

Corporate Business Plan

Regional Development Australia Fitzroy and Central West



Regional
Development
Australia

FITZROY AND CENTRAL WEST INC

Chairman's Message



The Regional Development Australia Fitzroy and Central West Inc (RDAFCW) committee has a single focus of commitment to sustainable development throughout the Central Queensland region. The committee's composition itself reflects the regions diversity ensuring local issues are identified and appropriate responses are developed.

This year's 2012-2013 Business Plan, with the pressures of mining and gas investments, the effects of a strong Australian dollar on our agricultural and tourism industries and the resultant mixed effects on small and medium business, truly reflects what is being seen throughout Australia with our patchwork economy.

The 2012-2013 Business Plan has identified the need for investment in childcare and aged care as well as intervention in the housing market to support accommodation affordability. With the National Broadband Network (NBN) rollout in the Rockhampton region almost upon us, the RDAFCW committee will be supporting this initiative in the lead up to its roll-out in the coming years.

The strong partnership and cooperation developed between RDAFCW and the eleven Local Government Councils and the industry, agriculture and tourism sector has strongly influenced the operations of the RDAFCW committee over the previous twelve months.

Also, the partnerships established between CQUniversity, the community sector, Australian and State governments along with our neighbouring RDA's has ensured currency, cooperation and responsiveness to the RDAFCW committee's operations.

My thanks go to all our stakeholders, fellow committee members and our Executive Officer Rees Banks for the development of our place-based approach for the Fitzroy and Central West region.

Cr Paul Bell

CHAIRMAN



Contents

- Central Queensland (Fitzroy And Central West) Snapshot 3
- Regional Development Australia 4
- Charter 5
- 2011-2012 Organisational Overview. 7
- Regional Development Australia Fitzroy and Central West Committee 8
 - Organisational Structure 8
- Regional Roadmap 9
- Indigenous Employment Program 10
- Better Futures, Local Solutions 11
- Regional Development Australia Fund (RDAF) 12
- Research And Reports 13
- Building Rural Communities Fund 14
- Organisational Collaboration 15
 - North Queensland Strategy. 15
- National Broadband Network.. .. . 16
- Central Queensland Regional Planning Committee (RPC) 17
- Central West Regional Planning Committee 17
- Governance 18
 - Corporate Governance. 18
 - Operational Manual and Risk Management Framework 18
 - Regional Engagement/Communication Framework 19
 - Marketing Plan 20

- Regional Development Australia Fitzroy and Central West Place-Based Approach. .. 21
- Strategic Intent and Operational Plan - 2012-2013 25
 1. Enhanced Community Engagement and Consultation 25
 2. Improved Regional Planning 26
 3. Enhanced Whole of Government Approach 27
 4. Enhanced Awareness of Government Programs 28
 5. Improved Community and Economic Development 29
- Regional Development Australia: Cross Regional Response to Resource Sector Growth 30



Central Queensland (Fitzroy And Central West) Snapshot

The vast Fitzroy and Central West region covers approximately 30 per cent of the state of Queensland. It is fringed by the Great Barrier Reef and the South Australia and Northern Territory borders, and intersected by the Fitzroy River catchment.

The RDAFCW region includes the local government areas of Diamantina, Winton, Barcoo, Longreach, Barcaldine, Blackall- Tambo, Central Highlands, Banana, Woorabinda, Gladstone and Rockhampton.

The region is home to some 239,000 people located over a number of regional centres, with Rockhampton and Gladstone the main concentrations of population with Emerald, Biloela and Longreach acting as key regional centres.

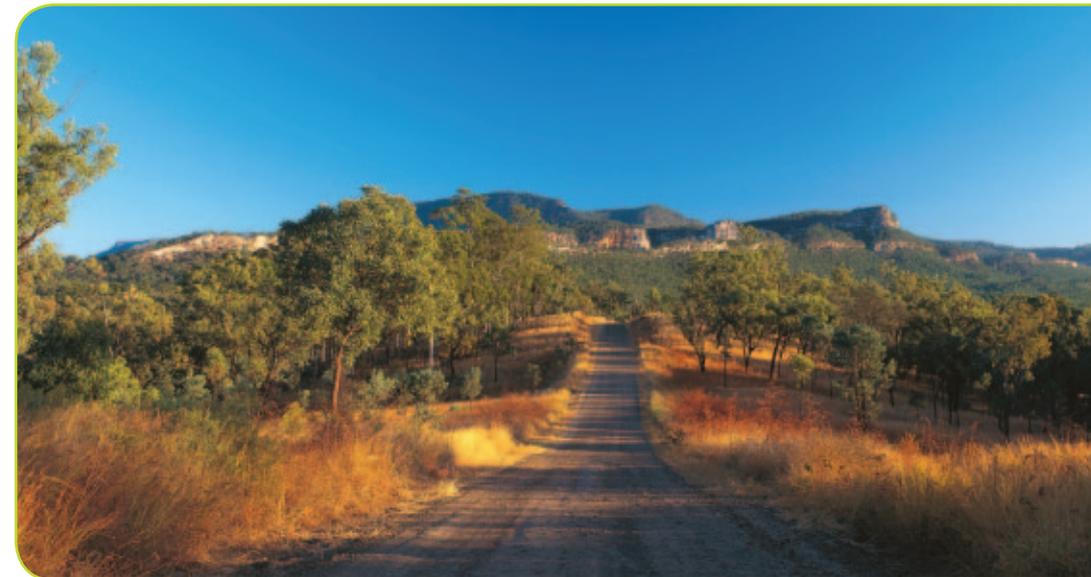
Central Queensland is a key agricultural, resources and industrial hub of Queensland's economy. In 2008, Central Queensland generated 40% of the state's coal production and 14% of its agricultural production. Ongoing growth will continue to be a significant driver of demand for all forms of infrastructure, particularly to service the requirements of the resources and energy sectors. This is especially true for industrial and transportation infrastructure in and around Rockhampton, Gladstone and Emerald.

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

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

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.

The Central Queensland region is blessed with unprecedented growth, but this has resulted in the long-term sustainability of many communities coming under increasing pressure. As a result, the social fabric that once supported the communities of Central Queensland is now largely inadequate. Not only are many communities suffering with social infrastructure that is unable to meet current needs, but these same infrastructure inadequacies also represent major blockages for these communities in attracting and retaining further regional development initiatives that are so desperately needed to ensure their diversification and ultimately, their longevity.



Regional Development Australia

Regional Development Australia is a national network of 55 committees made up of local leaders who work with all levels of government, business and community groups to support the development of their regions.

This Australian Government initiative brings together all levels of government to support the development of regional Australia. It is funded by the Australian Government and by state, territory and local governments in some jurisdictions. It is administered by the Department of Regional Australia, Local Government, Arts and Sport.

“RDA has a pivotal role in ensuring the long-term sustainability of Australia’s regions ... and a leadership role in enabling regions to take advantage of government programs, policies and initiatives”



Regional Development Australia was established in 2009 to bring together all levels of government to support the development of regional Australia. RDA has a pivotal role in ensuring the long-term sustainability of Australia’s regions, by working with regional stakeholders to help address the economic, social and environmental issues affecting regional communities. Throughout Australia, RDA committees have been convened with a focus on being important contributors to, and drivers of:

- » social inclusion strategies that will bring together and support all members of the local and broader community
- » regional business growth plans and strategies that will help support economic development, job creation, skills development and business investment
- » environmental solutions that will support on-going sustainability and the management of climate change

Regional Development Australia committee members are local people developing local solutions to local issues. They build partnerships to develop strategies and deliver sustainable infrastructure and services to their regions.

They also work with each other to identify issues that cross regions.

Each Regional Development Australia committee has developed a Regional Plan which outlines priorities for the region and guides them in strengthening their communities.



Government Priorities

RDA is an Australian Government initiative and is predominantly funded by the Australian Government. The Queensland Government is a partner in the RDA initiative with the Australian Government and provides in-kind support.

Australian and Queensland Government Vision for RDA

A key focus of RDA will be on economic, social and environmental issues affecting communities. RDA committees will:

- » Consult and engage with the community on issues, solutions and priorities
- » Be a conduit of information between governments and local communities
- » Support informed regional planning
- » Provide communities with information about government programs, services, grants and initiatives
- » Be important contributors to business growth plans and investment strategies, environmental solutions and social inclusion strategies in their region

Queensland Government priorities

On 17 May 2012, the Queensland Premier tabled new objectives for the community, Getting Queensland back on track, during the first sitting of Parliament.

The 5 objectives for the community are:

- » We will grow a four pillar economy around:
 - » Agriculture
 - » Construction
 - » Resources
 - » Tourism
- » We will lower the cost of living
- » We will invest in better infrastructure and use better planning
- » We will revitalise front line services
- » We will restore accountability in government



2011-2012 Organisational Overview

The 2011-2012 financial year saw changes to both the Chairmanship and committee membership of RDAFCW. Cr Paul Bell AM was appointed Acting Chair following the resignation of the RDAFCW Chair Bill Byrne due to his election as a Queensland State Member of Parliament. New committee members include Mr Peter Dowling, Mr Peter Milne, Mr Kurt Heidecker and Mr Matthew Cooke. The current committee would like to thank previous committee member Mr Robert Hutchinson for his contribution to both RDAFCW and the region.

This year focused on flood recovery projects and cross-regional place-based programs and collaboration. RDAFCW auspiced the Australian Government Department of Education, Employment and Workplace Relations funded Indigenous Employment Program. This program focussed on the facilitation of training, work experience and employment opportunities for Indigenous people in the local region as part of Queensland's Natural Disaster Response.

RDAFCW committee member Sandy Paton was elected Chair of the Local Advisory Group, Australian Government Department of Human Services, Better Futures Local Solutions Program. This initiative supports local communities to identify barriers to employment, strengthen local labour markets and help people to find and keep jobs.

In response to cross-regional strategies, RDA Fitzroy and Central and RDA Mackay Whitsunday finalised the Queensland Government funded 'Central Queensland Workforce Development Initiatives, Regional Engagement Project'. This study was instigated to explore a way to address the projected skills shortages in the resources sector in Central Queensland. An extension to this body of work is the joint RDA Mackay Whitsunday, Fitzroy and Central West, and Wide Bay Burnett collaborative Cross Regional Response to Resource Sector Growth study currently being undertaken by CQUniversity.

RDAFCW is currently enhancing its community engagement and consultation strategy via upgrading and developing a community directory portal and electronic communications capacity. This strategy will further increase the communication pathways between RDAFCW and the whole of Central Queensland, to inform the community on government policies, funding announcements and local issues.

The committee of RDAFCW will continue to inform and engage with community organisations regarding promoting local solutions to local problems by further developing place-based approaches and strategies. During 2011-2012 period, RDAFCW engaged in 189 community meetings and forums, to advance the economic and social regional development of Central Queensland.

RDAFCW firmly believe that regional development in Central Queensland will be accelerated if regional (and sub-regional) activities can be aligned with the corporate and strategic plans of the three tiers of government.



Regional Development Australia Fitzroy and Central West Committee

In Central Queensland, the Regional Development Australia footprint is based on the Fitzroy and Central West statistical divisions, not including Boulia Shire. The Regional Development Australia Fitzroy and Central West committee (RDAFCW) is comprised of local leaders with broad and diverse skills and experiences; who understand the challenges, opportunities and priorities in their community.

Membership is designed to reflect interests across the region as well as across the social, economic and environmental themes. Members are also expected to have linkages within the community as well as experience in the regional planning or development and delivery of whole-of-government or other local initiatives.

Induction program

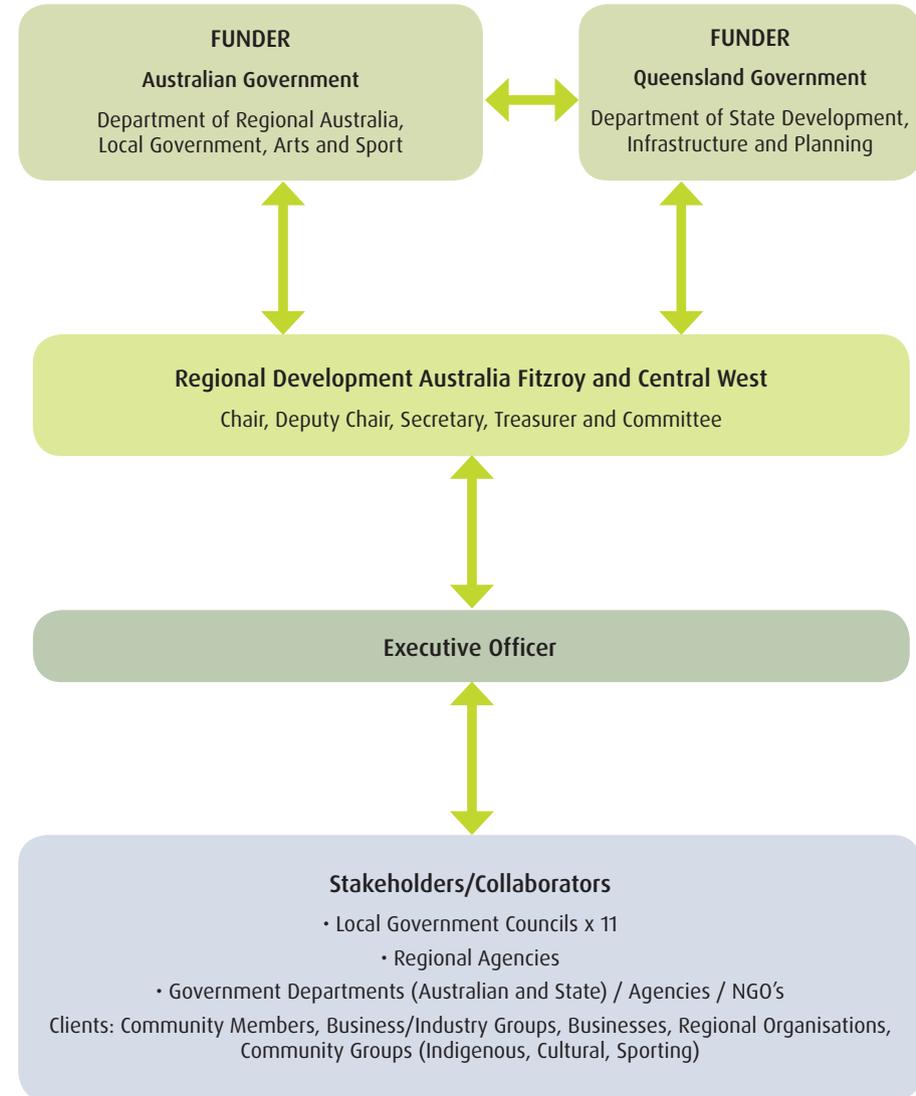
The Department of Regional Australia, Local Government, Arts and Sport conducted induction training for the Regional Development Australia Fitzroy and Central West committee as part of a national rollout. The Department is committed to providing a nationally consistent induction program which focuses on providing key messages to new and existing RDA members across the country.

This induction training provided RDAs with key messages around the Government's priorities and expectations as well as governance training.

The desired outcome of the workshop was to develop a shared sound understanding of the role of RDA and the obligations of committee and members. The sessions covered the RDA context (Module 1) and seven topics under the broad heading of governance training (Module 2), accompanied by a comprehensive Governance Workbook. The seven topics were on:

- » Understanding better practice governance
- » Your RDA Committee governance framework
- » Your legal, financial and employer obligations
- » Your roles and responsibilities including ethical conduct
- » Better practice committee operations and performance evaluation
- » Conflicts
- » Resolving differences

Organisational Structure



Regional Roadmap

In Central Queensland, Regional Development Australia operates through the Fitzroy and Central West committee (RDAFCW), which has created its own regional plan (known as the RDAFCW 'Regional Roadmap'). This Roadmap includes a regional overview of Central Queensland in terms of its population and community characteristics; natural and cultural resources; resources and infrastructure; business, trade and industrial activities; and research, development and innovation activities.

This regional overview provides strong evidence for the key issues that the Central Queensland region faces, such as the unprecedented growth of the resource sector, the ability to maintain the importance of the agriculture sector in contributing to the regional and national economy. It gives insights on how the full value of the Central Queensland region might be best realised, in the context of nationally significant challenges such as population fluctuations, provision of labour and skills, infrastructure needs and investment strategies, all in a highly dynamic environment.

The Regional Roadmap also describes the aspirations of Central Queensland's communities at the regional and sub-regional (local government) levels. Finally, through the Roadmap, RDAFCW has sought to:

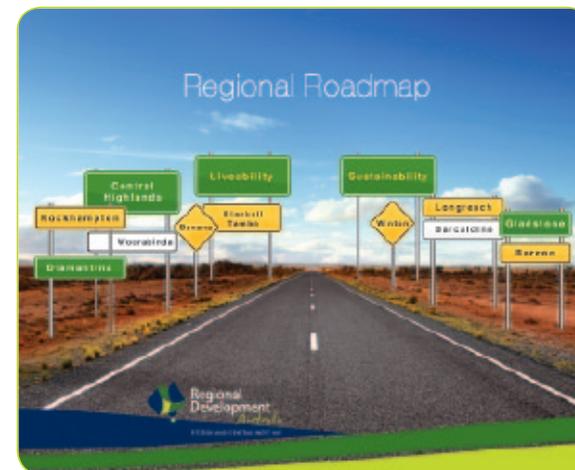
- » explore the way(s) in which Central Queensland can encourage cross-boundary stakeholder collaboration and cooperation with neighbouring regions
- » identify strategies by which Central Queenslanders can best take advantage of Australian, Queensland and Local Government programs and services relevant to the region



In collecting and analysing this regional information, and considering it alongside the feedback received through engagement with local government, RDAFCW have arrived at a one vision for the region: **to create a liveable and sustainable Central Queensland**. RDAFCW will work with the communities of Central Queensland to achieve this vision by supporting projects and activities that fall under one or more of the following priority themes:

1. **creating social value:** enhancing liveability and wellbeing for all Central Queenslanders and targeting disadvantage based on culture, gender, age and/or disability
2. **strengthening the region's economic contribution:** maximising local, state and national productivity through targeted job creation, skills development, industry diversification and business growth
3. **optimising environmental outcomes:** ensuring Central Queensland protects and conserves and promotes its natural assets
4. **developing a culture of regional policy and innovation:** encouraging regional organisations to value-add to each other and act cooperatively and strategically to realise benefits at the whole-of-region level

RDAFCW encourages wide readership of this Regional Roadmap, and welcomes comments from all sectors of the community of Central Queensland on the way(s) in which RDA can better support the region.



Indigenous Employment Program

During the period 2011-2012, RDAFCW auspiced 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 was 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.

RDAFCW is committed to contributing to addressing the chronic disadvantage of Indigenous Australians in the Central Queensland region and have welcomed relevant participation through the Indigenous Employment Program.

RDAFCW recognises the response to the Queensland natural disasters (Jobs and Skills Package Initiative) by the Australian and Queensland Governments as playing a key role during the recovery period.

Project Name	Project Location	Participants	Flexible Funding Pool (DEEWR)	Skilling Queenslanders for Work (DEEDI)
Capricorn Country Golf Club	Rockhampton	8	\$207,332	\$300,110
Rockhampton Sporting Collaborative » Tiger Junior Rugby League » Berserker Soccer » Rockhampton Rowing Club	Rockhampton	12	\$129,295	\$189,090
Rockhampton Rugby Park	Rockhampton	6	\$ 97,262	Work Experience
Rockhampton PCYC	Rockhampton	12	\$138,000	Work Experience
Bedford Weir	Blackwater	6	\$ 90,000	\$159,560
Baralaba Golf Club	Baralaba	6	\$ 74,482	\$247,320
Rockhampton All Blacks	Rockhampton	10	\$127,934	Work Experience
Mt Morgan Big Dam	Mt Morgan	6	\$173,554	\$126,000
PPP Productivity Placement Program	Mackay/Rockhampton/Wide Bay	60		\$200,000
TOTAL		126	\$1,037,859	\$1,222,080



Australian Government
Department of Education, Employment
and Workplace Relations

Better Futures, Local Solutions

Better Futures, Local Solutions is an Australian Government (Department of Human Services) initiative that is supporting local communities to identify barriers to employment, strengthen local labour markets and help people to find and keep jobs.

Better Futures, Local Solutions is a new, placed-based approach for addressing disadvantage and supporting economic and social participation at a local level. This Initiative has been introduced in the Rockhampton Regional Council area.

Local Advisory Groups will be appointed in ten priority locations to work with the Australian Government, state and local Governments, the business and community sector to implement Better Futures, Local Solutions.

The composition and focus of the local Advisory Group will reflect the employment focus of the Better Futures, Local Solutions program:

- » Employment/business sector
- » Education sector
- » Community and family support sector
- » The Local Employment Coordinator
- » A representative of Regional Development Australia Fitzroy and Central West



The Local Solutions Fund aims to support: innovative local initiatives responding to local needs by boosting engagement, capability and workforce participation among disadvantaged groups; improved ways of working, plus more integrated local connections and partnerships between all levels of government and non-government services; and integration of services and programs delivered through the Building Australia's Future Workforce package (including the Better Futures, Local Solutions measures) to achieve more holistic and tailored support that assists people experiencing high levels of disadvantage to address issues underpinning social and economic disadvantage.

Early Intervention Playgroup	CQ Medicare Local
Feeding for Leading Breakfast Club	Glenmore State High School Parents and Citizens Association
Driving To Engage (DTE)	The Salvation Army Employment Plus (TSAEP)
Sole Parents 'Dare to Win' Life Skills Challenge	Integrated Living Australia Ltd



Regional Development Australia Fund (RDAF)

The Regional Development Australia Fund (RDAF) supports the infrastructure needs of regional Australia. Nearly \$1 billion has been allocated to the program (with some funding subject to the Minerals Rent Resource Tax). The program funds capital infrastructure projects which are identified as priorities by local communities.

ROUND ONE

Rockhampton Southside Memorial Pool Redevelopment
Rockhampton Regional Council
RDAF - \$5,000,000 Total Project \$17,000,000

The redevelopment of the Southside Memorial Pool will improve the liveability of Central Queensland through the delivery of an inter-regional sport and recreation community asset. The local pool will be redeveloped to include a 25m pool with disabled access, a learn-to-swim facility a zero depth / wading pool recreation zone, new entry building and amenities and a 90 space car park. This is a significant expansion of the current facility and will support recreation and healthy lifestyles in regional communities. It will also support the aged and disabled across the region, offering health and social benefits.

The pool will be only one of two FINA compliant facilities located outside of South East Queensland and will have the capacity to host inter-regional, state, national and international swimming events. Its competition capability will raise the attractiveness of the region for swimmers and tourists alike.

The redevelopment aligns with the community's vision for the Victoria Park and Showgrounds area as a 'Play Hard' precinct. This will be viewed as the destination sporting precinct for the region and accommodates many premier sporting facilities and events. When completed, the facility will be the only one of its kind in Queensland outside of the southeast corner, delivering real benefits to much of Queensland north of Bundaberg and South of Cairns - an area with a base population of approximately 800,000 people.

ROUND TWO

Emerald Airport Apron Extension
Central Highlands Regional Council
RDAF - \$4,991,897 Total Project - \$9,983,794

The project will expand the aerodrome at Emerald Airport by increasing the number of aircraft bays to support regular public transport and charter, as well as freight and emergency services aircraft, upgrading the cargo bays, a designated bay and a helipad/ aeromedical bay for the Royal Flying Doctor Service. In addition, a covered all-weather walkway for passengers will be constructed.

The project will create direct and indirect jobs during construction and on an ongoing basis, as a result of increased activity at the airport. The resource sector, which uses the airport as a base for FIFO workers, will benefit from more flights and reduced delays because of more efficient ground operations. The project will support growth in tourism activity, which will, in turn, support local businesses.

The project will support local communities by meeting demand for increased air services. It will improve the access to health services for remote communities by supporting the expansion of Royal Flying Doctor Services and other emergency services. The project will support and enhance the lifestyle of local communities. Enhanced transport options will encourage the retention and relocation of skilled, medical education and other skilled personnel.



Research And Reports

RDAFCW during 2011-2012 commenced and completed a number of studies and reports for both stakeholder and government department use.

Central Queensland Resource Catchment Workforce Development Strategy

This project was initiated by RDA Mackay Whitsunday and RDA Fitzroy and Central West and the Queensland Government to explore a way to address the projected skills shortages in the resources sector in Central Queensland.

Queensland Government RDA funding was used to undertake regional engagement for this project, providing the conduit between the regional stakeholders and the Queensland government project. Central Queensland Institute of TAFE (CQIT) was engaged to provide project resources for the regional engagement project.

This report is a starting point in regional workforce planning and development.

Facilitating Small Business Innovation and Growth through Enhanced Linkages with CQUniversity

To map small business in the Rockhampton region to enable potential clusters of innovation businesses to be identified and targeted for developing support and linking to the CQUniversity's research and development capability.

DRIVE

This report describes a decision-making tool that has been developed for the purposes of guiding resource allocation by RDAFCW and should be read in conjunction with the *Fitzroy and Central West Regional Roadmap*.

RDAFCW's *Regional Roadmap* already provides for strong direction in terms of regional development activities for Central Queensland. However, what is still lacking in the RDAFCW 'toolbox' is a method by which the committee (and the executive officer) can determine the overall merit of offering support to one project over another, given the matrix of RDAFCW's roles, capabilities, resources and strategic relationships.

Following a review of the operations of RDAFCW and the policy environment across the three tiers of government, a new methodology for decision-making on regional projects has been developed. This model was informed by a range of existing approaches already used for regional development and decision-making.

The DRIVE model is simple; can be applied to any nature of project; and it does not require particularly detailed information from proponents. It places no particular emphasis on any given economic sector; nor does it treat economic, social, or environmental benefits differently.

Community Portal

RDAFCW will research, collate and aggregate current community resource information that will form the basis of the proposed Community Resource Directory Portal.

Aligning with regionalisation principles and agendas the proposed portal will function as a point of access to information in a unified way enabling the RDAFCW to meet best practice inclusivity benchmarks whilst at the same time providing the broader community with access to current and valid knowledge transfer deposits.



Research And Reports - continued

Central Queensland Resource Sector Indigenous Employment Pathway Strategy

RDAFCW, in order to support and contribute to the National Partnership Agreement on Indigenous economic participation, has commissioned the scope of this document to develop a Central Queensland industry (resource sector) based Indigenous employment pathway strategy.

RDAFCW recognises the National Partnership Agreement's commitment as a significant step in addressing the disadvantage associated with Indigenous unemployment and sincerely believes that the content and intention of this document has the potential to significantly contribute to breaking the cycle of disadvantage endured by the Indigenous community in the Central Queensland region.

Fly-In, Fly-Out Report

Fly-in fly-out practices for labour are now entrenched in resource and infrastructure projects in the region and this cohort of the labour force is growing in the Central Queensland mining industry. Census and population statistical data do not include regular non-resident workers in their respective demographics and surveys. RDAFCW is of the view that this is essential information and should be collected for regional economic, social and community planning and development purposes and be accompanied by policy measures that contribute to Local Government's increased liveability and sustainability responsibilities such as service and infrastructure delivery.

This report explores the dichotomy issues of mine operators' employment imperatives, as opposed to the community impacts of a non resident workforce, to identify alternatives for a policy resolution that would be mutually beneficial to stakeholders.

Building Rural Communities Fund

Under the Building Rural Communities Fund eligible applicants could apply 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.

- » The 23 applications recommended by the regional panel consisting of RDAFCW were approved for funding totalling \$254,723.00

These projects assisted the communities of:

- » Mt Larcom
- » Blackall
- » Springsure
- » Barcaldine
- » Biloela
- » Longreach
- » Sapphire
- » Keppel Sands
- » Rockhampton
- » Baralaba
- » Emerald
- » Tambo
- » Winton
- » Muttaborra
- » Bajool
- » Bedourie



Organisational Collaboration

The Central Queensland region has a unique suite of assets and advantages, including a diverse economy built on the success of the industrial and agricultural sectors. However, the region is also under increasing social, economic and environmental pressures.

Through these action areas, RDAFCW is well placed to take a leading role in delivering on national and state agendas, whilst ensuring maximum benefit and value for our local communities. RDAFCW in conjunction with Australian, State and Local Governments and community groups, assisted and continues to assist in the following activities.

- » Ministerial Climate Change Forums
- » Ministerial Better Futures, Local Solutions Forums
- » Ministerial Carbon Pricing Mechanism Forums
- » Artslink Queensland – Arts Matters Workshops ‘Building Regional Creativity’
- » Department of Education, Employment and Workplace Relations - Regional Education, Skills and Jobs Plan for Fitzroy and Central West
- » Preparation of the CQ NRL Bid Sports Academy funding proposal
- » Infrastructure Australia delegation
- » Rockhampton Digital Economy Forum

North Queensland Strategy

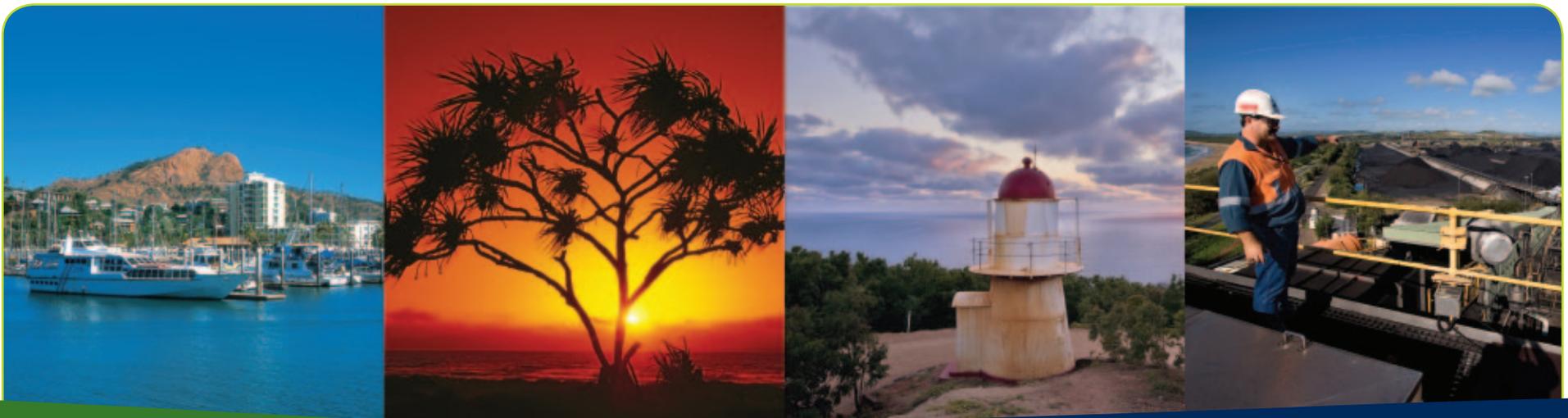
On 15 December 2011, the Minister for Regional Australia, Regional Development and Local Government concluded a Memorandum of Understanding (MoU) with the Queensland Government to deliver strategic and coordinated place-based approaches to regional development.

The aim of the agreement is to improve infrastructure, liveability and economic resilience in high growth regional economies through providing skilled and flexible workforces, more affordable housing and better services.

Northern Queensland has been identified as a priority region for which a coordinated, place-based initiative will be developed – Northern Queensland Strategy.

It is proposed that two initiatives be addressed under the umbrella of the Northern Queensland Strategy:

- » The Northern Queensland Regional Development Initiative, covering Townsville and north, including the energy corridor linking to the North West minerals province; and
- » The Mackay/Fitzroy Workforce Development Initiative covering the energy corridor linking to the Bowen and Galilee Basins.



National Broadband Network

The National Broadband Network (NBN) is Australia's first national wholesale-only, open access communications network that is being built to bring high speed broadband and telephone services within the reach of all Australian premises. The NBN will utilise three technologies; fibre, fixed wireless and satellite, expected to make possible improved ways for people to connect with one another. Within the next decade, the plan is for every home, school and workplace in the country to have access to the NBN.

ROLL OUT

NBNCo released the three year rollout plan for the National Broadband Network with work planned to commence in over 1500 communities and 3.5 million premises throughout Australia through to 30th June 2015, including Rockhampton.

The three year rollout plan includes those areas where the network is active, where construction is currently underway and where work will commence within the next three years. It is estimated that the average time from work commencing to NBN services being available is 12 months.

For those who live or work in one of the 66 towns or localities within the current rollout plan, it will be beneficial to keep an eye out on the Rollout maps page (www.nbnco.com.au). Every month the company building Australia's national broadband network, NBNCo is updating the site with detailed maps at the commencement of work in these areas. If the plan indicates they will commence work in a given month (for example February 2012) detailed maps will be posted on this website during that month.



FIXED WIRELESS

NBNCo, unveiled the local government areas where planning proposals will be lodged to deliver high-speed fixed wireless broadband.

Subject to final radio frequency planning and other approvals the fixed wireless network plans to cover around 3,500 premises across Rockhampton and Central Highlands Regional Councils and it is expected facilities will start to be switched on in stages from late 2013 to late 2014.

NBNCo's fixed wireless network is designed to offer internet service providers with wholesale access speeds of up to 12Mbps, with plans for higher speeds to become available in the future.



Central Queensland Regional Planning Committee (RPC)

The Chair of RDAFCW has been endorsed as a member of the Central Queensland RPC.

A new statutory Central Queensland regional plan will help provide certainty for communities, landholders and resource companies.

The Queensland State Government has set a 14 month time frame to develop a plan comprising:

- » A statutory regional plan which will provide certainty of land uses
- » A Regional Economic Infrastructure Framework which will help regions take advantage of emerging economic opportunities.

The new statutory regional planning process will provide greater certainty by addressing land-use conflicts such as those arising between the agricultural and resource sectors, will encourage and facilitate economic growth, plan for and prioritise infrastructure and manage impacts on the environment.

The Central Queensland Regional Plan is being prepared by the Department of State Development, Infrastructure and Planning in collaboration with local government, other state government agencies, industry and community stakeholders.

A regional planning committee (RPC) to help develop the Central Queensland Regional Plan will be established. The RPC will include representatives from local government, specialist industries and community stakeholders. Its role is to provide advice to the regional planning Minister about the views of the community and stakeholders within the Central Queensland region. The RPC will ensure industry and community stakeholder views are represented.

RPC membership is proposed to include local government mayors and elected state representatives. A cross-section of other stakeholders will be appointed through an EOI process.



Central West Regional Planning Committee

Central West Queensland is one of the most sparsely populated and remote regions in the state.

Its population of more than 12,500 people is expected to remain steady over the next 20 years. Longreach is the major rural activity centre in Central West Queensland. Along with the region's rural activity centres - Barcaldine, Bedourie, Blackall, Boulia, Jundah and Winton - Longreach services an area of almost 420,000 square kilometres.

The Central West Regional Plan was released on Thursday 10 September 2009. The plan will guide land use and development in the region over the next two decades. In the process it will help sustain the region's communities, strengthen its economy and protect its environment. The plan is part of the state government's Blueprint for the Bush program, which seeks to build sustainable, liveable and prosperous rural communities.

The Central West Regional Planning Committee which includes RDAFCW committee members Cr Robert Chandler Mayor Barcaldine Regional Council and Remote Area Planning and Development Chief Executive Officer David Arnold, advises the regional planning Minister about planning in Central West Queensland.



Corporate Governance

The Australian National Audit Office Better Practice Guide on Public Sector Governance (Volume 1, page 6) defines corporate governance as the “*processes by which organisations are directed, controlled and held to account. It encompasses authority, accountability, stewardship, leadership, direction and control exercised in the organisation*”.

Good governance arrangements are essential for an organisation to demonstrate to stakeholders that it can deliver what it is set up to do in a transparent and accountable manner. Such arrangements inspire confidence in stakeholders that the organisation has the necessary skills and expertise to run its business, and that it has established robust administrative arrangements to do so efficiently, effectively and ethically.

Good governance generally focuses on three main requirements of organisations:

- » performance, whereby the organisation uses its governance arrangements to contribute to its overall performance and the delivery of its goods, services or programs
- » risk management, whereby the organisation manages risk and has contingencies in place to deal with identified risk
- » conformance, whereby the organisation uses its governance arrangements to ensure it meets the requirements of the law, regulations, published standards and community expectations of probity, accountability and openness

The Australian Government requires RDA committees to adopt good corporate governance through best practice, including:

- » clear definitions of responsibility, roles of the RDA committee Chair, Deputy Chair, committee members and personnel, with clear lines of reporting against the Contract
- » transparent management processes and procedures for addressing conflicts of interest of those entrusted to manage resources and deliver outcomes
- » open, transparent and independent merit based recruitment processes
- » accountability for all operational aspects, particularly in management of expenditure in accordance with the Contract

Corporate governance is underpinned by a values system and code of conduct, which outline minimum standards of integrity and ethical behaviour and highlight the transparency and consistency in actions of RDA committee members and staff. Good corporate governance also requires sound risk management (discussed in Section 3.10) and reporting to the Australian Government on the findings of conformance reviews.

Operational Manual and Risk Management Framework

Preamble

The Operational Manual (and Risk Management Framework) is a public document of RDAFCW and outlines the principles of operation that do apply to all committee members and staff.

The Operational Manual has been developed to comply with the requirements of the following operational documents: -

- » RDAFCW Inc Rules of Association (Qld Act 1981)
- » Operational Funding Contract (DITRD&LG)
- » Australia & New Zealand Risk Management Standard AS/NZS ISO 31000:2009
- » Fair Work Act 2009 (Cth)
- » the Equal Opportunity for Women in the Workplace Act 1999 (Cth)
- » Privacy Act 1988 (Cth) and the National Privacy Principles
- » the Disability Discrimination Act 1992 (Cth)
- » the Racial Discrimination Act 1975 (Cth)
- » the Human Rights and Equal Opportunity Commission Act 1986 (Cth)
- » Criminal Code Act 1995 (Cth)

The Operational Manual is a living document and provides guidance to Members and staff. In an effort to maintain the highest level of Best Practice possible on-going monitoring and adjusting will be required. The RDAFCW committee before implementation must approve all adjustments and amendments.

Governance - continued

Ethics Principles

RDAFCW adopts a working practice that is legal and consistent with government policy, is in line with the organisation's objectives and code of conduct and that the organisations actions will withstand public scrutiny. RDAFCW will adhere to five (5) ethics principles fundamental to good administration which include:

1. Respect for Law and System of Government
2. Respect for People
3. Integrity
4. Diligence
5. Economy and Efficiency

Purpose

The purpose of this operational manual and associated policies and procedures is to establish a level of standard to guide the activities of all RDAFCW Members and staff and to enable them: -

- » To fulfill their duty, to act honestly and ethically and to exercise care and due diligence in their activities
- » A practical means for identifying and resolving situations that may involve a conflict of interest
- » To act in a way that allows public confidence in the operations of the organisation
- » To perform their functions in a fair, non-biased, and politically neutral manner
- » To deal with complaints and grievances internally and externally directed at the RDAFCW

Scope

This procedure applies to all committee members, external stakeholder alignments and staff in their role with RDAFCW.

Regional Engagement/Communication Framework

The Regional Engagement/Communication Framework's primary aim is to provide guidance to committee members and the Executive Officer of RDAFCW on inclusivity and 'when' and 'how' the organisation should engage with the regional communities, associated stakeholders and clients.

In an effort not to duplicate, and to ensure an inclusive, effective and efficient modus operandi, the RDAFCW Regional Communication/Engagement Framework, in collaboration with the Department of State Development, Infrastructure and Planning (DSDIP) will acknowledge existing engagement frameworks that demonstrate RDAFCW inclusivity principles. In cases where deficits are clearly identified, RDAFCW will work closely with stakeholder alignments in an effort to maintain continuity of best practice benchmarks.

The RDAFCW Regional Engagement/Communication Framework objectives for establishing and maintaining a world's best practice level of regional communication and engagement include:

1. Establish a credible engagement/communication strategy based on inclusivity and continuity
2. Information – provide website content that is relevant to the region, with easily accessed, clear (reader friendly) information on RDAFCW including current data that enables and enhances participation in sustainable regional development programs and initiatives
3. Advocate on behalf of local government frameworks with the aim of increasing the level of stakeholder participation
4. Encourage and support flexible methods of participation to 'all' stakeholders and clients

Governance - continued

Marketing Plan

The RDAFCW Marketing Plan is a combination of communication and engagement mediums aimed at articulating the committee's priorities and focus for the 2012-2013 period. Relevant marketing considerations include:

- » The development, management and review of the organisations website
- » Procedures to ensure timely up-dates to the website
- » Planned and anticipated media opportunities, particularly radio and print media
- » The development and dissemination of promotional material
- » Monthly newsletters and funding announcements
- » The development and update of the Community Resource Directory Portal



RDAFCW Marketing Plan 2012-2013	
Item	Description
RDAFCW Website maintenance	<ul style="list-style-type: none"> » Website update of RDAFCW plans, priorities and documents » Website updates of government policies and funding grants
Community Resource Directory Portal	<ul style="list-style-type: none"> » This portal has been designed after many requests for an up to date community register that takes in the whole region. There are many, many smaller Community Directories for a specific area, but this portal is for everyone in Central Queensland. This portal allows regional stakeholders to keep up to date with the latest news and information relating to government and community funding and changes to policies.
Monitor regional newsletter subscriptions	<ul style="list-style-type: none"> » 12 x RDAFCW e-newsletters
Promote via established regional communication frameworks	<ul style="list-style-type: none"> » Regular media releases via radio, television and print conducted by RDAFCW
Regional delegation field trips	<ul style="list-style-type: none"> » 2 x Central West field trips including community and council leaders

Regional Development Australia Fitzroy and Central West Place-Based Approach

Regional development practice is increasingly being driven by an approach known as “place-based thinking.”

“The ‘Commitment to Regional Australia’ agreement following the 2010 Federal Election called for the adoption of “place-based thinking” in order to address the problems of regional Australia.

The new paradigm of local and regional development emphasises the identification and mobilisation of endogenous potential, that is, the ability of places to grow drawing on their own resources, notably their human capital and innovative capacities.

This approach aims to develop locally-owned strategies that can tap into unused economic potential in all regions and are the basis for strategies that tackle questions of sustainable development and human wellbeing. Such approaches require strong and adaptable local institutions, such as regional development agencies, which are increasingly commonplace around the world. At the same time, such approaches require the involvement of a wide range of stakeholders and mechanisms for identifying assets in the local economy that can be the basis for local growth strategies”.

PLACE-BASED APPROACHES TO REGIONAL DEVELOPMENT: GLOBAL TRENDS AND AUSTRALIAN IMPLICATIONS

John Tomaney

Generically place-based policy is policy directed at particular places, usually involving site-specific investments.

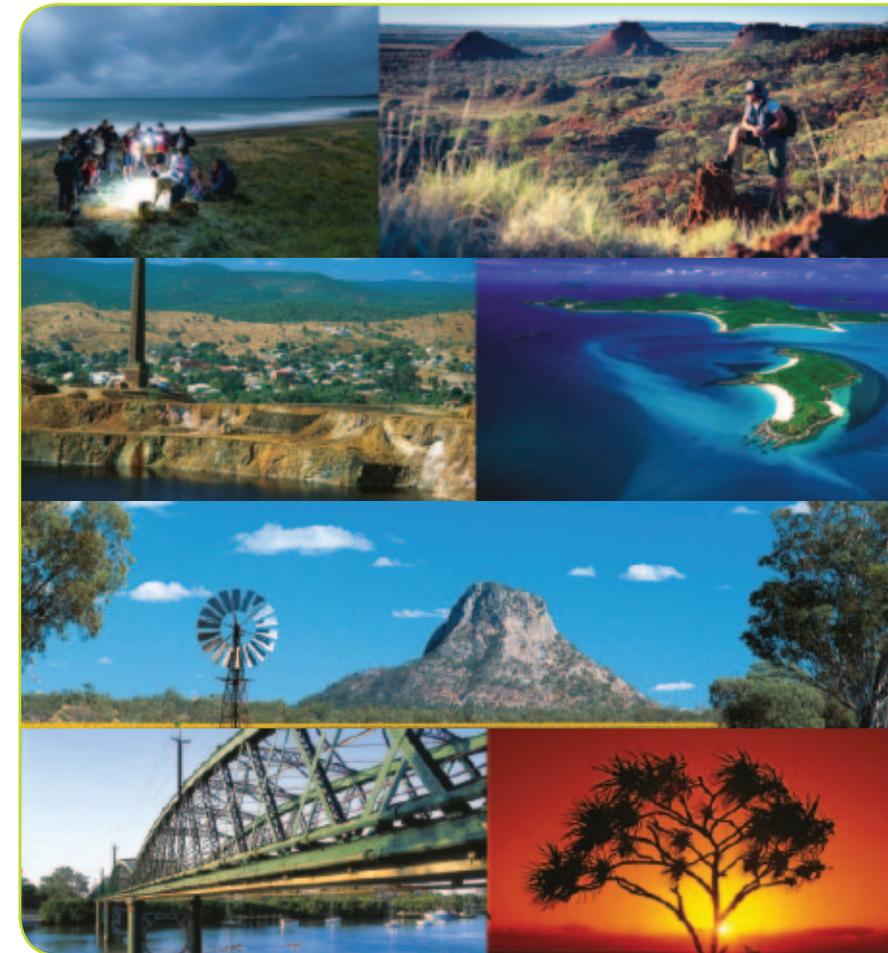
Conceptually place-based policy could be directed at either regions with existing strengths, to enhance their competitiveness for example, or at regions that are lagging or otherwise represent ‘problems.’

Another example is the ‘growth poles’ approach, usually consisting of identified strong urban centres that could ‘pull along’ the entire region through generating employment and input-output linkage benefiting the surrounding regions (Parr 1999; Richardson 2007).

Our definition of place-based policy requires first, that the objective of the policy is to benefit regions that are lagging relative to a national reference point. We thus take the policy perspective of a national or senior government.

In sum, we use the term ‘place-based policy’ to refer to spatially immobile public expenditures or investments in particular places or regions that are lagging relative to the national reference point, for the purpose of improving their economic outcomes.

Rural Territorial Dynamics Program
Olfert, R.; Berdegué, J.; Escobal, J.; Jara, B.; y Modrego, F. 2011. “Places for Place-Based Policies”.
Supported by the International Development Research Centre



Regional Development Australia Fitzroy and Central West Place-Based Approach - continued

To implement a tangible response to the Australian and Queensland's Government strategy of 'place-based' approaches to regional economic and social development, the RDAFCW committee's strategy for Central Queensland is to identify three 'places'- Western, Central and Coastal. The RDAFCW region of Central Queensland is vast, with numerous common issues that require local solutions, but which also overlap boundaries (for example the Bowen Basin and Galilee Basins, east-west communication and transport routes including highways).

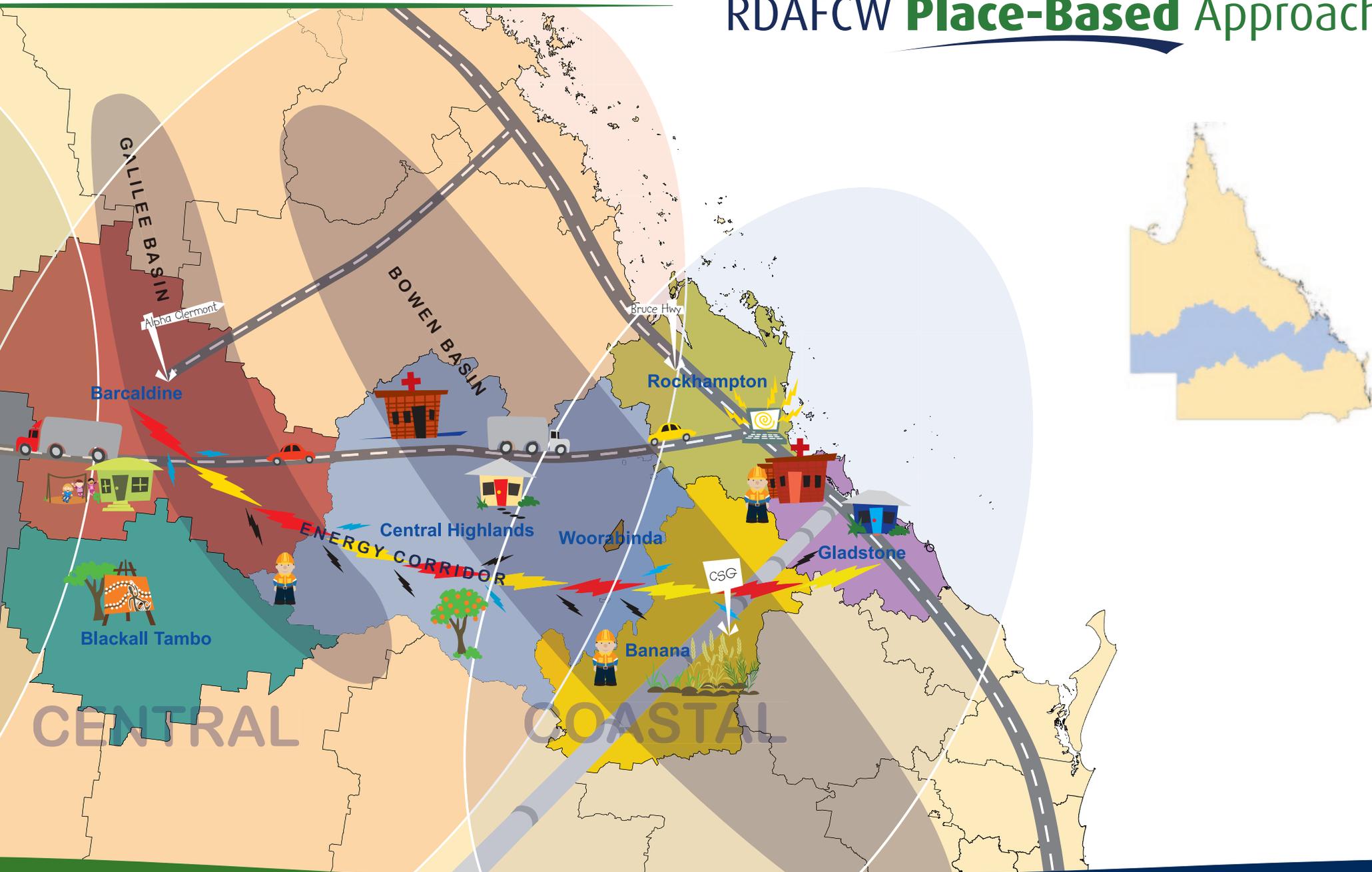
RDAFCW is very aware that Central Queensland is also an extremely diverse region in terms of its socio-demographic, economic, environmental and innovation indicators. The communities of Central Queensland are as unique as the individuals that comprise them. In acknowledging this, RDAFCW has determined that the process of identifying and prioritising development strategies across the region should be based on, and guided by, analysis leading to deep understanding of each of the sub-regional contexts.

RDAFCW acknowledges the equally critical role of the three tiers of Government in delivering leadership, empowerment and the strengthening of institutions in regional areas. RDAFCW is therefore determined to ensure that regional development in Central Queensland is informed by, aligned with and supports the policy objectives set by the three tiers of government.

It is for this reason that the 'place' of regional development in Central Queensland has been specifically explored with respect to the Australian, Queensland and local government policy objectives. This information will allow RDAFCW to determine how well each of the proposed projects fit within a broader 'policy unison' objective - that is, how well they would allow Central Queensland to take its rightful place in contributing to local, state and national agendas.



RDAFCW **Place-Based** Approach



Regional Development Australia Fitzroy and Central West Place-Based Approach - continued

To assist with this 'policy unison', RDAFCW and CQUniversity developed a decision-making tool, 'DRIVE' for the purposes of guiding resource allocation.

The development of this new methodology for decision-making on regional projects followed a review of the operations of RDAFCW and the policy environment across the three tiers of government. The model was informed by a range of existing approaches already used for regional development and decision-making.

The 'DRIVE' model is simple; can be applied to any nature of project and it does not require particularly detailed information from proponents. It places no particular emphasis on any given economic sector; nor does it treat economic, social or environmental benefits differently. Importantly for a large, diverse region, it takes specific account of the deep understanding that RDAFCW committee members bring to such decision-making.

	WESTERN	CENTRAL	COASTAL
SOCIAL	Childcare	Housing	Childcare
	Health	Health	Health
	Aged Care	Aged Care	Housing
ENVIRONMENTAL	CSG - Land Use	CSG - Land Use	CSG - Land Use
	Water Security	Water Security	Water Security
ECONOMIC	Skills and labour	Skills and labour	Skills and labour
	NBN	NBN	NBN
	Indigenous Tourism	Community Infrastructure	
	Transport linkages	Transport linkages	Transport linkages
REGIONAL POLICY	Strategic Cropping	Strategic Cropping	Strategic Cropping
	Land Availability	Land Availability	Land Availability
	Food Security	Food Security	Food Security

Strategic Intent and Operational Plan - 2012-2013 - continued

National Priority	Strategic Output Description	Annual Performance Measure	Supporting Documentation		
			Quantitative	Quarterly	Yearly
2. Improved Regional Planning	<p>Improving regional planning for sustainable development in Fitzroy and Central West.</p> <p>These activities include:</p> <ol style="list-style-type: none"> 1 Regional Roadmap maintenance, refinement and renewal 2 Contributing to State and local planning processes 3 Collecting relevant social, economic and environmental indicators and data relevant to the Fitzroy and Central West Region 4 Provision of information regarding Fitzroy and Central West's issues, factors and data affecting the region to RDAFCW committee 	Quantitative	Quantitative		
		Annual published Regional Roadmap (electronic and hard copy)	Number of distributed Regional Roadmaps (electronic and hard copy)		
		Contribution to the regional planning process	Number of contributions to the regional planning process		
		Executive Officer reports outlining issues affecting the region	Number of Executive Officer reports		
		Stakeholder information sharing meetings to identify and relay information and data regarding issues affecting Fitzroy and Central West	Number of stakeholder information sharing meetings		
		RDAFCW committee meetings to relay information regarding issues affecting the region	Number of committee meetings		
		Qualitative	Qualitative		
		Feedback from community/agency/business/government.	Analysis of outcomes and community/agency/business/government feedback.		
			Brief summary of the data/factors/issues arising in the region and follow up actions, and relevant key stakeholders.		

Strategic Intent and Operational Plan - 2012-2013 - continued

National Priority	Strategic Output Description	Annual Performance Measure	Supporting Documentation		
3. Enhanced Whole of Government Approach	Enhancing whole of government approach strategies for Fitzroy and Central West region to improve sustainability.	Quantitative	Quantitative	Quarterly	Yearly
	These activities include:	Functions/Meetings facilitated/coordinated by RDAFCW to improve project outcomes	Number of functions facilitated/coordinated		
	1 Coordination/ facilitation of Regional Stakeholders to improve project outcomes	Formal evaluation review of regional priorities to government policies and programs by CQUniversity	Number of formal evaluation reviews		
	2 Alignment and connection of regional priority needs to government policies and programs	Formal meetings with Ministers to feedback information on regional issues and government policy	Number of meetings with Ministers		
	3 Feed back of regional information to government policy development	Qualitative	Qualitative		
		Feedback from community/agency/business/government.	Analysis of outcomes and community/agency/business/government feedback.		

Strategic Intent and Operational Plan - 2012-2013 - continued

National Priority	Strategic Output Description	Annual Performance Measure	Supporting Documentation		
4. Enhanced Awareness of Government Programs	Actively facilitate and develop the capacity of the Fitzroy and Central West regional stakeholders to identify, understand and apply for government programs.	<u>Quantitative</u>	<u>Quantitative</u>	Quarterly	Yearly
		Workshops conducted on basic funding identification and application	Number of training sessions conducted		
		Promotions of government programs in the RDAFCW newsletter	Number of promotions of government programs		
	These activities include:	Stakeholders assisted by RDAFCW in funding identification and/or application development	Number of stakeholders assisted with funding		
	1 Provision of workshops for stakeholders in the Fitzroy and Central West region on basic funding identification and application techniques	Stakeholders referred by RDAFCW to another agency/business/stakeholder regarding funding identification and/or application development	Number of referrals for funding		
		Formal responses to government request	Number of formal responses to government requests		
		<u>Qualitative</u>	<u>Qualitative</u>		
	2 Promotion of government policies and programs including via newsletters and portal	Feedback from community/agency/business/government.	Analysis of outcomes and community/agency/business/government feedback.		
3 Assist stakeholders to identify and investigate funding opportunities		Brief summary of the data/factors/ issues arising in the region and follow up actions, and relevant key stakeholders.			
4 Develop the region's capacity to respond to government requests		Short analysis of feedback/survey results with implications for future sessions on the topic together with samples of completed evaluation forms if used.			

Strategic Intent and Operational Plan - 2012-2013 - continued

National Priority	Strategic Output Description	Annual Performance Measure	Supporting Documentation		
			Quantitative:	Quarterly	Yearly
5. Improved Community and Economic Development	Advocacy and negotiation with Fitzroy and Central West stakeholders to identify and develop initiatives and responses that leads to improved community and economic sustainability.	Quantitative			
		Consultations to address mitigation of specific project effects	Number of project mitigation consultations		
		Consultations regarding project supply chains	Number of project supply chain consultations		
	These activities include: 1 Approaches and proposals to mitigate impacts of major projects 2 Advocate business and industry priorities and opportunities across the region, particularly those arising from major project supply chains that represent opportunities for small and medium enterprises and indigenous economic development 3 Assist in the facilitation of specific projects should funding become available	Specific projects funding facilitation (subject to funding being available)	Number of specific project funding facilitation		
		Qualitative			
		Feedback from community/agency/business/industry/ government.	Analysis of outcomes and community/agency/business/government feedback. Brief summary of the data/factors/ issues arising in the region and follow up actions, and relevant key stakeholders.		

Regional Development Australia: Cross Regional Response to Resource Sector Growth

Background

Regional Development Australia (RDA) is a partnership between the Australian, state and local governments to support the growth and development of Australia's regions. RDA committees will build partnerships between governments, regional development organisations, local businesses, community groups and key regional stakeholders to provide strategic and targeted responses to economic, environmental and social issues affecting the regions of Australia.

Regional Development Australia (RDA) is required to report on activities to both the State and Federal Government on the following five outcomes:

- » Enhanced community engagement and consultation.
- » Improved regional planning.
- » Enhanced Whole-of-Government approach.
- » Enhanced awareness of Government programs.
- » Improved economic and community development.

RDA Mackay Whitsunday, Fitzroy and Central West, and Wide Bay Burnett in collaboration with Local Government Authorities and key regional stakeholders is leading the way with a focused, cross regional approach to resource sector opportunities and their economic, social and community impacts.

The coordination of stakeholders which brings together industry development, social and community awareness will support a collaborative approach to regional solutions to help shape the future of these communities.

Queensland's resource sector is driving rapid growth and this not only provides opportunities for regional economic development, but also puts pressure on local communities, their economies, lifestyle, environment and social wellbeing. To deliver sustainable solutions that address the region's social and economic challenges, it is imperative that a clear understanding of what the impacts from economic and population growth will have on the lifestyle and social well-being of regional communities.

This project will use a partnership approach between three Queensland RDA committees, and CQUniversity, to better document, understand, and plan the response to the key pressures resulting from rapid growth of the resources sector.

Research aim

This research project will review and analyse information on the cumulative, regional and cross-regional impacts of rapid development in the resource sector (mining, energy, construction and others areas), in the communities of Mackay Whitsunday, Fitzroy and Central West, and Wide Bay Burnett. Specifically, the project will cover issues of:

1. Regional governance

Refers to how people and organisations plan, control or regulate regional development behaviour, including the processes by which regions identify and develop their values, and the interactions between both government and non-government parties

2. Demographic/labour force shifts

Regional population growth is a key driver for regional development activities, and population statistics are essential for future planning purposes. Population analyses are traditionally prepared based on natural birth/death and migration patterns within a geographic area; and they often provide information on particular subgroups (for example, gender, age, cultural background, resident compared with non-resident). However, in understanding boom-bust cycles in commodity markets, it is increasingly being recognised that rapid swells in population can occur specifically due to the nature of resource activity. For example, this may include new labour attracted by the construction and operations phases of large projects, as well jobs growth in supporting sectors such as health, education, retail and services. Consequently, population analyses in resource regions needs to include both demographic as well as labour force growth, as these can be important in driving trends such as perceived loss of community identity

3. Liveability, family and social wellbeing

This thematic area will focus on research, programs, and policies that relate to the provision of key services to assist communities to cope with, and respond to, development in the resources sector. It will include data and statistics on perceived quality of life for regional populations and the non-resident workforce, in relation to environmental, economic, human and social indicators. This section would also include comment on the social infrastructure that is designed to enhance liveability and wellbeing, including both physical buildings (e.g., recreational or community facilities) as well as capacity-building programs

Regional Development Australia: Cross Regional Response to Resource Sector Growth - continued

4. Cultural aspects

Defined as only those issues linked to Indigenous peoples and their places and/or values. For the purposes of this report, diversity issues will not be included (e.g. skilled migrants, heritage, and non-English speaking backgrounds).

5. Housing

This refers to the provision of both residential and non-resident accommodation for employees within resource communities. This includes the status quo of current housing market situation (sales, rent and vacancy rates, price impact and affordability price points), as well as the future demand-and-supply situation such as number of dwellings unit requires, land release, housing lot approval and registration.

6. Health (including health infrastructure)

Aspect refers to physical and mental health of the regional population, including residents and employees of resource sector projects, and health/hospital infrastructure

7. Workforce planning and education

Explore data and statistics relating to employment figures, job creation programs, skilling and training initiatives, and modelling of workforce requirements. Demand specifically as they relate to the resources sector. It will also provide comment on the indirect and/or flow impacts on other sectors. In addition, education will refer to the number of childcare and kindergarten, primary, secondary, vocational and tertiary education establishments and programs within the region, as well as student numbers.

8. Transport and development infrastructure

This thematic area will be taken to include physical infrastructures such as transport development projects (road, rail, seaport and airport) and urban development projects related to the resources sector.

9. Water and energy

(Infrastructure, as well as supply/demand trends and planning)

This thematic area may deal with changes in supply/demand pressures, as well as the reliability and quality of supply through existing and planned regional infrastructure. Information on 'water' will be collated in regards to freshwater, estuarine/coastal and near shore marine environments (e.g. the Great Barrier Reef). Information on energy will include both renewable and non-renewable sources where available and relevant

10. Environment/NRM

According to the EPBC Act (1999), environment refers to ecosystems and natural and physical resources. Furthermore, it notes that issues related to environment might therefore include heritage values, and the qualities and characteristics of assets (e.g. conservation and biodiversity issues). For the purposes of this project, the focus will be on environmental management issues linked with exploration, development and/or operations of resources projects, and any flow-on impacts to the surrounding catchments and/or landscapes.

These ten areas reflect the work conducted by RDA Mackay Whitsunday, Fitzroy and Central West, and Wide Bay Burnett over the past 12 months, which has identified these as the common issues in responding to the current and projected accelerated growth in the resources sector in their regions.

Regional Development Australia: Cross Regional Response to Resource Sector Growth - continued

Approach and methodology

CQUniversity will provide the overall coordination for the project, which will be undertaken in partnership with RDA Mackay Whitsunday, Fitzroy and Central West, and Wide Bay Burnett committees.

In **stage 1**, CQUniversity will provide a review list of the key projects, data, reports and activities that are relevant to the 8 study areas, in one or more of the three study sites. This will be assembled through a desktop review process, including drawing on the existing research reports already held by CQUniversity and its research and industry partners. The deliverable will be presented as a matrix noting the source (reference); a dot-point summary of findings (e.g. which centres are mentioned, what years the data are relevant to); and an identification of the key information gaps or new questions raised by the work. In addition, a detailed peer review will be conducted for the 'workforce planning' priority area only, to reflect recent work commissioned by RDA under this theme.

CQUniversity will then develop a template (for example, outline of document headings and/or data collection structure) to guide the activities of the three RDA committees, in readiness for stage 2 of the project. The purpose of this deliverable is to ensure, where possible, consistency of methodological approach and reporting across the collaborating RDAs during stage 2.

Stage 2, which involves primary and/or secondary data collection, will be undertaken by the individual RDAs. During this process, CQUniversity research staff will be available to assist the RDAs (or the consultants they engage) with respect to ensuring rigour and effectiveness of this activity. For example, this may include general advice on the design and wording of online survey instruments.

At the conclusion of Stage 2, CQUniversity will undertake a peer review of the data/information collected by the three RDAs. This review will report on the completeness and appropriateness of the datasets, and may trigger a further iteration of data collection by the RDAs (time and resources permitting).

In **stage 3**, CQUniversity will analyse the available data and information and determine and recommend a series of the on-ground actions, collaboration opportunities, potential funding vehicles and research directions that could be pursued by the RDAs (individually and collectively). The focus of this stage is to identify synergies between regional issues across the three regions, and the opportunities for better alignment of planning and activities amongst the partnering RDAs. This process will help inform priority setting for the future RDA roadmap reviews. The recommendations will be provided in three horizons: 12 months; 3-5 years, and 10 years plus. Activities that have implications for infrastructure planning may also be scoped for longer timeframes (up to 50 years), particularly where this coincides with existing state and/or local government programs. This report will be prepared in consultation with the RDA executive officers, chairs, and/or their boards, and the project steering committee, as appropriate.

Outputs and outcomes

Stage 1: Matrix of data, information and reporting available for each of the 8 cumulative effects areas, and peer review of the Workforce Planning report prepared by RDA in May 2012

Stage 1b: Provision of a document and/or data collection template to guide Stage 2 activities

Stage 2: Peer review of data and information assembled by RDAs (or their consultants) (written document)

Stage 3: Report containing critical analysis and recommendations regarding cross-regional collaborative activities for regional development that responds to the issues of cumulative impacts driven by resource sector growth.

Regional Development Australia: Cross Regional Response to Resource Sector Growth - continued

Proposed timeline and milestones

Table 1. Project milestones and timeline

Milestone	Description	Date
1	Project commencement	14 May 2012
2 (interim)	Review of background documents and preliminary data; peer review of Workforce Planning report	30 June 2012
3 (interim)	Template document – indication of key areas to be populated by RDA in stage 2	30 June 2012
4 (interim)	Peer review of data collection by RDA	1 September 2012
5	Final report: identification of cross-regional collaborative opportunities	21 December 2012

This timeline is based on an assumption of prompt feedback from the Steering Committee during the project, and timely completion of the Stage 2 data collection exercise by the RDAs.



**Regional
Development**
Australia

FITZROY AND CENTRAL WEST INC

P: 07 4923 6217

F: 07 4936 0317

25 Yeppoon Road Parkhurst Q 4702

PO Box 307 Rockhampton Q 4700

E: eo@rdafcw.com.au

www.rdafcw.com.au