

2015/2016

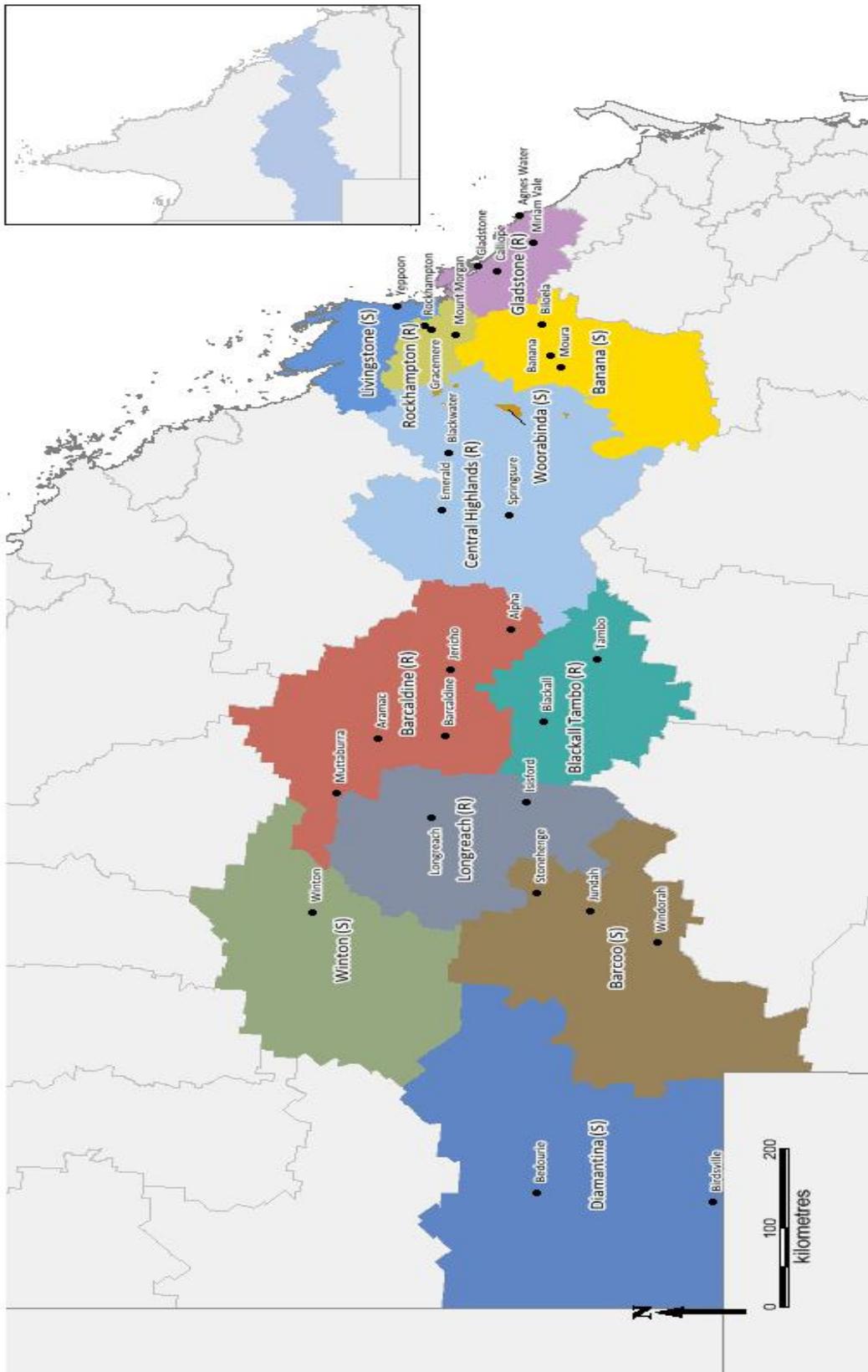
Annual Business Plan



Regional
Development
Australia

FITZROY AND CENTRAL WEST INC

MAP OF REGIONAL DEVELOPMENT AUSTRALIA FITZROY AND CENTRAL WEST AREA



CHAIRMAN'S MESSAGE

A “liveable and sustainable Central Queensland” is the key focus of the Regional Development Australia Fitzroy and Central West Inc. (RDAFCW) committee. This vision was created by the newly endorsed committee members through wide-ranging networking and joint meetings with local key stakeholders and by drawing upon regional evidence and statistics to support the vision with Australian and Queensland State priorities.

The beginning of 2015 has been challenging for the Central Queensland region due to Cyclone Marcia which devastated the regions covered by Rockhampton Regional Council and the Shires of Livingstone and Banana. Additionally, 10 out of the 12 local councils in the RDAFCW region have since been drought declared. The resource sector has plateaued with many major industrial projects transitioning from construction to an operational phase. This is particularly the case with the LNG projects on Curtis Island Gladstone.

The diversity of the region is reflected in the committees’ composition and general aspirations, especially with the five recently created sub-regional committees, which have enabled the committee to draw successfully upon regional attributes, opportunities, strengths and identify areas for improvement. In order to build a conducive and sustainable region, the RDAFCW committee will work with all Central Queensland and adjoining communities.

These sub-regions will be:

- Rockhampton Capricorn Coast
- Gladstone
- Callide Dawson
- Central Highlands and Woorabinda
- Central West

RDAFCW will then link both the Committee’s and the sub-regional committee’s focus into three sectors of the regional economy - community, agriculture and small business.

The Central Queensland region is distinctive, varied and resource-rich. Covering an area of 453,354 km² (larger than Victoria and Tasmania combined), Central Queensland has a population of 245,683 and contributes \$20.5 billion Gross Regional Product ⁽¹⁾.

In response, this year’s 2015-2016 Annual Business Plan will have a high focus on the National RDA Committee’s purpose of facilitating policies, programmes and projects designed to strengthen:

- human capital
- productivity
- infrastructure
- access to markets
- regional comparative advantage and business competitiveness
- increased economic activity and creation of new jobs
- improved standards of living and working conditions

(1) National Institute of Economic and Industry Research (NIEIR), 2013/14

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1. INTRODUCTION

The regions of Fitzroy and Central West are independent with specifically rich, natural, social and cultural features that play a critical role in the development of Northern Australia and the national economy. The Central Queensland region is not only the gateway to Northern Australia but to expanding Asian markets.

Regional Development Australia Fitzroy and Central West work tirelessly to understand the ever-changing subtleties of the area and fully appreciates that the region has experienced volatility in its economy. Many of the economic sectors and industries have, and continue to experience various challenges and opportunities. The long-term sustainability of numerous communities is under pressure, as in a lot of cases, the economic drivers which demanded their original creation 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

National Economic Indicators for Central Queensland by Local Government Areas - 2013-14

LGA	Population (ERP) ¹	Gross Regional Product (GRP) ²	Local Jobs ²	Businesses ³	Building Approvals ⁴
	No.	\$m	No.	No.	\$'000
Gladstone	66,097	6,890	32,388	4,072	317,284
Central Highlands	31,595	5,181	23,575	3,210	75,239
Rockhampton	83,439	4,939	42,613	4,996	235,057
Banana	15,236	1,759	9,396	2,610	20,863
Livingstone	36,378	1,030	8,884	2,820	90,712
Longreach	4,238	258	2,461	664	2,694
Barcaldine	3,359	210	1,758	599	3,823
Blackall-Tambo	2,306	106	1,108	382	1,096
Winton	1,379	91	787	80	1,098
Diamantina	292	17	146	141	199
Barcoo	362	28	254	92	308
Woorabinda	1,002	16	291	12	0
TOTAL CENTRAL QUEENSLAND	245,683	20,525	123,661	19,678	748,373
% Queensland	5.20	7.21	5.47	4.94	4.36
TOTAL QUEENSLAND	4,722,447	284,814	2,260,021	397,945	17,168,950

¹ - Australian Bureau of Statistics, Regional Population Growth, Australia, 2013/14

² - National Institute of Economics and Industry Research, 2013/14

³ - Australian Bureau of Statistics, Counts of Australian Businesses, June 2010 to June 2014

⁴ - Australian Bureau of Statistics, Building Approvals, 2013/14

Source: National Institute of Economic and Industry Research, 2013/14

1.1. SUMMARY OF KEY ACHIEVEMENTS

The second half of 2014-2015 saw Kym Mobbs appointed as Chairman of RDA Fitzroy and Central West. Also announced were six new committee members: Deputy Chairman John Lever, Treasurer Mary Carroll, Cr Gai Sypher, Cr Graham McDonald, Mayor of Winton Cr Butch Lenton and Cr Nev Ferrier.

The major success of the RDAFCW for 2014-2015 was the joint agriculture project Growing Central Queensland (refer below). What started as an eight week initiative, following on from the previous work of the Fitzroy Industry Infrastructure Study, will now continue for a further three years.

This project has been able to secure funding through the hard work of the Steering Committee, Project Officer Anne Stunzner and from:

- Queensland State Department of Agriculture and Fisheries
- Queensland State Department of State Development
- Queensland State Department of Natural Resources and Mines
- Rockhampton Regional Council
- Livingstone Shire Council
- Banana Shire Council
- Central Highlands Regional Council
- Gladstone Regional Council
- CQUniversity

RDA Fitzroy and Central West major achievements for the 2014-2015 financial year include:

- Presented to two State Government Community Cabinets
- Growing Central Queensland initiative
- Communication to Careers
- Drought and Poverty in Central Western Queensland report
- Central Queensland Snapshot
- Capricornia Small Medium Enterprises Dashboard – Stage Two
- Inland Queensland Roads Action Plan
- Relocation of the Rural Industries Research and Development Corporation to Central Queensland

Throughout the 2014-2015 financial year, RDAFCW submitted and presented a number of submissions to the Australian Government. These included:

- The Productivity Commission to Natural Disaster Funding
- Prime Minister's Industry Innovation and Competitiveness Agenda: "Better economic infrastructure" roundtable
- RDAFCW Submission and presentation to The White Paper on Developing Northern Australia
- A Joint Submission to the Green Paper on Developing Northern Australia by the Communities of Central Queensland
- Joint Northern Queensland RDA Submission to The White Paper on Developing Northern Australia
- Agricultural Competitiveness Green Paper

RDAFCW further improved its community engagement and consultation strategy via weekly reports

to all 12 local government councillors and economic officers. The weekly reports consisted of information relating to Australian and Queensland Government announcements, policies, programs, funding releases and opportunities. Also included were the latest statistical data, such as unemployment figures, vacancy rates, migration figures and any other information that may assist local councils and community organisations in discussion making.

Monthly e-newsletters covering general information and funding opportunities were sent to a total of 35,000 contacts for the period 2014-2015. Also included were over 5,000 'hits' on the RDAFCW website with a further 1,317 reports and fact sheets downloaded.

The Committee of RDAFCW will continue to inform and engage with government representatives, local governments, businesses and community organisations regarding economic development and infrastructure priorities for the Fitzroy and Central West regions. These priorities will continue to be linked to the Development of Northern Australia, Infrastructure Australia Audit, the Agriculture Competiveness Green Paper and the Queensland State Government's Strategic Plan 2015-19.

The only priority or activity that did not see a positive result was the number of grant and funds writing workshops. This was due to both the difficulty of organising community groups and the time factor involved in organising these events. The lesson learnt was instead of organising in-house, RDAFCW will participate in workshops arranged by individual community groups. Also the Fitzroy and Central West region was not successful in obtaining funding under the National Stronger Regions Fund Round One. There has been a concerted and coordinated effort to improve this outcome for Round Two through community workshops, electronic media and committee member participation.

All other priority areas and activities were successfully met; however the following were identified for quality improvement:

- Increase funding newsletter development and distribution
- Possible increase in the number of media releases
- Update our Agriculture Report for Central Queensland
- Further development of the Inland Queensland Roads Action Plan
- Obtain additional funding for the Growing Central Queensland project

Growing Central Queensland

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

Regional Development of Australia Fitzroy and Central West (RDAFCW) auspice the development of the Growing Central Queensland project in partnership with: Queensland State Government Department of Agriculture and Fisheries; Department of State Development; Department of Natural Resources and Mines and the six local councils in the Fitzroy region.

RDAFCW released the Growing Central Queensland Review in March 2015 in readiness for Beef Week (3 -9 May 2015) in Rockhampton. RDAFCW also presented the Growing Central Queensland project to the Northern Australia Beef Industry Roundtable during Beef Week 2015.

RDAFCW conducted a seminar for almost 100 attendees at Beef Week 2015 on “Growing Central Queensland – Farming’s Next Frontier; the Quest to Invest”. The seminar was followed by the Director Generals of Department of Agriculture and Fisheries and Department of State Development providing the official launch of the Growing Central Queensland agricultural prospectus and beef industry investment opportunities portfolio.

Growing Central Queensland has now received additional joint funding from: - Department of Agriculture and Fisheries; Department of State Development; CQ University and the Fitzroy local councils to continue the project for the next three years. Capricorn Enterprise, the region’s peak tourism and economic development organisation has identified the Fitzroy Agricultural Precinct as part of “Growing Central Qld” as one of the region’s seven (7) Priority Projects.



Communication to Careers – Rapid Innovative Networking Group

RDA Fitzroy and Central West is a key partner in the Rapid Innovative Networking Group (RING) which facilitates 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 in order 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 are given five minute interviews with each business person.

The outcomes from the Communication to Careers program are:

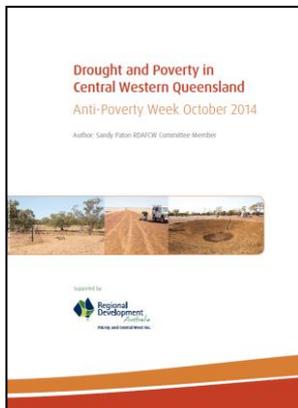
- To improve students confidence in meeting business/industry representatives (potential employers)
- To improve students communication skills with business/industry representatives
- To improve students chance of gaining a “foot in the door” for potential job interviews

The Communication to Careers initiative has been operating for two years and is popular with both public and private schools in the region. The program during 2014-2015 was conducted in six Central Queensland schools, involving 310 students and 95 local businesses.



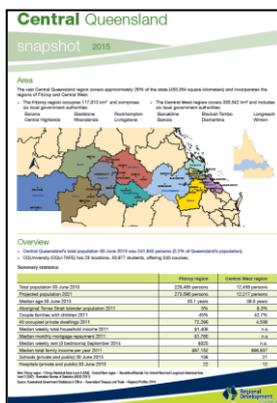
Drought and Poverty in Central Western Queensland

In Anti-Poverty Week October 2014 RDAFCW committee member Sandy Paton provided a brief snapshot report on the impact of “hidden poverty” being experienced by many people in Central West Queensland. Ten of the twelve Local Government Areas that make up the RDAFCW area have been drought declared.



Central Queensland Snapshot

RDAFCW developed a Central Queensland Snapshot 2015 which may assist local council and community organisations with funding submissions and project development. The snapshot covers statistics on the following topics – Area, Agriculture, Economy, Energy, Industry, Mining, Port, Roads, Tourism and Water.



Capricornia Small Medium Enterprises Dashboard – Stage Two

The Capricornia SME Dashboard (Stage One) initiative researched and analysed the challenges and opportunities faced by small and medium enterprises (SME) located in the Capricornia Region (Rockhampton Regional Council and Livingstone Shire Council).

The key stakeholders partnering in this project are:

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

The Capricornia SME Dashboard (Stage Two) of this initiative has been to develop business products and services to address the needs of small to medium sized businesses as identified in the Capricornia SME Dashboard research project (Stage One).

The program (Stage Two) has delivered eleven workshops in the first half of 2015 in the Rockhampton, Livingstone, Gladstone and Emerald regions. The workshops addressed the following topics: - business planning; marketing; digital; financial; competitive advantage and culture.

Inland Queensland Roads Action Plan

Regional Development Australia Committees outside South East Queensland and west of the Bruce Highway hosted a Regional Roads forum in Mt Isa on the 28 August 2014. The forum's aim was to work with regional stakeholders on the development of an Inland Queensland Roads Action Plan.

Objectives of the Mt Isa forum:

- Update on roads-related programs and funding
- Opportunity for each RRTG to present a snapshot of their strategic road priorities
- Discussion on the development of an Inland Queensland Roads Action Plan

2014-15 outcomes:

- Collaboration on the development of an Inland Queensland Roads Action Plan (IQRAP)
- Agreement on the Terms of Reference for the IQRAP Working Group
- Discussion on required funding

Relocation of the Rural Industries Research and Development Corporation to Central Queensland

RDAFCW provided Central Queensland statistics to CQ University for their submission to the Federal Government on the relocation of research and development entities from their current sites in Canberra to operations in regional Australia. In particular, the relocation of the Rural Industries Research and Development Corporation to Central Queensland not the proposed site of Albury-Wodonga is currently being advocated by key stakeholders in the region.

As the gateway to Northern Australia, Central Queensland produces one-third of Northern Australia's entire annual agricultural wealth, representing a gross value of agricultural production of over \$2.1B per annum.

1.2. 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.

Early 2015 saw the establishment of a new RDAFCW committee.

The new RDAFCW committee held their first meeting on the 30 April 2015 in Emerald.

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

Executive Officer – Kalair McArthur

Project Officer – Kylie Johnstone

Project Officer Growing Central Queensland – Anne Stunzner

Phone - 07 4923 6217

Location – 25 Yeppoon Road, Parkhurst, Queensland, 4702

2015 RDAFCW Committee			
Chairman	Kym	Mobbs	Business owner
Deputy Chairman Secretary	John	Lever	Business owner Koorana Crocodile farm
Treasurer	Mary	Carroll	CEO Capricorn Enterprise
Committee member	Gai	Sypher	Councillor Central Highlands Regional Council CQUniversity Emerald
Committee member	Graham	Lenton	Mayor Winton Shire
Committee member	Neville	Ferrier	Councillor Banana Shire
Committee member	Graham	McDonald	Councillor Gladstone Regional Council

1.3. OPERATIONAL PARAMETERS FOR THE COMING YEAR

Regional Development Australia (RDA) is a national initiative which seeks to grow and strengthen the regions of Australia. Comprising 55 Committees, the RDA network covers metropolitan, rural and remote regions across the country. RDA Committees are strong advocates for their region and drivers of change and, as such, have a pivotal role in fostering regional economic development.

The RDA network strengthens partnerships across all three tiers of government, regional business and the wider community to boost the economic capability and performance of regions. RDA Committees should be active in promoting Australian Government programmes and shepherding communities towards appropriate funding sources that will assist projects that work towards economic development.

RDA Committees use a regional economic development framework to promote long-term regional economic growth and provide a practical focus for strengthening Australia's regions. They can be grouped into five broad themes:

- **People and skills**—human capital, particularly the education and skills required to take advantage of a region's comparative and competitive advantages;
- **Sustainable regional communities**—the combination of policies, and investment in services and social infrastructure that help deliver economically, environmentally and socially sustainable communities and population growth;
- **Connecting to markets**—access to international, national and regional markets, whether by road, rail, air, sea and the internet;
- **Comparative advantage and business competitiveness**—helping regions to make the most of their strengths or comparative advantages, including through economic diversification, to foster their national and international competitiveness;
- **Partnerships and planning**—effective partnerships that span sectors and the three levels of government, including integrated regional planning which aligns the objectives of government, business and the community to coordinate development efforts at different levels;

In September 2014, the Growing Central Queensland Project commenced as collaboration between Regional Development Australia Fitzroy and Central West Inc. (RDAFCW), the Queensland Government (through Department of Agriculture and Fisheries, Department of State Development, Department of Natural Resources and Mines) and the six local councils in the Fitzroy statistical area.

The purpose of the first phase of the Project was to promote Growing Central Queensland as a key vehicle to encourage the development of new agriculture infrastructure by attracting public and private investment. This led to a number of infrastructure priorities and individual investment prospects being identified.

These consisted of appointing a Project Officer to undertake a review of agricultural needs and opportunities in Central Queensland followed by a process for addressing those needs and opportunities with a particular focus on Beef Australia 2015. This was an ideal occasion to promote the region to the wider world. These initial milestones were completed and successfully achieved, culminating in the launching of the Project at Beef Australia 2015. A second phase of the Project was signed off by all parties in June 2015 which will cover the period 1 July 2015 to 30 June 2018.

1.4. STRATEGIC CONTEXT

To implement a tangible response to the Australian and Queensland's Government strategy of regional economic and social development, the RDAFCW committee's strategy for Central Queensland is to identify five 'places' or sub-regions, within the region. These five sub-regional committees will be chaired by an appointed RDAFCW committee member. Stakeholders will be invited to join based on recognition of their passion, knowledge and experience of both the economic and growth drivers within their region. The purpose of the sub-regional committees is to advise the RDAFCW committee on regional economic opportunities and priorities.

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 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 2015-2016 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 White Paper
- Partnership for Regional Growth
- Agricultural Competiveness White Paper

State Government Objectives

- The Queensland Government's Objectives for the Community
- Central Queensland Regional Plan
- Queensland's Agricultural Strategy Plan 2015-2019

Local Government priorities

- Corporate Plan
- Community Plan

White Paper on Developing Northern Australia

This White Paper is an essential part of our plan to build a strong, prosperous economy and a safe, secure Australia. We can take advantage of our strengths and our natural advantages.

We will fix the roads and telecommunications, build the dams and deliver the certainty that landholders and water users need.

The Australian Government will drive down the costs of operating in the North for business; making it a more attractive place to invest and work. By making astute regulations and infrastructure investments, we can encourage jobs and tackle the costs of living far from major cities.

- Simpler land arrangements to support investment
- Develop the north's water resources
- Our business, trade and investment gateway
- Infrastructure to support growth
- A northern workforce for growth
- Good governance for Northern Australia

Agricultural Competitiveness White Paper

Agriculture is at the heart of the Australia identity. Our history and economy was 'built on the sheep's back'. Today agriculture continues to play a pivotal role in building the wealth of Australia; this is why the sector is one of the five pillars of the Australian economy and why the Government has made agriculture a priority.

The Government is focused on agricultural policies that will achieve nine principles, with better returns at the farm gate being the primary focus. To achieve this, the Government is committed to five key priorities:

1. A fairer go for farm business
2. Building 21st century water, transport and communications infrastructure
3. Strengthening our approach to drought and risk management
4. A smarter approach to farmer
5. Access to premium markets

The Queensland Government's Objectives for the Community

The Government will work closely with all Queenslanders to create jobs and a diverse economy, deliver quality frontline services, protect the environment and built safe, caring and connected communities.

The Queensland Government's objectives for the community

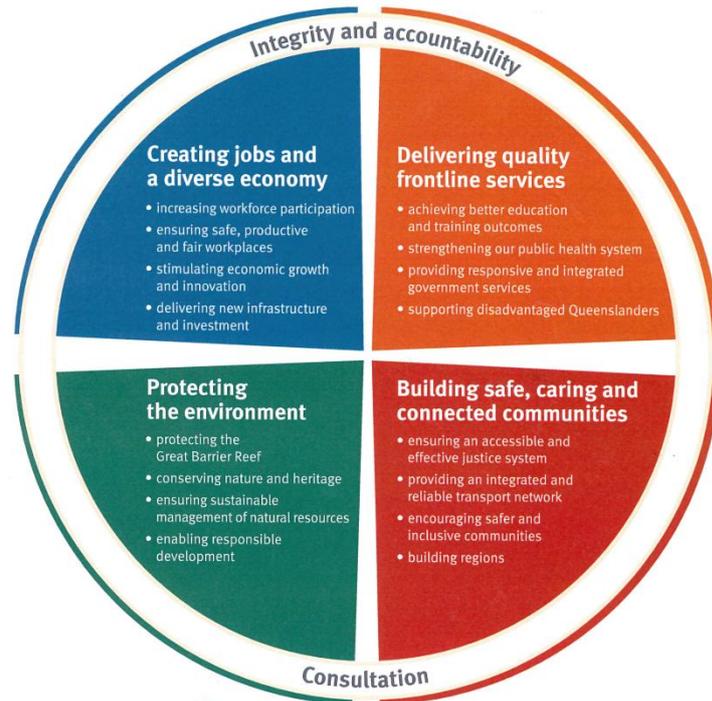
The Queensland Government is humbled by the opportunity the community provided to deliver a better way for their state.

The Government will work closely with all Queenslanders to create jobs and a diverse economy, deliver quality frontline services, protect the environment and build safe, caring and connected communities.

Integrity, accountability and consultation underpin everything the Queensland Government does. The Government will regularly report the outcomes achieved against these objectives for the community.



Anastacia Palaszczuk MP
Premier of Queensland
Minister for the Arts



Northern Queensland Strategy

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 bolster the future of our economy as well as build upon recognised Commonwealth and State Government priorities.

An overall Northern Queensland Strategy (NQS) has been formulated and priority projects across the region identified. This includes, making a contribution towards gaining bipartisan support for increased funding commitments for the Bruce Highway. The Commonwealth Department of Infrastructure and Regional Development approved and funded the investigation into three further recommended initiatives of strategic importance.

These include:

- **Investing in Regional Roads (Inland Queensland Roads Action Plan)** – 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

Inland Queensland Roads Action Plan

Five (5) Regional Development Australia (RDA) Committees working across Inland Queensland saw the opportunity for a more strategic and collaborative approach. The development of an Action Plan was considered the most appropriate model to identify the pathway to better outcomes for roads west of the Bruce Highway and outside the South East Queensland corner.

The Action Plan will:

- Focus on the road networks in two distinct areas namely the **Western Inland Zone** and the **Eastern Inland Zone** taking in all Councils which are contributing to the Plan.
- Reference existing and impending reports including the Queensland Government’s Heavy Vehicle Action Plan. Provide an overview of key road infrastructure across Inland Queensland, including collation of relevant available data – e.g. traffic volumes, flood and incident-related closure statistics and accident data.
- Develop a methodology for prioritisation of road construction and maintenance works for each of the Western and Eastern Inland Zones that focuses on economic value (including productivity on supply chains), safety, strategic intent, access, and social value.
- Identify 5, 10, and 15-year priorities.

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

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. The Alliance has agreed on the following six shared priorities:

- A genuine exploration of incentive options to lift Northern Australian 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 Australian communities
- Northern Australian Energy Strategy
- Collaborative research initiative supporting agriculture

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 achieved 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. RDAFCW will progress the regional vision for Central Queensland.

2. IDENTIFICATION OF RDA ACTIVITIES

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 2015-2016 period.

Relevant marketing considerations include:

- The development and management of RDAFCW website
- Procedures to ensure timely up-dates to the website
- The development and dissemination of promotion material
- Monthly newsletters and funding newsletters
- Weekly RDAFCW correspondence 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 ○ Growing Central Queensland ○ Monthly newsletters and funding newsletters ○ Relevant national and regional reports, plans, strategies and other documents
Mailchimp database (2,000 addresses)	<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
Weekly Local Government correspondence	<ul style="list-style-type: none"> • RDAFCW weekly correspondence to all 12 local government Mayors and CEO's and Councillors in the Central Queensland region with information relating to government policy, programs, funding and announcements
Weekly RDAFCW committee correspondence	<ul style="list-style-type: none"> • RDAFCW weekly correspondence to all committee members with CEO activities and information relating to government policy, programs, funding and announcements.

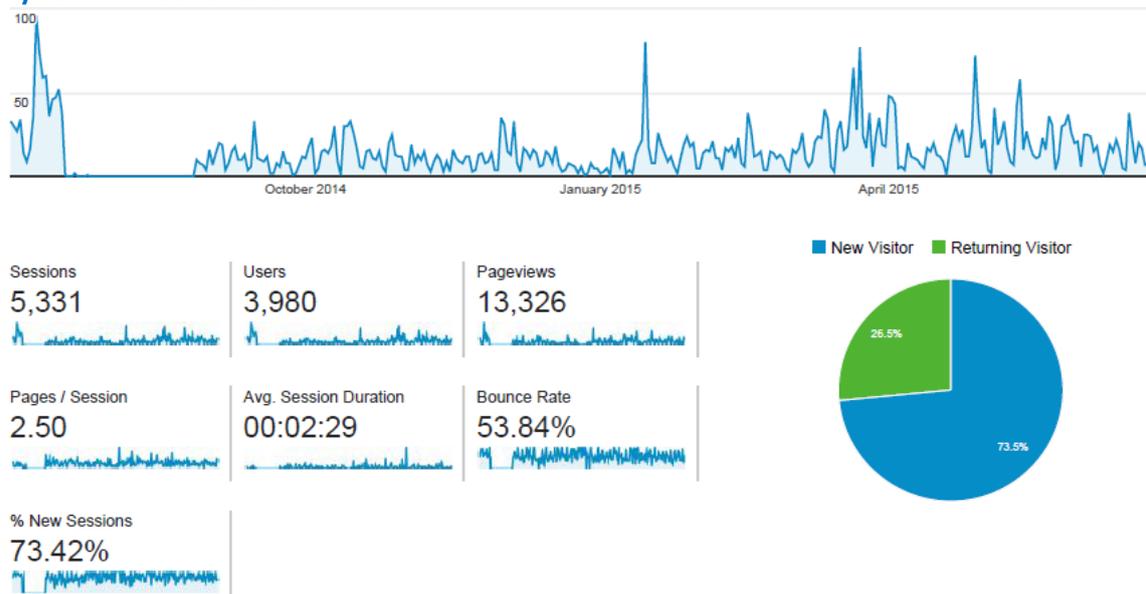
Regional Development Australia Fitzroy and Central West – Community Engagement

RDAFCW Newsletter Campaigns	Sent	Open	Forwards	Total
2014				
July Funding Newsletter (3 July)	226	64 (28.8%)	301	527
July Newsletter (24 July)	1,339	414 (32.0%)	566	1,905
September Newsletter (15 Sept)	1,504	444 (30.6%)	570	2,074
October Newsletter – National Stronger Regions Fund (3 Oct)	1,482	389 (27.6%)	944	2,426
October Newsletter – Issue 2 (13 Oct)	1,470	392 (27.9%)	616	2,086
December Funding Newsletter – (1 Dec)	1,493	522 (36.0%)	2,034	3,527
2015				
January Newsletter – (15 Jan)	1,487	479 (33.5%)	813	2,300
February Funding Newsletter – (13 Feb)	1,489	488 (33.9%)	2,248	3,737
March Newsletter (Cyclone Marcia) – (5 March)	1,450	485 (34.1%)	845	2,295
March Funding Newsletter – (12 March)	1,845	674 (37.3%)	2,717	4,562
April Newsletter – (2 April)	1,837	575 (32.1%)	1,020	2,857
April Newsletter (Beef Week - Growing CQ) – (28 April)	1,826	632 (35.9%)	891	2,717
May Funding Newsletter – (26 May 2015)	1,803	597 (34.1%)	2,259	4,062
TOTAL SENT - 2014/15	19,251		15,824	35,075
INDUSTRY AVERAGE		22.6%		

RDAFCW website downloads – 1/10/2014 to 24/6/2015	No.
Top Downloads	
Regional Snapshots (for CQ and by LGA)	269
Growing Central Queensland Investment Prospectus (x2)	126
Growing Central Queensland (Agricultural corridors fact sheets– Fitzroy, Gladstone, Dawson, Mackenzie)	120
Growing Central Queensland Review	97
RDAFCW Regional Roadmap	96
Capricornia Business Dashboard Report	79
RDAFCW Business Plan	62
Drought and Poverty in Central West Queensland	58
An Overview of Food and Fibre Industries in Central Queensland	41
TOTAL DOWNLOADS	1,317
<i>Note: Website downloads were only recorded from 1 October 2014.</i>	

Website Audience Overview www.rdafcw.com.au (Statistics snapshot taken 24 June 2015)

1 July 2014 – 24 June 2015



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 (Screen Views, Events, Ecommerce, etc.) 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.

Pageviews - Pageviews is the total number of pages viewed. Repeated views of a single page are counted.

Pages/session - 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).

2.1. REGIONAL PRIORITIES

Regional Development Australia Fitzroy and Central West have endeavoured to understand what was needed to enhance the profitability, productivity and competitiveness of Central Queensland, particularly the agricultural sector.

The two distinctive but interlocking regions, Fitzroy and Central West both have similar regional priorities which include water storage, roads and transport, telecommunications and investment opportunities. Priorities for the Fitzroy and Central West have been advanced so as to link specifically with both the Australian Government’s White Paper on Developing Northern Australia and the Agricultural Competitiveness White Paper.

The primary ‘ask’ for new infrastructure in the Fitzroy region, by all stakeholders has been the planning provision for water storage on the Dawson, Connors and Fitzroy Rivers. The focus has been on the agricultural benefits of building water infrastructure in conjunction with the benefits of water for the resource industry has been a significant shift in thinking around agricultural production at an Australian Government level. The Growing Central Queensland project is using this positive change to promote agreed regional priorities including the Rookwood and Eden Bann Weirs, Nathan Dam and Connors River Dam.

Fitzroy Basin Water Infrastructure Projects Summary

Storage	Estimated Cost 2012 (\$M)	Stored Volume (‘000 ML)	Cost (\$)/ML
Eden Bann Stage 2	171	67	2,552
Eden Bann Stage 3	196	92	2,130
Rookwood Stage 2	238	117	2,034
Connors River Dam	587	374	1,570
Nathan Dam	630	888	709

Source: Gladstone Area Water Board

Potential Water Allocations

Lower Fitzroy 76,000 ML/a (Gladstone 30,000; Livingstone 4,000; Balance 42,000)
 Connors River Dam 50,000 ML/a – high security (potentially 150,000 medium)
 Nathan Dam 62,000 ML/a – high security (potentially 190,000 medium)
 (Refer: Central Queensland Regional Water Supply Strategy and Fitzroy Water Resource Plan in the Infrastructure Reserve)

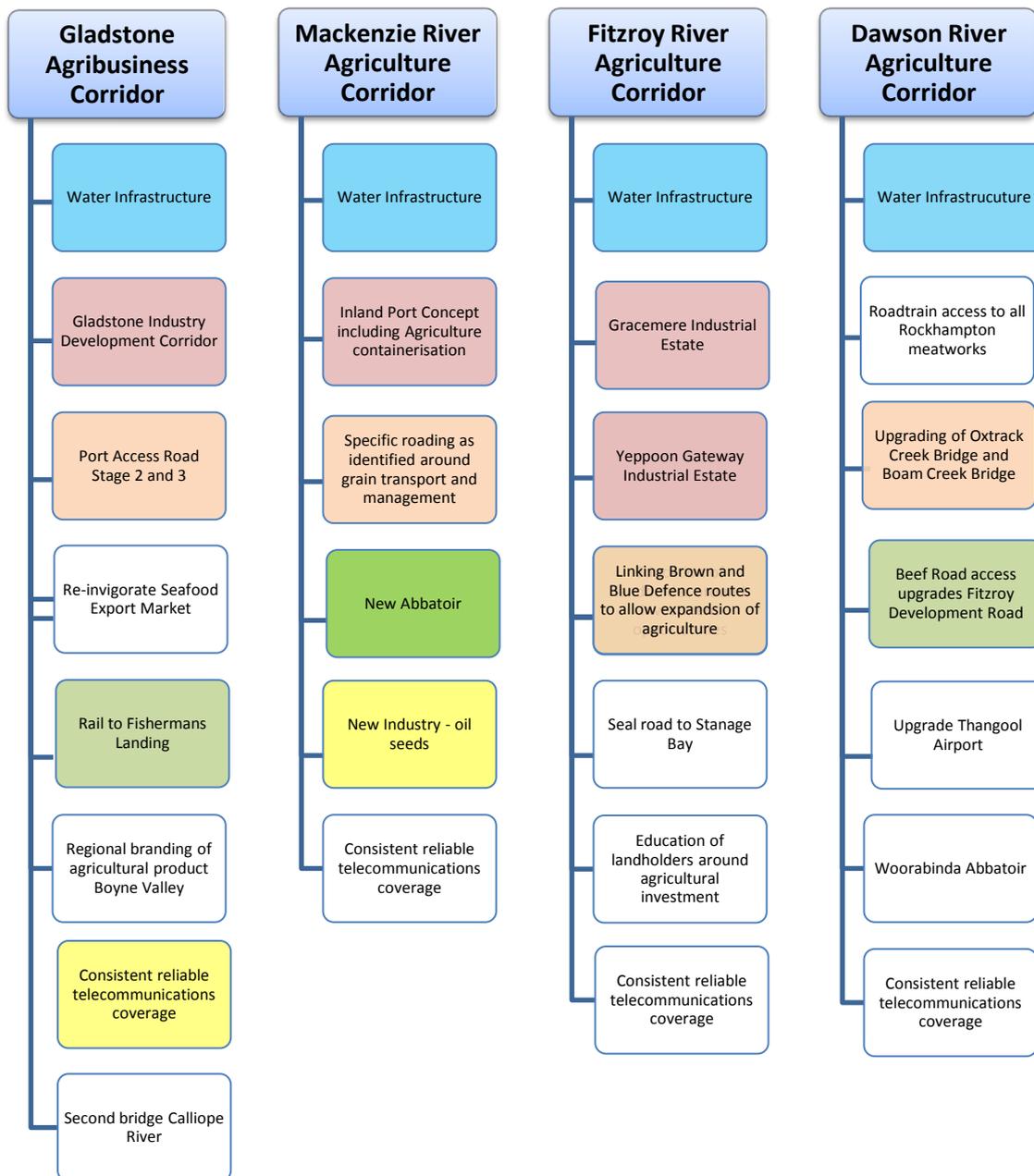
In addition to these allocations, there are Strategic Reserves and General Reserves of unallocated water (with a total of 89,750 ML throughout the Fitzroy Basin).

[Refer: <http://www.dnrm.qld.gov.au/water/catchments-planning/unallocated-water/water-map>]

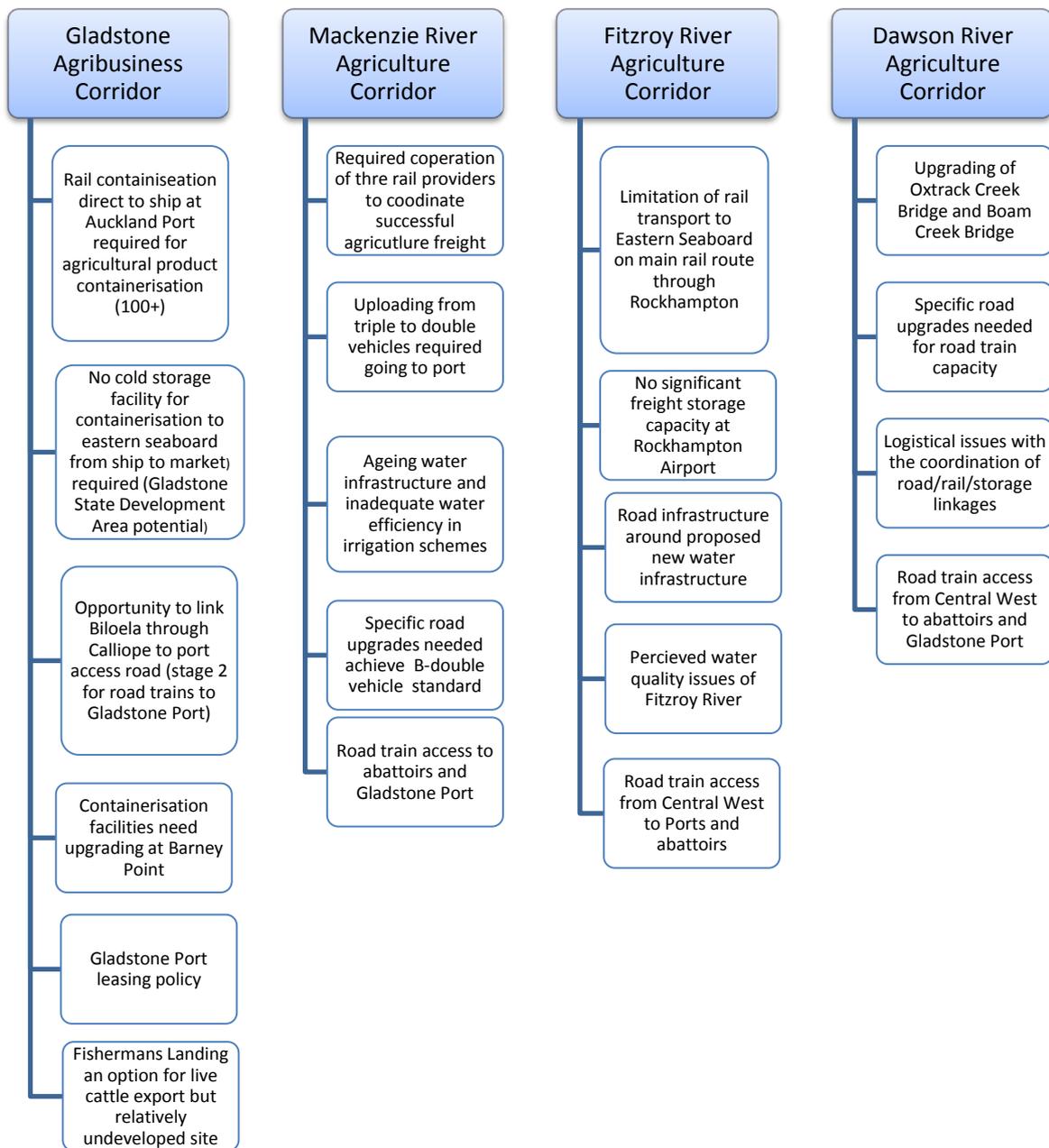
The Central West, despite its small population and remoteness, hosts a number of sustainable communities. Strengthening of the regional and remote economy will be enabled by improving infrastructure, fostering stronger business activity and by realising best value from our resources, including water. These include:

- Multi-Shire wild dog control fencing
- Connecting remote communities in Central West Queensland – optic fibre technology
- Inland Queensland Roads Action Plan
- Mobile phone coverage and water storage

Infrastructure Priorities



Transport and Logistics Impediments and Opportunities



2.2. ANALYSIS

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 for developing the 2015-2016 Business Plan.

The following sections record the key goals and activities of RDAFCW. These provide 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.

Central Queensland is also planning and reacting to two severe weather events. The first is the recovery after Cyclone Marcia on 20 February 2015. This event greatly affected the Livingstone, Rockhampton and Banana council areas. The second is the ongoing drought that is occurring in 10 of the 12 local government areas.

The other challenge currently affecting the Central Queensland region is the constricting of the resource sector from construction to operational. Many of the coal mines and the three LNG plants on Curtis Island have either finalised construction or are nearing completion. This will release a large number of construction workers into the employment market.



2.3. RDA ACTIVITIES

After collecting, collating 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 will also reintroduce five sub-regional committees to further enhance the regional consultation and engagement. These sub-regions will be:

- Rockhampton Capricorn Coast
- Gladstone
- Callide Dawson
- Central Highlands and Woorabinda
- Central West

RDAFCW will then link both the Committee's and the sub-regional committee's focus into three sectors of the regional economy; agriculture, small business and community economic development.

The RDAFCW developed three strategies aligned with the Australian Government's 'Developing Northern Australia' and 'Agricultural Competitiveness White Paper' policies and the Queensland State Government's objectives for the community:

1. Agriculture
2. Small and medium size business
3. Community economic development

Agriculture

Regional Development Australia Fitzroy and Central West (RDAFCW) understand the opportunity that Australia has in the international agricultural arena as well as Central Queensland's regional competitive advantage in the domestic market. RDAFCW through facilitating *Growing Central Queensland* has identified that industrial structural change is needed to support agricultural productivity and has developed process and investment models needed to address these issues.

Growing Central Queensland has built considerable momentum in its initial phase of activity and after having identified the need to drive structural change in the industry, will continue to promote investment opportunities in Central Queensland.

Vision

Growing Central Queensland is a regional initiative aimed at capturing sustainable agribusiness opportunities for individuals and communities across Central Queensland.

Purpose

Promote *Growing Central Queensland* as a key vehicle by which to encourage additional agricultural development through attracting public and private investment. This will lead to a number of infrastructure priorities and individual investment prospects being identified.

Background

The purpose of the first phase of the Project was to promote *Growing Central Queensland* as a key vehicle to encourage the development of new agriculture infrastructure, by attracting public and private investment. This led to a number of infrastructure priorities and individual investment prospects being identified.

Process

RDAFCW has facilitated the development of a *Growing Central Queensland* opportunities assessment and investment prospectus. This draws on information from studies conducted by the Queensland State Government Departments of Agriculture and Fisheries (DAF), State Development and Natural Resources and Mines, CQUniversity and local government authorities.

The scope of the *Growing Central Queensland* opportunities assessment and investment includes (but is not limited to) the following potential agriculture precincts:

- Fitzroy River Agricultural Corridor
- Dawson River Agricultural Corridor
- Mackenzie River Agricultural Corridor
- Gladstone Agribusiness Corridor

Objectives

The objectives of the Project are to facilitate a cohesive regional approach to promote and develop the agribusiness opportunities of Central Queensland and to address the following areas of need and opportunity that were identified in first phase:

- new infrastructure, particularly additional irrigation water storages
- improvements to existing infrastructure and supply chain components, particularly transport
- restructuring of agribusiness particularly farm businesses to accommodate a wider range of investment models

The intent of the second phase of the Project is to address the following three themes through the combined efforts of Federal, State and Local Governments and the Central Queensland community:

- Create an attractive agricultural investment environment in Central Queensland
- Work within Central Queensland to identify and facilitate development of new industry and improvement of existing industry to grow agriculture
- Identify and prioritise with stakeholders, existing supply chain, transport and logistics impediments locally and cross regionally to drive improved efficiencies

Methodology

- Promote Central Queensland as the region of choice for agricultural investment
- Assist farm business to seek new investment
- Explore opportunities to bring new infrastructure into Central Queensland
- Explore opportunities for improvements to existing infrastructure and supply chains

A detailed work plan setting out how the methodology is to be achieved will be established and agreed to by the Growing Central Queensland Steering Committee at the start of the 2015-2016 financial year.

Small and Medium Size Business

- **Inland Queensland Roads Action Plan (IQRAP)**
Regional Development Australia Committees with a footprint across regional road networks outside South East Queensland and west of the Bruce Highway hosted a regional roads forum in Mt Isa to work with regional stakeholders on the development of IQRAP.

Targeted outcomes for the forum will be to:

- Seek collaboration on the development of IQRAP
- Agree on the Terms of Reference for an IQRAP Working Group
- Discuss required funding

- **RDA Fitzroy and Central West have representatives on the following recovery and resilience taskforces post Cyclone Marcia (20 February 2015)**

- Livingstone Shire Council Recovery and Resilience Group Implementation Plan

The Recovery & Resilience Group (RRG) Implementation Plan was implemented after Cyclone Marcia. This Implementation Plan was based on past major events plans. The RRG was established and will work closely with Livingstone Shire Council Local Disaster Management Group.

- Rockhampton Regional Council Cyclone Marcia Business Recovery Plan

The Rockhampton Region Economic Development Strategy for the recovery of the Rockhampton business community from the impacts of Cyclone Marcia establishes the framework for recovery efforts and investments being made by public, private and community stakeholders. It focuses on three timeframes – short, medium and long-term – that recognise the transition the region will go through in the aftermath of the cyclone.

Community Economic Development

- **Communications 2 Careers (linking school students with local employers)**
Rapid Innovative Networking Group (RING) and RDAFCW organise career speed interviewing events between local businesses and secondary schools. The program is called Communication to Careers (C2C). This is currently operating in the Rockhampton and Livingstone area. For a broader Central Queensland roll-out to occur will depend on future 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.

3. OUTCOMES, ACTIVITIES AND KEY PERFORMANCE AREAS

Government KPIs	Activities	Outcomes
1. Regional Plan	1.1 Engagement with Federal and Queensland Government representatives including: <ul style="list-style-type: none"> • deputations • community cabinets • forums 	<ul style="list-style-type: none"> • To engage with all Central Queensland communities and the 12 Local Governments to understand issues and identify possible solutions
	1.2 Engagement with the 12 Local Government in RDAFCW region	<ul style="list-style-type: none"> • To prioritise and advocate agreed regional infrastructure projects
	1.3 Review and development RDAFCW Regional Roadmap based on Local Government and community priorities	<ul style="list-style-type: none"> • Advocate for and promote the regional vision and infrastructure priorities in the RDAFCW Regional Road Map
	1.4 Develop and distribute RDAFCW newsletters via electronic database	<ul style="list-style-type: none"> • To advocate on behalf of Central Queensland the advantages and strengths of Central Queensland
	1.5 Develop regional submissions and briefings for Government representatives and agencies	<ul style="list-style-type: none"> • Work with Federal, State, Local Governments and other agencies to promote infrastructure investment

Government KPIs	Activities	Outcomes
2. Critical Issues	2.1 Advocate priority issues for stakeholders in the Fitzroy and Central West region	<ul style="list-style-type: none"> • To prioritise and advocate for infrastructure projects to be prioritised in the Development of Northern Australia White paper
	2.2 Develop and advocate for Development of Northern Australia priorities and infrastructure	<ul style="list-style-type: none"> • To prioritise and advocate for infrastructure projects to be prioritised in the Agriculture White Paper
	2.3 Develop and advocate for Northern Queensland priorities and infrastructure	<ul style="list-style-type: none"> • Use research data to inform all levels of Government about regional growth and priority issues for Central Queensland • Understand the issues in key strategic areas of: <ul style="list-style-type: none"> ○ Community ○ Small and medium business ○ Agriculture

Government KPIs	Activities	Outcomes
3. Priority Activities	3.1 To continue to implement existing joint RDAFCW regional projects in: <ul style="list-style-type: none"> • Communications 2 Careers • National Stronger Regions Fund (NSRF) • Grant and Funds Writing Workshops • Capricorn SME Dashboard • Queensland Regional Roads Action Plan • Northern RDA Alliance priorities • Northern Queensland Strategy Priority Projects 	<ul style="list-style-type: none"> • Advocate for and promote the regional vision and infrastructure priorities in the RDAFCW 'Growing Central Queensland' • Improved economic development across the region • Improved regional infrastructure to increase economic development • Develop the skills of school students to obtain employment or training
	3.2. To develop and manage the Growing Central Queensland project	
	3.3 Develop and implement 'Growing Central Queensland' priorities and infrastructure	
	3.4 Collaborate with key stakeholders across the region to improve regional development	

Government KPIs	Business Plan KPIs	Outcomes
4. Project Proposals	4.1 Promote government funding and to conduct funding workshops	<ul style="list-style-type: none"> • To increase community organisations capacity to apply for funding through grant writing workshops • To assist in increasing successful government infrastructure funding into Central Queensland • Participate in regional studies, projects and strategies in-line with funding opportunities to identify regional priorities • Improved community capacity to apply for funding
	4.2 Enhance and develop RDAFCW website <ul style="list-style-type: none"> • expand email database • promote government funding • increase number of hits • increase number of reports downloaded 	
	4.3 Funding assistance to stakeholders	

Government KPIs	Business Plan KPIs	Outcomes
5. Promote Australian Government Programmes	5.1 Improve image of Central Queensland	<ul style="list-style-type: none"> Promotion of government funding (National Stronger Regions Fund)
	5.2 Conduct joint Government community consultations	<ul style="list-style-type: none"> Promotion of Government programs and initiatives through the website, newsletters and face to face consultations.
	5.3 To develop and distribute both RDAFCW and funding newsletter	<ul style="list-style-type: none"> Promotion of Government programs and initiatives through Local Government Weekly newsletters
	5.4 Promotion of Government policies and programs	

Government KPIs	Business Plan KPIs	Outcomes
6. GOVERNANCE	6.1 General governance requirements	<ul style="list-style-type: none"> All government contractual outcomes are achieved Annual financial viability Legal requirements for incorporated entity upheld