

Regional Development Australia Fitzroy and Central West



Annual Business Plan

The area of responsibility for Regional Development Australia Fitzroy and Central west



► Chairman's message

The Central Queensland region is distinctive, varied and resource-rich

A "liveable and sustainable Central Queensland" is the primary focus of the Regional Development Australia Fitzroy and Central West Inc. (RDAFCW) committee. This focal point was generated through extensive networking and collaborative meetings with local key stakeholders (local governments, businesses, community groups and industries) and drawing upon regional information and statistics to align the vision with Australian and State government priorities.

The start of the 2014-15 financial year has been challenging for the RDA Fitzroy and Central West region due to the plateauing of the mining sector, completion of major industrial projects and 10 out of the 12 local councils being drought declared. This will have a major impact on the agricultural sector and on small and medium businesses in every community throughout Central Queensland.

The diversity of the region is reflected in the committees' composition and general aspirations, which has enabled the committee to draw successfully upon region attributes, opportunities, strengths and areas for improvement. In order to build a conducive and sustainable region the RDAFCW committee will work with all Central Queensland and adjoining communities.

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 241,943 and contributes \$21.6 billion to the National Gross Regional Product (1). Skilled employment, weather events and numerous outside influences have considerably affected many regional communities within Central Queensland which has led to unpredictable rises and falls in economic and social growth.

In response, this year's 2014-2015 Business Plan will have a high focus on the community, agriculture and small business. These local, regional and national priorities will dominate each diverse community throughout Central Queensland.

Finally, through the 2014-2015 Business Plan, our RDAFCW committee will seek to:

- » Investigate the projects by which Central Queensland can promote and advance cross-border stakeholder collaboration and cooperation, especially relating to the development of Northern Australia
- » 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

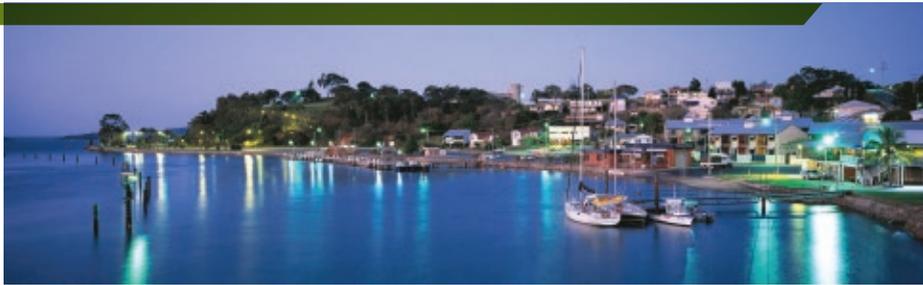
The RDAFCW 2014/2015 Business Plan is a living document which is crucial when mapping sustainable business, community and economic development activities and solutions for Central Queensland. It is imperative that the Business Plan continually evolves and transforms to meet the needs of the region derived from on-going community engagement with consideration to aligning regional priorities with Australian and State Government policies.

Our sincere thanks goes to our key stakeholders, committee members, volunteers, 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. Without your input, knowledge and expertise, RDAFCW would not have a meaningful and collaborative approach to meeting regional needs.



Chair Cr Paul Bell AM





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Preamble

The Regions of Fitzroy and Central West are unique with distinctively rich, natural, social and cultural features that play a critical role in the development of the Northern Australia and national economy. The Central Queensland region is the gateway to Northern Australia and the Asian markets.

Regional Development Australia Fitzroy and Central West works tirelessly to understand the ever-changing dynamics of the area and fully appreciate that the region has experienced unpredictable growth. Many of the economic sectors and industries have and are experiencing many challenges and opportunities. The long-term sustainability of many communities is under pressure, as in a lot of cases, the economic drivers which demanded their original establishment continue to evolve.

The vast Central Queensland region covers approximately 26% of the state (453,354 square kilometres) and incorporates the regions of Fitzroy and Central West.

The **Fitzroy region** occupies 117,813 km² and comprises six local government authorities:

Banana	Gladstone	Rockhampton
Central Highlands	Woorabinda	Livingstone

The **Central West region** covers 335,542 km² and includes six local government authorities:

Barcaldine	Blackall-Tambo	Longreach
Barcoo	Diamantina	Winton

	Fitzroy region	Central West region
Total population 30 June 2013	229,485 persons	12,458 persons
Projected population 2021	273,590 persons	12,217 persons
Median age 2012	35.3 years	38.0 years
ATSI population 2011	5%	8.3%
Couple families with children 2011	45%	42.7%
All occupied private dwellings 2011	72,296	4,539
Median weekly total household income 2011	\$1,406	n.a
Median monthly mortgage repayment 2011	\$1,780	n.a
Median weekly rent (3 bedrooms) 2014	\$330	n.a.
Median total family income per yr. 2011	\$87,152	\$66,637
Unemployment rate Dec Qtr. 2013	6.3%	4.1%

Note: Fitzroy region – Fitzroy Statistical Areal Level 4 (SA4) – Australian Bureau of Statistics (ASGS 2011) Note: Central West region – Barcaldine/Blackall, Far Central West and Longreach Statistical Area Level 2 (SA2) Australian Bureau of Statistics (ASGS 2011) Source: Queensland Government Statistician's Office – Queensland Treasury and Trade – Regional Profiles 2014



1. Summary of Key achievements and learnings from the previous year (2013-14)

The 2013-2014 financial year, saw Cr Paul Bell AM confirmed as Chairman of RDA Fitzroy and Central West as well as all current committee Members. 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.

RDAFCW Chair Cr Paul Bell and CEO Rees Banks conducted two regional road trips to all local councils in the Fitzroy and Central West region in order for them to provide their priorities for the 2013/2016 Regional Road Map. Numerous other consultations occurred with local councils throughout the financial year.

RDAFCW Chair Cr Paul Bell, CEO Rees Banks and committee members Kurt Heidecker and Peter Dowling conducted two 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.

Major achievements for the financial year included:

- » Release of the '2013-2016 Regional Roadmap'
- » Release of 'An Overview of Food and Fibre Industries in Central Queensland'
- » Release of the 'Northern Queensland Strategy Business Cases'
- » Release of eleven local government fact sheets
- » Queensland Regional Roads Forum in Longreach
- » Two submissions to the Joint Select Parliamentary Committee Inquiry on Northern Australia
 - › RDA Fitzroy and Central West
 - › Northern RDA Australian Alliance
- » Development of 'Western Roads Action Plan'

RDAFCW also enhanced its community engagement and consultation strategy via weekly RDAFCW reports to all 12 local council mayors and CEO's from the Central Queensland region with information relating to government, policy, programs, funding and announcements. Monthly e-newsletters were distributed via an electronic database containing over 1,500 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 2013-2014 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 'Northern RDA Alliance' policies and projects relating to the development of northern Australia. RDAFCW also continued to conduct funding and grant writing training and assisted many community organisations with their government and private funding submissions.

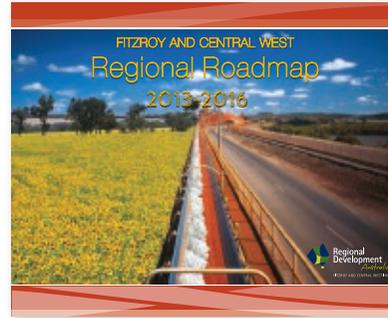
The only priority/activity that was not achieved by Regional Development Australia Fitzroy Central West in the 2013/2014 financial year was progressing 'The impact of resource sector growth in regional communities'. The reason this priority was not progressed was due to the non-continuation of funding and change of government priorities. All other priority areas and activities were successfully met; however the following were identified for quality improvement:

- » Advocating the role Central Queensland can play within the development of northern Australia
- » 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

2013-2016 Regional Roadmap - Fitzroy and Central West

The 2013-2016 Regional Roadmap - Fitzroy and Central West was released. The Regional Roadmap comprises a regional overview of Central Queensland in terms of its demographics and social characteristics; nature and cultural assets; resources and infrastructure; business and industrial activities; and innovation activities.

It also imparts strong analytical qualitative and quantitative evidence for the key regional issues currently challenging Central Queensland such as, the unpredictability of the resource sector and the significance of the agricultural sector in contributing to the regional and national economies. The Roadmap provides insight into the aspirations of Central Queensland's communities at the regional and sub-regional (local government) levels.

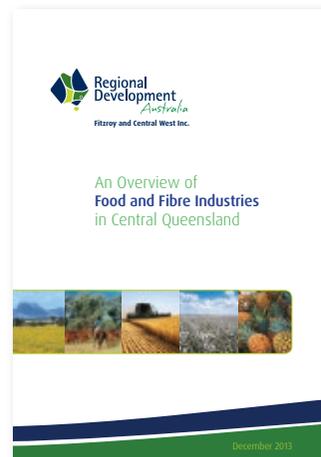


An Overview of Food and Fibre Industries in Central Queensland (December 2013)

Regional Development Australia 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". The purpose of this initiative was to raise awareness of Central Queensland as an agricultural resource region.

The report explored the areas of food and fibre production in the Central Queensland region with emphasis on the following:

- » Location of supply
- » Number of producers
- » Production by volume
- » Gross value, land holdings and weight of commodities
- » Seasonality
- » Supply chain and networks
- » Sales destination (including exports)



Queensland Regional Roads Forum (Longreach December 2013)

A Regional Roads Forum occurred in Longreach on the 4 December 2013. The Regional Roads Forum was initiated by Regional Development Australia (RDA) Committees from Townsville and North West Queensland, Far North Queensland and Torres Strait, Fitzroy and Central West, Mackay-Isaac-Whitsunday and Darling Downs and South West. Fifty representatives from organisations with a direct interest in roads attended the forum (e.g. RACQ, AgForce and the Queensland Tourism Industry Council, Australian, State and Local government representatives). The main objective of the forum was to identify a way forward that will encourage stakeholders to work together on a coordinated approach to prioritising Western Queensland regional roads and effectively lead to better outcomes for road management.

The outcomes achieved at the forum were:

- » Identification of criteria for prioritising regional roads
- » Identification of information gaps and sources regarding Queensland regional roads
- » Identification of opportunities for joint advocacy and collaboration to progress rural roads
- » Agreement to the need and benefits of collaboration of advocacy effects for regional roads
- » Agreement that all roads have merit, and priorities are determined by different means
- » An Interim Working Group to be established
- » An agreement by stakeholders to advocate for support to develop a Western Roads Action Plan
- » Collaboration and agreement to work across borders to achieve better outcomes for Western Queensland regional roads funding

Progress work to date has included:

- » Draft and approved Terms of Reference for the Interim Working Group
- » Letters written to all elected Federal Senators and Members of Parliament and State Government Members of Parliament within regional Queensland to inform them of the outcomes of the forum
- » Ground work with the Department of Transport and Main Roads to develop a pathway forward to develop a Queensland Western Roads Action Plan
- » Gap analysis in regard to existing reports and studies that will support advocacy for road funding
- » Consultation to develop the second Regional Roads Forum on the development of the Queensland Western Roads Action Plan

RDA Fitzroy and Central west - Submission to the Joint Select Parliamentary Committee Inquiry on Northern Australia

RDAFCW provided a separate submission to the Parliamentary Joint Select Committee Inquiry on Northern Australia (March 2014) for the region.

Key themes raised in the submission to the Parliamentary Joint Select Committee on Northern Australia:

- » Central Queensland's agricultural industry - dollar value and overseas exports by commodity
- » Forecast for the agricultural industry in Central Queensland
- » The needs for an improved transport supply chain in Central Queensland
- » Tourism in Central Queensland
- » Regional priorities and projects
- » The impacts of resource sector growth in regional communities

As part of the Australian Government's inquiry into Developing Northern Australia, the Joint Select Committee on Northern Australia held a public hearing in Brisbane. RDAFCW Chair Cr Paul Bell and CEO Rees Banks presented their submission on the development of Northern Queensland with a focus on north-south transport infrastructure for export opportunities.

Local Government Fact Sheets

RDAFCW have developed local government fact sheets for the following areas: - Barcaldine; Barcoo; Banana; Blackall-Tambo; Central Highlands; Diamantina; Gladstone; Longreach; Rockhampton/Livingstone; Winton and Woorabinda .

The fact sheets include the following information:

- » Main townships and tourism
- » Demographics and employment
- » Housing and families
- » Local government priority areas
- » National parks, highways and transport

Northern Queensland Strategy Business Cases

The four large Regional Development Australia economic areas in Northern Queensland (Far North Queensland and Torres Strait, Townsville and North West Queensland, Mackay Isaac Whitsunday and 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.

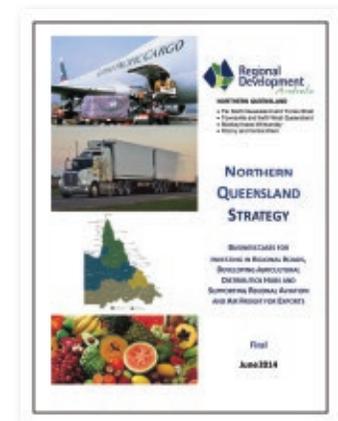
An overall Northern Queensland Strategy (NQS) has been formulated and priority projects across the region identified. Building on positive initial outcomes, which included making a contribution towards gaining bipartisan support for increased funding commitments for the Bruce Highway, the Australian Department of Infrastructure and Regional Development approved and funded the investigation into three further recommended initiatives of strategic importance. These included:

- » **Investing in Regional Roads** - The business case will identify the return on investment for funding strategic regional roads across Northern Queensland (excluding Bruce Highway)
- » **Developing Agricultural Distribution Hubs** - The business case will examine the cost and benefits of establishing an agricultural distribution hub(s) in Northern Queensland
- » **Supporting Regional Aviation Priorities and Export Enhancement** - As part of export enhancement and key infrastructure development in Northern Queensland, this business case will examine the critical elements of a Northern Queensland aviation strategy, and provide a business case for priority airport expansion in the north

An extensive study involved widespread engagement of, and consultation with various stakeholders, including private enterprises and government organisations across Northern Queensland. Significant volumes of information and statistical data have been analysed to highlight the importance of regional roads, ports and aviation, the inter-relationship between these and the dynamics of supply chains between Northern Queensland and major centres, in particular Brisbane.

In order to take advantage of these significant opportunities, and to improve social well-being in regional and remote areas, the findings have highlighted the need for additional funding to regional road infrastructure, regulatory and policy support to facilitate aviation connectivity, and opportunities to increase imports and exports through Northern Queensland air and sea ports with targeted initiatives in collaboration with industry groups.

A final report was released 30 June 2014.



Northern RDA Australian Alliance

The eight Regional Development Australia Committees from across Northern Australia have collaborated on issues of common concern and provided a submission to the Parliamentary Joint Select Committee Inquiry on Northern Australia.

The Regional Development Australia regions involved were:

- » RDA Mid West Gascoyne
- » RDA Pilbara
- » RDA Kimberley
- » RDA Northern Territory
- » RDA Far North Queensland and Torres Strait
- » RDA Townsville and North West
- » RDA Mackay Isaac Whitsunday
- » RDA Fitzroy and Central West

The eight RDA regions met in Darwin in February 2014 and saw the need for a major economic development intervention for Northern Australia to achieve tangible outcomes. The following outlines the key themes that should underpin such an approach.

Key themes raised in the submission to the Parliamentary Joint Select Committee on Northern Australia:

- » Governance, regulatory reform and incentives
- » Energy – an enabler in Northern Australia
- » Regional strategic land use planning – major project approvals and tenure reform
- » FIFO and major project approvals
- » Strategic approaches to northern infrastructure
- » Shoring up the future of beef, agriculture and aquaculture
- » Lifestyle, liveability, tourism in Northern Australia
- » Climate adaptation and disaster resilience
- » International relations and tropical knowledge
- » Economic diversification

Communication to Careers – Rapid Innovative Networking Group

RDA Fitzroy and Central West is a key partner in the Rapid Innovative Networking Group (RING) which organises career speed interviewing events between local businesses and secondary schools. The program is called Communication to Careers (C2C). The events are designed for Non-OP students to assist them in gaining employment once they complete Year 12, such as, a trade apprenticeship or traineeship. Local business people form an inner circle and the students form an outer circle. The students had five minute interviews with each business person.

The outcomes from the Communication to Careers program are:

- » To improve students confidence in meeting business/industry representatives (potential employers)
- » To improve students communication skills with business/industry representatives
- » To improve students chance of gaining a “foot in the door” for potential job interviews

The Communication to Careers initiative has been operating for 12 months and has been popular with the public and catholic schools in the region. The program during 2013-2014 has been conducted in three Central Queensland schools involving 84 students and 54 local businesses.



2014 Central Queensland Festival of Innovation

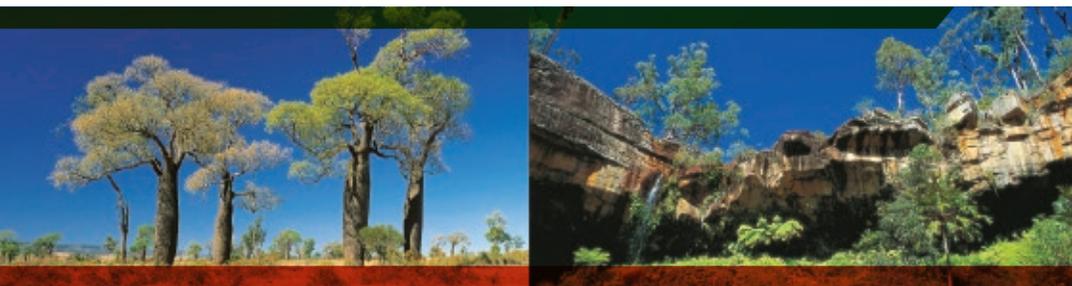
RDA Fitzroy and Central West was a partner in the 2014 Central Queensland Festival of Innovation which was held in Rockhampton on 13 and 14 May 2014 with approximately 85 people attending the event. The forum looked at the food supply chain – from the plate back to the paddock – to identify new opportunities for growing value in the region.

Topics covered at the festival included:

- » The future of food
- » Strengthening our competitive advantages in food processing and production through innovation
- » How to add more value to regional food and produce
- » Harvesting the opportunities of collaborative food production
- » Smarter ways to transport produce within the region
- » Using automation to enhance agricultural production

Key outcomes of the festival included:

- » Connecting Terry McCosker's Carbon Link start-up to CQUniversity researchers, possibly via one of DSITIA's recently announced Accelerate Ideas grants
- » Identified opportunities to engage with regional producers to enhance recognition of regional food with possible supply to the upcoming high profile Beef 2015 event
- » A potential regional transport service to support the agribusiness industry
- » Ongoing work with Silver Dale Eggs – a regional innovation exemplar.



Capricornia Small Medium Enterprises Dashboard

The Capricornia SME Dashboard represents the first element of a dual-project. The Dashboard initiative will research and analyse the challenges and opportunities faced by small and medium enterprises (SME) located in the Capricornia Region (Rockhampton Regional Council and Livingstone Shire Council).

The Capricornia SME Dashboard will identify the position of regional SME's, as well as the factors shaping business growth and decline and regional unemployment from the business owner/operators perspectives. An improved evidence base will allow more effective advocacy and knowledge sharing by all governments in the areas of policy and resourcing.

However, in order to maximise both relevancy and effectiveness of programming to regional SME's needs, key business group organisations must clearly understand and respond to the challenges, issues and opportunities that are unique to the Capricornia Region.

This will inform a follow-up project that will have the purpose of developing and delivering products and services by all governments and its partners, specifically in response to identified regional SME needs.

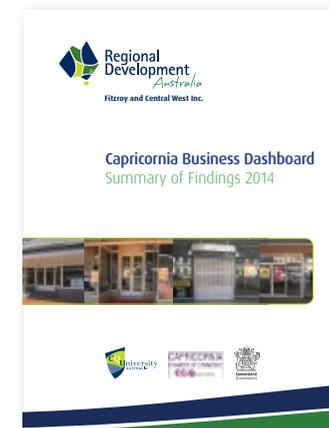
The key stakeholders partnering this project are:

- » Queensland State Government Department of State Development, Infrastructure and Planning
- » Capricornia Chamber of Commerce
- » Regional Development Australia Fitzroy and Central West
- » CQUniversity

The key stakeholders will gather data through a range of methodologies and sources to prioritise the challenges being experienced by small and medium businesses in the Capricornia region.

In June approximately 130 owners and managers of small and medium sized businesses, in Rockhampton and Livingstone regions, attend an audience electronic interactive question and answer session. The event also had two business speakers, John Kochanski CEO of Prodigy and John Maguire former CEO of Driza-Bone. Susan Kinnear from CQUniversity and Rees Banks from RDAFCW facilitated the events discussions. Business feedback from the event will assist in building an understanding of local businesses past, present and future challenges and opportunities.

The Capricorn SME Dashboard Report will be finalised in July 2014.



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. 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

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Location 25 Yeppoon Road, Parkhurst, Queensland, 4702

Regional Development Australia Fitzroy and Central West Committee Members

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 Officer to the Deputy Vice-Chancellor - 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
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.

This Australian Government initiative brings together all levels of government to support the development of regional Australia. It is funded by the Australian Government and by state, territory and local governments in some jurisdictions. It is administered by the Australian Government Department of Infrastructure and Regional Development.

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.

As the regional development voice of their communities, RDA committees:

- » consult and engage with communities
- » promote and participate in regional programs and initiatives
- » provide information and advice on their region to all levels of government, and
- » support informed regional planning.

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

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), and
- » social inclusion strategies, which will bring together and support all members of the community.

Regional Development Australia, in consultation with the community, business, non-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.



▶ 4. Activities and Key sector priorities for the 2014 – 2015

After collecting, accumulating and dissecting regional information and considering it alongside the feedback received through engagement with local governments and key community stakeholders, RDAFCW have arrived at one vision for the region 'to create a liveable and sustainable Central Queensland'.

RDAFCW has developed three strategies to link in with the Australian Governments 'Developing Northern Australia' policy and the Queensland State Governments 'The Queensland Plan' and 'RegionsQ Framework'.

The three strategies have been developed in conjunction with:

RDA Northern Queensland Strategy

An overall Northern Queensland Strategy (NQS) has been formulated and priority projects across the region identified. Building on positive initial outcomes, which included making a contribution towards gaining bipartisan support for increased funding commitments for the Bruce Highway, the Australian Department of Infrastructure and Regional Development approved and funded the investigation into three further recommended initiatives of strategic importance. These included the business cases for:

- » Investing in regional roads
- » Developing agricultural distribution hubs
- » Regional aviation and air freight for exports

Northern RDA Alliance

The aim of the Northern RDA Alliance is to support policies and to prioritise investment opportunities to ensure the sustainable development of Northern Australia.

- » A genuine exploration of incentive options to lift Northern Australia investment and liveability
- » Connecting Northern Australia through strategic road infrastructure
- » Integrated ICT including trialling high-speed wireless technology
- » Secure access to clean water for Northern Australia communities
- » Towards a Northern Australia energy strategy
- » Towards a collaborative research initiative supporting agriculture



RDA Three Strategies

1. Community

» Communications 2 Careers (linking school students with local employers)

Rapid Innovative Networking Group (RING) and RDAFCW to organise career speed interviewing events between local businesses and secondary schools. The program is called Communication to Careers (C2C). This is currently being trialled in the Rockhampton and Livingstone area for a broader Central Queensland roll-out to occur relating to funding.

» National Stronger Regions Fund

The Australian Government has committed \$1.0 billion over five years from 2015-16 for the National Stronger Regions Fund. The Fund will promote economic development through investment in small-scale infrastructure projects at a local level. It will provide funding for the construction, expansion and enhancement of infrastructure with a focus on regions with low socio-economic status or higher than average unemployment. These investments will create greater economic opportunities for people living in regions.

The Fund will provide up to half the cost of projects, with remaining contributions from local government, State governments, communities and the private sector.

» Grants and Funding Writing Workshops

RDAFCW has and will continue to conduct funding and grant writing workshops in Central Queensland. RDAFCW has designed a training program to assist community organisations prepare and apply for government and private funding.

2. Small and Medium Business

» Capricorn SME Dashboard

The Capricornia Business Dashboard project was initiated in response to questions about the current status of the local economy, trends in local business activity and growth, and how growth in local businesses can be better supported. The Dashboard project is a collaborative initiative between the Capricornia Chamber of Commerce, Regional Development Australia (Fitzroy and Central West) and the Queensland Government. A clear focus for the project was to understand the local business environment, with a focus on the ways that the project partners can support local businesses as they cope with challenging and changing times.

CQUniversity Australia was contracted to undertake the Phase 1 research component of the Capricornia Dashboard project, with Phase 2 involving the identification and prioritisation of business support activities to be offered within the region over the coming 12 months.

» Western Roads Action Plan

Regional Development Australia Committees with a footprint across regional road networks outside South East Queensland and west of the Bruce Highway held a forum in Mt Isa on the 28th August to work with regional stakeholders on the development of a Western Roads Action Plan.

Targeted outcomes for the forum were:

1. Seek collaboration on the development of a Western Roads Action Plan (WRAP)
2. Agree on the Terms of Reference for a WRAP Working Group
3. Discuss required funding



3. Agriculture

» Growing Central Queensland

Vision

Growing Central Queensland is a regional initiative to capture sustainable agribusiness opportunities for individuals and communities across Central Queensland.

Purpose

To promote Growing Central Queensland as a key vehicle to encourage the development of catalytic agriculture infrastructure, by attracting public and private investment. This will lead to a number of infrastructure priorities and individual investment prospects being identified.

In the first instance, Beef 2015 will be used as an opportunity to promote the first tranche of identified priority investment opportunities.

Background

The six local governments within the Fitzroy region, State Government Departments, Regional Economic Development Organisations and Australian Government agencies across the Central Queensland region met to discuss major cross-regional agricultural priorities and how to address them. Road, water, energy and export infrastructure were identified as major areas for infrastructure investment to support the agriculture sector – the backbone of our rural and remote communities.

Process

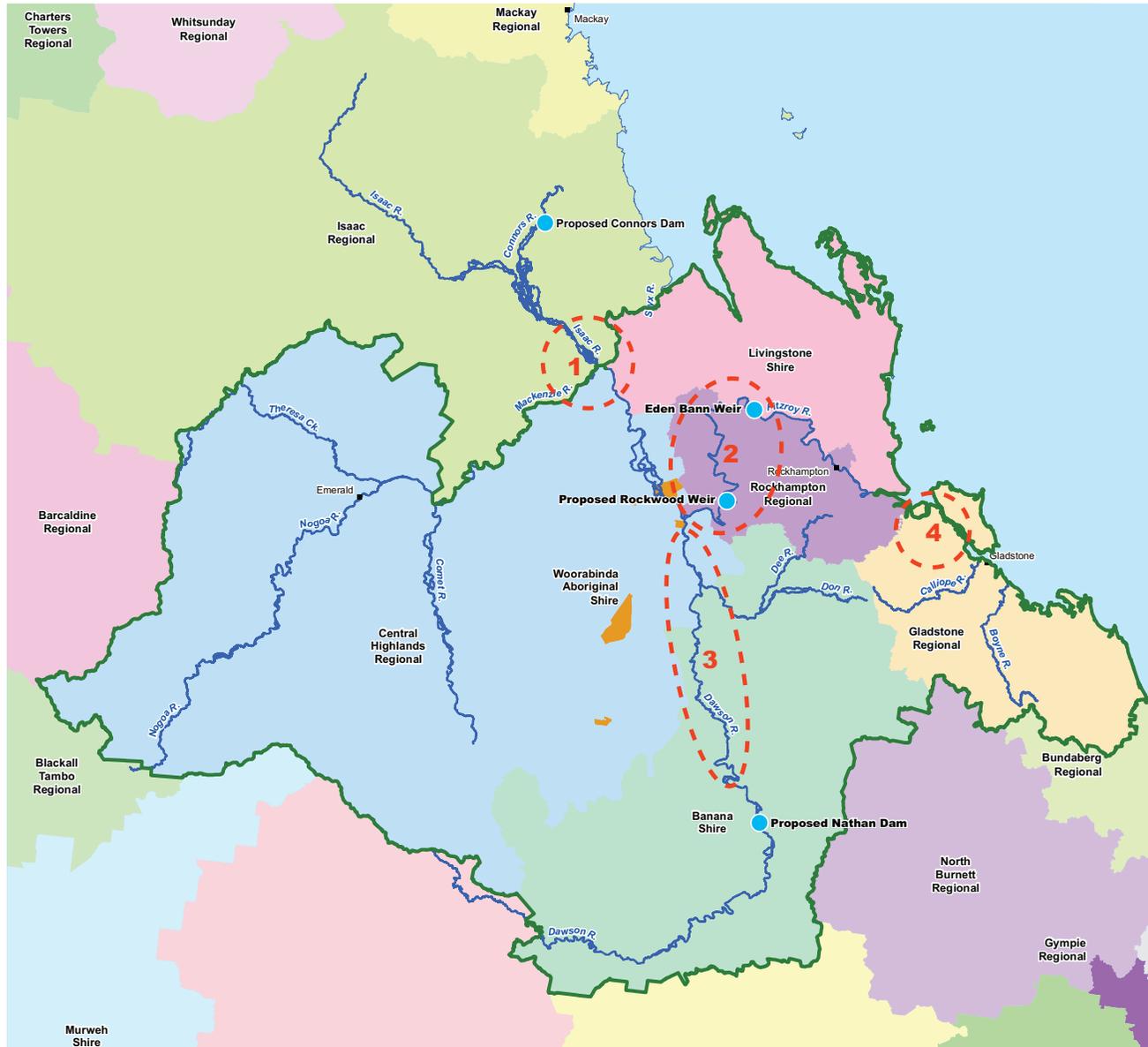
It has been agreed that Regional Development Australia Fitzroy and Central West will auspice the development of a Growing Central Queensland opportunities assessment and investment prospectus. This will draw on information from studies conducted by the Queensland State Government Department of Agriculture, Fisheries and Forestry, Department of State Development, Infrastructure and Planning, Department of Natural Resources and Mines, CQUniversity and local councils.

The scope of the Growing Central Queensland opportunities assessment and investment prospectus will include (but not be limited to) the following potential agriculture precincts:

1. The Mackenzie River Agriculture Corridor
2. The Fitzroy River Agriculture Corridor
3. The Dawson River Agriculture Corridor
4. The Gladstone Agribusiness Logistics



Growing Central Queensland

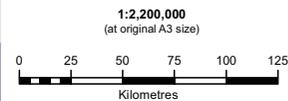


Legend

- Fitzroy Statistical Area Level 4
- Major Places
- Major Watercourses
- Mackenzie River Agricultural Corridor
- Fitzroy River Agricultural Corridor
- Dawson River Agricultural Corridor
- Gladstone Agribusiness Logistics

LGA

- Banana
- Barcardine Regional
- Blackall Tambo Regional
- Bundaberg Regional
- Central Highlands Regional
- Charters Towers Regional
- Gladstone Regional
- Gympie Regional
- Isaac Regional
- Livingstone
- Mackay Regional
- Maranoa Regional
- Murweh
- North Burnett Regional
- Paroo
- Rockhampton Regional
- South Burnett Regional
- Toowoomba Regional
- Western Downs Regional
- Whitsunday Regional
- Woorabinda



Coordinate System: Geocentric Datum of Australia 1994



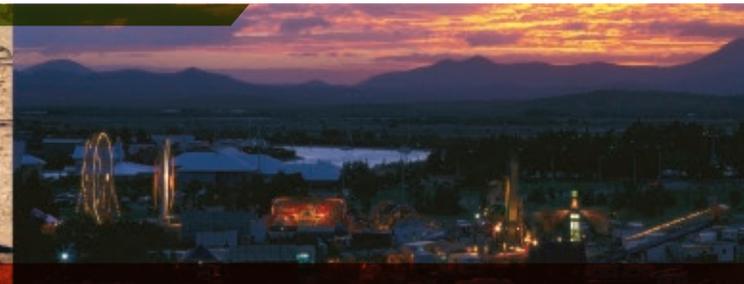
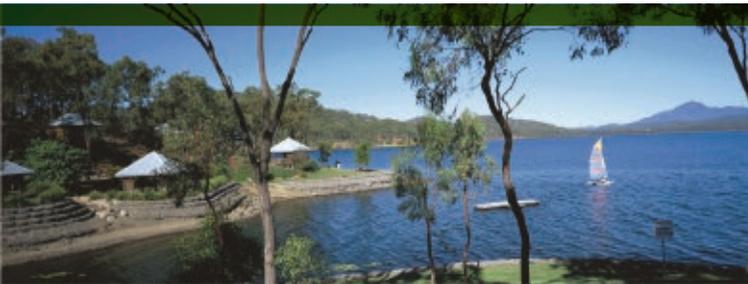
5. Outcomes and key performance indicators

In order not to duplicate process and consume limited resources, the RDAFCW committee has worked collaboratively and systemically with the 12 local governments on priorities at the sub-regional and regional level. This has been the template in developing the 2014-2015 Business Plan.

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 community, business and agriculture development to match both community expectations as well as the pace of social, industry and business growth. 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.



Banana Shire Council
 Barcardine Regional Council
 Barcoo Shire Council
 Blackall-Tambo Regional Council
 Central Highlands Regional Council
 Diamantina Shire Council
 Gladstone Regional Council
 Livingstone Shire Council
 Longreach Regional Council
 Rockhampton Regional Council
 Winton Shire Council
 Woorabinda Aboriginal Shire Council



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 funding updates » Produce newsletters » Number of meetings relating to regional priority specific outcomes » Number of regional 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 » Number of Ministerial meetings » Participation in studies/projects/strategies in accordance with funding opportunities » Submissions to the Development of Northern Australia 	<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 website » 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 	<ul style="list-style-type: none"> » Summary of assessment » Expectations and goals » Key issues and challenges » Lessons

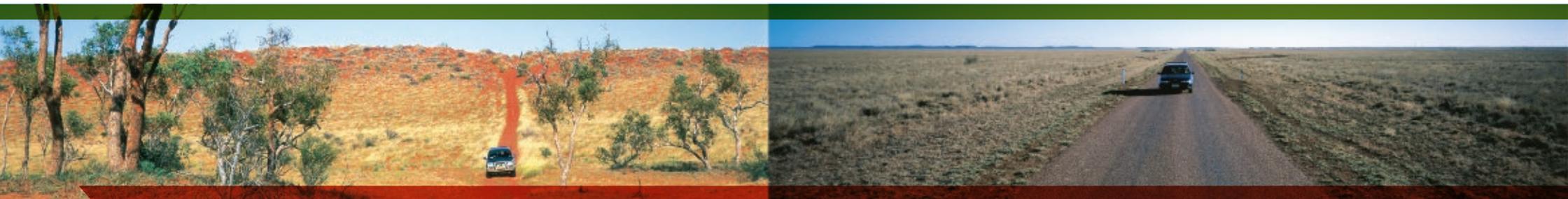
2. Informed Regional Planning

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 Developing Northern Australia	<ul style="list-style-type: none"> » Development and promotion of policies and programs relating to recommendations » Contributing to State and Local priorities » Number of input and feedback on regional planning from local governments » Production of the Green and White Paper submissions 	<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	» 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	» 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	» 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 » Number of local government newsletters 	<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 program 	<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» 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 of specific projects	<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. The Central Queensland and the region as a whole and the individual communities within are key contributors to the nation's economic future and the gateway to northern Australia and the Asian markets.

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 are under pressure, as in a lot of cases, the original economic drivers within those communities has changed and evolved.

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.



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

- » Developing Northern Australia
- » Building Stronger Regional Communities

State Government Objectives

- » Royalties to Regions
- » The Queensland Plan
- » Central Queensland Regional Plan
- » Queensland's Agricultural Strategy 2040 Vision
- » RegionsQ

Local Government priorities

- » Corporate Plan
- » Community Plan

The Queensland Plan

The Queensland Plan is an aspirational community vision. While it is designed to show the direction in which Queenslanders want to go, there are many options for how we put it into practice. All Queenslanders—governments, business, industry, community groups and individuals—are encouraged to consider the plan and nominate what you will do to help achieve our vision.

The Queensland Plan at a glance:

Education – Education is for life

Community – Communities are our heartland

Regions – Regions are the engine rooms for our state

Economy – Economic prosperity creates opportunity

Health and wellbeing – Active, healthy lifestyles drive our success

Environment – We are the guardians of our environment

People – People are our greatest asset

Infrastructure – Infrastructure creates building blocks for our future

Governance – Governance is the people's voice



Central Queensland Regional Plan

The Central Queensland Regional Plan has been prepared with a strong focus on resolving land use competition between the agricultural and the resource sectors and driving economic development.

The policies contained in the regional plan will contribute towards the protection of strategic areas of priority agricultural land use from potentially incompatible resource activities and maximise opportunities for co-existence of resources and agricultural land use.

The regional plan also safeguards areas required for the growth of towns in the regions through the establishment of Priority Living Areas while providing for resource activities to locate within these areas where it meets communities' expectations as determined by the relevant local government.

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 has made an outstanding contribution to national economic growth over the past decade and is poised to make a major contribution over the next decade.

However Northern Queensland has long suffered from constraints with internal transport systems, lack of direct connectivity with outside markets and poorly developed distribution systems that have impacted the rate of development.

The four Regional Development Australia committees north of the Tropic of Capricorn have come together to present three priority elements of a Northern Queensland Strategy to support the development of Northern Australia.

New Dimensions of Potential Growth

The region is rich in resources such as energy, water, minerals and outstanding tourism assets with much potential to supply rapidly expanding Asian markets.

Emerging technologies, especially those of relevance to operating industry and business in the tropics, and new markets, will be enablers of growth for the region in the future. Potential new developments include:

Primary industries

- » The sugar industry moving to produce much more than raw sugar
- » Pastoral industries expanding to meet growing demand for protein in Asia
- » Other crops breaking into overseas markets
- » Cropping moving north and west into new production areas
- » New technologies leading to potential expansion of aquaculture and biofuels production

Mining

- » Opening up the Galilee Basin coal developments;
- » Prospective gas developments in the Far West and North West;
- » Expansion of bauxite mining in Cape York;
- » New mining prospects in the North West and North East Mineral Provinces.

Tourism

- » A major new surge of tourism development, especially out of China, including some of the largest integrated resort developments in the world.

Northern R-DA Alliance

The Northern RDA Alliance comprises eight RDAs whose regions make up Northern Australia. This network, representing the Gascoyne in Western Australia to Gladstone in Central Queensland, has been meeting to explore common interests and issues. Our aim is to support policies and to prioritise investment opportunities to ensure the sustainable development of Northern Australia.

After making a collective submission to the Joint Parliamentary Inquiry concerning the future of Northern Australia, the Alliance met in Darwin in June 2014 to discuss the Developing Northern Australia Green Paper. The Alliance considered shared priorities for the implementation of the six broad policy directions.

The Alliance is supportive of the Australian Government's efforts to focus policy and investment attention on Northern Australia and we recognise the need to make a convincing case for national investment. Hence we support the broad approach taken with respect to the six key policy directions outlined in the Green Paper. The Alliance is committed to the need for a clear strategy to unite the policy and investment objectives of the Australian, State and Territory governments, combined with a focus on lifting investment barriers for private capital.

The Northern RDA Alliance can greatly assist the Governments policy on Northern Australia. Our concern is to explore the key ground-breaking reforms and investments needed to secure our future through implementation of ideas outlined in the Green Paper into a policy and investment-oriented White Paper.



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 the local voice for their region – 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 agricultural sector, small and medium businesses and community groups will be an instrumental part of the RDAFCW's activities throughout 2014/15. It is likely that this will be done collaboratively with existing local, state and regional bodies.

The Chair and CEO of RDAFCW visited all 12 local government authorities in 2013/2014 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 roads and rail and economic 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
- » Small Business - Peak industry and organisational bodies
- » Agriculture – Peak industry and organisational bodies
- » 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. 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 2014-2015 period. Relevant marketing considerations include:

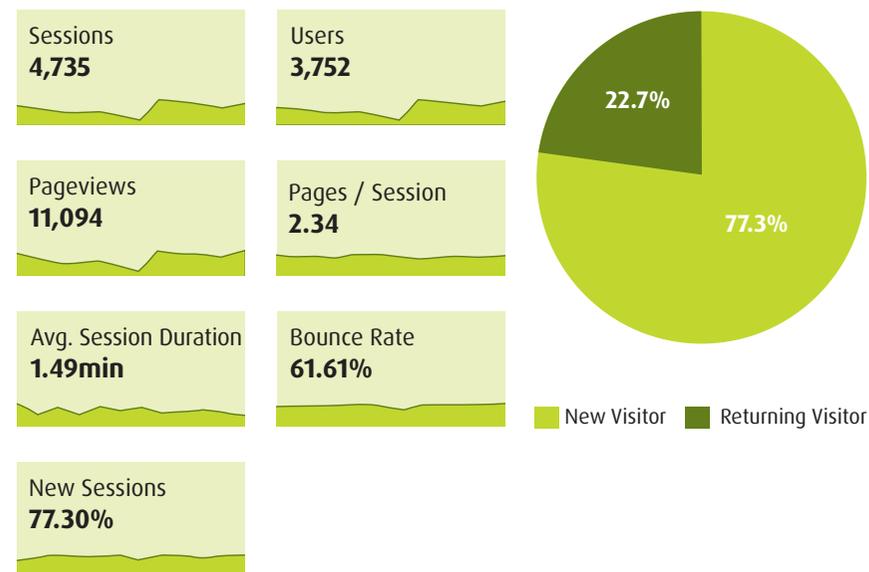
- » The rebuilding, development and management of RDAFCW website
- » Procedures to ensure timely up-dates to the website
- » Planned and anticipated media opportunities – radio, internet and print
- » The development and dissemination of promotion material
- » Monthly newsletters and funding newsletters
- » Weekly RDAFCW reports to committee members and local councils (including Federal and State media statements and funding statements for Central Queensland)

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
Mailchimp database (1500)	<ul style="list-style-type: none"> » Ongoing maintenance and up-dating of contact details in the 'mailchimp' database for newsletter mail-outs
Monthly RDAFCW newsletters and funding announcements	<ul style="list-style-type: none"> » RDAFCW newsletters and funding newsletters drafted and disseminated to contacts in the mailchimp database
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
Weekly Local Newsletter	<ul style="list-style-type: none"> » RDAFCW sends a weekly newsletter to all 12 local government mayors and CEO's from the Central Queensland region with information relating to government policy, programs, funding and announcements



RDAFCW Newsletter Campaigns – 2013/2014	Sent	Open	Forwards	Bounced
2013				
July Funding Newsletter (9 July)	100	29 (35.4%)	223	18 (18.0%)
July Newsletter (26 July)	1,338	305 (23.7%)	180	50 (3.7%)
September Funding Newsletter (24 September)	90	27 (32.9%)	161	8 (8.9%)
November Newsletter (12 November)	1,342	309 (24.5%)	537	81 (6.0%)
December Funding Newsletter (12 December)	108	42 (42.9%)	304	10 (9.3%)
2014				
February Newsletter (10 February)	1,358	370 (29.1%)	725	87 (6.4%)
February Funding Newsletter (13 february)	184	74 (42.0%)	232	8 (4.3%)
March Funding Newsletter (13 March)	181	67 (38.3%)	194	6 (3.3%)
April Newsletter (3 April)	1,313	334 (26.8%)	494	66 (5.0%)
May Funding Newsletter (16 May)	233	100 (44.6%)	366	9 (3.9%)
June Newsletter (30 June)	1,283	350 (28.7%)	270	62 (4.8%)
TOTAL SENT - 2013/2014	7,530		3,686	
INDUSTRY AVERAGE		22.6%		3.1%

RDA – Fitzroy and Central West – Website Audience Overview 1 July 2013 – 30 June 2014



Sessions - Total number of sessions within the date range. A session is the period time a user is actively engaged with your website, app, etc. All usage data is associated with a session.

Users - Users that have had at least one session within the selected date range. Includes both new and returning users.

Page views - Is the total number of pages viewed. Repeated views of a single page are counted.

Pages/Session - (Average Page Depth) is the average number of pages viewed during a session. Repeated views of a single page are counted.

Bounce Rate - Bounce Rate is the percentage of single-page visits (i.e. visits in which the person left your site from the entrance page without interacting with the page).

New Sessions - An estimate of the percentage of first time visits.

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 is a standing agenda item at every RDAFCW Committee meeting.

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	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 litigation if deemed neglect	C	Occupational Health & Safety Policy implemented and monitored 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. "all travel by motor vehicle is to be completed within daylight hours, no earlier than 6.00am, and no later than 6.00pm"	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 litigation if deemed neglect	C	Occupational Health & Safety Policy implemented and monitored 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	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.	Insufficient management of the RDAFCW Operational budget	Insolvency	C	Budget reports are sent to all committee members for discussion at the RDAFCW committee meetings CEO prepares a six monthly and an annual report All RDAFCW financial transactions are counter signed by one board member (minimum) RDAFCW employs a professional bookkeeper All finances are audited annually by an outside organisation	2	Low	Low	Low
2.	Not adhering to the RDAFCW Operational and Risk Management Manuals	Breach of contract and breach of the Act	C	Internal controls as per Department guidelines	2	Low	Low	Low
3.	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
4.	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
5.	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
6.	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
7.	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
8.	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
9.	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

Risk Management Register

Function/Activity:	Administration	Executed by:		Date:	
Date of Risk Review:		Reviewed by:		Date:	

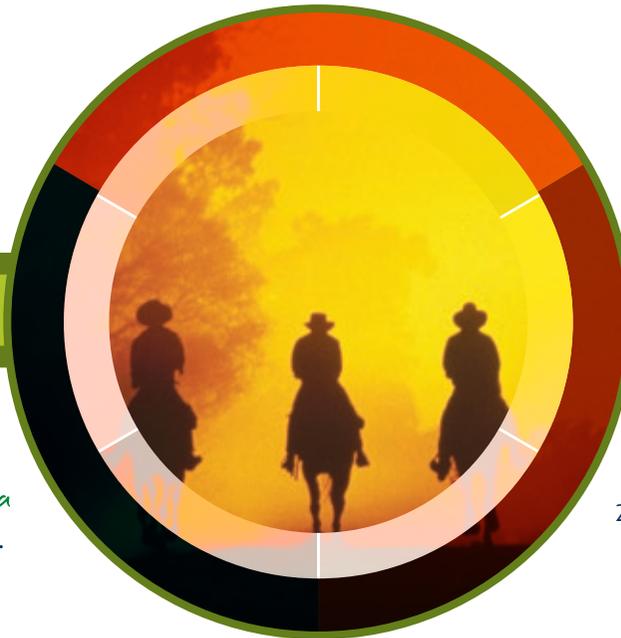
Ref	Risk: What & How?	Consequence	Likelihood	Existing Control	Consequence Rating	Likelihood Rating	Level of Risk	Risk Priority
1.	Inappropriate destruction of organisational data/records	Departmental and legal investigation Damage to RDAFCW reputation	C	Data back-up on a daily basis and all such data 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. Breach of the Act. Investigation. Damage organisations reputation.	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.	C	Assets use policy adhered to	2	Low	Low	Low
5.	FBT documentation not understood and maintained correctly	Breach of Contract. Impinge ATO requirements	C	Accountant to calculate all FBT requirements	2	Low	Low	Low
6.	Termination of contract	Termination of contract	C	Budget reports are sent to all committee members for discussion at the RDAFCW committee meetings CEO prepares a six monthly and an annual report All RDAFCW financial transactions are counter signed by one board member (minimum) RDAFCW employs a professional bookkeeper All finances are audited annually by an outside organisation	2	Low	Low	Low





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Development**
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