	High

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 Chief Executive Officer and signatories	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 and Treasurer to monitor	2	Low	Low	Low
3.	Funds misappropriated in a fraudulent manner	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 (e.g. Profit and Loss, Balance Sheet, budget vs actual)	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 Committee will decide on the nominated lending institution	2	Low	Low	Low
6.	RDAFCW does not comply with the Australian Taxation Office requirements. i.e. FBT, BAS	ATO fines/prosecution	C	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

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 removed without authorisation	Breach of contract.	C	Asset register to be maintained by Chief Executive Officer in accordance with the Departments requirements	2	Low	Low	Low
4.	Unauthorised and inappropriate use of RDAFCW facilities and assets	Breach of Contract. Breach of the Act. Investigation. Damage organisations reputation.	C	Assets use policy adhered to	2	Low	Low	Low
5.	FBT documentation not understood and maintained correctly	Breach of Contract.	C	Accountant to calculate all FBT requirements	2	Low	Low	Low





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