



FITZROY AND CENTRAL WEST INC

# BUSINESS PLAN 2018-2019

## Chair's Message

In April 2018, I took on the role as Chair, Regional Development Australia Fitzroy and Central West (RDAFCW). Since this time, I have worked to align RDAFCW outcomes with the new RDA Charter and establish strategic working relationships.

In July 2018, I appointed Mr Tony Gambling to the Director of Regional Development position and in August 2018, I appointed the remaining Committee Member positions. I am extremely confident moving forward that our team is not only well qualified, but also motivated to achieve our ambitious agenda for the 2018-2019 period and beyond.

The Fitzroy and Central West region is large, diverse and home to various industries and opportunities. To ensure RDAFCW achieves the best possible outcomes for the region we have been very strategic in our business planning, moving from being "all things to all people" to targeted and focused on specific key outcomes that will best benefit the region.

Through stakeholder consultation and in-depth committee planning sessions we have identified the following priorities for 2018-2019:

- Investigating and leveraging opportunities from the Rookwood Weir Development;
- Improved strategic transport to support increased export and investment opportunities;
- Technology to assist older Australians to age in place;
- Investigate Waste Solutions; and
- Work with Trade Investment Queensland and AusTrade to attract investment and increase export.

I take great pride in the outcomes RDAFCW is looking to achieve and am confident our contribution to the region will assist in creating a strong and vibrant region with a diverse range of opportunities for current and future generations to enjoy.

I believe the best times are ahead for the Fitzroy and Central West and I am excited for what lies ahead.

**Grant Cassidy**

## Contents

Chair’s Message.....	2
Introduction.....	4
The Fitzroy and Central West Region .....	4
Summary of Key Achievements and Learnings from the January to June 2018 period.....	5
Overview of Committee Members and Staff .....	8
Operational Parameters for the Coming Year.....	10
Strategic Context.....	10
Communications Strategy .....	11
Risk Management and Workplace Health and Safety .....	11
Identification of RDA activities.....	12
Regional priorities.....	12
RDA activities.....	12
The Table of Outcomes.....	12
Analysis.....	13
Table of Outcomes, Activities and Performance Measures.....	16
Annual Budget .....	19

# Introduction

## The Fitzroy and Central West Region

The regions of Fitzroy and Central West are diverse with rich, natural, social and cultural features that now and into the future will play a critical role in the development of Northern Australia and the national economy. The Central and Western Queensland region has a range of strong transport assets that draw resources and products from a very large geographic region to key transport and export hubs. These assets place this region as the gateway to Northern Australia and a key consideration in the economic strategy for the region.

RDAFCW works to understand the ever-changing economic subtleties of the area as a part of the global economy. We appreciate that the region as a whole is full of unique economic pockets that rely on building sustainable economic connections to other regions to thrive.

Building and strengthening those connections is one of our key focuses.

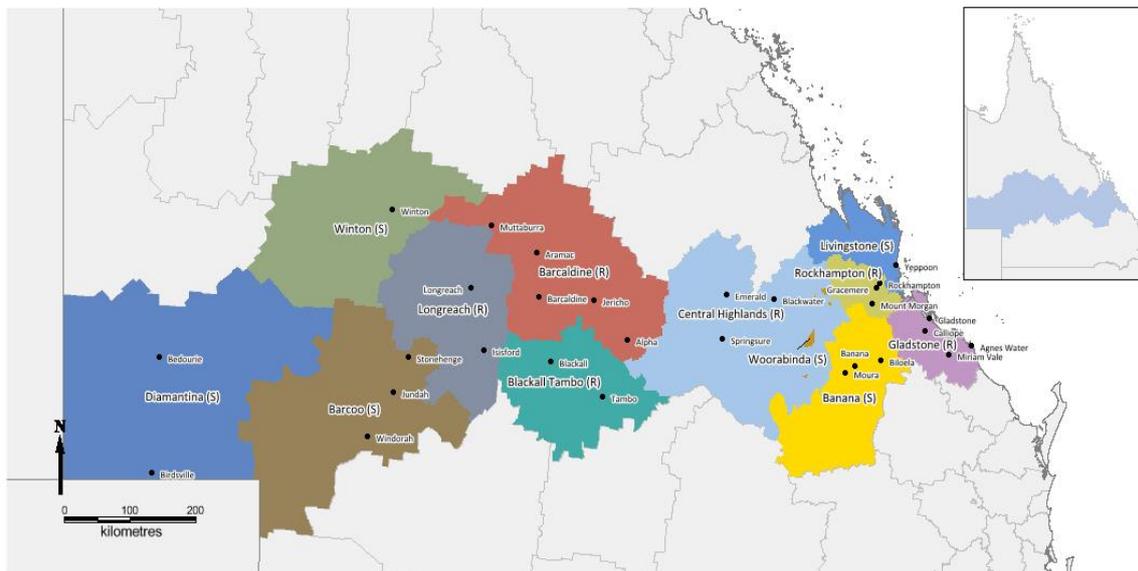
The vast Fitzroy and Central West Region covers approximately 26% of the State.

The Fitzroy Region occupies 117,813km<sup>2</sup> and comprises of six local government areas:

Banana	Gladstone	Rockhampton
Central Highlands	Woorabinda	Livingstone

The Central West Region covers 335,542km<sup>2</sup> and includes six local government areas:

Barcaldine	Blackall-Tambo	Longreach
Barcoo	Diamantina	Winton



## Summary of Key Achievements and Learnings from the January to June 2018 period

Note: RDAFCW has been operating from 1 January to 30 June 2018 with one .8 FTE position. The total FTE hours has been significantly reduced, thereby affecting output.

### *Moving from a facilitation role to an active lead role.*

#### Achievements

- Understanding the new RDA requirements under the Charter and clarified RDA's role
- Committee currently meeting monthly, increased engagement - goal of driving implementations and monitor implementation activity and priority better
- Educate stakeholders about the shift and what we can't assist with – that we are 'not all things to all people'
- Development and discussion about region's priorities within all levels of government
- Working more in Trade & Investment space to understand the sector: read available information; establish relationships
- Chair leading culture shift within the organisation
- Managing the process without a permanent Director of Regional Development and with the Acting DRD having to also manage their substantive role (working 30 hrs per week)
- Understand Federal priorities
- Key stakeholders informed on RDAFCW activities and changes. Better-managing stakeholder expectations
- Understanding how work will have to be prioritised and dealt with to ensure efficiency and targeted approach

#### Learnings

- Understanding the future: Benefits of having more tangible outcomes – gives RDAFCW more credibility to leverage and achieve more substantial outcomes for region; better advocacy powers
- State Departments have been very supportive
- By meeting regularly, Committee is more engaged and active on RDA activities.
- Increased communication between staff/Chair and committee.
- Increased enthusiasm for the future.
- Need to better communicate with stakeholders what we will be doing
- Stakeholders appear to be waiting eagerly to hear about RDA's role in Economic Development in the region.

### *Food and Fibre Report*

The RDAFCW Interim Business Plan identified the updating of the existing *Overview of Food and Fibre Industries in Central Queensland Report*

- Stage 1 - Updated the publication
- Stage 2 - Use resource to attract agricultural investment

#### Achievements and Learnings

- The report was updated and delivered to Federal and State MPs, Councils and relevant State and Federal Ministers.

- Chair talked about and delivered findings from the Report at networking events and presented Report to Ministers and their Advisors before 2018 Beef Week to give them some context around agriculture in the Fitzroy and Central West region.
- The report has been delivered to the Gladstone Ports Corporation and it being used as a supporting document to attract investment in transport infrastructure.
- Well received by State and Federal Members due to timely release just before Beef Australia 2018
- Gives a starting point to leverage other projects – supporting document to work into other sectors e.g. strategic transport connections
- The Report helped refresh Minister and stakeholder knowledge; increased our communication with state and federal MPs; helped to re-establish working relationships with stakeholders

### *Cost Benefit Analysis of Technology in Aged Care*

The Interim Business Plan included undertaking a Cost Benefit Analysis of technology to assist in aged care and help older Australians to age in place.

#### *Achievements and Outstanding tasks*

- CQUniversity engaged to undertake the analysis.
- Initially it was expected that existing research would be available to feed into this cost/benefit analysis however this was not the case. CQUniversity requested an extension of time to September 2018 to complete the project.

### *Aged Care*

The Interim Business Plan identified the following actions associated to outcomes in the Aged Care space:

- Stage 1 - Investigating the potential economic impact of key recommendations identified in the Aged Care and Allied Health Research Paper completed by RDAFCW in 2017.
- Stage 2 – Delivering the Report to the Australian Government and advocate for implementations of the Report’s recommendations.
- Stage 3 – Working with regional organisations to implement new models that support the needs of our region

#### *Achievements and Outstanding Tasks*

- Stage 1 – RDAFCW engaged CQU to complete a Cost Benefit Analysis of Technology in Aged Care, as previously mentioned.
- Stage 2 – RDAFCW delivered the report to Federal MPs and Ministers. The report was well received and RDAFCW was requested to participate in a Federal Government research project to address the issue of attracting and retaining an Aged Care and Allied Health Workforce in Rural and Remote Australia.
- Stage 3 - Due to reduced staffing, this final stage has been transferred to the 2018/19 period. Initial thoughts are that Central Highlands Regional Council is working on community aged care models, RDAFCW may be able to work with CHRC to develop a model that can be delivered across the Northern RDA Alliance.

## Water Project

The Interim Business Plan identified the following Water Project actions:

- Stage 1 - Identify and collate existing research on water projects within the region
- Stage 2 - Identify a strategy to move forward to secure water supply to meet agricultural and township needs.
- Stage 3 – Advocate for priority water projects that will support the domestic and agricultural needs of the region

## Achievements and Learnings

Funding for Rookwood Weir was secured, moving the objectives of RDAFCW from securing a water project to collaborating with the Department of Agriculture and Fisheries (DAF) to investigate opportunities associated with the Rookwood Weir development.

Initial discussions with DAF have commenced and this project item will continue in the 2018-2019 Business Plan and beyond.

## Marketing

The Interim Business Plan identified several strategies on promoting RDAFCW.

## Achievements, Outstanding Items and Learnings

- Updating of the RDAFCW website – working on better marketing and image of RDAFCW Includes: more engaging website that better demonstrates strengths of the region and key industry sectors; give a better representation of the region as a whole; include what each Council is doing (strengths; priorities); better links to other stakeholder groups. The new website is set to go live in September 2018.
- Re-established monthly e-newsletters. The Content reflects new priorities. Have received better engagement with stakeholders. Not as time-consuming as would be expected – worth the time expended to create. Gives opportunity to promote what is happening – more tangible and promote opportunities from State and Federal govt – value add
- Facebook posts: funding opportunities; studies and consultation opportunities; external information. There has been limited engagement: likes, shares etc. Reduced staffing impacted the ability to improve engagement. RDAFCW needs to consider whether to also move into the LinkedIn space as this may be a better ‘fit’ for the organisation and its target segments
- Networking: since taking role in April, chair has been actively networking and leveraging relationships to promote our activities. Acting DRD has been attending as many workshops as time permits to gather information (e.g. Mines and Resources on Mine site rehabilitation; agriculture practitioners info). Kept networks open and relationships going in the interim of the new DRD. Productive, but difficult with limited staffing at the moment. Clarified gaps/opportunities to follow up. Need to be more strategic about the workshops attended, as some do not provide benefit expected compared with the amount of time it takes
- Marketing material: PDF; flyers, brochures; etc RDAFCW has been discussing the opportunity, potential, range; and investigating the value of each avenue as we don’t have a presence – don’t have anything to leave with people and we have nothing that differentiates. Other RDAs are giving key stakeholders merchandise (e.g. branded phone chargers, USBs). Learning: keen to have FCW be a strong partner with northern RDA alliance and strong Qld collaboration and information sharing. Some marketing is very expensive, so it is important to be strategic

## *Collaboration*

### *Achievements and Outstanding Items*

- Participation in Northern RDA Alliance
- Trade and Investment Qld –Strategic working relationships have been established with an in principle agreement in place to work in partnership with TIQ. Formalisation of roles and outcomes is currently underway.

## Overview of Committee Members and Staff

### *Operational Staff*

#### *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 and has an active role in regional communities.

#### *Executive Assistant – Candice Fraser*

Candice carried out the dual roles of Executive Assistant and Acting Director for six months. She reverted back to her substantive position when the Director commenced. Candice works 30 hours a week.

### *Committee Members*

The Chair is a volunteer position responsible for leading the Committee. The Chair has overall responsibility for setting strategic direction and ensuring that objectives and outcomes are achieved. They have an active role in facilitating economic development opportunities for the region. The Chair also has overall responsibility for ensuring the RDA Committee is well governed. The Minister for Regional Development appoints the Chair.

The Deputy Chair and Committee Member Positions are volunteer positions which provide input into strategic direction setting, contribute to reviewing progress in achieving objectives and outcomes, and oversee the effectiveness of governance processes within the Committee. Like the Chair, they also have an active role in facilitating economic development opportunities for the region. The Chair, on behalf of the RDA Committee, appoints the Deputy Chair and members after agreement is provided from the minister responsible for regional development.

The Treasurer position will be filled at the September 2018 AGM.

In addition to the below mentioned Committee Members, RDAFCW expresses its gratitude for the contributions of its non-continuing Committee Members, Councillor Gai Sypher and Mr Graham McDonald. Both Graham and Gai have maintained positions on the RDAFCW Committee from 2015 – 2018.

#### Chair of the Committee – Grant Cassidy

Grant was appointed to his position in April 2018 and it will conclude on 31 December 2020. Grant Cassidy, FAICD serves as Managing Director of The Cassidy Hospitality Group. He has over 15 years' experience in media and commercial radio in a number of roles across Queensland including on-air presenter, sales, marketing and management positions which all started in Gladstone. He is a Director of Gladstone Ports Corporation and served as a Director of Tourism and Events Queensland until August 2012.

Grant is a Fellow of The Australian Institute of Company Directors and formerly sat on the Central Queensland AICD committee and holds a full Real Estate Agents License. He has had a long involvement 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

John 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 4 years, several not-for-profits for the past 16 years, as well as commercial entities for 12 years. John is an experienced executive with over 37 years' experience in all aspects of company management and governance in a wide range of industries. John also has experience with all forms of media, investor and analyst representatives, government relations and lobbying, extensive community relationships processes, and establishing land use agreements with Indigenous Communities.

#### Committee Member - John Lever

John is the immediate past-Deputy Chair, RDAFCW 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. Neville grew up on a farm at Capella until 12 years of age. He then moved with his family to Dululu, where he still resides today. At 19 Neville purchased his first truck, he owned and operated a transport business in the Central Queensland region for over 30 years. During this time, he also ran his families store, and cattle farm. In 2003, Neville and his wife purchased the Dululu Hotel and ran the establishment for five years before selling. Neville was first elected to Banana Shire Council in 2004 and was re-elected in 2008 and 2012. In the 2016 election he was successfully elected as Mayor.

#### Committee Member – Cr Andrew Martin

Andrew is the Mayor of Blackall-Tambo Regional Council. Andrew maintains a solid understanding of the issues and opportunities facing rural and remote locations within the Central West region. 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 Committee Member of the Outback Tourism Association.

#### Committee Member – Sandra Hobbs

Sandra is the General Manager 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. Sandra has strong working relationships with stakeholders across the region.

#### Committee Member – David Arnold

David is the General Manager of Central Western Queensland Remote Area Planning and Development Board (RAPAD) and Deputy Chair of the Central West Hospital and Health Service (CWHHS). Additionally, David is the Director of RAPAD Employment Services Qld, Chair of RAPAD Employment Services Qld Plus and Chair of the Executive Committee; Member of Finance and Audit and Risk Committee, CWHHS. David lives in Longreach and has effective working relationships and knowledge across Central West Queensland. David has extensive experience on Boards and Committees as well as private and public sectors.

#### Committee Member – Patrick Hastings

Patrick is the CEO of the Gladstone Industry Leadership Group and sits on several Boards including the Education Queensland Industry Partnership, Central Queensland University Regional Engagement Committee, Gladstone Healthy Harbours Partnership, and Here for Health Committee. Patrick has worked across a variety of roles, predominantly in the resource a construction sector. Patrick is based in Gladstone and is well placed within the Industry sector to contribute to RDAFCWs objectives.

## Operational Parameters for the Coming Year

### *Interim Budget Notes*

Due to the delay in a new Director commencing in the role, there was a carry-over to the 2018/19 financial year. All other budget forecasts were carried out as planned and there were no out-of-the-ordinary costs. Refer to budget section for full budget details.

### *Third Party Contracts*

RDAFCW has no third-party contracts.

## Strategic Context

RDAFCW has adopted the Charter as the main point of reference in identifying priority projects and balancing workload, as a result RDAFCW has more focus and clarity of purpose. With this clarity RDAFCW has opened stronger lines of communication with its key stakeholders.

In addition to helping to achieve Federal priorities and meeting RDA's Charter, the RDAFCW Committee has a regional focus that reflects the priorities of State Government and Local Councils and Shires. In addition, our activities will continue to support the development of Northern Australia through priorities outlined in the *White Paper on Developing Northern Australia*, and participation in the Northern Regional Development Australia Alliance.

RDAFCW has an ambitious agenda for the 2018/2019 period and aims to be one of the top 10 RDAs across Australia. To do this we want to have a multifaceted approach that will focus on:

- improved branding
- achieving strategic outcomes
- a proactive approach to priority projects
- supporting innovation and start-ups
- the strengths of our region, including alternate agriculture and other strengths that align with the Charter.

RDAFCW wants to be a strategic driver of key regional initiatives as it was with Growing Central Queensland. In addition, RDAFCW would like to better document and celebrate successes through the promotion of case studies.

To provide strategic and targeted responses to economic, environmental and social issues affecting the region, the Committee and staff will continue to build strong partnerships with key stakeholders. This will not only help to achieve more effective outcomes, but will also be more time, cost and resource efficient.

## Communications Strategy

RDAFCW has developed a Communication strategy that identifies the relationships between its stakeholders and itself and how it intends to engage with its various stakeholders. As RDAFCW moves forward it is taking a more targeted approach and as such has separated its stakeholders into four categories.

- Tier One Stakeholders are considered regional decision makers – RDAFCW intends to strengthen this relationship to provide trusted advice to decision makers.
- Tier Two Stakeholders are considered regional implementors of RDAFCW's priority areas – RDAFCW intends to build strong working relationships with this stakeholder group to implement priority projects across the region.
- Tier Three Stakeholders are considered regional implementors of broader economic outcomes that are not the priority of RDAFCW. RDAFCW intends to continue working relationships with this stakeholder group and provide support where appropriate and RDAFCW has resources available.
- Tier Four Stakeholders are considered its broader audience, namely the general public and media outlets.

## Risk Management and Workplace Health and Safety

### *Risk Management Plan*

RDAFCW's Risk Management Framework Manual is complete.

### *Workplace Health and Safety Plan*

RDAFCW does not currently have a Workplace Health and Safety Plan. A document will be created as a priority and as part of this year's activities.

## Identification of RDA activities

### Regional priorities

In addition to discussions over the past six months, the RDAFCW Committee and staff met for a Strategic Planning Sessions in July and August 2018 to set priorities for the 2018/19 year. To provide context for the identification of activities, the priorities of all levels of Government and major stakeholders were considered, along with the results of a Situation Analysis. The various priorities are summarised in the Appendix. While regional priorities varied depending on the Regional Council or Shire, they fitted within seven broad groups:

- Competitive business / Jobs / Skills gaps / Employment / Education
- Infrastructure / Renewable energy
- Thriving communities
- Health / Wellbeing
- Industry: trade / investment / defence industry / space industry
- North Queensland economy / Tourism
- Environment / Forestry / Backing farmers.

These priorities have remained generally consistent from the previous financial year.

### RDA activities

RDAFCW engaged the services of a consultant to workshop with the RDAFCW Committee to identify priority projects and roles for the 2018-2019 period. The Committee considered the following in determining priorities:

- Is the project a responsibility of another Department, would RDAFCW be duplicating work?
- Does the project match the RDA Charter?
- Does the project fit with Federal Budget Priorities?
- How complicated is the project?
- How beneficial is the project to the region?
- How much of the region would the project benefit?
- What is RDAFCW's capacity to deliver the project?
- Cost Benefit Analysis.

The Table of Outcomes identifies the priority projects RDAFCW will aim to achieve in 2018-2019.

## Analysis

<p><b>OUR CUSTOMERS   COMPETITORS   VALUE</b></p> <p><b>Customers:</b></p> <ul style="list-style-type: none"> <li>• Investors</li> <li>• Council, State and Federal Governments Departments</li> <li>• Local, State and Fed Elected Representatives</li> <li>• GOCs</li> <li>• Industry Associations</li> <li>• Private businesses</li> <li>• Entrepreneurs</li> </ul> <p><b>Competitors:</b></p> <ul style="list-style-type: none"> <li>• Economic Development Organisations</li> <li>• Regional Development Organisations</li> <li>• RDA organisations</li> <li>• Northern Alliances</li> <li>• Industry Associations</li> </ul> <p><b>Value:</b></p> <ul style="list-style-type: none"> <li>• Direct link with Federal Government, elected Representatives, Ministers and Departments</li> <li>• Regional knowledge and contacts</li> <li>• RDA Brand that is recognised for facilitation and connectivity</li> <li>• RDA Committee with wide reaching contacts and knowledge of industries and communities in the Fitzroy and Central West region;</li> <li>• Innovative and nimble – can react quickly</li> <li>• Connector and network and driver of good regional projects – can get projects through the processes</li> <li>• Proactive</li> </ul>	<p><b>IMPROVEMENTS REQUIRED   LIMITS</b></p> <ul style="list-style-type: none"> <li>• Current lack of awareness of what RDAFCW does in the marketplace</li> <li>• Duplication of effort and purpose – more collaborative approaches required moving forward</li> <li>• At Ministers discretion</li> <li>• Improved collaboration required</li> <li>• Internally RDAFCW has limited number of work hours available with only 1.8 FTE staffing</li> <li>• Need for increased focus and clear direction – which is underway with the implantation of the Charter</li> <li>• Need to review and update internal policies and procedures</li> <li>• Governance – board and staff levels limited;</li> <li>• Improved transparency</li> <li>• Current lack or representation of Western Qld on Committee</li> <li>• Marketing of RDAFCW needs to be improved</li> </ul>
<p><b>NEEDS   OPPORTUNITIES</b></p> <p><b>Needs:</b></p> <ul style="list-style-type: none"> <li>• Collaboration and partnerships</li> </ul>	<p><b>STRENGTHS   RESOURCES   PARTNERS</b></p> <p><b>Strengths:</b></p> <ul style="list-style-type: none"> <li>• Location at 66 Denham St – ease of access for stakeholders</li> </ul>

<ul style="list-style-type: none"> <li>• Need to reduce duplication</li> <li>• Strategic focus</li> <li>• Market RDAFCW</li> <li>• There is a lack of medical, dentistry and all aged care services –in rural and remote locations. There is a need to develop a strategy to retain professionals in rural and remote locations</li> <li>• Connectivity – telecommunications/internet needs to be improved to later grow innovation and provide education and health services</li> <li>• Growth within the tourism sector by way of product development and an overall more strategic approach. Growth within the events and meetings/conferences. Strategic linkages and relationships across regions</li> <li>• RDAFCW need a stronger grasp on possible innovation opportunities</li> <li>• Increased funding with RDAFCW</li> <li>• Economic stability of sub-regions to protect against down turns – diversify economy</li> <li>• Allow project time to work on ad-hoc projects</li> <li>• Processes to align with RDA Charter</li> <li>• Improved Strategic Transport linkages across the region that will result in reduced costs of transport. Including improved condition of roads. This will result in competitive costs of goods for domestic and international export, resulting in increased trade</li> </ul> <p><b>Opportunities:</b></p> <ul style="list-style-type: none"> <li>• Decentralisation – Government offices moving to regional areas – financial incentives. Multinational Corps</li> <li>• Connector and collaborator between stakeholders</li> <li>• Work with private enterprise to identify their drivers – what makes a company like Hastings / Aurizon make decisions that impact communities – create strong relationships with industry leaders</li> <li>• Aged Care and other social services sit with the Federal Government. RDAFCW is well placed to lobby for policies that works for regional, rural and remote areas. For example, lobby for funding to go to Local Governments to deliver services rather than private providers</li> <li>• Defence Supply Chain Opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• RDAFCW Committee Members poses a diverse range of experience</li> <li>• There are existing projects to work on</li> <li>• Loyalty of Committee and staff throughout the transition period</li> <li>• Passion of Committee and staff</li> <li>• Great regional understanding</li> <li>• Committee and staff commitment to region</li> <li>• Ability to identify opportunities within the region</li> <li>• Skills and abilities to make a difference – both Committee and staff</li> <li>• Connection to Local Governments</li> <li>• Ability to understand projects that are important to the region and that will have the greatest impact</li> <li>• Empathy to regional communities and economies;</li> <li>• CQUniversity – large footprint and keen to partner</li> </ul> <p><b>Resources:</b></p> <ul style="list-style-type: none"> <li>• 1.8 FTE paid staff</li> <li>• Volunteer Committee</li> <li>• Office accessibility</li> <li>• Connection to Federal Government Departments and Ministers</li> <li>• Access to University Research</li> <li>• Knowledgeable Committee, with a skills-based Committee moving forward</li> <li>• Collective knowledge of Committee Members is strong</li> <li>• Funding – limited to Federal Government Funding</li> <li>• Access to stakeholder groups</li> <li>• Building Better Regions Fund</li> </ul> <p><b>Partners:</b></p> <ul style="list-style-type: none"> <li>• Investors</li> <li>• Local, State and Federal Government Departments including: Trade and Investment Qld; Austrade; DAF; State Development</li> <li>• Local, State and Federal Elected Representatives</li> <li>• GOCs</li> <li>• Industry Associations</li> <li>• Private businesses</li> </ul>
---	--

## EXTERNAL FACTORS | TRENDS | THREATS

- Upcoming election, with the possibility of a new Minister comes possible changes to the RDA Charter. Current funding is committed to 31 December 2020
- Competing organisations
- At start of an economic growth cycle
- Positive/increasing 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 airport to expand export markets
- Flux in prices for mining products – employment/casual rather than TFEs – 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 products with good weather conditions;
- Water security for crops
- Drought
- Manufacturing opportunities
- Bio-security – good and bad
- Increased preference for using casuals labour - impacts stability in towns and security and connectivity to community

## Table of Outcomes, Activities and Performance Measures

<b>OUTCOME THEME 1</b>	Increased economic opportunities and investment in Your Region
<b>OUTPUT i.</b>	Identify economic development opportunities that leverage private and public sector investment in Your Region.
<b>What will we do?</b>	<ul style="list-style-type: none"> <li>• Work with the Northern RDA Alliance to:               <ul style="list-style-type: none"> <li>○ prepare a Northern Australia Investment Prospectus, insuring the Fitzroy and Central West region is comprehensively represented within the prospectus;</li> <li>○ discuss the lack of allied health services in rural and remote locations.</li> </ul> </li> <li>• Partner with relevant stakeholders to identify opportunities that may arise from the Rookwood Weir development.</li> <li>• Work in partnership with Trade Investment Queensland to assist agricultural producers to become export ready.</li> <li>• Play a facilitation role to encourage private enterprise to the region.</li> </ul>
<b>OUTCOME THEME 2</b>	Increased trade and job creation.
<b>OUTPUT ii.</b>	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.
<b>What will we do?</b>	<ul style="list-style-type: none"> <li>• Establishment of Export Committee – partnering with Trade and Investment Queensland and AusTrade.</li> <li>• Support the SME Export Hubs initiative.</li> <li>• Work with private enterprise to identify their drivers.</li> </ul>
<b>OUTCOME THEME 3</b>	Cooperative effort with all levels of government, industry, community and other regional stakeholders leads to improved economic development outcomes.
<b>OUTPUT iii.</b>	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.
<b>What will we do?</b>	<ul style="list-style-type: none"> <li>• Actively participate with the Economic Development Practitioners Network and work to implement appropriate activities identified by the group.</li> <li>• Implement strategies outlined in the RDAFCW Communication Strategy.</li> </ul>

<b>OUTCOME THEME 3</b>	Cooperative effort with all levels of government, industry, community and other regional stakeholders leads to improved economic development outcomes.
<b>OUTPUT iii.</b>	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.
	<ul style="list-style-type: none"> <li>• Form working partnerships with Trade Investment Queensland, AusTrade, Department of State Development, Department of Agriculture and Fisheries, AusIndustry, all Fitzroy and Central West Councils, RAPAD and CQROC.</li> <li>• Create strong relationships with industry leaders.</li> <li>• Play a connection and collaboration role between stakeholders.</li> <li>• Investigate Regional Waste and Landfill solutions.</li> <li>• Assist in implementing strategies from the Review into Rural and Remote Education that match regional needs.</li> </ul>

<b>OUTCOME THEME 4</b>	Achieve Government program objectives.
<b>OUTPUT iv.</b>	Assist in the delivery of Commonwealth programs including public and private sector decentralisation.
<b>What will we do?</b>	<ul style="list-style-type: none"> <li>• Work with the Queensland and Australian Government to provide input to the Roads of Strategic Importance initiative.</li> <li>• Play a role in promoting education programs within the region, bring together students, education providers and employers as per the Review into Rural and Remote Education.</li> <li>• Investigate and lobby for decentralisation of Government offices to regional areas – financial incentives. Likewise with Multinational Corporations.</li> <li>• Lobby for improved strategic transport linkages across region and improved road conditions: reduce transport costs; be more competitive with cost of goods for domestic and international export, resulting in increased trade. Roads of Strategic Importance.</li> </ul>

<b>OUTCOME THEME 5</b>	Maximise access to Government programs and grants.
<b>OUTPUT v.</b>	Promote and disseminate information on Commonwealth policies and grant programs and support community stakeholders in Your Region to develop project proposals to access funding.
<b>What will we do?</b>	<ul style="list-style-type: none"> <li>• Promote Federal Government Grants and Programs through the RDAFCW Monthly newsletter, website and social media.</li> </ul>

<b>OUTCOME THEME 5</b>	Maximise access to Government programs and grants.
<b>OUTPUT v.</b>	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"> <li>Actively link projects to available Federal and State Government Funding opportunities – and provide advice in preparation of funding applications and project proposals.</li> </ul>

<b>OUTCOME THEME 6</b>	Advice supports development outcomes.
<b>OUTPUT vi</b>	<p>For Your Region:</p> <ul style="list-style-type: none"> <li>Provide evidence-based advice to the Commonwealth on critical regional development issues; and</li> <li>Provide information on regional activities and competitive advantages to all levels of government, industry, business and community sectors.</li> </ul>
<b>What will we do?</b>	<ul style="list-style-type: none"> <li>Update the RDAFCW Publication “An Overview of Food and Fibre Industries in Central Queensland” with the most recent available data and present to the State and Federal Government to evidence need for improved strategic transport networks to increase export.</li> <li>Finalise a Cost Benefit Analysis on utilising technology to assist older Australians to age in place and present to the Federal Government to use as a decision-making tool for the Aged Care Sector. Likewise, this analysis will be presented to industry to attract private investment in development of such technologies.</li> <li>Deliver Project Briefs/details to relevant ministers, investors, industry representatives to progress development within Aged Care, Food and Fibre and other areas as capable.</li> <li>Lobby telecommunications/internet needs to be improved to later grow innovation and provide education and health services - rescore internally.</li> <li>Lobby: for policies that allow LGAs to deliver service in rural and remote areas. e.g. funding for LGAs to deliver services rather than private providers - Allied Health.</li> </ul>

# Annual Budget

Funding Sources and Budget												
	Commonwealth Funding (incl. All \$ in FA & Schedules)		Commonwealth 3rd Party Projects		State/Territory Operational		State/Territory Projects		Other		Total	
	Budget (1/7/18)- (30/6/19)	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 (date)- (date)	Actual to (date)
<b>GST Exclusive Amounts</b>												
<b>Income</b>												
Surplus Funding carried forward from previous period (See note 1 below)	60,835.85											
Funding for this Period	313,018.00											
Project Funding (Project 1)												
Project Funding (Project 2)												
Interest on Commonwealth funds	2,000.00											
<b>Total Income (A)</b>	<b>\$375,853.85</b>											

**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%.

	Commonwealth Funding (incl. All \$ in FA & Schedules)		Commonwealth 3rd Party Projects		State/Territory Operational		State/Territory Projects		Other		Total	
	Budget (1/7/18)- (30/6/19)	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 (date)- (date)	Actual to (date)
	<b>GST Exclusive Amounts</b>											
<b>Expenditure Major Budget Items</b>												
Staff Salaries	167,000											
Employee Entitlements	25,000											
Other Staff Expenses	5,000											
Office Lease & Outgoings	12,500											
Vehicle Costs	14,000											
Operational	52,840											
Financial, Legal & Professional	28,800											
Marketing	2,000											
Asset Acquisition	9,000											
Committee costs	25,000											
Other Supplementary Funding (if any)												
Other Project 1	10,000											
Other Project 2	10,000											
<b>Total Expenditure (B)</b>	<b>361,140</b>											
<b>SURPLUS (A-B)</b>	<b>14,713.85</b>											

**Certification:** Annual Budget

**Name of authorised person:** Grant Cassidy

**Signature:** 

**Date:** 27/8/2018