Business Plan 2021-2022

Regional Development Australia

CENTRAL AND WESTERN QUEENSLAND

Contents

CHAIR'S FOREWORD

Throughout the 18 months Regional Development Australia Central and Western Queensland (RDACWQ) has worked diligently with project partners to progress the Inland Rail Toowoomba to Gladstone Link (Inland Rail T2G). Not only has the project group produced an economic analysis validating the economic benefits of Inland Rail T2G, the project now has the attention of the State and Federal Governments, as well as potential private project proponents. RDACWQ will continue to advocate for Inland Rail T2G and is excited by what this project will bring to the local, State and Australian economy.

Moving into 21/22, RDACWQ will be developing a Regional Strategic Plan. RDACWQ is in a great position given the work completed in the Red Dust to Reef Australia's Powerhouse Region report to produce a Strategic Plan that will create the greatest economic benefit to the region. The Strategic Plan will take the place of the Red Dust to Reef report. Following the success of Red Dust to Reef, specifically in reference to Inland Rail T2G, I fully expect the RDACWQ Strategic Plan to be the beginning of more nation building projects.

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.

While COVID-19 uncertainties remain in many parts of the world, the Central and Western Queensland region is in a resilient position where growth and opportunities remain. That being said, RDACWQ will continue to promote recovery support opportunities to businesses within the region and continue to monitor the COVID-19 situation.

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 39 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 the Central Queensland Region of Councils. 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
Robert has more than 26 years' experience in the Queensland resources and energy sector, including more than 18 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.

Committee Member – Suzanne Mitchell
Suzanne is the Regional Director at Benext Pty Ltd (trading as Hughes et al). Suzanne has spent the last 15 years working for organisations and helping lead effective teams, focusing on decision-making, engagement and compliance. Suzanne also worked on the local content team for Adani's Carmichael Mine and Rail Project. Suzanne's has extensive experience in the mining and resources sector.

Committee Member – Arjan Bloemer
Arjan Bloemer is the Chief Executive Officer at the Central Highlands Development Corporation. Arjan has held Executive Leadership roles for over 20 years, include Chief Operating Officer of Heritage Bank, Managing Director of Accenture and NE Partner of Ernst and Young. Arjan also has experience in start-ups, including establishing the first 100% digital bank in Europe

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.
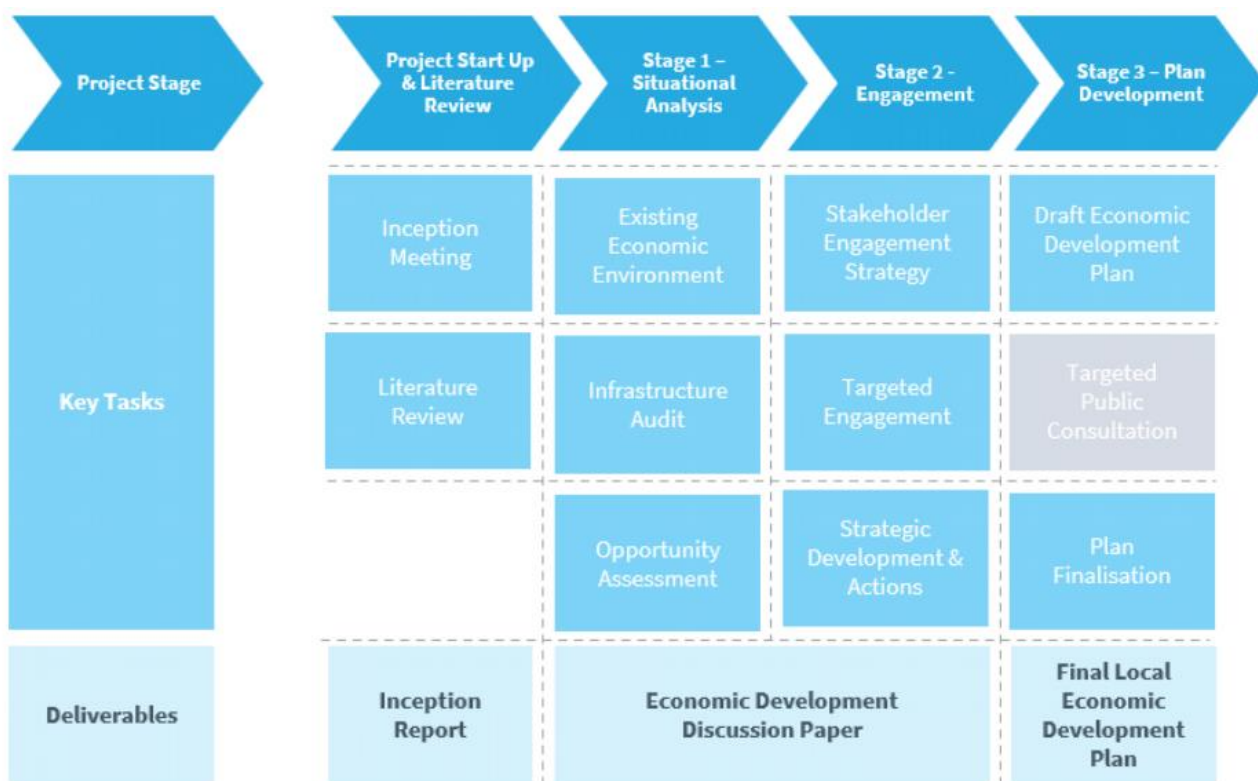
Executive Assistant – Candice Fraser
This is a .7FTE remunerated position that supports and reports directly to the Director of Regional Development.

STRATEGIC CONTEXT AND REGIONAL PRIORITIES

Since 2019, RDACWQ has been utilising the Red Dust to Reef Australia's Powerhouse Region Report to guide its business activities. RDACWQ is in the process of consulting and updating the priority projects within this document and transforming it into a Strategic Plan.

Given the success of the Red Dust to Reef strategic approach over the past 18 months, RDACWQ remains committed to continuing a similar process to identify and progress its regions priorities. It is anticipated the RDACWQ Strategic Plan will be complete by 31 October 2021, and will inform the activities of RDACWQ in 21/22. In the interim, RDACWQ will continue to support and action projects within the Red Dust to Reef Australia's Powerhouse Region report (Red Dust to Reef).

RDACWQ has engaged AEC to prepare the Strategic Plan. The planning process is summarised in the following diagram:

Project Stage	Project Start Up & Literature Review	Stage 1 – Situational Analysis	Stage 2 – Engagement	Stage 3 – Plan Development
Key Tasks	Inception Meeting	Existing Economic Environment	Stakeholder Engagement Strategy	Draft Economic Development Plan
	Literature Review	Infrastructure Audit	Targeted Engagement	Targeted Public Consultation
		Opportunity Assessment	Strategic Development & Actions	Plan Finalisation
Deliverables	Inception Report	Economic Development Discussion Paper		Final Local Economic Development Plan

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 and digital 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 RDACWQ Strategic Plan.
- Prepare pitch documents to assist in securing funding for the Inland Rail T2G, and Red Dust to Reef Road Corridor, and other priorities highlighted in the Red Dust to Reef and upcoming RDACWQ Strategic Plan.
- Provide advice to project proponents to facilitate the growth and diversification of the region's economy.
- Advocate for the adjustment of regional taxation policy to improve business attraction and investment.
- Promote awareness and support engagement between regional stakeholders and Australian Government resources, policies and research.

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).

ANNUAL WORK PLAN

RDACWQ will use the priority projects highlighted in the RDACWQ Strategic Plan (currently under development). To operationalise the Strategic Plan, RDACWQ will utilise the same tactics as it did to operationalise the Red Dust to Reef Australia's Powerhouse Region report, including strategies such as:

- Identify relevant stakeholders for specific projects;
- Create stakeholder working groups;
- Prepare additional supporting documents and research (e.g., cost benefit analysis, project plans etc.) as required, engaging consultants when required;
- Advocate for projects to relevant levels of Government;
- Support project proponents access funding both private and public;

In addition, RDACWQ will produce a quarterly update report on the Strategic Plan and progress made over each subsequent quarter.

To assist in operationalising the RDACWQ Strategic Plan, the following Situation Analysis has been prepared.

Analysis

OUR CUSTOMERS | COMPETITORS | VALUE	IMPROVEMENTS REQUIRED | LIMITS
Customers: • Council, State and Federal Governments • Local, State and Fed Elected Representatives • GOCs • Industry/Econ Development Associations • Private businesses and Investors • Entrepreneurs **Collaborators:** • Economic/Regional Development Organisations • RDA organisations • Industry Associations • Northern RDA Alliance • All levels of Government • Members of Parliament • RAPAD and CQROC **Competitors** • Non-RDA Northern Alliances **Value:** • 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 • Ability to connect stakeholder groups	• Continual need to increase profile of RDACWQ • Internally RDACWQ has limited number of work hours available with only 1.7 FTE staffing • Need to review and update internal policies and procedures • Large geographic size of region.

NEEDS | OPPORTUNITIES

Needs:
- Building vital Infrastructure
- Collaboration and partnerships
- Need to reduce duplication of Regional Development effort between agencies of all types.
- Strengthen QLD's traditional and Emerging Industries
- There is a need to develop a strategy to retain professional staff in rural and remote locations – including housing.
- Connectivity – telecommunications/internet needs to be improved to facilitate innovation, education and health services, and economic growth.
- 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.
- Development of supply chain capability.

Opportunities:
- Facilitating funding connections.
- Inland Rail connection to Port of Gladstone
- Decentralisation – Government offices moving to regional areas – financial incentives.
- 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 opportunities
- 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.

STRENGTHS | RESOURCES | PARTNERS

Strengths:
- 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
- Connection to Local Governments
- Ability to understand projects that are important to the region and that will have the greatest impact
- Empathy to regional communities and economies;
- CQUniversity

Resources:
- 1.7 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

Partners:
- 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

EXTERNAL FACTORS | TRENDS | THREATS

- COVID-19 and post economic changes.
- Competing organisations
- 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 SUMMARY

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 RDACWQ 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 were 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 information and resources that tier four stakeholders may find interesting.

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

RDACWQ will continue with its Communication Strategy as submitted to the Department.

Outcomes and Budget Tables

OUTCOME 1	Facilitate regional economic development outcomes, investment, jobs and local procurement.
PERFORMANCE INDICATORS	a. Provide details and/or a copy of a suitable existing strategic Regional Plan that your RDA is contributing to or that your RDA is developing in accordance with the Charter and the RDA Better Practice Guide. b. Provide details of the investment (in dollar terms), jobs (number), local procurement opportunities (in dollar terms) and other regional development outcomes that your RDA will facilitate (for planning purposes) or has facilitated (for reporting purposes) for your region during this financial year. Please separate these in terms of outcomes that your RDA has: • Lead/championed – heavily involved with the outcome • Contributed to – moderately involved with the outcome • Otherwise assisted – marginally involved with the outcome. Examples of these levels of involvement are at item A.3.3 of your 2021-25 funding agreement.

PART 1 – FOR THE ANNUAL BUSINESS PLAN
What will we do?
RDACWQ is currently preparing a Regional Strategic Plan that will guide the Activities in the 2021-2022 period.
Activity 1
• Prepare Regional Strategic Plan – lead role. Expected completion by 31 October 2021.
Activity 2
• Identify priorities within the Regional Strategic Plan, develop plans to progress priorities and implement plans – combination of lead, contributed to and otherwise assisted roles across the priorities as appropriate.
Activity 3
• Prepare quarterly reports for external stakeholders, providing an update on the progress of the activities identified in the Regional Strategic Plan – lead role.
Activity 4
• Continue to liaise and share information with all levels of government, elected representatives, private project proponents, and other regional stakeholder groups to progress economic development opportunities that arise outside of the strategic plan where time allows.
PART 2 – FOR THE ANNUAL REPORT ON OUTCOMES
What did we do?
Provide a description of each activity during the reporting period, and how these activities contributed to your RDA's addressing of outcome 1.

Please replicate the rows below for any additional activities.

Activity 1

Description of work undertaken against the activity, and the actual outcomes	Provide details of outcomes	$ / Number
Whether the activity is complete, not complete, or ongoing	Investments ($)	
	Jobs (number)	
Explain how the work for this activity contributed to outcome 1	Local procurement ($)	
Were there any unexpected outcomes or impacts?	Other regional development outcomes ($ / number)	
	Other facilitation activities	

Activity 2

Description of work undertaken against the activity, and the actual outcomes	Provide details of outcomes	$ / Number
Whether the activity is complete, not complete, or ongoing	Investments ($)	
	Jobs (number)	
Explain how the work for this activity contributed to outcome 1	Local procurement ($)	
Were there any unexpected outcomes or impacts?	Other regional development outcomes ($ / number)	
	Other facilitation activities	

Activity 3

Description of work undertaken against the activity, and the actual outcomes	Provide details of outcomes	$ / Number
Whether the activity is complete, not complete, or ongoing	Investments ($)	
	Jobs (number)	
Explain how the work for this activity contributed to outcome 1	Local procurement ($)	
Were there any unexpected outcomes or impacts?	Other regional development outcomes ($ / number)	
	Other facilitation activities	

Activity 4

Description of work undertaken against the activity, and the actual outcomes	Provide details of outcomes	$ / Number
Whether the activity is complete, not complete, or ongoing	Investments ($)	
	Jobs (number)	
Explain how the work for this activity contributed to outcome 1	Local procurement ($)	
Were there any unexpected outcomes or impacts?	Other regional development outcomes ($ / number)	
	Other facilitation activities	

OUTCOME 2	Promote greater regional awareness of and engagement with Australian Government policies, grant programs and research.
PERFORMANCE INDICATORS	a. Provide details of where you have supported awareness raising and/or engagement b. Number of submissions supported.

SECTION 1 – FOR THE ANNUAL BUSINESS PLAN

What will we do?

- Disseminate information (Lead Role) through:

    o   email list,

    o   website,

    o   LinkedIn and

    o   Facebook.

- Provide advice and support submissions to the Australian Government – lead role

- Meet with project proponents to educate them on the requirements of funding and how to prepare ahead of funding announcements – lead role

- Meet regularly with Federal MPs to discuss regional opportunities and challenges – lead role

SECTION 2 – FOR THE ANNUAL REPORT ON OUTCOMES

What did we do?

Provide a description of the activities during the reporting period, and how these activities contributed to your RDA's addressing of outcome 2.

In dot point form, outline the nature of the support you provided to stakeholders, including the number of stakeholders supported through activities including (but not limited to) submissions drafted / actively supported, advice provided about submissions, guidance provided about submissions / application processes / other, webinars and or seminars hosted, workshops and or meetings held, and social media and website updates posted.

OUTCOME 3	Contribute to Commonwealth regional policy making by providing intelligence and evidence-based advice to the Australian Government on regional development issues.
PERFORMANCE INDICATORS	a. Outline instances where you have provided intelligence and evidence-based advice to the Australian Government b. Number of instances information / feedback was provided.

SECTION 1 – FOR THE ANNUAL BUSINESS PLAN

What will we do?

- Continue to contribute to the Regional Intelligence Bulletins process.

- Prepare ad hoc reports to the department as requested, or as instigated by RDACWQ when appropriate.

SECTION 2 – FOR THE ANNUAL REPORT ON OUTCOMES

What did we do?

Provide a description of the activities during the reporting period, and how these activities contributed to your RDA's addressing of outcome 3.

In dot point form, outline the nature of the support you provided, including (but not limited to) the number of contributions made to Regional Intelligence Briefings teleconferences, briefings provided to relevant Ministers and Government, meetings held with or attended by Members of Parliament to discuss regional matters, submissions made to Parliamentary enquiries, participation in departmental surveys and submissions, additional contributions of local information provided, and other support provided to Government.

Attachment 3.B – Budget

Attachment 3.B - Annual Budget and Annual Audited Accounts reporting template

RDA name:	Central and Western Queensland Inc

This template is to be completed for the business plan (budget figures only) and the audited accounts (inclusion of actual amounts). Dates should be amended as required for the appropriate financial year.

Committees are only required to acquit RDA program funding.

The budget figures should not change once the business plan has been accepted. See BPG clause 3.2 and FA clause 6.11 for exceptions.

Please round all figures to the nearest dollar.

	RDA program funding (incl. all $ in FA and schedules)	
GST exclusive amounts	Budget 1 July 2021 to 30 June 2022	Actual to 30 June 2022
Income		
Surplus funding carried forward from previous financial year	$57,550	
Funding for this period	$334,737 (1)	
Interest on Commonwealth funds	$80	
Supplementary funding (if any) #		
[Other category as required]		
[Other category as required]		
[Other category as required]		
Total RDA program income (A)	$392,367	$0
Expenditure - major budget items ^		
Employee salaries	$178,990	
Employee entitlements	$39,540	
Other employee expenses	$4,100	
Office lease and outgoings	$12,000	
Vehicle costs		
Operational	$118,837	
Financial, legal and professional	$18,500	
Marketing	$5,400	
Asset acquisition		
Committee costs	$15,000	
Supplementary funding (if any)		
[Other category as required]		
[Other category as required]		
[Other category as required]		
Total RDA program funding expenditure (B)	$392,367	$0
Surplus / Deficit of RDA program funding (A - B)	$0 (2)	$0
If surplus, percentage of RDA program funding unspent = (2) / (1) * 100 (See Note 1, below)		#DIV/0!

Examples of supplementary funding provided by the Australian Government include funding for professional coaching and or for the development of a strategic regional plan.

^ The department recognises that there may be no allocation against some items, as the Committee may pay for these utilising funding from other sources. Please use the [Other category as required] row as needed.

Note 1: The Management of Funding clause of the funding agreement (clause 6) requires that an RDA Committee must write to the department if more than 20% of the funding for the financial year was unspent at the end of that financial year and the RDA Committee wishes to treat that unspent amount as funding for the following year. This refers to RDA program funding to support the Committee to achieve the outcomes as opposed to project, state/territory or other funding. Please identify the estimated unspent RDA program funding as a percentage of the year's total RDA program funding. Please note that any surplus funding that was carried forward from the previous financial year is not to be included in this calculation. The actual carry-forward is to be confirmed in the Annual Audited Accounts. The RDA Better Practice Guide provides advice on the process for approval of carry-forwards greater than 20%.

Certification:	Independent auditor's statement to accompany the Audited Annual Accounts:
Annual Budget / Annual Audited Accounts (indicate which) certified as correct by:	I certify that the statement of receipts and expenditure are fair and true, and that funding any other contributions (if any) were held and expended by the RDA Committee in accordance with the 2021-25 Funding Agreement.
Name of authorised person: Grant Cassidy OAM Chair	
Signature:	Name of auditor:
Date: 30/6/2021	Auditor's company:
	Signature:
	Date: