

Business Plan 2020-2021

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CHAIR'S FOREWORD

The 2019-2020 period has certainly been full of unexpected twists and turns with COVID-19 greatly impacting the Central and Western Queensland region, as it has globally. Regional Development Australia Central and Western Queensland (RDACWQ) has worked diligently to disseminate information regarding available support and provided the Federal Government with details of the economic impact at local and regional levels.

Fortunately for the Central and Western Queensland Region, in December 2019, RDACWQ finalised the Red Dust to Reef Australia's Powerhouse Region Report. The report identifies the key projects within the region that will provide the biggest regional economic impact. The report was the culmination of consultation with Local Governments, State and Federal MPs, and various Government Departments and will shape the future of the Central and Western Queensland Region.

As economic recovery becomes a priority for both the State and Federal Government and infrastructure funds become available our region can demonstrate, with concrete evidence and regional support, the projects that will have the greatest economic flow on to the region as a whole.

The first Powerhouse Region Project to be progressed is the Inland Rail connecting Toowoomba to the Port of Gladstone. Thus far, a stakeholder group has been established and we are in the early stages of appointing a dedicated Project Manager to review the project feasibility and then lead advocacy efforts.

At the Northern Australia level we will continue to contribute as a member of the Northern RDA Alliance and I look forward to advancing opportunities across Northern Australia.

In 2018, RDACWQ committed to working more strategically and collaboratively, and in 2020-2021 I fully expect to see some big projects announced within the region.

RDACWQ will continue to contribute to the rebuilding and growth of our region's economy and I look forward to strategically responding to the challenges that lay ahead.

Grant Cassidy OAM



OVERVIEW OF COMMITTEE MEMBERS AND STAFF

Chair of the Committee – Grant Cassidy OAM FAICD

Grant was appointed to his position in April 2018. Grant is the Managing Director of The Cassidy Hospitality Group, a Director of Gladstone Ports Corporation and Vice Chairman of Beef Australia.

Grant is a Fellow of The Australian Institute of Company Directors and has a long been involved in various community organisations including: 10 years as Chair of Capricorn Enterprise – the Capricorn region’s peak Tourism and Economic Development Organisation; a former board member of Tourism Queensland (chaired the TQ Audit and Risk committee); and previously held board positions with a number of other local organisations such as Rockhampton Girls Grammar School and CQ University Australia.

Deputy Chair – John Abbott AM

John is Chancellor of Central Queensland University and is an experienced Company Director of both Australian and Asian companies. This experience includes the Council (Board) of the Central Queensland University for the last 6 years, several not-for-profits for the past 18 years, as well as commercial entities for 12 years. John is an experienced executive with over 38 years’ experience in all aspects of company management and governance in a wide range of industries.

Treasurer - John Lever

John is a long-standing Committee Member of RDACWQ and the owner of Koorana Crocodile Farm. John has a long history working in the tourism and crocodile farming industries and has contributed to the growth of the region through committee positions on the Capricorn Tourism and Development Organisation, Central Queensland TAFE, Rockhampton ACC, Queensland Tourism and Queensland Tourism Industry Council. John has a strong link and history with the Northern RDA Alliance.

Committee Member - Cr Neville Ferrier

Neville is the Mayor of Banana Shire Council since 2016. Neville has an extensive history in the region as an owner-operator of a transport business, family store, cattle farm and publican. Neville was first elected to Banana Shire Council in 2004 and was re-elected in 2008 and 2012, 2016 and 2020. Neville is also the Chair of the Central Queensland Regional Organisation of Councils (CQROC).

Committee Member – Cr Andrew Martin

Andrew is the Mayor of Blackall-Tambo Regional Council. Andrew is fourth generation grazier and is an Executive Member of the National Farmers Federation. In addition to his role as Mayor, Andrew has extensive experience in rural and remote business operations and is currently the Chair of Red Ridge Interior and Chair of the Outback Tourism Association.

Committee Member – Sandra Hobbs

Sandra is the Chief Executive Officer at Central Highlands Development Corporation. Sandra has extensive experience within the region and has worked in public, private and not-for-profit sectors. Sandra holds a number of Committee positions such as the Central Queensland Regional Planning Committee, Central Highlands Regional Resources Use Planning Cooperative, Disaster Recovery Committee and Regional Engagement Committee.

Committee Member – David Arnold

David is the CEO of Central Western Queensland Remote Area Planning and Development Board (RAPAD) and Deputy Chair of the Central West Hospital and Health Service (CWHHS) and Chair of its Executive Committee & member of the finance & Audit and Risk Committees. Additionally, David is the Director of RAPAD Employment Services Qld, Chair of RAPAD Employment Services Qld Plus.

Committee Member – Robert Gibb – appointed 11 June 2020

Robert has more than 25 years' experience in the Queensland resources and energy sector, including more than 17 years working in Community Relations and Social Performance in Gladstone. In his current role as Manager Communities & Sustainable Development for the Australia Pacific LNG Project, Robert leads the ConocoPhillips stakeholder engagement and social performance team. Robert's experience and specific expertise is focused on social impact assessment, frontline community relations and leading community development practice. Robert holds voluntary positions on the DPC's Central Queensland Forum, Gladstone Foundation Board of Advice, Gladstone Area Promotion and Development Ltd, Management Committee of EQIP Gladstone, Gladstone Central Committee on the Ageing, and the MIT REAP Gladstone Sub-Regional team.

Former Committee Member – Patrick Hastings – 31/8/2018 – 29/7/2019

The Director of Regional Development (DRD) – Tony Gambling

This is a full-time remunerated position appointed by the Committee. The DRD is responsible for: Leading the organisation, including connecting stakeholders and facilitating economic opportunities; Identifying needs and facilitating strategic planning; Providing advice to Government Undertaking Committee governance. The scope of the DRD role is determined by the RDA Committee. The DRD reports directly to the Committee.

Executive Assistant – Candice Fraser

This is a .8FTE remunerated position that supports and reports directly to the Director of Regional Development.

STRATEGIC CONTEXT AND REGIONAL PRIORITIES

RDACWQ understands the significant economic and wellbeing impacts being felt across the region and the importance of building sustainable economies to support regional business and industry sectors in this COVID-19 era. After careful consideration and analysis of available resources RDACWQ remains committed to progressing the projects outlined in its Red Dust to Reef Australia's Powerhouse Region report (Dec 2019). The importance of these projects is greater now more than ever and while the benefits are not all immediate, they are essential to the long-term growth of the regions and Australia's economy.

PROJECT	PROPOSED INVESTMENT (\$ million)	PATHWAY TO IMPACT ^F
EAST WEST FLIGHTS	\$20	<ul style="list-style-type: none"> Flight access to western towns to develop tourism Improvements in service delivery / connectiveness
EAST WEST ROAD LINKS	\$500	<ul style="list-style-type: none"> Enhanced road linkages to western towns for connecting agriculture and mining supply chains Connecting organic beef producing areas in west.
NORTH SOUTH ROAD LINKS	\$500	<ul style="list-style-type: none"> Linking the CWQ region with southern Queensland (Toowoomba)
GLADSTONE PORT ACCESS ROADS	\$2,000	<ul style="list-style-type: none"> Connecting regional areas into the port and rail terminals in Gladstone
GLADSTONE - TOOWOOMBA RAIL CONNECTION ^g	\$1,500	<ul style="list-style-type: none"> Making Gladstone port a key gateway to connect to southern Australia
EMERALD - ALPHA RAIL CONNECTION	\$500	<ul style="list-style-type: none"> Transportation of regional mining resources into network to Gladstone Port
THREE WATER DAMS	\$3,000	<ul style="list-style-type: none"> Improve the supply and security of regional water resources. Increase agriculture production and mining industry.
HIGH SPEED INTERNET & MOBILE NETWORKS	\$250	<ul style="list-style-type: none"> Usage of technology in primary sectors, increase value adding across the economy
RRR HE POLICY	\$60	<ul style="list-style-type: none"> Academic training to build a skilled workforce.
GLADSTONE PORT CONTAINER CRANE	\$100	<ul style="list-style-type: none"> Increase the frequency of loading and unloading at Gladstone port allowing more high value products to be transported
GLADSTONE PORT CHANNEL DUPLICATION	\$2,000	<ul style="list-style-type: none"> Increase the capacity of Gladstone port to service increases in LNG exports, coal exports from Galilee and Surat basins, and commodities from Inland Rail
TOTAL (\$ million)	\$10,430	

Extract: Red Dust to Reef Australia's Powerhouse Region Summary 2020

The above extract identifies the 11 projects that will provide the greatest economic impacts within the region. Underway are efforts to progress Inland Rail from Toowoomba to the Port of Gladstone, to be followed by the East-West Road links. The following table demonstrates the expected Growth from this investment.

SECTOR	CURRENT GRP/GVA (\$ million) ^A	CURRENT EMPLOYMENT	GROWTH RATE ^B	GRP/GVA IN 2025 (\$ million) ^C	GRP/GVA IN 2030 (\$ million)
AGRICULTURE	1,972 ⁴	6,284 ¹	22.4% by 2025 and 38.9% by 2030 ^{5,6}	2,606	2,958
MINING	7,359 ⁷	8,582 ¹	25% by 2025 and 50% by 2030 ¹⁵	9,199	11,039
INDUSTRY	10,277 ⁸	8,757 ⁸	12% by 2025 and 24% by 2030 ¹⁶	11,745	12,969
TOURISM	1,215 ⁹	10,993 ⁹	23.5% by 2025 and 40% by 2030 ¹⁷	1,516	1,789
DEFENCE	136 ¹⁰⁻¹²	7,800	58% by 2025 and 60% by 2030 ¹⁸	215	218
PORT	152 ^{13,14}	750	28% by 2025 and 51% by 2030 ¹⁹	195	230
CURRENT VALUE (\$ million)	21,111		PROJECTED VALUE (% change)	25,476 (21%)	29,273 (38%)

Extract: Red Dust to Reef Australia's Powerhouse Region Summary 2020

Top 5 Strategic Priorities

- Collaborate with Local, State and Federal Government and Regional Economic Development Organisations to continue to build a stronger unified voice of the region.
- Continue to raise the profile of RDACWQ with key economic development stakeholders.
- Advocate for priority projects that will facilitate economic growth by working with key economic stakeholders and supporting regional projects for funding.
- Improve transport connectivity across the region.
- Influence policy settings to promote economic growth within regional Queensland and Australia.

Top 5 Key Business Activities

- Advocate for projects identified in the Red Dust to Reef Australia's Powerhouse Region document.
- Prepare pitch documents to assist in securing funding for the Inland Rail to the Port of Gladstone, and Red Dust to Reef road corridor.
- Provide advice to project proponents to facilitate the diversification of the region's economy.
- Advocate for the adjustment of regional taxation policy to improve business attraction and investment.
- Support the Australian Government and the Central and Western Queensland Region in its economic recovery in the post-COVID-19 era.

In addition to the Powerhouse Region projects, RDACWQ will continue to implement the 10 points of the RDA Charter as outlined in 2017.

RDACWQ also supports project priorities by the Central Western Queensland Remote Area Planning and Development Board (RAPAD) and Central Queensland Regional Organisation of Councils (CQROC), including:

RAPAD Priorities:

- Improving Education, training and skills development opportunities across the region
- Extend the Queensland Government Regional Skills investment strategy for another 2 years in the RAPAD region
- Support collaborative arrangements such as the Outback Regional Roads and Transport Group (ORRTG) and RAPAD Water and Sewerage Alliance by ensuring funding for the Roads and Transport Alliance State-wide Capability Development Fund and the Queensland Water Regional Alliance Program (QWRAP) remain, at a minimum, at current levels to help build workforce capability, promote joint purchasing and resource sharing and innovation in project delivery.
- Support to grow a new manufacturing centre and industries built on RAPAD's world class renewable energy resources.
- Support for Desert Channels Queensland to increase productivity and protect jobs in the vital agricultural industry by delivering ongoing sustainable pest animal and plant control projects
- Funding for the Outback Tourism Infrastructure Fund over five years to enhance tourism product and support operators across the region.
- Additional Transport Infrastructure Development Scheme (TIDS) funding over four years for priority road upgrades as well as dedicated funding for immediate upgrades to other critical road links such as the Donohue Highway and Winton/Richmond Road.
- Increase the region's competitiveness, liveability and tourism by committing to a Queensland Productivity Commission review of air route supply, regulated routes and airfare subsidies, including the feasibility of east-west flights between Rockhampton and Longreach.
- Support for additional strategic cluster fencing for the RAPAD region.

CQROC Priorities:

- Unlock freight arteries to the Port of Gladstone
- Facilitate a successful Yamala Enterprise Area (CQ Inland Port)
- Link the inland rail to the Port of Gladstone
- Seal a vital west-east agricultural transport link
- Rejuvenate Great Keppel Island
- Secure a Central Queensland water supply
- Attract more major events to the Yeppoon foreshore
- Restore Financial Assistance Grants.

ANNUAL WORK PLAN

While the proposed activities of RDACWQ will be guided by the Red Dust to Reef report, RDACWQ has also undertaken a situation analysis of the organisation, as detailed below.

Analysis

<p>OUR CUSTOMERS COMPETITORS VALUE</p> <p>Customers:</p> <ul style="list-style-type: none"> • Investors • Council, State and Federal Governments Departments • Local, State and Fed Elected Representatives • GOCs • Industry/Econ Devel Associations • Private businesses • Entrepreneurs <p>Collaborators:</p> <ul style="list-style-type: none"> • Economic/Regional Development Organisations • RDA organisations • Industry Associations • Northern RDA Alliance <p>Competitors</p> <ul style="list-style-type: none"> • Non-RDA Northern Alliances <p>Value:</p> <ul style="list-style-type: none"> • Direct link with Federal Government, elected Representatives, Ministers and Departments • Regional knowledge and contacts • RDA Brand that is recognised for facilitation and connectivity • RDA Committee with wide reaching contacts and knowledge of industries and communities in the Central and Western Queensland region; • Innovative and nimble – can react quickly • Connector and network and driver of good regional projects – can get projects through the processes • Proactive response to issues with regional stakeholders, for example RAPAD and CQROC. 	<p>IMPROVEMENTS REQUIRED LIMITS</p> <ul style="list-style-type: none"> • Current lack of awareness of what RDACWQ does in the marketplace • Duplication of effort and purpose – more collaborative approaches required moving forward • Internally RDACWQ has limited number of work hours available with only 1.8 FTE staffing • Need for increased focus and clear direction – which is underway with the implementation of the new Charter • Need to review and update internal policies and procedures • Governance – board and staff skills vary. • Improved transparency • Marketing of RDACWQ needs to be improved • Large geographic size of region.
<p>NEEDS OPPORTUNITIES</p> <p>Needs:</p> <ul style="list-style-type: none"> • Economic recovery for the region • Building vital Infrastructure • Collaboration and partnerships • Need to reduce duplication of Regional Development effort between agencies of all types. • Market RDACWQ • Strengthen QLD's traditional and Emerging Industries • There is a need to develop a strategy to retain health & allied professionals in rural and remote locations • Connectivity – telecommunications/internet needs to be improved to facilitate innovation, education and health services, and economic growth. • Growth within the tourism sector by way of product development. Growth within the events and 	<p>STRENGTHS RESOURCES PARTNERS</p> <p>Strengths:</p> <ul style="list-style-type: none"> • RDACWQ Committee Members possess a diverse range of experience and network connections. • Passion of Committee and staff • Great regional understanding • Committee and staff commitment to region • Ability to identify opportunities within the region • Skills and abilities to make a difference – both Committee and staff • Connection to Local Governments • Ability to understand projects that are important to the region and that will have the greatest impact

<p>meetings/conferences. Strategic linkages and relationships across regions</p> <ul style="list-style-type: none"> • Enable future growth through skills and training, Trade and Investment and an appropriate regulatory environment • RDACWQ need a stronger grasp on possible innovation opportunities • Economic stability of sub-regions to protect against down turns – diversify economy • Allow project time and resources to work on ad-hoc projects • Processes to align with RDA Charter • Improved Strategic Transport linkages across the region that will result in reduced costs of transport. Including improved condition of roads and development of CQ Inland Port at Yamala. This will result in competitive costs of goods for domestic and international export, resulting in increased trade • Development of supply chain capability. <p>Opportunities:</p> <ul style="list-style-type: none"> • Facilitating funding connections. • Inland Rail connection to Port of Gladstone • Decentralisation – Government offices moving to regional areas – financial incentives. Multinational Corps • Connector and collaborator between stakeholders • Aged Care and other social services sit with the Federal Government. RDACWQ is well placed to lobby for policies that work for regional, rural and remote areas. For example, lobby for funding to go to Local Governments to deliver services rather than private providers in rural & remote areas. • Supply Chain Opportunities • Defence Industry and Defence White Paper Submission. • Import replacement manufacturing. • Clean energy, including Hydrogen • Unite and Recover for Queensland Jobs paper – The Queensland Governments Economic Recovery Strategy. • COVID Recovery Taskforce – Federal Governments Economic Recovery Plan. 	<ul style="list-style-type: none"> • Empathy to regional communities and economies; • CQUniversity – large footprint and keen to partner <p>Resources:</p> <ul style="list-style-type: none"> • 1.8 FTE paid staff • Volunteer Committee • Office accessibility • Connection to Federal Government Departments and Ministers • Access to University Research • Knowledgeable Committee, with a skills-based Committee moving forward • Collective knowledge of Committee Members is strong • Funding – limited to Federal Government Funding • Access to stakeholder groups • Building Better Regions Fund <p>Partners:</p> <ul style="list-style-type: none"> • Investors • Local, State and Federal Government Departments including: Trade and Investment Qld; Austrade; DAF; State Development • Local, State and Federal Elected Representatives • GOCs • Industry Associations • Private businesses • Entrepreneurs • CQROC • RAPAD • Regional Economic Development Organisations
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EXTERNAL FACTORS | TRENDS | THREATS

- Current funding is committed to 31 December 2020
- COVID-19 and post economic changes.
- Competing organisations
- Possibly at start of an economic contraction cycle
- Weakening business confidence
- Willingness of stakeholders to collaborate and work together
- Global Trade War
- Climate – extremes in weather conditions
- Proximity to Asia – good
- Global demand for products and services – good
- Lack of service facilities at major regional hub airport to expand export markets

- Flux in prices for mining products – employment/casual rather than FTEs – on flow to small business
- Lack of shipping services
- Geographic – proximity to port (fortnightly shipping from Glad to Asia). Position within Queensland. Central location – good
- Produce a wide range of agricultural products with good weather conditions;
- Water security for cropping
- Drought / Climate variability
- Manufacturing opportunities
- Bio-security – good and bad
- Increased preference for using casuals labour - impacts stability in towns and security and connectivity to community
- Rookwood Weir – Ag opportunities (up to \$1B) Good.
- Linkages to Asia -Emerging 7 Group – moving from G7 to E7.

COMMUNICATIONS STRATEGY – EXECUTIVE STRATEGY

RDACWQ has a Communication Strategy that identifies the relationships between its stakeholders and itself and how it intends to engage with its various stakeholders. As RDACWQ has separated its stakeholders into four categories and has communication and engagement guidelines for each category, as outlined in the RDAFCW Communication Strategy.

- Tier One Stakeholders are considered regional decision makers – RDACWQ intends to strengthen this relationship to provide trusted advice to decision makers. The desired outcome from communicating with this tier is to create open, clear and trusted two-way communication.

RDACWQ will provide tier one stakeholders with written updates on relevant topics to ensure they remain informed on RDACWQ activities and projects happening within the region. When appropriate, RDACWQ will prepare and deliver project briefs to stakeholders prior to seeking support or approval for projects/funding. In turn, it is hoped RDACWQ will build stronger relationships with decision makers and open up two-way communication.

Tier One stakeholders are invited to subscribe to RDACWQ's monthly e-newsletter and follow RDACWQ's social media feeds.

RDACWQ will meet in person with tier one stakeholders when relevant to discuss regional projects and priorities, and to advocate for support for projects. It is anticipated that by continually providing regional insights to tier one stakeholders RDACWQ will be seen as more approachable and active in achieving outcomes.

- Tier Two Stakeholders are considered regional implementors of RDACWQ's priority areas – RDACWQ intends to build strong working relationships with this stakeholder group to implement priority projects across the region. The desired outcome with tier two stakeholders is about trusted and productive working relationships to deliver outcomes to the region.

It is anticipated the main communications strategy for interacting with tier two stakeholders will be in person meetings, telephone conversations and email communication. Tier two stakeholders are implementers and have a more detailed approach to achieving outcomes. While these relationships will be essential for achieving outcomes the day to day communications will generally be in a less formal manner.

Tier Two stakeholders are invited to subscribe to RDACWQs monthly e-newsletter and follow RDACWQ's social media feeds.

RDACWQ will engage with tier two stakeholders frequently to assist in implementing outcomes. In addition to implementation tier two stakeholders will be a key consultative group for RDACWQ to obtain regional knowledge and details of projects RDACWQ may not have been involved in previously that are now becoming a priority for RDACWQ.

RDACWQ will work with tier two stakeholders to undertake relevant community engagement (such as surveys or forums) to assist in identifying regional priorities and to implement actions to achieve outcomes.

- Tier Three Stakeholders are considered regional implementors of broader economic outcomes that are not the priority of RDACWQ. RDACWQ intends to continue working relationships with this stakeholder group and provide support where appropriate and RDACWQ has resources available. RDACWQ aims to maintain working relationships with these stakeholders and provide support as appropriate on a case by case basis.

RDACWQ will provide letters of support for tier three stakeholders seeking funding from either private or public funds.

Tier Two stakeholders are invited to subscribe to RDACWQ's monthly e-newsletter and follow RDACWQ's social media feeds.

RDACWQs engagement levels with tier three stakeholders will be on a case by case basis dependant on the availability of RDACWQ staff resources and projected project outcomes.

Tier three stakeholders will be invited to participate in RDACWQ community engagement activities where relevant links apply.

- Tier Four Stakeholders are considered its broader audience, namely the general public and media outlets.

Tier Four stakeholders are invited to subscribe to RDACWQs monthly e-newsletter and follow RDACWQ's social media feeds.

Content within the RDACWQ newsletter is intended to provide information relevant to economic development and share successes that tier four stakeholders may find interesting.

RDACWQ will provide media released to media outlets to promote RDACWQ achievements.

OUTCOMES AND BUDGET TABLES

This Report is RDACWQs key strategic priority and its recommendations will guide RDACWQ business activities for the coming year.

OUTCOME THEME 1	Increased economic opportunities and investment in Your Region
OUTPUT i.	Identify economic development opportunities that leverage private and public sector investment in Your Region.
What will we do? .	<ul style="list-style-type: none"> • Advocate for and support CQROC in its efforts to bring inland rail from Toowoomba to the Port of Gladstone – Lead Role – Ongoing. • Advocate for improved road, rail, air and port connectivity across the region to support industry and agriculture. – Lead Role – Ongoing. • Work with the Northern RDA Alliance to prepare MOU’s with Infrastructure Australia, NAIF, ONA, to formalise and strengthen our working relationships – Support Role – Completion by 30 Sept 2020. • Partner with relevant stakeholders to identify opportunities that may arise from the Rookwood Weir development – Support Role – Ongoing. • Work in partnership with Trade & Investment Queensland to assist agricultural producers to become export ready – Support Role – Ongoing. Including but not limited to New Cropping Opportunities, Rookwood Weir, Value Add Agriculture, Nathan Dam, CQ Inland Port Access Roads, Gladstone Port Access Road. • Play a facilitation role to encourage private enterprise to the region – Lead Role – Ongoing.

OUTCOME THEME 2	Increased trade and job creation.
OUTPUT ii.	Connect Your Region with industry sectors, international trade partners, financial markets, regional entrepreneurs and business leaders to attract investors to explore new opportunities to grow local jobs in Your Region.
What will we do?	<ul style="list-style-type: none"> • Work with local stakeholders, including Councils, to help facilitate job growth and employment outcomes within the region – support role – ongoing – expected outcome includes increased trade and jobs. • Continue to work collaboratively with the Trade and Investment Group – Support Role – Ongoing – expected outcomes include increased communication between relevant stakeholders to facilitate trade and jobs growth. • Promote the importance of the Red Dust to Reef Australia’s Powerhouse Region projects and advocate for funding for its implementation – lead role – long term ongoing. • Advocate for transport infrastructure to grow opportunities in mining and agriculture. For example, the Missing Southern Rail Link (Surat Basin opportunities), Emerald to Alpha rail link (Southern Galilee Basin opportunities) and Nathan Dam – lead role – ongoing.

OUTCOME THEME 3	Cooperative effort with all levels of government, industry, community and other regional stakeholders leads to improved economic development outcomes.
OUTPUT iii.	Develop and maintain positive, collaborative, working relationships and partnerships with all levels of government, industry, community and other regional stakeholders which address identified gaps or needs in economic development activity.
What will we do?	<ul style="list-style-type: none"> • Continue to actively develop and deepen constructive working relationships with all relevant levels of Government and other regional stakeholders – Support Role – Ongoing – Expected outcomes include better sharing of information, and identification and progression of opportunities. • Maintain support from all levels of Government to implement recommendations out of the Red Dust to Reef Powerhouse Region Report – lead – ongoing. • Engage with key stakeholders for joint advocacy – lead – ongoing.

OUTCOME THEME 4	Achieve Government program objectives.
OUTPUT iv.	Assist in the delivery of Commonwealth programs including public and private sector decentralisation.
What will we do?	<ul style="list-style-type: none"> • Work with the Queensland and Australian Government to provide input to strategic initiatives – Support Role – Ongoing. • Continue to communicate programs within the region – Support Role – Ongoing • Be aware of opportunities for decentralisation of Government offices to regional areas – financial incentives. Likewise with Multinational Corporations – Support Role – Ongoing. • Advocate for Red Dust to Reef projects, including Inland Rail from Toowoomba to the Port of Gladstone, and East-West road connections: reduce transport costs; be more competitive with cost of goods for domestic and international export, resulting in increased trade – Support Role – Ongoing.

OUTCOME THEME 5	Maximise access to Government programs and grants.
OUTPUT v.	Promote and disseminate information on Commonwealth policies and grant programs and support community stakeholders in Your Region to develop project proposals to access funding.
	<ul style="list-style-type: none"> • Promote Federal Government Grants and Programs through the RDACWQ Monthly newsletter, website and social media – Lead Role – Ongoing – Expected outcomes include increased enquires regarding Federal Grants and Programs. • Actively link projects and stakeholders to available Federal and State Government Funding opportunities – and provide advice in preparation of funding applications and project proposals – Lead Role – Ongoing.

OUTCOME THEME 6	Advice supports development outcomes.
OUTPUT vi	<p>For Your Region:</p> <ul style="list-style-type: none"> • Provide evidence-based advice to the Commonwealth on critical regional development issues; and • Provide information on regional activities and competitive advantages to all levels of government, industry, business and community sectors.
What will we do?	<ul style="list-style-type: none"> • Distribute and continually promote and advocate for projects within the Red Dust to Reef Australia's Powerhouse Region Report. • As needed collect evidence and provide evidence based advice to Federal Members, Departments and Agencies – Lead Role – Ongoing Role.

Attachment 3.B – Annual Budget and Annual Audited Accounts Reporting Table

RDA Name	Central and Western Queensland.
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This template is to be completed for the Business Plan and Budget and the Annual Audited Accounts. Dates should be amended as appropriate for future financial years.

Funding Sources and Budget												
	Commonwealth Funding (incl. All \$ in FA & Schedules)		Commonwealth 3rd Party Projects		State/Territory Operational		State/Territory Projects		Other		Total	
	Budget (1.7.2020)- (31.12.2020)	Actual to (date)	Budget (date)- (date)	Actual to (date)	Budget (date)- (date)	Actual to (date)	Budget (date)- (date)	Actual to (date)	Budget (date)- (date)	Actual to (date)	Budget (1.7.2020)- (31.12.2020)	Actual to (date)
GST Exclusive Amounts												
Income												
Surplus Funding carried forward from previous period (See note 1 below)	69,707											69,707
Funding for this Period	165,634											165,634
Project Funding (Project 1)	0											0
Project Funding (Project 2)	0											0
Interest on Commonwealth funds	0											0
Total Income (A)	235,341											235,341

Note 1: the Management of Funding clause of the Funding Agreement requires that an RDA Committee must write to the Department if more than 20% of the total Budget remains unspent at the end of the Financial Year and the RDA Committee wishes to treat that unspent amount as Funding for the following year. This refers to Funding to support Your Committee to perform the Outputs and achieve the Outcomes as opposed to Project Funding. Please identify below the estimated Unexpended Funding from previous years as a percentage of your previous year's Funding. The actual carry-forward is to be confirmed in your Annual Audited Accounts. The RDA Better Practice Guide provides advice on the process for approval of carry-forwards greater than 20%.

% Funding carried-forward

17.8

Please refer to the RDA Better Practice Guide for advice on the process for approval of any carry-forward greater than 20% of your previous year's Funding (excluding Project Funding).

GST Exclusive Amounts	Commonwealth Funding (incl. All \$ in FA & Schedules)		Commonwealth 3rd Party Projects		State/Territory Operational		State/Territory Projects		Other		Total	
	Budget (1.7.2020)- (31.12.2020)	Actual to (date)	Budget (date)- (date)	Actual to (date)	Budget (date)- (date)	Actual to (date)	Budget (date)- (date)	Actual to (date)	Budget (date)- (date)	Actual to (date)	Budget (1.7.2020)- (31.12.2020)	Actual to (date)
Expenditure Major Budget Items												
Staff Salaries	100,800										100,800	
Employee Entitlements	11,100										11,100	
Other Staff Expenses	2,600										2,600	
Office Lease & Outgoings	6,600										6,600	
Vehicle Costs	9,550										9,550	
Operational	72,791										72,791	
Financial. Legal & Professional	15,000										15,000	
Marketing	2,500										2,500	
Asset Acquisition	0										0	
Committee costs	15,000										15,000	
Other Supplementary Funding (if any)	0										0	
Other Project 1	0										0	
Other Project 2	0										0	
Total Expenditure (B)	235,341										235,341	
SURPLUS (A-B)	0										0	

<p>Certification:</p> <p>Annual Budget / Annual Audited Accounts (indicate which) Certified as Correct by:</p> <p>Name of authorised person: Grant Cassidy OAM Chair RDACWQ</p> <p>Signature:</p> <p>Date:</p>	<p>Independent Auditor's Statement to accompany the Annual Audited Accounts:</p> <p>I certify that the statement of receipts and expenditure are fair and true, and that Funding and Other Contributions (if any) were held and expended by the RDA Committee in accordance with the Funding Agreement.</p> <p>Name of Auditor:</p> <p>Auditor's Company:</p> <p>Signature:</p> <p>Date:</p>
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