



# Regional Development *Australia*

Fitzroy and Central West Inc.

## Corporate Business Plan 2011::2012





## Chairman's Message

The Fitzroy and Central West is a unique region with distinctively rich natural, social and cultural features however having a glassy-eyed view of the so-named region is not the same as having a clear-eyed understanding of the critical role our regional communities play in the Australian society and the National economy. To view our region and its quintessential communities in nostalgic terms is to fail to see them as vital vibrant communities and as key contributors to the nation's future.

Regional Development Australia Fitzroy and Central West work tirelessly to understand the ever-changing dynamics of the region and fully appreciate that although the region is blessed with unprecedented growth, the long-term sustainability of many communities is under pressure as in a lot of cases the economic drivers which demanded their original establishment have changed. As a result the social fabric which once adequately supported communities is now inadequate, and not only cannot meet current needs but is a major impediment to attract that which will enable communities to participate in future sustainable development opportunities.



RDAFCW in conjunction with Local, State and Australian Governments will pursue every avenue possible to encourage and support a more sustainable future for the communities in the Fitzroy and Central West region.

**Bill Byrne**  
CHAIRMAN



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## 2010 – 2011 Organisational Overview

### Regional Development Australia

Regional Development Australia is an Australian Government initiative that brings together all levels of government to enhance the growth and development of Australia's regions. A national network of 55 RDA committees has been established to achieve this objective. RDAs replaced the previous network of Area Consultative Committees (ACCs) established by the Australian Government in 1994 to provide advice and support for labour market programs in the regions.

RDA committees are made up of local leaders who volunteer their time to work with government, business and community groups to deliver better services to their regions. The committees work with their communities to find ways to deal with the economic, social and environmental issues affecting them. Funding is provided for executive support and other costs incurred by RDAs.

The Regional Development Council meeting on 30 July 2008 agreed to a set of principles between State/Territory regional development organisations and RDAs. The Regional Development Council comprises Australian Government, State/Territory and NZ Ministers with responsibility for regional development, and a representative from the Australian Local Government Association.



At a meeting of the RDA National Forum on 3 March 2011, the Hon. Simon Crean MP, Minister for Regional Australia, Regional Development and Local Government, outlined ways in which the Australian Government is increasing its focus on regional development, including his vision for the role of RDA Committees, and announced additional funding of \$4 million to strengthen RDAs this year.

The Australian Labour Party's Agreement with the independent MPs Mr Tony Windsor and Mr Rob Oakeshott also included the continuation of a number of commitments relating to regional Australia, plus new commitments for:

- » National Broadband Network Extensions
- » National Health Investments
- » Regional Education Investments
- » \$1.4 billion Regional Infrastructure Investment

Of the 55 RDA committees, eight are located in northern Australia:

- » Queensland: Far North Queensland and Torres Strait; Townsville and North West; Fitzroy and Central West; Mackay and Whitsunday
- » Western Australia: Pilbara, Kimberley, Mid West Gascoyne
- » Northern Territory

## 2010 – 2011 Organisational Overview - continued

### Northern Australia Sustainable Futures (NASF) Program

This program was developed as an initial Australian Government response to the final report of the Northern Australia Land and Water Taskforce. The NASF Program includes a Northern Australia Data Development project, to improve the capacity to measure performance and profile regions in Northern and remote Australia.

### Regional Development Australia Fitzroy and Central West

For Regional Development Australia Fitzroy and Central West Inc (RDAFCW) 2010-2011 was a period of consolidation, engagement and strategic planning. Central Queensland has now gone from the edge of unprecedented growth in terms of economic and social infrastructure to a region struggling to stay with the paced of progress. This growth has created challenges for not only the community but to all levels of governments in terms of skills and training, environmental issues, housing, road upgrades, transport and maintaining a social fabric that suits all parties concerned. During the 2010-2011 period RDAFCW has established and contributed to a network of community and government leaders that has developed collaborations of local solutions meeting local issues.

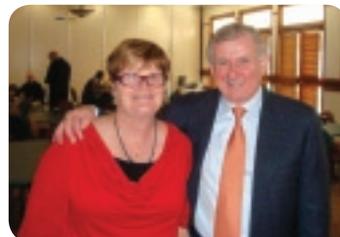
### Indigenous Employment Program

This project supports the engagement of an Indigenous Employment Coordinator for the Fitzroy and Central West Region as a response to the Queensland Natural Disasters and the resulting Jobs and Skills Package Initiative supported by the Department of Education, Employment and Workplace Relations.

The Fitzroy and Central West Indigenous Employment Coordinator will be responsible for the facilitation of training, work experience and employment opportunities for Indigenous people in the local region as part of Queensland's Natural Disaster Response. The role of the Indigenous Employment Coordinator will be to:

- » Under direction from the Project Steering Committee work closely with key stakeholders to identify and develop appropriate priority projects that provide training, work experience and employment opportunities for Indigenous people in Fitzroy and Central West.
- » Assist in developing and lodging submissions for funding appropriate projects under a range of programs including the Indigenous Employment Program, National Green Jobs Corps, Community Work Placemats and the Flexible Funding Pool.
- » Identify appropriate connections for eligible individuals to other initiatives including the Government Apprenticeship Program and Priority Skills Development measures.
- » Provide advice and information as appropriate on a broad range of support measures available through the 2011 Queensland Natural Disasters Jobs and Skills Package to ensure eligible individuals or communities are able to access these measures where possible.
- » Monitor, record and report as required by the relevant Authorities on all aspects of their work.

Jenny Moore, Secretary of RDA Fitzroy and Central West with Minister Simon Crean at the Gladstone Carbon Pricing Forum



## Regional Development Australia Fund

The Regional Development Australia Fund (RDAF) is a \$1 billion national grant program to support Australia's regions. The program seeks to ensure that new investments reflect the characteristics, and address the opportunities and challenges, of our diverse regions.

The RDAF also aims to support localism, and to leverage state, territory, local government and private investments for the long term benefit of Australia's communities.

Program grants will support the infrastructure needs, and economic and community growth, of Australia's regions.

RDAFCW formally assisted the following organisations with the development of their application.

- » Rockhampton Regional Council
- » Central Highlands Regional Council
- » Barcaldine Regional Council
- » C&K Queensland
- » The Australian Stockman's Hall of Fame
- » Capricorn Cruising Yacht Club
- » Blackall-Tambo Regional Council

RDAFCW reviewed and gave feedback on each of the following RDAF applications

- » Rockhampton Regional Council - Aquatic Centre and Riverbank Development
- » Gladstone Regional Council - Boyne Island-Tannum Sands Sporting Precinct
- » Capricorn Cruising Yacht Club
- » Banana Shire - Ludwig Leichhardt Tourism Centre
- » Banana Shire - Thangool Airport Development
- » Banana Shire - Moura Memorial Miners Aquatic Centre
- » Banana Shire - Biloela Art Gallery
- » Central Highlands Regional Council - Emerald Airport Development
- » Barcaldine Regional Council - Alpha Aquatic Centre
- » Barcaldine C&K Childcare Centre
- » Blackall-Tambo Regional Council - Blackall Childcare Centre
- » The Australian Stockman's Hall of Fame Development
- » Gidarjil Agnes Water Interpretive Centre



CEO Denis Keeffe and Chairman Geoff Murphy of the CQ NRL Bid with guest speaker Rees Banks Executive Officer RDA Fitzroy and Central West at the CQ Bid's Rockhampton Corporate Re-Launch

## Research and Reports

RDAFCW also completed a number of studies and reports for both government leaders and government departments.

- » A joint National Land Freight Strategy Discussion Paper with the RDA's based in Mackay and Townsville.
- » A joint Fly-In and Fly-Out Discussion Paper
- » Central Queensland Indigenous Organisational Engagement Scoping Study
- » Central Queensland Tourism Corridor Engagement Scoping Study
- » Central Queensland Migration and Settlement Engagement Scoping Study
- » The Palace Scoping Study
- » Proposed Pilot Role of Third Party Service Delivery

RDAFCW negotiated with the Federal Department of Education, Employment and Workplace Relations to auspice the Indigenous Employment Program for the 2011-2012 financial year.

This project supports the engagement of an Indigenous Employment Coordinator for the Fitzroy and Central West Region as a response to the Queensland Natural Disasters and the resulting Jobs and Skills Package initiative supported by the Department of Education, Employment and Workplace Relations.

The Fitzroy and Central West Indigenous Employment Coordinator will be responsible for the facilitation of training, work experience and employment opportunities for Indigenous people in the local region as part of Queensland's Natural Disaster Response.

## Organisational Collaboration

Regional Development Australia Fitzroy and Central West understands the dynamics of the region and fully appreciate that although the region is blessed with unprecedented growth, the long-term sustainability of many communities is under pressure as in a lot of cases the economic drivers which demanded their original establishment have changed. Central Queensland as with many regions of Queensland suffered intensive infrastructure and social damage due to the recent natural disasters. As a result the social fabric which once adequately supported communities is now inadequate, and not only cannot meet current needs but is a major impediment to attract that which will enable communities to participate in future sustainable development opportunities. RDAFCW in conjunction with local, State and Australian Governments and community groups assisted and continues to assist in the following activities.

- » Meeting with community organisations relating to the development of NBN proposals
- » Community groups funding development (flood damage)
- » Qld Natural Disaster Jobs and Skills Package Committee Member
- » Regional Managers Coordination Network meetings
- » Central West Planning Steering Committee member
- » Preparation of the CQ NRL Bid sports academy proposal
- » Department of Communities 'Schools to Jobs' steering committee member

## Building Rural Communities Fund

Under the Building Rural Communities Fund eligible applicants can apply for up to \$10,000 to implement projects that improve the economic, social, cultural and environmental capacity of a Blueprint for the Bush community (or communities). RDAFCW assisted with the selection process of funding allocation.

- » A total of 17 applications were received by Fitzroy and Central West requesting a sum of \$149,442.00
- » Out of the 17 applications, 13 were eligible. The Regional Panel consisting of RDAFCW recommended 10 applications for funding totalling \$84,042.00



## Central Queensland (Fitzroy and Central West) Snapshot

Regional Development Australia Fitzroy and Central West includes the local government areas of Diamantina, Winton, Barcoo, Longreach, Barcaldine, Blackall- Tambo, Central Highlands, Banana, Woorabinda, Gladstone and Rockhampton.

The Central Queensland region is a key agricultural, resources and industrial hub of Queensland's economy. In 2008, Central Queensland generated 40 per cent of the state's coal production and 14 per cent of its agricultural production.

The vast Central Queensland region covers approximately 30 per cent of the state. Over the next 20 years, the resident population is expected to grow by about 123 000, of which a significant proportion will occur in the eastern areas of the region, concentrated in the major service hubs of Rockhampton and Gladstone.

This growth will continue to be a significant driver of demand for all forms of infrastructure, particularly to service the requirements of the resources and energy sectors, and especially for industrial and transportation infrastructure in and around Rockhampton, Gladstone and Emerald.

Direct air and freight routes make Rockhampton the key logistics and freight hub connecting the Capricorn and Bruce highways. Its proximity to the Bowen Basin makes it a key service and logistics hub for the state's coal industry, providing access to road, rail and air services.

Rockhampton also serves as the primary service centre for the region — home to the full range of government and social services including retail, recreation, health, education and cultural facilities and activities.

Gladstone is the key industrial hub on the central coast, with major multi-commodity port facilities. The cluster of resource processing industries nearby makes it a key site for the state's resource sector. The emergence of an internationally significant coal seam gas (CSG) to liquefied natural gas (LNG) industry and LNG production and export facilities located within the Gladstone State Development Area are expected to provide a major boost to the region's economy over coming decades. A range of activities to support liveability and sustainability are underway to support anticipated population growth.

The growing town of Emerald provides a key inland service hub for the Bowen Basin and surrounding agricultural production areas. In the west of the region, Longreach acts as a major activity centre and transport hub for western Queensland, supporting a growing outback tourism industry, and business and administrative services supporting the agriculture industry.



## Organisational Structure



Regional Development Australia Fitzroy and Central West committee meeting held in Emerald.

## Key Priorities

Regional Development is about regional communities improving their economic, social, environmental and cultural well-being by fully developing the potential of the region and the people (Regional Development Council – Framework for Cooperation on Regional Development). Key elements underlying successful regional development include cooperation between all spheres of government in building community capacity to adjust to change, growing and attracting business, diversifying regional communities, fostering innovation and working cooperatively, collaboratively and inclusively across all relevant sectors.

While regional communities need and should take responsibility for their own future, effective support (RDAFCW) critically underpins this development process. The noted support dynamic takes on a number of dimensions:

- » Vision – a shared vision to strengthen the perspective of regional Australia in government decision making, including bottom-up regional thinking as an integral part of government policy development processes, to create a sense of community ownership
- » Commitment – a long-term commitment that provides regional communities with the certainty they require to develop and implement strategic development plans, working in partnership (government, business and community)
- » Policy and Programs – while regional development policy must support and be consistent with national, state and local economic, social, environmental and cultural objectives, targeted regional initiatives if executed inclusively and transparently will improve economic performance, social well-being and provide equitable access and participation across the diverse regional landscape

In acknowledgement RDAFCW will dedicate this term of engagement (2011-2012) to support the Framework for Regional Development adopted by the Regional Development Council and base the organisations strategic direction on:-

- » Social - improved capacity, capability and collaborative participation of communities in the Fitzroy and Central West region
- » Economic - build economic capacity and capability through collaboration, prudent cooperation and innovation
- » Environment – support collaborative sustainable regional development practices
- » Governance - encourage and support the innovative advancement of organisational culture

# RDAFCW Marketing Plan

The RDAFCW Marketing Plan is a cocktail mix of communication and engagement mediums aimed at articulating the Committee's priorities and focus for the 2011-2012 period. Relevant marketing considerations include:

- » The development, management, review and/or re-development of the organisations web-site
- » Procedures to ensure timely up-dates to the web-site
- » Planned and anticipated media opportunities, particularly radio and print media
- » The development and dissemination of promotional material, including brochures and other printed material

RDAFCW Marketing Plan 2011-2012	
Item	Description
RDAFCW Web-site maintenance	Website update of RDAFCW plans, priorities and documents
	Website updates of government policies and funding grants
Monitor regional newsletter subscriptions	12 x RDAFCW e-newsletters
Promote via established regional communication frameworks	Regular media releases via radio, television and print conducted by RDAFCW
Regional delegation field trips	2 x Central West field trips including community and council leaders



## Outcome 1 :: Enhanced Community Engagement and Consultation

This outcome will measure RDAFCW Committee's relationship with the community through its engagement, consultation and relationship management. Discussion on this outcome should give an indication of RDAFCW's impact on key issues of importance to the community.

Key Performance Indicators	Strategic Intent	Activity Description	Performance Targets
1. Number of local consultations or forums initiated, coordinated, participated in and/or supported	<ul style="list-style-type: none"> <li>• Bi-Monthly Community Consultation Forums</li> <li>• Regional Managers Coordination Network</li> <li>• Central West Regional Planning Committee</li> <li>• Regional Tourism and Business Stakeholder Alliance</li> <li>• Regional Indigenous Advisory Reference Group</li> <li>• Regional Community Alignment</li> </ul>	<ul style="list-style-type: none"> <li>• Coordinate consultation with scheduled Committee Meetings</li> <li>• Participate at monthly RMCN Meetings</li> <li>• Participate at bi-monthly CWRPC meetings</li> <li>• Establish and Facilitate RTBSA Meetings</li> <li>• Establish and facilitate RIDRG Meetings</li> <li>• Participate at relevant Community meetings and activities</li> </ul>	<ul style="list-style-type: none"> <li>6 x consultation forums annually</li> <li>12 x RMCN meetings</li> <li>6 x CWRPC meetings</li> <li>4 x RTBSA meetings</li> <li>4 RIARG x meetings</li> <li>10 x Community meetings</li> </ul>
2. Number and type of community and regional groups which the RDAFCW Committee worked with to identify, understand and report on issues	<ul style="list-style-type: none"> <li>• CQLGA / CWLGA</li> <li>• Regional and Shire Councils<sup>1</sup></li> <li>• Regional Development and Tourism Organisations<sup>2</sup></li> <li>• Non-Government Representative Organisations<sup>3</sup></li> <li>• Community Not-for-Profit Organisations</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain on-going communication and dialogue with Local Government Representative Organisations and individual Councils</li> <li>• Maintain on-going communication and dialogue with relevant NGO organisations</li> <li>• Maintain on-going communication, dialogue and capacity building with the Not-for-Profit sector</li> </ul>	<ul style="list-style-type: none"> <li>Minimum of 1 meeting/ dialogue with individual Councils monthly</li> <li>Monthly minimum - electronic communication medium</li> <li>Monthly minimum - electronic communication medium</li> </ul>

1 Regional Councils in Fitzroy and Central West Region

2 Capricorn Enterprise; Gladstone Area Promotion and Development Limited; Central Highlands Development Corporation; Remote Area Planning and Development

3 Fitzroy Basin Association; Gladstone Economic and Industry Development Board; Gladstone Engineering Alliance; Agforce; Desert Uplands; Desert Channels

Key Performance Indicators	Strategic Intent	Activity Description	Performance Targets
3. Frequency and nature of input provided to government or stakeholders on 'hot', emerging or other issues	Quarterly Reporting Framework <ul style="list-style-type: none"> <li>• Tourism and Small Business</li> <li>• Central Queensland Indigenous Issues<sup>4</sup></li> <li>• Environmental (under development)</li> <li>• Local Government</li> </ul>	<ul style="list-style-type: none"> <li>• Establish, maintain and monitor regional reporting framework and Knowledge Transfer repository</li> </ul>	4 x Quarterly Regional Reports
4. Extent to which the RDAFCW Committee influenced, contributed to and /or promoted community solutions to local problems	<ul style="list-style-type: none"> <li>• RDAFCW Web-Site</li> <li>• Media Releases</li> <li>• Quarterly Newsletter Subscriptions</li> <li>• Regional Funding assistance</li> <li>• Regional delegations</li> </ul>	RDAFCW to monitor and adjust marketing strategies including <ul style="list-style-type: none"> <li>• Web-Site maintenance</li> <li>• Newsletter participation</li> <li>• Regional Funding support (application assistance)</li> <li>• Coordinated regional delegations</li> </ul>	Current Web-site 4 x Newsletter entries annually 6 x Assistance support sessions 4 x Regional Delegations
5. Extent to which the community feels it is represented by the RDAFCW Committee	<ul style="list-style-type: none"> <li>• Survey/feedback forms distributed and collated at bi-monthly consultation meetings</li> </ul>	<ul style="list-style-type: none"> <li>• RDAFCW to actively solicit organisational satisfaction surveys</li> </ul>	6 x Feed-back Surveys annually
6. Impact of the RDAFCW Committee on issues of importance, including understanding the issue and identifying solutions	<ul style="list-style-type: none"> <li>• Ministerial Briefs</li> <li>• On-going regional discussion papers</li> <li>• Regional Funding opportunities and solutions</li> </ul>	<ul style="list-style-type: none"> <li>• RDAFCW to actively pursue all avenues including funding options that have the potential to contribute to sustainable development in the region</li> </ul>	4 x Regional Ministerial Reports 2 x Discussion Papers 10 x Regional Funding Applications

<sup>4</sup> Closing the Gap Reform Agenda

## Outcome 2 :: Improved Regional Planning

This outcome will measure the RDAFCW Committee's role in, contribution to and impact on regional planning. Activities might include developing, bringing together or contributing to various Regional Plans developed by other organisations and governments, contributing to a long term vision for the region, developing the RDAFCW Regional Roadmap and taking a leadership role in driving its delivery. Discussion on this outcome could give an indication of the RDAFCW's impact on regional plans.

Key Performance Indicators	Strategic Intent	Activity Description	Performance Targets
1. Number of contributions and informed input to regional plans	<ul style="list-style-type: none"> <li>Participation in the Central West Regional Planning Committee<sup>5</sup></li> <li>Participation in the CQ RMCN<sup>6</sup></li> <li>Participate in all relevant regional rationalisation strategic activities</li> </ul>	<ul style="list-style-type: none"> <li>RDAFCW to participate and provide CWRPC, RMCN and other regional planning initiatives with relevant and current Australian Government information</li> </ul>	Quarterly inputs
2. Research completed to build a detailed understanding of social, economic and environmental factors affecting the region	<ul style="list-style-type: none"> <li>On-going development, monitoring and adjustment of the RDAFCW Regional Roadmap and other contributing regional planning documents</li> </ul>	<ul style="list-style-type: none"> <li>RDAFCW will access information from established knowledge transfer repository and make adjustments to the Regional Roadmap when deemed appropriate</li> </ul>	Regional Roadmap annual adjustments – August 2011
3. Frequency and nature of input to stakeholders on the 'state of the region'	<ul style="list-style-type: none"> <li>Quarterly Central Queensland Regional Snapshot<sup>7</sup></li> </ul>	<ul style="list-style-type: none"> <li>RDAFCW will maintain knowledge transfer inputs to ensure regional snapshots are current, reliable and relevant</li> </ul>	4 x Regional Snapshots annually
4. Extent to which the RDAFCW Committee worked with governments and stakeholders to provide critical and informed input to the planning process	<ul style="list-style-type: none"> <li>Regional Managers Coordination Network</li> <li>Central West Regional Planning Committee</li> <li>Central and Central Western Queensland Local Government Associations</li> <li>RAPAD; GAPDL; CHDC; Capricorn Enterprise<sup>8</sup></li> </ul>	<ul style="list-style-type: none"> <li>RDAFCW will work closely with stakeholder alignments listed to ensure Australian Government inputs are recognised and included</li> </ul>	Monthly communiqué established

5 Department of Infrastructure and Planning (Qld Government)

6 Central Queensland Regional Managers Coordination Network

7 Aggregated economic, social and environmental sub-regional summaries

8 Remote Area Planning Development Board; Gladstone Area Promotion and Development Limited; Central Highlands Development Corporation; Capricorn Enterprise

<b>Key Performance Indicators</b>	<b>Strategic Intent</b>	<b>Activity Description</b>	<b>Performance Targets</b>
5. Extent to which the RDAFCW Committee influenced the regional planning process	<ul style="list-style-type: none"> <li>• Australian Government policy, program and priority inputs</li> </ul>	<ul style="list-style-type: none"> <li>• RDAFCW to advocate on behalf of the Australian Government in all aspects of regional planning</li> </ul>	Maintain monthly communiqué
6. Enhanced Committee understanding of issues affecting the region, including emerging issues	<ul style="list-style-type: none"> <li>• Monthly and quarterly regional stakeholder reporting formats<sup>9</sup></li> </ul>	<ul style="list-style-type: none"> <li>• RDAFCW will maintain knowledge transfer repository to include sub-regional inputs</li> </ul>	Bi-monthly 'hot issues' presented at RDAFCW Committee meetings
7. Impact of the RDAFCW Committee in driving the delivery of the RDAFCW Regional Roadmap	<ul style="list-style-type: none"> <li>• Secure regional development funding</li> <li>• Improved regional stakeholder alliances and overall cooperation (inclusivity and cross-border)</li> <li>• Enhanced cross-border regional planning</li> </ul>	<ul style="list-style-type: none"> <li>• RDAFCW will actively drive the RDA mandate in an effort to maximise prudent cross-border cooperation and sustainable regional development outputs</li> </ul>	Maximised sustainable development outputs. (See KPI forecast)

9 See Annexure A RDAFCW Business Plan 2011-2012

## Outcome 3 :: Enhanced Whole-of-Government Approach

This outcome will measure the RDAFCW Committee's participation in, support for or contribution to whole-of-government activities. Whole-of-Government refers to the Australian Government, State/Territory and Local Government. Activities could include being the first point of contact for information on Australian Government initiatives or for agencies wishing to consult in the region, contributing a regional perspective to national agendas or delivering services under contract for agencies.

Key Performance Indicators	Strategic Intent	Activity Description	Performance Targets
1. Commentary and analysis of impacts on the region or stakeholders	<ul style="list-style-type: none"> <li>Aggregated regional monthly and quarterly reporting</li> </ul>	<ul style="list-style-type: none"> <li>RDAFCW will collate aggregated reports for ratification and dispensary to external stakeholders including Australian and State Governments</li> </ul>	4 x Quarterly Reports
2. Mechanisms to alert stakeholders to information on government programs, grants, policies and initiatives	<ul style="list-style-type: none"> <li>Top-down communication and engagement framework</li> <li>Dedicated knowledge transfer 'out-going' implementation</li> </ul>	<ul style="list-style-type: none"> <li>RDAFCW will manage information systems to ensure output delivery is maximised</li> </ul>	Information system to dispense current information within an acceptable timeframe (approx. 5 working days)
3. Number, timeliness and nature of consultations conducted or information gathered	<ul style="list-style-type: none"> <li>Quarterly regional delegations</li> <li>Bi-monthly sub-regional consultation forums</li> </ul>	<ul style="list-style-type: none"> <li>RDAFCW will maintain consultation and delegation schedule and adjust according to necessity</li> </ul>	6 x Bi-monthly community forums 4 x regional delegations
4. Number of third party contracts delivered by the RDAFCW Committee and new staff employed to undertake contract or project work	<ul style="list-style-type: none"> <li>Indigenous Employment Program<sup>10</sup></li> </ul>	<ul style="list-style-type: none"> <li>RDAFCW will monitor potential third party contract opportunities throughout the financial year period. Current third party programs include IEP DEEWR</li> </ul>	1 x Third party - current
5. Number of organisations the RDAFCW Committee worked with to support applications for government programs and success of those applications	<ul style="list-style-type: none"> <li>RDAFCW to work with Proponents on a needs basis</li> </ul>	<ul style="list-style-type: none"> <li>RDAFCW will adopt an open door policy to support potential proponent organisations. This policy will extend to providing various levels of support including telephone support and face-to-face support</li> </ul>	RDAFCW will support 100% of requested assistance

<sup>10</sup> Indigenous Employment Program (Coordination) DEEWR 2011-2012

<b>Key Performance Indicators</b>	<b>Strategic Intent</b>	<b>Activity Description</b>	<b>Performance Targets</b>
6. Extent to which the RDAFCW Committee provided a regional perspective on National or State Government agendas	<ul style="list-style-type: none"> <li>On-going regional reporting formats</li> </ul>	<ul style="list-style-type: none"> <li>RDAFCW will maintain knowledge transfer repository to maximise regional perspective inputs</li> </ul>	RDAFCW to respond to all requested regional information
7. Extent to which the RDAFCW Committee provided timely, accurate and reliable information in response to approaches from stakeholders	<ul style="list-style-type: none"> <li>Information technology systems established to respond to inquiry</li> </ul>	<ul style="list-style-type: none"> <li>RDAFCW to maintain high level information technology systems to ensure maximise response</li> </ul>	RDAFCW to provide information currency in a timely manner
8. Awareness of the RDAFCW Committee amongst stakeholders as a provider of information on government policies, programs and initiatives	<ul style="list-style-type: none"> <li>Develop, monitor and adjust organisational marketing strategies to maximise audience penetration, improve national RDA brand and enhance the local reputation of the local RDAFCW Committee as the recognised conduit between the Australian Government and the community.</li> </ul>	<ul style="list-style-type: none"> <li>RDAFCW will monitor marketing mediums regularly to ensure audience delivery is maximised</li> </ul>	RDAFCW to maintain best practice standards of communication to external and internal stakeholders

## Outcome 4 :: Enhanced Awareness of Government Programs

This outcome will measure the impact of the RDAFCW Committee in promoting or creating awareness about Australian, Queensland and Local Government programs across the region. These programs could focus on issues of importance to the region, including industry development, job creation, skills enhancement or on supporting different groups in the community. Activities under this outcome could include initiating or participating in information forums, expos, contributing to community newsletters, conducting grant writing workshops and workshops and bringing together community organisations to submit joint applications for government programs.

Key Performance Indicators	Strategic Intent	Activity Description	Performance Targets
1. Number and nature of government programs promoted	<ul style="list-style-type: none"> <li>RDAFCW will actively promote all Australian, Queensland and Local Government policies and programs</li> </ul>	<ul style="list-style-type: none"> <li>RDAFCW will manage communication and information systems to ensure currency of information to the broader Central Queensland community</li> </ul>	Best Practice systems
2. Number and nature of promotion activities undertaken	<ul style="list-style-type: none"> <li>RDAFCW Web-site maintenance</li> <li>Monitor regional newsletter subscriptions</li> <li>Promote via established regional frameworks</li> <li>Regional delegation field trips</li> </ul>	<ul style="list-style-type: none"> <li>RDAFCW will actively encourage, promote, advocate and participate in all <u>relevant</u> sustainable regional development initiatives</li> </ul>	Target 8 activities annually
3. Support provided to stakeholders to obtain funding for investments in community projects, infrastructure or facilities	<ul style="list-style-type: none"> <li>RDAFCW web-site assistance tools <sup>11</sup></li> <li>Assist proponent to secure partners</li> <li>Assist with gaining Federal and State Member support</li> <li>Telephone and face-to-face support</li> </ul>	<ul style="list-style-type: none"> <li>RDAFCW will provide various levels of support which will include: telephone, e-mail, face-to-face and aim at developing a process to assist proponents in post project phase ie: departmental reporting</li> </ul>	RDAFCW will provide support to 100 % of requests
4. Number and type of government projects, programs or initiatives which the RDAFCW Committee will commented on	<ul style="list-style-type: none"> <li>RDAFCW will comment on all in-coming EOI's and applications</li> </ul>	<ul style="list-style-type: none"> <li>RDAFCW in an effort to maintain quality applications will work with all project enquiries also including philanthropic applications</li> </ul>	RDAFCW will comment on 100 % of incoming inquiry

<sup>11</sup> RDAFCW web-site tools: [www.rdafcw.com.au](http://www.rdafcw.com.au)

Key Performance Indicators	Strategic Intent	Activity Description	Performance Targets
5. Extent to which RDAFCW created or raised awareness about government programs	<ul style="list-style-type: none"> <li>RDAFCW will implement communication mediums to maximise audience penetration and awareness</li> </ul>	<ul style="list-style-type: none"> <li>RDAFCW will aim to maximise awareness of government policies and programs</li> </ul>	Best practice information systems to maximise awareness capacity
6. Extent to which the RDAFCW Committee facilitated stakeholders and community groups to jointly investigate and access government programs	<ul style="list-style-type: none"> <li>RDAFCW will respond to all in-coming and provide support on a needs basis</li> </ul>	<ul style="list-style-type: none"> <li>RDAFCW will support and facilitate information sessions on a needs basis</li> </ul>	According to regional demand
7. Impact of the RDAFCW Committee in gaining support for or raising awareness of community applications to improve economic, environmental or social conditions in the region	<ul style="list-style-type: none"> <li>RDAFCW will work closely with all in-coming to ensure quality and maximised success ratio</li> </ul>	<ul style="list-style-type: none"> <li>RDAFCW will aim to maximise sustainable solutions in the Central Queensland region</li> </ul>	Enhanced local reputation of RDAFCW
8. Business which the RDAFCW Committee obtained, including contracts obtained from other agencies and third party feedback on how the RDAFCW marketed itself	<ul style="list-style-type: none"> <li>Indigenous Employment Program – DEEWR</li> <li>To Be Advised</li> </ul>	<ul style="list-style-type: none"> <li>RDAFCW will maintain the highest level of best practice and extend business capability through brand advocacy and local reputation of the organisation</li> </ul>	Enhanced local reputation will attract third party business

## Outcome 5 :: Improved Community and Economic Development

This outcome will measure the RDAFCW Committee's contribution to the development of communities and support for the on-going growth of the industry and employment base of the region. It is recognised that RDA Committees will not directly create jobs or businesses, but they can facilitate and support the growth of businesses and community organisations. RDAFCW Committee may also report on support provided to Indigenous communities, women and youth. A particular focus may be on initiatives to 'close the gap' between Indigenous and Non-Indigenous Australians. Activities undertaken could include promoting the region and its strengths to business and community organisations, supporting investment forums, supporting business investment and participating in community events.

Key Performance Indicators	Strategic Intent	Activity Description	Performance Targets
1. Number and type of community initiatives and events which the RDAFCW Committee organised or participated in	<ul style="list-style-type: none"> <li>RDAFCW to support and participate in relevant regional stakeholder events and activities</li> </ul>	<ul style="list-style-type: none"> <li>RDAFCW will actively participate in all social, economic and environmental events deemed to contribute to sustainable regional development</li> </ul>	RDAFCW targets 6 Community initiatives annually
2. Promotion of the business strengths and attractiveness of the region, including contributions to initiatives that market and promote the region	<ul style="list-style-type: none"> <li>RDAFCW will support and participate as per budgetary limitations</li> </ul>	<ul style="list-style-type: none"> <li>RDAFCW will participate based on 'cost benefit' and financial capacity at the time of the event</li> </ul>	RDAFCW external activity calendar to be established
3. Number of industry investment forums conducted and businesses hosted to the region and encouraged to invest	<ul style="list-style-type: none"> <li>RDAFCW will participate in regional investment strategies where deemed appropriate</li> </ul>	<ul style="list-style-type: none"> <li>RDAFCW will work closely with organisations whose core business relates to investment attraction</li> </ul>	RDAFCW to form activity alignments with DEEDI and similar agencies
4. Participation in community forums to obtain input used in developing local solutions involving community, government and private sector	<ul style="list-style-type: none"> <li>RDAFCW will encourage, support and participate in regional activities aimed at identifying local solutions to local issues</li> </ul>	<ul style="list-style-type: none"> <li>RDAFCW will actively participate in activities that will enhance the extent of its knowledge transfer repository to enable solutions to be identified</li> </ul>	RDAFCW will participate where deemed appropriate

Key Performance Indicators	Strategic Intent	Activity Description	Performance Targets
5. Support provided to local businesses to participate in major or national projects, and the value of this participation to local industry and communities – economic modelling	<ul style="list-style-type: none"> <li>• RDAFCW will work closely with aligned stakeholders, such as DEEDI, in a referral capacity</li> </ul>	<ul style="list-style-type: none"> <li>• RDAFCW will work closely with and support alignments that support local business to participate – clustering etc</li> </ul>	RDAFCW to participate in regional clustering alliances
6. Extent to which RDAFCW Committee worked with sectors of the community, including Indigenous groups, women, youth and people from diverse cultural and linguistic backgrounds	<ul style="list-style-type: none"> <li>• RDAFCW will work closely with internal and external stakeholders in and advocacy and referral capacity</li> </ul>	<ul style="list-style-type: none"> <li>• RDAFCW have developed an engagement framework that maximises participation through inclusivity principles</li> </ul>	RDAFCW to maintain inclusivity principles in core-business activities
7. Impact on creation and retention of jobs, the creation of new and retention of business, and/or growth in the industry and service sectors	<ul style="list-style-type: none"> <li>• RDAFCW will actively advocate and act as a referral point for DEEDI</li> </ul>	<ul style="list-style-type: none"> <li>• RDAFCW will encourage, support and facilitate impetus that aims to achieve employment and business deliverables</li> </ul>	RDAFCW to participate in business and employment initiatives
8. Number and value of projects funds facilitated by RDAFCW to support economic and community development	<ul style="list-style-type: none"> <li>• RDAFCW will aim at achieving 4:1 ratio of operational against project funds</li> </ul>	<ul style="list-style-type: none"> <li>• RDAFCW targets include: KPI ratio 4:1</li> </ul>	<p>10 x projects annually with a minimum KPI Ratio of 4:1 against operational</p> <p>Increase in funding and resources for project officer will assist in the delivery of these outcomes</p>

## Outcome 1

### :: Enhanced Community Engagement and Consultation

### :: (Budget Costs)

This outcome will measure RDAFCW Committee's relationship with the community through its engagement, consultation and relationship management. Discussion on this outcome should give an indication of RDAFCW's impact on key issues of importance to the community.

Activity Description	Associated Budget Costs
<p>RDAFCW will coordinate community consultation sessions to coincide with organisational bi-monthly meetings across the five (5) sub-regions (Rockhampton, Gladstone, Banana, Central Highlands, Central West) of the Central Queensland region. The aim of the community consultation sessions will be to enhance local in-ward and outward information flows whilst broadening the organisations overall sphere of influence.</p> <p>The Executive Officer will establish relevant networks in accordance with policy direction whilst maintaining and participating existing network alignments – refer to Performance targets (which include):</p> <ul style="list-style-type: none"> <li>• Regional Managers Coordination Network (RMCN) – Monthly Meetings</li> <li>• Central West regional Planning Committee (CWRPC) – Bi-Monthly Meetings</li> <li>• Regional Tourism and Business Stakeholder Alliance (RTBSA) – Quarterly Meetings</li> <li>• Regional Indigenous Advisory Reference Group (RIARG) – Quarterly Meetings</li> <li>• Remote Area Planning and Development Board (RAPAD) – Quarterly Meetings</li> <li>• Central Queensland Local Government Association (CQLGA) – Quarterly Meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Travel costs</li> <li>• Marketing/Advertising</li> <li>• Event accommodation and catering</li> <li>• Travel Costs</li> </ul>
<p>RDAFCW will maximise penetration and inclusivity across the region by implementing a cocktail mix of communication mediums and face-to-face activities that coincide with the organisations scheduled core-business functions. Organisational intent includes:</p> <ul style="list-style-type: none"> <li>• Regional and Shire Council monthly reporting format (hot issues [Economic, Social, Environmental and Governance])</li> <li>• Face-to-face dialogue with Regional and Shire Councils, State and Australian Government departments and agencies, Non Government Organisations, Regional Development Organisations</li> </ul>	<ul style="list-style-type: none"> <li>• Travel costs</li> <li>• Catering costs</li> <li>• Project Officer costs</li> </ul>

Activity Description	Associated Budget Costs
<p>RDAFCW recognise that out-ward information flows to the broader community is important however so too is credible in-ward communication flows that will provide RDAFCW with accurate and valid local intelligence that will play a vital role in informing government on the effectiveness of existing policy whilst at the same time provide the organisation (RDAFCW) with strategic input to regional planning. In-ward information flows will be enabled through the establishment of stakeholder alignment reporting formats. Current stakeholder alignments include:</p> <ul style="list-style-type: none"> <li>• Tourism and Small-medium-Business</li> <li>• Local Government</li> <li>• Environmental Organisations</li> <li>• Indigenous Agencies and Community Groups</li> </ul>	<ul style="list-style-type: none"> <li>• ITC Costs</li> <li>• Project Officer costs</li> </ul>
<p>RDAFCW will actively manage and maintain the RDAFCW Web-Site to ensure the intended target audience is provided with current information flows. The Web-site will also utilise its ITC capabilities to enable quarterly organisational newsletters (electronic only), funding assistance portals and survey formats.</p>	<ul style="list-style-type: none"> <li>• ITC costs</li> <li>• Administrative costs</li> </ul>
<p>RDAFCW in recognising the geographical vastness of the region will utilise the organisations web-site as a knowledge transfer depository/ repository as a mechanism to provide:</p> <ul style="list-style-type: none"> <li>• Assistance to Proponent organisations who are applying for regional development funding and/ or other complimentary funding</li> <li>• Regional Ministerial Briefs</li> </ul>	<ul style="list-style-type: none"> <li>• ITC costs</li> <li>• Administrative costs</li> </ul>

## Outcome 2

### :: Improved Regional Planning

### :: (Budget Costs)

This outcome will measure the RDAFCW Committee's role in, contribution to and impact on regional planning. Activities might include developing, bringing together or contributing to various Regional Plans developed by other organisations and governments, contributing to a long term vision for the region, developing the RDAFCW regional Roadmap and taking a leadership role in driving its delivery. Discussion on this outcome could give an indication of the RDAFCW's impact on regional plans.

Activity Description	Associated Budget Costs
<p>RDAFCW will actively participate in all relevant regional planning activities which will include attending local, regional and state planning sessions/meetings and regional planning and development conferences. RDAFCW as a vital element of its core-business will coordinate and facilitate relevant regional planning directives and priorities provided by the Australian and State Government (DRARD&amp;LG and DEEDI). Current regional planning alignments and activities include:</p> <ul style="list-style-type: none"> <li>• Central West Regional Planning Committee</li> <li>• Central Queensland Local Government Association</li> <li>• Central West Local Government Association</li> <li>• Remote Area Planning and Development Board</li> <li>• Capricorn Enterprise</li> <li>• Gladstone Area Promotion and Development Limited</li> </ul>	<ul style="list-style-type: none"> <li>• Travel costs</li> <li>• Event accommodation and catering</li> <li>• Project Officer costs</li> <li>• Marketing</li> <li>• Conference Costs</li> </ul>

### Outcome 3

## :: Enhanced Whole-of-Government Approach

### :: (Budget Costs)

This outcome will measure the RDAFCW Committee’s participation in, support for or contribution to whole-of-government activities. Whole-of-Government refers to the Australian Government, State and Territory Governments and Local Government. Activities could include being the first point of contact for information on Australian Government initiatives or for agencies wishing to consult in the region, contributing a regional perspective to national agendas or delivering services under contract for agencies.

Activity Description	Associated Budget Costs
<p>RDAFCW will operate within its overall capability as a single desk referral interface between the Community, Business and Government. RDAFCW will make every effort to maintain a level of service delivery that responds to one hundred percent of in-coming enquiry. Responding will include a direct and referral capacity which will be determined at the time of the enquiry.</p> <p>RDAFCW will establish a knowledge transfer depository framework that will enable current and valid in-ward and outward information flows.</p> <p>RDAFCW will also manage and maintain the RDAFCW Web-site by ensuring that whole-of-government linkages are accessible across the broader Central Queensland community.</p> <p>RDAFCW will monitor and adjust the organisations marketing strategies to maximise target audience delivery.</p>	<ul style="list-style-type: none"> <li>• ICT costs</li> <li>• Administration costs</li> <li>• Analysis costs incurred by stakeholder alignments such as CQU</li> <li>• Marketing material</li> </ul>

## Outcome 4

### :: Enhanced Awareness of Government Programs

### :: (Budget Costs)

This outcome will measure the impact of the RDAFCW Committee in promoting or creating awareness about Australian, Queensland and Local Government programs across the region. These programs could focus on issues of importance to the region, including industry development, job creation, and skills enhancement or on supporting different groups in the community. Activities under this outcome could include initiating or participating in information forums, expos, contributing to community newsletters, conducting grant writing workshops and workshops and bringing together community organisations to submit joint applications for government programs.

Activity Description	Associated Budget Costs
<p>RDAFCW recognise the importance of its role as a conduit between government (Australian and Queensland) the community and the business sectors. RDAFCW also recognises the complexity of policy direction across all facets of government and thereby aims to maintain a level of heightened awareness across the region through user friendly and supportive delivery mechanisms. Emphasis in terms of promotion will be guided by both State and Australian Government priorities and will include a cocktail mix of promotional activities:</p> <ul style="list-style-type: none"> <li>• RDAFCW Web-site</li> <li>• Promotional Forums (Beef 2012, Agfest, QREX, Golding Conference)</li> <li>• Conference participation (e.g.: SEGRA)</li> <li>• Regional Departmental Delegations</li> <li>• Ministerial delegations</li> </ul>	<ul style="list-style-type: none"> <li>• Project Officer Costs</li> <li>• ICT costs</li> <li>• Travel costs</li> <li>• Marketing costs</li> <li>• Event accommodation and catering costs</li> <li>• Ministerial Event costs</li> <li>• Booth costs</li> </ul>

## Outcome 5

### :: Improved Community and Economic Development

### :: (Budget Costs)

This outcome will measure the RDAFCW Committee's contribution to the development of communities and support for the on-going growth of the industry and employment base of the region. It is recognised that RDA Committees will not directly create jobs or businesses, but they can facilitate and support the growth of businesses and community organisations. RDAFCW Committee may also report on support provided to Indigenous communities, women and youth. A particular focus may be on initiatives to 'close the gap' between Indigenous and Non-Indigenous Australians. Activities undertaken could include promoting the region and its strengths to business and community organisations, supporting investment forums, supporting business investment and participating in community events.

Activity Description	Associated Budget Costs
<p>RDAFCW will actively participate in all social, environmental and economic activities and events that contribute to sustainable regional development in the region. RDAFCW will actively pursue stakeholder alignments whose core-business revolves around:</p> <ul style="list-style-type: none"> <li>• Small Business Assistance</li> <li>• Innovation</li> <li>• Investment attraction</li> <li>• Climate Change</li> <li>• NBN</li> <li>• Skills Development</li> <li>• Addressing National 'Closing the Gap' Agenda</li> </ul> <p>RDAFCW will actively facilitate the development and maintenance of the Central Queensland Tourism and Small Business Advisory Network to enable the establishment of a knowledge transfer depository capable of providing bottom-up reporting to both the Australian and Queensland Government.</p> <p>RDAFCW will negotiate a third party contract with DEEWR to address high levels of Indigenous Unemployment in the region.</p>	<ul style="list-style-type: none"> <li>• ICT costs</li> <li>• Travel costs</li> <li>• Event accommodation and catering costs</li> <li>• Third Party management costs</li> <li>• Conference sponsor costs</li> <li>• Marketing costs</li> <li>• Project Officer costs</li> </ul>

## RDAFCW :: Risk Management Schedule

### Governance

Function/Activity		Corporate Governance
Date of Risk Review		
Ref	Risk: What and How	Consequence
1.	RDAFCW Committee not aware of their rights and responsibilities under the Qld Incorporations Associations Act 1981	Breach of the Act
2.	RDAFCW Committee Members not aware of their roles and responsibilities under Operational funding contract	Breach of contract
3.	RDAFCW recruitment process in breach of Act	Breach of Act
4.	RDAFCW has low credibility and reputation in the community	Low participation and engagement. Low levels of regional development
5.	External Committees and reference groups operating without adequate knowledge or authorisation of RDAFCW	Misrepresentation which will result in legal issues. Affect profile and reputation
6.	External Committees and reference groups operating without adequate knowledge or authorisation of RDAFCW	Misrepresentation which will result in legal issues. Affect profile and reputation
7.	RDAFCW Committee Members and Executive Officer provide verbal advice on contractual arrangements	Litigation. Breach of contract.
8.	RDAFCW Committee members benefit from activities of the organisation	Conflict of Interest
9.	RDAFCW reputation impinged with impact on members and staff	Grievance litigation

### Human Resources

Function/Activity		Human Resources	Executed by
Date of Risk Review			Reviewed by
Ref	Risk: What and How	Consequence	Likelihood
1.	RDAFCW does not recruit according to policy	Public outcry and unnecessary media attention	E
2.	Unexpected resignations	Organisational roles and responsibilities unattended	C
3.	Unsatisfactory performance of staff	Unattended duties and procedures	C
4.	Staff behave inappropriately	Breach of code of conduct	C

Executed by	Existing Control	Date	Likelihood Rating	Level of Risk	Risk Priority
Reviewed by		Date			
Likelihood	Existing Control	Consequence Rating	Likelihood Rating	Level of Risk	Risk Priority
C	Executive Officer and Departmental observation/ monitoring	2	Medium	Low	Low
C	Departmental monitoring and information sessions. Participation at Committee meetings	2	Medium	Low	Low
C	Executive Officer and Departmental observation/ monitoring	2	Medium	Low	Low
C	Recruitment process linked to specific criteria. Monitoring and adjustment principles apply	2	Medium	Low	Low
D	RDAFCW Executive Officer to monitor	3	Medium	Medium	Medium
D	RDAFCW Executive Officer to monitor	3	Medium	Medium	Medium
C	RDAFCW Committee Members inducted by department	3	Medium	Medium	Medium
D	Conflict of Interest Policy Implemented and monitored	3	Medium	Medium	High
C	Grievance policy implemented and monitored Professional Indemnity Insurance Code of conduct implemented & monitored	3	Medium	Medium	High

Existing Control	Date	Likelihood Rating	Level of Risk	Risk Priority
	Date			
Existing Control	Consequence Rating	Likelihood Rating	Level of Risk	Risk Priority
Executive Officer and Chair coordinate recruitment processes	2	Low	Low	Low
Chairman and executive Officer to execute Honorary roles	3	Low	Low	Low
Executive Officer to monitor and adjust accordingly	3	Low	Low	High
Executive Officer to monitor staff activities	3	Low	Low	High

## Occupational Health and Safety

Function/Activity		Occupational Health and Safety	Executed by
Date of Risk Review			Reviewed by
Ref	Risk: What and How	Consequence	Likelihood
1.	Staff injured in working environment	Workcover claim and increased premiums Litigation if deemed negligent Reduce staff levels	C
2.	Staff working and travelling in isolation	Nobody available to render assistance if an accident and/or incident occurs	C
3.	Staff operate and drive work vehicles involved in accident	Injury/Death	C
4.	Staff involved in harassment and bullying	Grievance Litigation	C

## Finance

Function/Activity		Finance	Executed by
Date of Risk Review			Reviewed by
Ref	Risk: What and How	Consequence	Likelihood
1.	Leases and contracts entered into without the RDAFCW Committee knowledge	Budget infringement Litigation	C
2.	Audit Report not prepared by qualified professional and not in accordance with contractual requirements	Breach of Act Breach of Operational Funding Contract	C
3.	Funds not expended in accordance with operational funding contract.	Breach of contract	C
4.	General ledger not maintained	Breach of contract and breach of the Act	C
5.	Bank accounts opened without authorisation.	Breach of contract and breach of the Act	C
6.	Australian Taxation Office investigates inappropriate management practices. i.e. FBT BAS	ATO fines and prosecution	
7.	Unauthorised expenditure	Breach of contract Prosecution	C
8.	No capping on travel and petty cash expenditure	Breach of contract	C

	Date			
	Date			
Existing Control	Consequence Rating	Likelihood Rating	Level of Risk	Risk Priority
Occupational Health and Safety Policy implemented and monitored Executive Officer to regulate and act as WPH&S coordinator Staff succession plan	3	Low	Low	High
No employee will travel or work alone when the environment is deemed isolated and potentially vulnerable	4	Low	Low	High
Ensure all employees are licensed drivers with no current legal infringements Motor vehicle policy implemented	4	Low	Low	High
Harassment Policy implemented Staff induction by Executive Officer	4	Low	Low	High

	Date			
	Date			
Existing Control	Consequence Rating	Likelihood Rating	Level of Risk	Risk Priority
Finance Policy implemented and monitored by Executive Officer	2	Low	Low	Low
RDAFCW Committee to select Auditor in accordance with Association rules. RDAFCW Chairman to monitor	2	Low	Low	Low
Executive Officer to maintain financial records that are ratified at monthly Committee meetings	2	Low	Low	Low
Monitoring -Finance Reports presented to RDAFCW Committee on a monthly basis	2	Low	Low	Low
RDAFCW to ratify/approve all arrangements. The Treasurer will decide on the nominated lending institution	2	Low	Low	Low
FBT to be calculated by nominated account and BAS statements completed as per requirement. Executive Officer to monitor	3	Medium	Medium	High
Comprehensive Finance Reports ratified at monthly Committee meetings. Only Committee members authorised to sign off on expenditure approvals	2	Low	Low	Low
Finance Policy enforced and monitored regularly	2	Low	Low	Low

## Administration

Function/Activity		Administration	Executed by
Date of Risk Review			Reviewed by
Ref	Risk: What and How	Consequence	Likelihood
1.	Inappropriate destruction of organisational data and records	Departmental and legal investigation. Damage to RDAFCW reputation	C
2.	Financial records and receipts lost	Departmental and legal investigation. Organisation investigation	C
3.	RDAFCW assets purchased inappropriately.	Breach of contract	C
4.	RDAFCW assets removed without authorisation	Breach of Contract Breach of the Act Investigation Damage organisations reputation	C
5.	Unauthorised and inappropriate use of RDAFCW facilities and assets	Breach of Contract	C
6.	FBT documentation not understood and maintained correctly	Breach of contract. Impinge ATO requirements	C

## Likelihood Scale

Level	Descriptor	Description	Indicative Forecast
A	Almost certain	The impact will happen regularly.	Annually or more frequently
B	Likely	The impact has been recorded before.	Annually
C	Possible	The impact has been recorded from time to time.	Every 1-2 years.
D	Unlikely	Impact recorded somewhere but don't know where.	Every 5-10 years.
E	Rare	Not aware of such an impact.	Every 50-100 years.

	Date			
	Date			
Existing Control	Consequence Rating	Likelihood Rating	Level of Risk	Risk Priority
Data back-up on a daily basis and all such data to be stored off site	2	Low	Low	Low
All financial records to be duplicated daily. Hard copies and electronic copies to be stored. Executive Officer to manage process	2	Low	Low	Low
RDAFCW Committee Member signatories to authorise all purchases over \$500	2	Low	Low	Low
Asset register to be maintained by Executive Officer	2	Low	Low	Low
Assets use policy adhered to	2	Low	Low	Low
Accountant to calculate all FBT requirements	2	Low	Low	Low

## Level of Risk Scale

Likelihood	1	2	3	4	5
A	Medium	High	High	Very High	Very High
B	Medium	Medium	High	High	Very High
C	Low	Medium	High	High	High
D	Low	Low	Medium	Medium	High
E	Low	Low	Medium	Medium	High

### Memorandum of Understanding (MOU) between the Australian and Queensland Governments

The MOU between the Australian Government and the Queensland Government for the RDA Committees in Queensland, included agreed RDA Committee activities as follows:

- » provision of advice to Government about regional issues
- » provision of strategic input into Commonwealth and State government programs
- » provision of information to regional communities and local government on Commonwealth and State government initiatives
- » helping to co-ordinate regional planning and regional development initiatives
- » working closely with local governments and other regional organisations
- » developing regional development plans including priority issues, projects and actions in collaboration with key regional development stakeholders and drawing on existing plans and priorities;
- » working with the Queensland Government's Ministerial Regional Community Forums as appropriate to advance key regional priorities;
- » providing advice to the Queensland Government on regional development priorities that align across three levels of government
- » promoting and contributing to delivery of the Commonwealth and Queensland Government response to the economic downturn, including
- » participation in the rapid response team initiative aimed at assisting retrenched workers with reemployment and minimising job losses
- » provision of strategic intelligence on economic and social regional impacts
- » identification and promotion of Commonwealth and Queensland Government programs and initiatives that assist workers, businesses and communities
- » contributing to key Queensland Government regional development activities such as the Centres of Enterprise initiative
- » working with other regional development organisations within Queensland, particularly those provided funding by the Queensland Government, to maximise regional development outcomes and ensure close alignment with regional priorities, wherever possible
- » participating in Commonwealth and State convened RDA meetings

The Queensland Department of Employment, Economic Development and Innovation (DEEDI) advised that a meeting had been held between the Commonwealth and Queensland Ministers with responsibility for regional development, at which four priorities had been agreed to guide the future work of the Queensland RDAs. These priorities are as follows:

- 1. involvement in Queensland economic recovery**
- 2. achievement of benefits capitalising on the rollout of the National Broadband Network**
- 3. progressing the regionalisation agenda (building regional economies, enhancing economic opportunities in the regions and population management)**
- 4. development of regional workforces**

# Regional Development Australia Regional Roadmap 2011-2012

## Project

### Title

Central Queensland Roadmap and Regional Decision-Making Tool

### Background

This project will be a collaborative exercise between CQ University and RDA-FCW. The project is comprised of two key stages;

1. delivery of the RDA 2011 Roadmap, by redeveloping the existing 'pillars' roadmap methodology as used in the 2010 document, and then restructuring the 2011 roadmap to reflect this framework; and
2. undertaking a research project focussed on developing a more comprehensive and a robust analytical framework to synthesise regional policy and prioritise regional projects.

### Aims

- » to collaboratively (with RDA-FCW) undertake redrafting of the Central Queensland RDA Roadmap;
- » to develop a decision-making and policy interpretation tool that can be applied by national RDA committees to exploit regional and subregional advantages, as well as provide equity across regional development initiatives for business, government and the community, and in the social, economic and environmental realms;
- » to trial the tool in the Central Queensland context (case study) and consequently develop several flagship project proposals that might be considered by the RDA FCW committee.

### Approach and Methodology

The first stage of the project will involve developing the 2011 RDA Roadmap based on the original document prepared in 2010, together with the recommendations of the expert review conducted by CQ University in June 2011.

The main purpose of this will be to develop a document that:

- » is appropriate to government (Federal, State) audiences, but which is also a useful reference for industry, community and regional development entities more broadly;
- » includes information on the regional profile, regional development needs, and community priorities for the CQ region;
- » is based on a robust and defensible methodology that provides equitable consideration for the different (functional) subregions contained within FCW statistical divisions.

With respect to the latter, the redeveloped Roadmap is expected to be based upon a revised version of the existing 'pillars' methodology.

The second phase of the project will be to examine existing regional decision-making approaches in the context of the newly developed RDA committees in Australia, including the policy landscape that now influences these (including at the Commonwealth, State and local levels). Following this review, a new model will be conceptualised for the purpose of allowing RDA committees (as eventually, other regional stakeholders) to more clearly and effectively identify and articulate the policy drivers, overlaps and tensions that impact on their jurisdictions. The outcome will be the creation of a tool that will help each region realise its natural advantages in terms of economic, social and environmental assets.

In the first instance, this regional policy, decision-making and prioritisation tool will be designed to guide RDA activities in the Central Queensland region, and the tool will be trialled using the CQ operating context. The tool will therefore reflect the matrix of RDA's roles, capabilities, and resources within Central Queensland, the strategic relationships that might be formed with key regional stakeholders (e.g., CQLGA and the state government's regional managers network), and the need for RDA to provide leadership in coalescing and synthesising (rather than simply compiling and collating) existing regional planning instruments and goals.

This will result in consistent project development and assessment across the whole-of-region scale as all of Central Queensland's regional development stakeholders move towards a preferred regional future. The model and/or will also be published in peer-reviewed academic circles, thus providing a strong theoretical basis from which future activities of RDA (and others) can be developed. The case study application will also enable the development of several (approximately three) flagship (high-value and high-priority) project proposals for consideration by the RDA-FCW.

### **Staff and task allocation**

The key research staff will be Dr Susan Kinnear and Dr Delwar Akbar, working cooperatively with the RDA-FCW committee and others as appropriate. A suggested breakdown of tasks is as follows:

#### **Phase 1**

1. Create a revised conceptual framework (Roadmap Methodology) based on the elements of purposes, theory and principles, and issues of dimension, scale, institutions and governance. (CQU)
2. Critical analysis (e.g., SWOT) of the proposed methodology (CQU and RDA-FCW)
3. Finalisation of the framework and restructuring of the RDA-FCW 2011 Roadmap (RDA-FCW and CQU), including response to feedback from DORA and other authorities as necessary

#### **Phase 2**

1. Review of roadmap and other regional development methodologies in the Federal and State Policy contexts (CQU)
2. Creation of regional decision-making and prioritisation tool (CQU and RDA-FCW)
3. Stakeholder consultation regarding the above (RDA-FCW)
4. Trial implementation of the tool using a Central Queensland case study, including the development of up to 3 flagship project proposals (RDA-FCW and CQU)

### **Timeline**

Please note that the timelines on next page reflects a CQ University contribution based entirely on desktop-style research. Any formal consultation with stakeholders will be the responsibility of RDA-FCW. Timely completion of the research will also be dependent upon turnaround of draft documents from RDA-FCW, DORA and other stakeholders in the proposed timeframes.

## Proposed Timeline

July 20th	Contract execution/project commencement
August 1st	Skeleton outline of proposed Roadmap document, accompanied by a one-page rationale describing the intended approach (i.e., statement of revised methodology)
August 8th	Comments returned from RDA/DORA
August 31st	Draft Roadmap document submitted for comment
September 5th	Comments returned from RDA/DORA
September 16th	Final version of Roadmap document
October 28th	Draft Policy Interpretation Tool released for comment (including presentation to the RDA-FCW Committee).
November 30th	Draft Central Queensland case study (trailing of tool)
December 16th	Final versions of tool and case study Project completion

## Business Plan Budget 2011-2012

### Regional Development Australia Fitzroy & Central West Inc Profit & Loss Budget Overview July 2011 through June 2012

	Jul 11	Aug 11	Sep 11	Oct 11	Nov 11
Ordinary Income/Expense					
Income					
Operational Funding	25,865	17,891	28,341	17,391	20,891
Total Income	25,865	17,891	28,341	17,391	20,891
Gross Profit	25,865	17,891	28,341	17,391	20,891
Expense					
Board expenses	500	500	4,000	500	4,000
Computer expenses	1,600	1,600	1,600	1,600	1,600
Consulting	5,100	1,600	1,600	1,600	1,600
Equipment lease	600	600	600	600	600
Finance costs	50	50	50	50	50
Forums	-	-	1,250	-	-
Marketing and promotion	650	650	700	650	650
Motor Vehicle Expenses	2,140	1,440	1,840	1,440	1,440
Office expenses	400	400	400	400	400
Payroll Expenses	11,320	7,546	8,046	7,546	7,546
Printing expenses	-	-	250	-	-
Professional fees	1,500	1,500	6,000	1,000	1,000
Studies and Research	725	725	725	725	725
Telephone	600	600	600	600	600
Travel expenses	680	680	680	680	680
Total Expense	25,865	17,891	28,341	17,391	20,891
Net Ordinary Income	-	-	-	-	-
Net Income	-	-	-	-	-

	Dec 11	Jan 12	Feb 12	Mar 12	Apr 12	May 12	Jun 12	Total
	24,365	17,141	20,891	19,341	22,691	22,165	32,065	269,038
	24,365	17,141	20,891	19,341	22,691	22,165	32,065	269,038
	24,365	17,141	20,891	19,341	22,691	22,165	32,065	269,038
	2,000	500	4,000	500	4,000	500	4,000	25,000
	1,600	1,600	1,600	1,600	1,600	1,600	8,600	26,200
	1,600	1,600	1,600	1,600	1,600	1,600	1,600	22,700
	600	600	600	600	600	600	600	7,200
	50	50	50	50	50	50	50	600
	1,250	-	-	1,250	-	-	1,250	5,000
	700	650	650	700	650	650	700	8,000
	1,840	1,440	1,440	1,840	3,240	1,440	4,040	23,580
	400	400	400	400	400	400	400	4,800
	11,320	7,546	7,546	7,546	7,546	11,320	7,546	102,374
	250	-	-	250	-	-	250	1,000
	750	750	1,000	1,000	1,000	2,000	1,000	18,500
	725	725	725	725	725	725	725	8,700
	600	600	600	600	600	600	624	7,224
	680	680	680	680	680	680	680	8,160
	24,365	17,141	20,891	19,341	22,691	22,165	32,065	269,038
	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-

**Regional Development Australia Fitzroy & Central West Inc**  
**Profit & Loss Budget Overview**  
**July 2011 through June 2012**

	Jul 11	Aug 11	Sep 11	Oct 11	Nov 11
Ordinary Income/Expense					
Income					
IEP Income	8,957	11,664	11,554	9,653	9,653
Travel Support	-	-	3,000	-	1,000
Operational Funding	25,865	17,891	28,341	17,391	20,891
Community & Capacity	-	5,000	5,000	5,000	5,000
Total Income	34,822	34,555	47,895	32,044	36,544
Gross Profit	34,822	34,555	47,895	32,044	36,544
Expense					
Management Fees	-	-	1,500	-	-
Board expenses	500	500	4,000	500	4,000
Computer expenses	1,600	3,600	1,600	1,600	1,600
Community & capacity expenses	-	5,000	5,000	5,000	5,000
Consulting	5,100	1,600	1,600	1,600	1,600
Equipment lease	600	600	600	600	600
Finance costs	50	50	50	50	50
Forums	-	-	1,250	-	-
Internet Connection	70	70	70	70	70
Marketing and promotion	775	775	825	775	775
Motor Vehicle Expenses	3,965	3,495	3,885	3,485	3,485
Office expenses	400	400	400	400	400
Payroll Expenses	17,707	14,010	14,910	14,009	14,009
Printing expenses	-	-	250	-	-
Professional fees	1,500	1,500	6,000	1,000	1,000
Studies and Research	725	725	725	725	725
Telephone	850	850	850	850	850
Travel expenses	980	1,380	4,380	1,380	2,380
Total Expense	34,822	34,555	47,895	32,044	36,544
Net Ordinary Income	-	-	-	-	-
Net Income	-	-	-	-	-

	Dec 11	Jan 12	Feb 12	Mar 12	Apr 12	May 12	Jun 12	Total
	14,375	9,654	9,654	11,154	9,653	12,875	11,154	130,000
	-	-	-	-	3,000	1,000	-	8,000
	24,365	17,141	20,891	19,341	22,691	22,165	32,065	269,038
	5,000	-	-	-	-	-	-	25,000
	43,740	26,795	30,545	30,495	35,344	36,040	43,219	432,038
	43,740	26,795	30,545	30,495	35,344	36,040	43,219	432,038
	1,500	-	-	1,500	-	-	1,500	6,000
	2,000	500	4,000	500	4,000	500	4,000	25,000
	1,600	1,600	1,600	1,600	1,600	1,600	8,600	28,200
	5,000	-	-	-	-	-	-	25,000
	1,600	1,600	1,600	1,600	1,600	1,600	1,600	22,700
	600	600	600	600	600	600	600	7,200
	50	50	50	50	50	50	50	600
	1,250	-	-	1,250	-	-	1,250	5,000
	70	70	70	70	70	70	70	840
	825	775	775	825	775	775	825	9,500
	3,885	3,485	3,485	3,885	5,285	3,485	6,085	47,910
	400	400	400	400	400	400	400	4,800
	21,005	14,010	14,010	14,010	14,009	21,005	14,010	186,704
	250	-	-	250	-	-	250	1,000
	750	750	1,000	1,000	1,000	2,000	1,000	18,500
	725	725	725	725	725	725	725	8,700
	850	850	850	850	850	850	874	10,224
	1,380	1,380	1,380	1,380	4,380	2,380	1,380	24,160
	43,740	26,795	30,545	30,495	35,344	36,040	43,219	432,038
	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-

**Regional Development Australia Fitzroy & Central West Inc**  
**Profit & Loss Budget Overview**  
**July 2011 through June 2012**

	Jul 11	Aug 11	Sep 11	Oct 11	Nov 11
Ordinary Income/Expense					
Income					
IEP Income	8,957	11,664	11,554	9,653	9,653
Total Income	8,957	11,664	11,554	9,653	9,653
Gross Profit	8,957	11,664	11,554	9,653	9,653
Expense					
Management Fees	-	-	1,500	-	-
Computer expenses	-	2,000	-	-	-
Internet Connection	70	70	70	70	70
Marketing and promotion	125	125	125	125	125
Motor Vehicle Expenses	1,825	2,055	2,045	2,045	2,045
Payroll Expenses	6,387	6,464	6,864	6,463	6,463
Telephone	250	250	250	250	250
Travel expenses	300	700	700	700	700
Total Expense	8,957	11,664	11,554	9,653	9,653
Net Ordinary Income	-	-	-	-	-
Net Income	-	-	-	-	-

	Dec 11	Jan 12	Feb 12	Mar 12	Apr 12	May 12	Jun 12	Total
	14,375	9,654	9,654	11,154	9,653	12,875	11,154	130,000
	14,375	9,654	9,654	11,154	9,653	12,875	11,154	130,000
	14,375	9,654	9,654	11,154	9,653	12,875	11,154	130,000
	1,500	-	-	1,500	-	-	1,500	6,000
	-	-	-	-	-	-	-	2,000
	70	70	70	70	70	70	70	840
	125	125	125	125	125	125	125	1,500
	2,045	2,045	2,045	2,045	2,045	2,045	2,045	24,330
	9,685	6,464	6,464	6,464	6,463	9,685	6,464	84,330
	250	250	250	250	250	250	250	3,000
	700	700	700	700	700	700	700	8,000
	14,375	9,654	9,654	11,154	9,653	12,875	11,154	130,000
	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-



**Regional  
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*Australia*

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