TOWNSVILLE AND NORTH WEST QLD

An Australian Government Initiative

BUSINESS PLAN

2014-2015

(Updated 26 August, 2014)

Contents

1. Summary of Key Achievements and Learnings from 2013/14

The Regional Development Australia Townsville and North West Queensland (RDA) Committee has had another successful year in achieving its objectives and taking on new challenges associated with regional development in not only our own region, but also across the greater Northern Queensland region and the greater Northern Australia region. The following are a sample of these achievements that demonstrate outcomes and work towards longer term regional development outcomes.

Key Achievements

- RDA's RDAF Round 2 recommended project, the ACT for Kids Child and Family Centre of Excellence, received Commonwealth funding of $3.4 million and opened in May, 2014. The State Government contributed $600,000, James Cook University donated the land and other supporters contributed $170,000 demonstrating strong support for the project.

  The ACT for Kids Child and Family Centre of Excellence includes:
  - purpose-built therapy spaces and a specialist preschool with indoor and outdoor play areas for abused and neglected children
  - improved office facilities to accommodate delivery of outreach parenting support and programs
  - a child friendly outdoor play and meeting space for families and for Act for Kids and other community organisations to conduct parenting programs
  - a training centre for professional development workshops, undergraduate subjects and postgraduate courses developed in partnership with James Cook University
  - a child protection and development research centre to promote evidence based practice, evaluate services and inform program and policy development.

  The purpose-built centre combined with research and education will go a long way to addressing North Queensland's growing need for child and family support services, by providing evidence-based therapy and interventions that will improve the outcomes and future for thousands of children and families.

- RDA's RDAF Round 3 recommended project, the Palm Island Aboriginal Council's floating pontoon jetty, received Commonwealth funding of $500,000, State funding of $500,000, Council funding of $500,000 and in-kind support and $200,000 funding from Sealink (the private ferry operator). This is an extremely good example of all three levels of government and the private sector working together to address a need and deliver a good outcome to catalyse future opportunities. The project was completed, and an official opening was held in July, 2014.

  The project brings together considerable planning, identifying funding partners to construct a permanent floating pontoon alongside the existing jetty at Palm Island which is owned by the Department of Transport and Main Roads. The project outcome will enable regular scheduled transport services, opening tourism and economic development opportunities for the 3,000 strong Indigenous Palm Island community.

- RDA's RDAF Round 3 recommended project, the Hinchinbrook Community Support Centre, received Commonwealth funding of $500,000 and a $300,000 contribution from the project proponent and was completed with an official opening on 1st August, 2014.

  This project enabled the acquisition and fit-out of expanded flood proof premises to be occupied by Hinchinbrook Community Support Centre and Ingham Disability Support Services. This will enable services to be expanded by 200% in community housing and 50% in social services. Hinchinbrook Community Support Centre has grown from its inception in 1980 to be the leading organisation in the provision of social housing and community services in the Hinchinbrook community. The existing service level has already outgrown the space available in the original premises. Current programs delivered though the centre are funded at $1.5 million per annum and this is anticipated to increase to $3 million per annum in the short to medium term.

- The four Northern Queensland Regional Development Australia Committees from Rockhampton to the Cape and west to the Northern Territory border have continued collaborating with the support of the Australian Government to further develop the Northern Queensland Strategy.

  Collectively the four RDA Committees travelled and met with key decision makers in Canberra and Brisbane and advocated their strategic and coordinated view for developing Northern Queensland, including projects such as the funding of key sections of the Bruce Highway. Political leaders advised RDAs that this joint approach made significant impact and contributed towards the decision for the Commonwealth to fund $6.7 billion of the Bruce Highway upgrade, which was complemented by State funding for the total of $8.5 billion of works to be completed over 10 years.

  The 1,700 kilometre Bruce Highway is Queensland's major north-south road corridor, connecting coastal population centres from Brisbane to Cairns and supporting around 58 per cent of Queensland's population. The highway provides critical linkages for freight movements between inland production areas and eleven coastal ports and major regional centres. It is also a major commuter route at its southern end and a key tourist corridor. The Australian Government has committed funding to 61 new and existing projects on the Bruce Highway over ten years from 2013-14 as part of the new Infrastructure Investment Programme. The projects include major upgrades and realignments, strengthening and widening type works, plus a range of safety and efficiency measures to target crash black spots and to provide additional overtaking lanes and rest areas.

  The Bruce Highway has been rated as one of the most dangerous roads in Australia. The range of projects to be undertaken as part of the Infrastructure Investment Programme are aimed at improving the safety, capacity constraints, and flood immunity issues currently experienced along the length of the Bruce Highway.

- The four Northern Queensland RDAs completed a report on the development of three business cases for developing aviation, roads and agricultural distribution in the north from which further specific project opportunities are being developed.

- RDA provided financial support of $5,000 to Mount Isa to Townsville Economic Zone Inc (MITEZ) and participated in the Working Group with other regional partners in the development of the North West Queensland Strategic Development Study which was launched in May, 2014 to provide advice on the next 20 years of development opportunities in the North West Minerals Province. RDA is now a partner in the Implementation Plan Working Group for transport infrastructure.

⊚ RDA is leading a cross-regional RDA initiative to develop a stronger case for investment into regional roads west of the Bruce Highway and outside South-East Queensland. This involved convening a Regional Roads Forum in December, 2013 in Longreach and ongoing research and stakeholder engagement to organise a follow up meeting in Mount Isa in August, 2014. The goal is to harness the strength of all stakeholders to coordinate and speak with one voice, to prioritise road projects and attract funding for improvements in safety, access and productivity to support industries, especially agribusiness, mining and tourism, and local communities.

The background to this project is that:
- Queensland's population of 4.7 million is the most decentralised of all states, with 1.3 million people (27.7% of the population) living outside the capital city[1].
- Accordingly, Queensland's industry and business base is also broadly distributed. 52% or $140 billion value of Queensland's Gross State Product (GSP) is generated outside Brisbane[2].
- The Queensland Government acknowledges that there are four major pillars to the Queensland economy – Mining, Agriculture, Tourism and Construction.
- The mining industry contributes $75.7 billion and 26.7% to the GSP and employs 436,000 people accounting for 18.6% of the State's employment. Approximately 55% of this industry activity is based outside South East Queensland[3].
- The agricultural industry contributes $13.7 billion [4] and 5% to the GSP and employs 323,800 people accounting for 14% of the State's employment. Approximately 88% of jobs in this industry activity are regionally-based[5].
- The tourism industry contributes $23 billion and 7.9% to the GSP and employs 101,000 people accounting for 10.3% of the State's employment. Approximately 40% of this industry activity is based outside South East Queensland[6].
- The construction industry contributes $14.4 billion and 7.7% to the GSP and employs 149,400 people accounting for 8.4% of the State's employment[7]. Approximately 47% of this industry activity is based outside South East Queensland[8].

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[1] Queensland Government Statistician's Office, Queensland Treasury and Trade, May 2014
[2] Queensland Treasury and Trade, March 2013, Experimental Estimates of Gross Regional Product 2000-01, 2006-07 and 2010-11. 2011 figures used
[3] Queensland Resources Council, November 2013, Economic Impact of Minerals and Energy Sector on the Queensland Economy 2012/13
[4] Department of Agriculture, Fisheries and Forestry 2013, Queensland AgTrends 2013: forecasts and trends in Queensland agricultural, fishers and forestry production
[5] Australian Bureau of Statistics 2011, 2011 Census of population and housing, working population profile, W09 industry of employment by sex. Regionally based means outside the Brisbane Statistical Division
[6] www.tq.com.au/research
[7] Australian Bureau of Statistics, 8731.0 – Building Approvals, Australia, May 2004. Focus on the Queensland Construction Industry
[8] Department of Infrastructure and Transport, Research Report, Population growth, jobs growth and commuting flows in South East Queensland

- Submissions were made to the following enquiries to ensure the relevant needs and opportunities in regional Australia and in particular the Townsville and North West Queensland region were recognised so that government policy can be strengthened to benefit all of Australia.

  - The Joint Select Committee on Northern Australia
  - The Green Paper on Northern Australia Development
  - The ACCC Enquiry into Domestic Transmission Capacity Service
  - The Queensland Government Queensland Plan
  - The Queensland Government 30 Year Electricity Strategy Discussion Paper
  - The Queensland Government Ports Strategy
  - The Queensland Government Digital Economy Strategy
  - The Queensland Government ResourcesQ Vision
  - The Queensland Competition Authority Enquiry into Electricity Price Regulation

- The RDA staff wrote and distributed 15 Community Connections and Newsflash e-newsletters to a database of more than 1,100 stakeholders, promoting 103 grants and programs, 100 capacity building events and workshops and a variety of other stories that support regional development.

Key Challenges

- An on-going challenge for RDA is its limited resource base. There is no scope for a contingency budget to address new issues or opportunities. With an annual base funding of $325,000, as provided by the Commonwealth Government, the budget is expected to cover employment of 2.5 staff and operational overhead costs. An office and some associated overheads were previously provided in-kind by the Queensland Government but this arrangement is no longer in place and now RDA is expected to cover additional overheads from its existing budget. This will negatively impact our staffing level and our ability to undertake project work.

- Related to the above challenge, our RDA covers a very large region that is 6.6 times the size of Tasmania – that is 449,190 km^2 which equates to 179,676 km^2 per staff member. This means we have 72^c to spend per square kilometre over the course of a year or $1.20 per person in the region.

- (In Tasmania, there is one RDA with 5 staff covering 68,401 km^2, that is, 13,680 km^2 per staff member.) Most of our region is considered remote or rural, requiring extensive and expensive travel. Despite the excellent efforts of our Committee members and staff, our region is significantly under-serviced and disadvantaged as a result of current resourcing.

- With the Australian Government focus on northern Australia and opportunities for growth in industries and trade with Asia, it seems timely for reconsidering the resourcing of RDAs to enable better engagement and servicing of such large areas in northern Australia.

Key Learnings

- We would like to work with the Government and local communities to provide greater access to funds for smaller remote and rural communities in addition to the larger regional hubs. Local governments in rural and remote regions have a small rate base and few public and private funded leveraging opportunities for funding applications. There is a need for more flexibility in conditions for small community infrastructure grants.

- More lead time from the announcement of guidelines to funding rounds opening would benefit smaller organisations with fewer resources. We look forward to the new National Stronger Regions Fund and would like to encourage the Commonwealth Government to release the guidelines at least six months before the funding rounds open and to open the funding rounds with at least three months before the closing deadline.

- Cross-border collaboration does lead to significant opportunities as can be seen from the work being done in the development of the Northern Queensland Strategy. RDAs from Fitzroy Central West, Mackay Isaac Whitsunday, Far North Queensland and Torres Strait and Townsville and North West Queensland have collaborated on a "whole of the north" approach to develop opportunities for economic, social and environmental benefits. A working group has also been developed across all Northern Australia RDA Committee to enhance collaboration in the context of supporting the Commonwealth Government's focus on developing Northern Australia.

- RDA's reliance on the Commonwealth Government funding, and the need to comply with good governance practice including trading with sufficient funds in June, requires RDA to be a prudent manager of carry-over funds each year to be able to pay salaries and operational costs should the first payment in the new fiscal year be late.

2. Overview of Committee Members & Staff

RDA consists of 12 Committee members who are volunteers with a diverse range of skills, experiences and knowledge from the community, industry, business, economic development, natural resource management, training and government. The Committee meets bi-monthly, usually in Mount Isa or Townsville. There are currently two vacancies on the Committee.

RDA's Vision

A prosperous, sustainable, cohesive and liveable region

RDA's Mission

To enhance the sustainable, economic prosperity and quality of life in our region

RDA's Values

- **I**ntegrity in everything we do

- **R**espect for everyone we work with

- **I**nnovation and commitment to achieve outcomes

- **S**ustainable outcomes for our people and environment

Committee Members:

Name	Background/ Experience/ Qualifications	Role
Paul Woodhouse Appointed February, 2012	Paul joined RDA in 2012. Retiring from local government after serving 12 years as Mayor and Councillor of McKinlay Shire Council to follow other interests, Paul is a primary producer in north west Queensland. Paul is also the Chairman of the North West QLD Hospital and Health Services Board.	**Chairman** • Leadership • Engagement with the Commonwealth and State Governments in relation to the Contract • Chairing of Committee meetings • Representation of RDA on various committees and associated advocacy • Representation of RDA at meetings and events as appropriate • Promote RDA to own networks
Lyn McLaughlin Appointed October, 2009	Lyn joined RDA in 2009. She is a former Mayor and Councillor of Burdekin Shire Council and represents the region on several committees. Lyn is a primary school teacher. Lyn's involvement in community, recreational and sporting groups has been a part of her life for many years.	**Deputy Chair** • Deputise for the Chairman when required • Attend Committee meetings • Representation of RDA at meetings and events as appropriate • Provide input to Committee submissions to Commonwealth and State Government enquiries • Promote RDA to own networks
Jeff Jimmieson Appointed October, 2009	Jeff Jimmieson is the Manager of Performing Arts, Events and Protocol for Townsville City. He has had an extensive career in event management, public relations and the performing arts, both in local government and private enterprise. His community service includes board memberships of PCYC and Rotary.	**Treasurer** • Provide guidance and support to the Committee and CEO on financial matters • Approve online payments and sign cheques and official papers as required • Attend Committee meetings • Representation of RDA at meetings and events as appropriate • Provide input to Committee submissions to Commonwealth and State Government enquiries • Promote RDA to own networks
Mr David Kippin Appointed February, 2012	David is the former CEO of Townsville Enterprise Limited, North Queensland's peak economic development and destination marketing organisation. David has previously held senior positions in financial and corporate advisory services.	**Secretary** • Provide guidance and support to the Committee and CEO on governance matters • Sign cheques and official papers as required • Attend Committee meetings • Representation of RDA at meetings and events as appropriate • Provide input to Committee submissions to Commonwealth and State Government enquiries • Promote RDA to own networks

Name	Background/ Experience/ Qualifications	Role
Cr Eric (Rick) Britton Appointed October, 2009	Rick was elected to Boulia Shire Council in 2007 and has served as Mayor since 2008. Rick and his wife Ann own and operate the cattle station Goodwood Pastoral Company and both are heavily involved in numerous Boulia events.	**Committee member** • Attend Committee meetings • Representation of RDA at meetings and events as appropriate • Provide input to Committee submissions to Commonwealth and State Government enquiries • Promote RDA to own networks
Dr Scott Crawford Appointed February, 2012	Based in Townsville, Scott is CEO of NQ Dry Tropics, the natural resource management body for the Burdekin region. He has an extensive senior management career in natural resource management. Originally from Brisbane, Scott has lived in Townsville for 13 years.	**Committee member** • Attend Committee meetings • Representation of RDA at meetings and events as appropriate • Provide input to Committee submissions to Commonwealth and State Government enquiries • Promote RDA to own networks
Cr Greg Jones Appointed October, 2009	Greg is the Mayor of Flinders Shire where he has served as a Councillor since 1994. Greg and wife Carole operate an Electrical, Refrigeration & Air Conditioning business in Hughenden.	**Committee member** • Attend Committee meetings • Representation of RDA at meetings and events as appropriate • Provide input to Committee submissions to Commonwealth and State Government enquiries • Promote RDA to own networks
Prof Sabina Knight Appointed February, 2013	Sabina is the Director of the Mount Isa Centre for Rural and Remote Health and is an internationally recognised rural health leader with an extensive career in remote and rural primary health care, public health and education, and community development.	**Committee Member** • Attend Committee meetings • Representation of RDA at meetings and events as appropriate • Provide input to Committee submissions to Commonwealth and State Government enquiries • Promote RDA to own networks
Jeremy Moffat Appointed February, 2013	Jeremy is the Director of NQ Telecom and a passionate advocate for regional Queensland. Jeremy moved his family from Sydney in 2003 to start up North Queensland Telecom.	**Committee Member** • Attend Committee meetings • Representation of RDA at meetings and events as appropriate • Provide input to Committee submissions to Commonwealth and State Government enquiries • Promote RDA to own networks
Mr Mike Westerman Appointed February, 2012	Mike is the Chief Operating Officer, Glencore North Queensland Copper Assets Australia and has more than 20 years' experience as a mining engineer in underground and open pit environments.	**Committee member** • Attend Committee meetings • Representation of RDA at meetings and events as appropriate • Provide input to Committee submissions to Commonwealth and State Government enquiries • Promote RDA to own networks

Name	Background/ Experience/ Qualifications	Role
2 Positions Vacant		

Staff:

The Chief Executive Officer and Executive Assistant roles are full-time positions based in Townsville. The Project Officer role is a part-time position (0.5 FTE) based in either Townsville or Mount Isa, with the current staff member based in Townsville. In the past we have had a part-time administration position in Mount Isa when the former Chairman was based in Mount Isa but we found it difficult to recruit and retain part-time staff. Ideally we would like to recruit an additional part-time project officer in Mount Isa but current resourcing does not permit this.

Name	*Background/ Experience/ Qualifications*
Glenys Schuntner Chief Executive Officer From 22 April, 2010 ceo@rdanwq.org.au	Glenys has lived in Townsville for nine years. Her previous positions include the CEO of Townsville Enterprise Limited, the peak economic and marketing organisation for the North Queensland region; National Manager Major Events (based in Sydney), Senior Trade Commissioner Malaysia (based in Kuala Lumpur) and Trade Commissioner based in Sendai, Japan at Austrade, the Australian Trade Commission. Prior to Austrade, Glenys worked in the airline and travel industry in Australia and Japan.
Shannyn Pool Executive Assistant From 30 September, 2011 info@rdanwq.org.au	Shannyn was born in Townsville and after living on the Gold Coast for 10 years, returned to Townsville in 1998. Shannyn worked as a Paralegal and Personal Assistant at MacDonnells Law from 2003 to 2011.
Beth Whitworth Project Officer (P/T) From 28 July, 2014 on a short-term contract po2@rdanwq.org.au	Beth has experience in Regional Economic Development, Regional Planning and Environmental Management in the State Government, Local Government and private sector.

Office location and contact details:

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3. Operational Parameters

RDA is an Australian Government initiative and is funded in cash by the Australian Government.

Australian Government Commitment

In 2014-15, the Australian Government, through the Department of Infrastructure and Regional Development will provide base funding of $325,887 cash for operations. In addition to this $7,290 may be provided for Chairman and Deputy Chair expenses and a further $25,000 may be provided subject to a satisfactory improvement in performance (QPIP).

Third Party Contracts

RDA does not have any third party contracts or agreements in place as at 25 August, 2014.

Annual Budget

GST Exclusive Amounts	Funding Sources and Budget					
	Commonwealth Operational (incl. All $ in FA & Schedules)	Commonwealth 3rd Party Projects	State/Territory Operational	State/Territory Projects	Other	Total
INCOME						
Surplus **Operational** Funding c/f from previous period	94,707					94,707
Project Funding c/f from previous period (As outlined in Schedules B & C) Insert new lines- if multiple projects						-
Base Operational Funding for this Period	325,887					325,887
Chair/Deputy (leadership duty)	7,290					7,290
QPIP	25,000					25,000
Other Supplementary Funding (if any) - carry over of one off for office move	672					672
Other (Project 1) - Roads project					1,200	1,200
Other (Project 2)						-
Other (Project 3)						-
Interest on C'wlth funds	4,000					4,000
Total Income (A)	**457,556**	**-**	**-**	**-**	**1,200**	**458,756**

GST Exclusive Amounts	Commonwealth Operational (incl. All $ in FA & Schedules)	Commonwealth 3rd Party Projects	State/Territory Operational	State/Territory Projects	Other	Total
Expenditure Major Budget Items						
Project Funding c/f from previous period (As outlined in Schedules B, C etc.) Insert new lines- if multiple projects						-
Staff Salaries	240,000					240,000
Employee Entitlements	24,000					24,000
Other Staff Expenses	27,000					27,000
Office Lease & Outgoings	7,000					7,000
Vehicle Costs	20,000					20,000
Operational	45,000					45,000
Financial. Legal & Professional	10,000					10,000
Marketing	10,000					10,000
Asset Acquisition.	2,000					2,000
Committee costs	30,000					30,000
Chair/Deputy (leadership duty)	7,290					7,290
QPIP	25,000					25,000
Other Supplementary Funding (if any)						-
Other Project 1 - roads project					10,000	10,000
Other Project 2						-
Other Project 3						-
Total Exp (B)	**447,290**	**-**	**-**	**-**	**10,000**	**457,290**
SURPLUS A-B	**10,266**	**-**	**-**	**-**	**-8,800**	**1,466**

4. Activities and Key Priorities

In accordance with the Commonwealth Government Operational Funding Contract for RDA, the RDA Committee will focus on activities that deliver results against the following prescribed Outcomes:

- Consultation and Engagement with the Regional Community;
- Informed Regional Planning;
- Enhanced Whole-of-Government Approach to Regional Issues;
- Enhanced Awareness of Government Programs; and
- Improved Community and Economic Development.

The following describes RDA's priority activities that align with the 2013-16 Regional Roadmap.

Consultation and Engagement with the Regional Community:
Activity: Direct one-on-one consultation and engagement with (1) the 15 local government authorities, (2) 4 regional economic development organisations (3) 5 natural resource management groups and (4) other representational industry, business and community organisations in the region at least once during the year with a focus on Regional Roadmap aligned priorities; and regular contact with each of these organisations through emails and calls as well as newsletters. Engagement with these organisations will inform our advice to all governments on regional priorities. **KPI**: Completion of 24 meetings during year, with as many as possible face-to-face across the 449,000km^2 region
Activity: Regular communications with all stakeholders through RDA's own *Community Connections* newsletters and emails. Information will be distributed to enable more stakeholders to be aware of funding and capacity building opportunities to achieve outcomes in their communities. KPI: 10 issues of *Community Connections* to be distributed to a subscriber base of more than 1,100 during the year with content on capacity building events, funding opportunities and RDA activities
Activity: On-going updating of knowledge, quality and records of key stakeholders so that RDA can engage effectively and efficiently. **KPI**: increase stakeholder database by 5% from 2,129 to 2,235
Activity: Respond to enquiries for input and advice on projects/ programs/ plans being developed within the region to ensure stakeholders are connected to the right people, information and potential funding sources. **KPI**: Meet and provide advice to 50 organisations or individuals during the year.

Informed Regional Planning:
Activity: Respond to requests for input to regional planning from all levels of government **KPI**: Attendance and/or input to plans – on at least 18 occasions
Activity: Distribution of the RDA brochure (which includes an introduction to RDA and a summary of the Regional Roadmap) to share more broadly the vision, priorities, strategies and information developed from consultations and to seek opportunities for collaboration to address issues and opportunities. **KPI**: Distribution of the brochure through meetings
Activity: Transfer of key issues and opportunities from the Regional Roadmap into this Business Plan to ensure actions are taken, monitored and reported. **KPI**: Inclusion of above issues and opportunities in this Business Plan with associated actions
Enhanced Whole-of-Government Approach to Regional Issues:
Activity: RDA participation in whole-of government committees and forums, and budgeting to cover associated travel costs, to encourage a broad regional perspective to be taken and collaboration is secured to progress regional priorities that align with the Regional Roadmap. • Townsville Economic Development Plan Steering Committee – P. Woodhouse • Townsville Economic Development Plan Implementation Committee – G. Schuntner • NQ ROC- Regional Economic Development Sub-Committee – G. Schuntner • Broadband for the Tropics – G. Schuntner • Carpentaria Minerals Province Stage 2 Implementation Working Group – G. Schuntner • NQ Regional Managers' Coordination Network – G. Schuntner • NWQ Regional Managers' Coordination Network – G. Schuntner • Townsville Digital Economy Strategy Implementation Committee – G. Schuntner • NQ Economic Development Practitioners' Network – G. Schuntner **KPI**: Attendance and expenditure of RDA budget to travel to these meetings to demonstrate support for a whole-of-government approach. Input at meetings to ensure a broad regional perspective.
Activity: Participation as an observer at regional economic development/ environmental/ social development organisation meetings as appropriate to encourage a broad regional perspective to be taken and collaboration is secured to progress regional priorities that align with the Regional Roadmap. Examples of these include: • MITEZ – the Mount Isa to Townsville Economic Zone Inc • GSD – the Gulf Savannah Development Board **KPI**: Attendance and expenditure of RDA budget to travel to these meetings to demonstrate support for a whole-of-government approach. Input at meetings to ensure a broad regional perspective.

Activity: On-going collaboration with Northern Queensland RDAs on the Northern Queensland Strategy to develop closer links and opportunities for strategic priorities based on partnerships between RDAs and all three levels of government
KPI: Attendance and expenditure of RDA budget to travel to these meetings to demonstrate support for a whole-of-north approach and provide input to the development of the Northern Australia White Paper.

Enhanced Awareness of Government Programs:
Activity: Promotion of Government programs and other relevant information for regional development through RDA's *Community Connections* newsletter. Information will be distributed to enable more stakeholders to be aware of funding and capacity building opportunities to achieve outcomes in their communities.
KPIs: Production and distribution of 10 *Community Connections* newsletters to our RDA subscribers; increase subscriber database by 5% from 1,145 to 1,202
Activity: Regular updating of the RDA website to promote Government programs and other relevant information for regional development. Information will be made available to enable more stakeholders to be aware of funding and capacity building opportunities to achieve outcomes in their communities. **KPI**: Increase website reach in business year by 5%: • From 269,350 hits to 282,817; • From 139,742 page views to 146,729; and • From 66,915 user sessions to 70,260.
Activity: Promotion of funding programs associated with the Dept of Infrastructure and Regional Development to attract and support regional priorities. **KPI**: Attraction of applications (until the future program details are known, a specific number cannot be provided); successful applications from within the region (will depend upon the launch of new programs)
Activity: Provide letters of support and appropriate introductions and advice to assist organisations to achieve a higher rate of success. **KPI**: Provision of letters as appropriate (a target is difficult given both Commonwealth and State grants are unknown for the year ahead)

Improved Community and Economic Development:
Activity: Follow up to participation in a regional Committee facilitated by Townsville Enterprise to address ENERGY issues as identified in the Regional Roadmap. **KPI**: Attendance and input to the project follow up and advocacy to make recommendations for future investment into energy infrastructure in the region.
Activity: RDA to continue to drive a regional ROADS project with other RDAs, the Dept of Transport and Main Road, all local councils in the western region of QLD, other Australian and Queensland Government departments, industry representatives and RACQ to share information and develop a cross-regional collaborative framework to prioritise roads and attract funding. **KPI**: Hold a second forum in August 2014 with at least 30 key stakeholders attending; outcomes from the forum to lead to collaboration in developing a Queensland Westerns Roads Action Plan

Activity: RDA to collaborate with Northern Queensland Strategy partners and Northern RDA Alliance partners to advocate for funding of northern Australia infrastructure **KPI**: To develop evidence, engage with stakeholders and provide input to enquiries and advocacy opportunities, especially in regard to the development policy for the development of Northern Australia
Activity: RDA to support a TELECOMMUNICATIONS project under the Northern RDA Alliance **KPI**: Attendance at relevant meetings and sharing of learnings with regional stakeholders to enable replication of the project if successful
Activity: Following on from RDA's participation in the Northern Queensland Irrigated Agricultural Strategy focussed on developing access to WATER on the Flinders and Gilbert Rivers to increase agriculture, RDA will support advocacy efforts to attract investment. **KPI**: RDA attendance and input at meetings and introductions as appropriate for opportunities associated with the Flinders River Agricultural Precinct
Activity: RDA participation in the North West Minerals Province (NWMP) Study Stage 2 Implementation Working Group with local councils, the Dept of State Development, Infrastructure and Planning and regional economic development organisations to address impediments to expansion of the projects within the NWMP **KPI**: RDA funding contribution and input to the steering committee to lead to outcomes in identifying investment attraction opportunities
Activity: RDA will collaborate with stakeholders and advocate for funding to the JCU Tropical Knowledge and Innovation Centre in Townsville to enhance the region's positioning in the area of TROPICAL KNOWLEDGE AND EXPERTISE and to nurture new 21st Century business development. **KPI**: Introduce funding opportunities and support advocacy efforts
Activity: RDA will facilitate a meeting with EDUCATION and economic development representatives to gauge the level of regional concern regarding low education levels in the region and interest in addressing this issue and will consider options to take the issue forward. Without recognition of issues and a focus on improving educational outcomes for youth, the region, communities and individuals will suffer disadvantage. **KPI**: Identify relevant stakeholders; convene meeting; decide on actions to follow
Activity: RDA will support advocacy efforts to all levels of government to achieve better LAND TENURE arrangements that support rural and regional industries and families with security for leasehold. This will support longer-term planning and financial management through tough economic and weather patterns. **KPI**: Contribution to dialogue and consultations about the issue of security for leasehold land tenure
Activity: RDA will support the promotion and processes of grants for COMMUNITY INFRASTRUCTURE to help build stronger, healthier, more inclusive communities. Small councils and communities do not have a sufficient rate base to develop the required leveraging for many grants and so are at a significant disadvantage when applying for national competitive funding grants. **KPI**: (Dependent upon Government grants being developed) Advocate for more equity for rural and remote communities in grants conditions and distribution; Promotion of 50 grants through *Community Connections*

Key and Emerging Issues

The following issues are current in August, 2014.

🌀 Global Factors

- The relatively high AUD exchange rate and its impact on the mining, agricultural, tourism and education export sectors in particular.
- Slowing growth in key Asian markets for commodities and slow recovery in Europe and the USA.
- Climate Change impact on the environment, community and industry and associated risk management and decision making impacts.

🌀 Australian/ State/ Regional Factors

- Austerity drives for budget savings in Commonwealth and State expenditure affecting employment levels within the region.
- Completion of construction on several mining and gas projects, the cancellation of some mining activities and job cuts within the sector.
- Negative impacts from drought across most of the region and state.
- Near completion of construction on major expansion at Lavarack base in Townsville which was a major stimulus to the local economy.
- Increases in unemployment and a reduction in troop deployments (cash allowances), contributing to a significant reduction in retail expenditure in Townsville.
- Strong growth in unemployment within the region and in particular within the youth age group.

Partnerships

Regional collaboration is the key to RDA's success. With limited resources to cover such a large region, RDA has to be strategic about its activities and key priorities. To address many of the identified issues and opportunities in the region, RDA is playing a lead or support role with identified stakeholders. In Chapter 5, collaboration with several working groups and committees is identified in relation to each KPI. In Chapter 7, Stakeholder Engagement and Communication is discussed in more detail.

5. Outcomes and Key Performance Indicators

The Outcomes and associated KPI areas shown below are as stated in the Funding Agreement between the Commonwealth and RDA Committee.

Complete A as part of Annual Business Plan	Complete B & C as part of Annual Report on Outcomes	
A	B	C
Planned activities relevant to KPI	**Outcomes—Report against KPI**	**Analysis of Performance against Outcome**
List in this column planned activities relevant to each KPI that will be undertaken during the year, and which will subsequently help provide a basis for assessing RDA committee performance in meeting KPIs and hence Outcomes.	List in this column measures of activities that were undertaken during the year relevant to each KPI, which provide a basis for assessing RDA committee performance in meeting KPIs and hence Outcomes. Annexure 2 provides suggestions of relevant measures that RDAs could choose to use here.	*Provide in this column commentary and analysis of performance against each Outcome, covering:* • a summary assessment of overall impact e.g. fully effective/partially effective/no impact • why expectations and goals were not met or exceeded (where relevant) • key issues and challenges impacting on performance, and • what lessons these issues raise and challenges for the next twelve months. *Any other matters relevant to performance which the RDA committee wishes to bring to attention.*

Outcome 1. Consultation and Engagement with the Regional Community

KPI—Evidence that the RDA committee has maintained and nurtured a constructive relationship with its regional community in a manner that has assisted development of a widely-supported vision and strategy for the region.

Activity: On-going updating of knowledge, quality and records of key stakeholders so that RDA can engage effectively and efficiently. **KPI**: increase stakeholder database by 5% from 2,129 to 2,235		
Activity: Direct one-on-one consultation and engagement with (1) the 15 local government authorities, (2) 4 regional economic development organisations (3) 5 natural resource management groups and (4) other representational industry, business and community organisations in the region at least once during the year with a focus on Regional Roadmap aligned priorities; and regular contact with each of these organisations through emails and calls as well as newsletters. Engagement with these organisations will inform our advice to all governments on regional priorities. **KPI**: Completion of 24 meetings during year, with as many as possible face-to-face across the 449,000km^2 region		
Activity: Regular communications with all stakeholders through RDA's own *Community Connections* newsletters and emails. Information will be distributed to enable more stakeholders to be aware of funding and capacity building opportunities to achieve outcomes in their communities. **KPI**: 10 issues of *Community Connections* to be distributed to a subscriber base of more than 1,100 during the year with content on capacity building events, funding opportunities and RDA activities		
Activity: Respond to enquiries for input and advice on projects/ programs/ plans being developed within the region to ensure stakeholders are connected to the right people, information and potential funding sources. **KPI**: Meet and provide advice to 50 organisations or individuals during the year.		

Outcome 2. Informed Regional Planning

KPI—Evidence that the RDA committee has developed, updated and implemented a Regional Plan that is informed by a diversity of sources including wide regional stakeholder consultation, regional evidence and information, and strategic planning and policy documents from the Commonwealth and state/territory governments.

Activity: Respond to requests for input to regional planning from all levels of government **KPI**: Attendance and/or input to plans – on at least 18 occasions		
Activity: Distribution of the RDA brochure (which includes an introduction to RDA and a summary of the Regional Roadmap) to share more broadly the vision, priorities, strategies and information developed from consultations and to seek opportunities for collaboration to address issues and opportunities. **KPI**: Distribution of the brochure through meetings		
Activity: Transfer of key issues and opportunities from the Regional Roadmap into this Business Plan to ensure actions are taken, monitored and reported. **KPI**: Inclusion of above issues and opportunities in this Business Plan with associated actions		

Outcome 3. Enhanced Whole-of-Government Approach to Regional Issues

KPI—Evidence that the RDA has encouraged strong partnerships across and between all three levels of government and the incorporation of a regional perspective into their agendas.

Activity: RDA participation in whole-of government committees and forums, and budgeting to cover associated travel costs, to encourage a broad regional perspective to be taken and collaboration is secured to progress regional priorities that align with the Regional Roadmap. • Townsville Economic Development Plan Steering Committee – P. Woodhouse • Townsville Economic Development Plan Implementation Committee – G. Schuntner • NQ ROC- Regional Economic Development Sub-Committee – G. Schuntner • Broadband for the Tropics – G. Schuntner • Carpentaria Minerals Province Stage 2 Implementation Working Group – G. Schuntner • NQ Regional Managers' Coordination Network – G. Schuntner • NWQ Regional Managers' Coordination Network – G. Schuntner • Townsville Digital Economy Strategy Implementation Committee – G. Schuntner • NQ Economic Development Practitioners' Network – G. Schuntner **KPI**: Attendance and expenditure of RDA budget to travel to these meetings to demonstrate support for a whole-of-government approach. Input at meetings to ensure a broad regional perspective.		

Activity: Participation as an observer at regional economic development/ environmental/ social development organisation meetings as appropriate to encourage a broad regional perspective to be taken and collaboration is secured to progress regional priorities that align with the Regional Roadmap. Examples of these include MITEZ – the Mount Isa to Townsville Economic Zone Inc and GSD – the Gulf Savannah Development Board **KPI**: Attendance and expenditure of RDA budget to travel to these meetings to demonstrate support for a whole-of-government approach. Input at meetings to ensure a broad regional perspective.		
Activity: On-going collaboration with Northern Queensland RDAs on the Northern Queensland Strategy to develop closer links and opportunities for strategic priorities based on partnerships between RDAs and all three levels of government **KPI**: Attendance and expenditure of RDA budget to travel to these meetings to demonstrate support for a whole-of-north approach and provide input to the development of the Northern Australia White Paper.		

Outcome 4. Enhanced Awareness of Government Programs

KPI—Evidence that the RDA committee has made efforts to raise regional awareness of government programs and has encouraged applications from its region for such support.

Activity: Promotion of Government programs and other relevant information for regional development through RDA's *Community Connections* newsletter. Information will be distributed to enable more stakeholders to be aware of funding and capacity building opportunities to achieve outcomes in their communities. **KPIs**: Production and distribution of 10 *Community Connections* newsletters to our RDA subscribers; increase subscriber database by 5% from 1,145 to 1,202		
Activity: Regular updating of the RDA website to promote Government programs and other relevant information for regional development. Information will be made available to enable more stakeholders to be aware of funding and capacity building opportunities to achieve outcomes in their communities. **KPI**: Increase website reach in business year by 5%: • From 269,350 hits to 282,817; • From 139,742 page views to 146,729; and • From 66,915 user sessions to 70,260.		
Activity: Promotion of funding programs associated with the Dept of Infrastructure and Regional Development to attract and support regional priorities. **KPI**: Attraction of applications (until the future program details are known, a specific number cannot be provided); successful applications from within the region (will depend upon the launch of new programs)		

Activity: Provide letters of support and appropriate introductions and advice to assist organisations to achieve a higher rate of success. **KPI**: Provision of letters as appropriate (a target is difficult given both Commonwealth and State grants are unknown for the year ahead)		

Outcome 5. Improved Community and Economic Development (Aligned with Regional Roadmap Priorities)

KPI—Evidence that the RDA committee has contributed to improved economic, environmental and social outcomes in its region.

Activity: Follow up to participation in a regional Committee facilitated by Townsville Enterprise to address ENERGY issues as identified in the Regional Roadmap. **KPI**: Attendance and input to the project follow up and advocacy to make recommendations for future investment into energy infrastructure in the region.		
Activity: RDA to continue to drive a regional ROADS project with other RDAs, the Dept of Transport and Main Road, all local councils in the western region of QLD, other Australian and Queensland Government departments, industry representatives and RACQ to share information and develop a cross-regional collaborative framework to prioritise roads and attract funding. **KPI**: Hold a second forum in August 2014 with at least 30 key stakeholders attending; outcomes from the forum to lead to collaboration in developing a Queensland Westerns Roads Action Plan		
Activity: RDA to collaborate with Northern Queensland Strategy partners and Northern RDA Alliance partners to advocate for funding of northern Australia infrastructure **KPI**: To develop evidence, engage with stakeholders and provide input to enquiries and advocacy opportunities, especially in regard to the development policy for the development of Northern Australia		

Activity: RDA to support a TELECOMMUNICATIONS project under the Northern RDA Alliance **KPI**: Attendance at relevant meetings and sharing of learnings with regional stakeholders to enable replication of the project if successful		
Activity: Following on from RDA's participation in the Northern Queensland Irrigated Agricultural Strategy focussed on developing access to WATER on the Flinders River to increase agriculture, RDA will support advocacy efforts to attract investment. **KPI**: RDA attendance and input at meetings and introductions as appropriate for opportunities associated with the Flinders River precinct		
Activity: RDA participation in the North West Minerals Province (NWMP) Study Stage 2 Implementation Working Group with local councils, the Dept of State Development, Infrastructure and Planning and regional economic development organisations to address impediments to expansion of the projects within the NWMP **KPI**: RDA funding contribution and input to the steering committee to lead to outcomes in identifying investment attraction opportunities		
Activity: RDA will collaborate with stakeholders and advocate to attract funding to the JCU Tropical Knowledge and Innovation Centre in Townsville to enhance the region's positioning in the area of TROPICAL KNOWLEDGE AND EXPERTISE and to nurture new 2st century business development. **KPI**: Introduce funding opportunities and support advocacy efforts		

Activity: RDA will facilitate a meeting with <u>EDUCATION</u> and economic development representatives to gauge the level of regional concern regarding low education levels in the region and interest in addressing this issue and will consider options to take the issue forward. Without recognition of issues and a focus on improving educational outcomes for youth, the region, communities and individuals will suffer disadvantage. **KPI**: Identify relevant stakeholders; convene meeting; decide on actions to follow		
Activity: RDA will support advocacy efforts to all levels of government to achieve better <u>LAND TENURE</u> arrangements that support rural and regional industries and families with security for leasehold. This will support longer-term planning and financial management through tough economic and weather patterns. **KPI**: Contribution to dialogue and consultations about the issue of security for leasehold land tenure		
Activity: RDA will support the promotion and processes of grants for <u>COMMUNITY INFRASTRUCTURE</u> to help build stronger, healthier, more inclusive communities. Small councils and communities do not have a sufficient rate , industry and business base to develop the required leveraging for many grants and so are at a significant disadvantage when applying for national competitive funding grants. **KPI**: (Dependent upon Government grants being developed) Advocate for more equity for rural and remote communities in grants conditions and distribution; Promotion of 50 grants through *Community Connections*		

6. Strategic Context

RDA Overview (from the RDA Better Practice Guide 1 August, 2013)

RDA is a national initiative which seeks to grow and strengthen the regions of Australia. Made up of 55 committees, the network of RDA committees covers metropolitan, rural and remote regions across the country. RDA committees are strong advocates for their region and drivers of change and, as such, have a pivotal role in ensuring the long-term sustainability of regional Australia. RDA committees focus on the economic, social and environmental issues of importance to communities in their region.

The RDA network strengthens partnership across levels of government – Australian, state and territory, and local governments.

The Commonwealth's Regional Approach (from the RDA Better Practice Guide 1 August, 2013)

The Commonwealth's approach to regional development is built on the understanding that stronger regions make for a stronger nation. The Commonwealth understands that Australia's regions are vital to our national economy as drivers of key industries which generate the bulk of our export earnings.

The Commonwealth knows that this strength is best built through local knowledge and leadership. Expertise from local governments, Regional Development Australia committees, businesses and community groups helps to ensure that government actions align with the needs of local communities.

Importantly, the Commonwealth understands the power of partnership. No one level of government alone can effectively respond to regional priorities and needs. Partnerships are integral to making the most of a region's strengths. They ensure that regional development efforts are coordinated, complementary and aligned to the needs of local communities.

In support of this approach, all three levels of government have agreed to a regional economic development framework which includes five key determinants of long-term regional economic growth. The key determinants provide a practical focus for strengthening Australia's regions. They can be grouped into five broad themes:

- **People and skills**—human capital, particularly the education and skills required to take advantage of a region's comparative and competitive advantages.

- **Sustainable regional communities**—the combination of policies and investment in services and social infrastructure that help deliver economically, environmentally and socially sustainable communities and population growth.

- **Connecting to markets**—access to international, national and regional markets, whether by road, rail, air, sea and the internet.

- **Comparative advantage and business competitiveness**—helping regions to make the most of their strengths or comparative advantages, including through economic diversification, to foster their national and international competitiveness.

- **Partnerships and planning**—effective partnerships that span sectors and the three levels of government, including integrated regional planning which aligns the objectives of government, business and the community to coordinate development efforts at different levels.

A focus on these key determinants is supporting the Commonwealth's regional approach, backed by investments in regional communities and delivered in partnership with other levels of government, Regional Development Australia committees and local communities.

Visit the national website www.rda.gov.au for more information on the RDA network.

Commonwealth Government Priorities

The key priority of the Commonwealth Government that is relevant to the RDA region is the development of the Northern Australia Policy. In the table below, the Government's priorities and identified opportunities in the north are listed and cross-referenced with RDA's priorities.

Queensland State Government Priorities

The Queensland Government is focussed on the "four pillar economy": Agribusiness; Construction; Mining; and Tourism. The Queensland Government was approached to provide advice on their alignment with Commonwealth priorities but this information was not available.

Northern Queensland Strategy Priorities

RDAs across northern Queensland – from Fitzroy Central West, Mackay Whitsunday, Far North Queensland and Torres Strait and Townsville and North West Queensland – have collaborated since 2011 to develop an approach to regional development in the north that builds upon its strengths and opportunities and identifies impediments that need to be overcome to achieve regional development outcomes. The focus sectors of opportunity are mining, tourism, agriculture and tropical knowledge. The priority areas to support these are infrastructure development, energy, water and climate adaption.

Commonwealth Government (CG)	Queensland Government (QG)	Northern Queensland Strategy (NQS) (North of the Tropic of Capricorn)	RDA's Regional Roadmap (RR)
Commonwealth Government (CG) Immediate Policy Initiatives with direct impacts on the Townsville and North West Queensland Region			
The Coalition will restore policy stability and certainty to live exports trade.	✔	✔ Support for development of the Agricultural and grazing sector in northern Queensland.	✔ Priority #5 Planning and solutions for water quality improvements, sustainable access to water and water storage to enable expansion of agriculture, grazing and other industries.
Businesses in Northern Australia, both small and large, should compete on a level playing field, so we will conduct a 'root and branch' review of competition laws to ensure fair and effective competition in all sectors of the economy.			RDA supports this initiative.
To promote education opportunities, we will establish a new two-way 'Colombo Plan' to enable the brightest talent from Australia and our neighbours to build relationships and learn in each other's countries.			✔ RDA welcomes the opportunity the new "Colombo Plan" presents to engage our students and workers with Asia.

Commonwealth Government (CG)	Queensland Government (QG)	Northern Queensland Strategy (NQS) (North of the Tropic of Capricorn)	RDA's Regional Roadmap (RR)
We will deliver more new jobs by building a more diverse, 5-Pillar economy – through Manufacturing Innovation, Advanced Services, Agriculture, Education and Research and Mining Exports – that unleashes Australia's real economic potential.	✔ Focussed on the "four pillar economy": Agribusiness; Construction; Mining; and Tourism. There is also a focus on Defence industry opportunities in the Townsville and South East Queensland regions.	✔	✔ Priority #5 Planning and solutions for water quality improvements, sustainable access to water and water storage to enable expansion of agriculture, grazing and other industries. ✔ Priority #6 Identification of new mining and minerals processing opportunities in the region to ensure the future prosperity of the region. ✔ Priority #7 Development of the branding, positioning and exporting of Tropical Knowledge and Expertise.

Commonwealth Government (CG)	Queensland Government (QG)	Northern Queensland Strategy (NQS) (North of the Tropic of Capricorn)	RDA's Regional Roadmap (RR)
Commonwealth Government Policy Options for Northern Australia			
Establishing a high-level Northern Australia Strategic Partnership comprising the Prime Minister, the Premiers of Queensland and Western Australia and the Chief Minister of the Northern Territory. This partnership would be supported by a business, community and Indigenous advisory group drawn from Northern Australia to develop, drive and implement a 20- year strategic plan for Northern Australia		NQS is fully supportive of this initiative. Covering 73% of Queensland's area and a population approaching 1 million, the four RDAs driving the NQS are in a position to provide objective, strategic and cohesive advice to all stakeholders.	Most priorities support the need for planning for the region including infrastructure, industry and business development. The following specifically relate to planning and promotion of opportunities in the north. ✔ Priority #15 Promotion of the region for recognition and development of the region's competitive advantages in existing industries and the attraction of investment and business in both existing and new sectors; and attracting skilled workers. ✔ Priority #16 Valuing of the resource base and its contributing value to the region's output and industry. ✔ Priority #17 Coordinated and planned delivery of infrastructure needs for the region. ✔ Priority #18 Support collaborative arrangements that will strengthen the opportunities for the region.
Working with the States and the Northern Territory to complete an audit and to act on unnecessary bureaucracy, green and red tape. Adding flexibility to land use controls (e.g. removal of non-pastoral restrictions on leasehold), reducing regulation, and streamlining Commonwealth and State environmental approvals through a 'one stop shop' process could be immediate priorities.			✔ Priority #9 Land tenure security for leasehold land, lessening the disincentive for investment in the region.

Commonwealth Government (CG)	Queensland Government (QG)	Northern Queensland Strategy (NQS) (North of the Tropic of Capricorn)	RDA's Regional Roadmap (RR)
Inviting representatives of a number of neighbouring Asian, Pacific and Indian Ocean partners to regular talks to maximise partnership opportunities and to expressly seek out the valuable insights of our Asian neighbours.			✔ Priority #18 Support collaborative arrangements that will strengthen the opportunities for the region.
Looking to build on existing key urban zones – such as Darwin, Cairns, Townsville and Karratha – with the aim of substantially increasing the population in these areas. To this end, the efficacy and targeting of current relocation incentives and personal and business tax incentives could be reviewed.			Many priorities support this policy area, but the following specifically relate to it. ✔ Priority #11 Maintenance and improvement of health and social services infrastructure to mete current and projected needs. ✔ Priority #12 Coordinated emergency, social and health care, including provision of aged care facilities and health care services. ✔ Priority #13 Availability of affordable housing. ✔ Priority #14 Interconnection abilities through transport options for people and freight. ✔ Priority #15 Promotion of the region for recognition and development of the region's competitive advantages in existing industries and the attraction of investment and business in both existing and new sectors; and attracting skilled workers. ✔ Priority #17 Coordinated and planned delivery of infrastructure needs for the region. ✔ Priority # 18 Support collaborative arrangements that will strengthen the opportunities for the region.

Commonwealth Government (CG)	Queensland Government (QG)	Northern Queensland Strategy (NQS) (North of the Tropic of Capricorn)	RDA's Regional Roadmap (RR)
Tasking Infrastructure Australia to conduct a comprehensive audit of Northern Australia's infrastructure and to devise a 15 year rolling priority list of projects of various scales, guided by cost-benefit studies.		✔	✔ Priority #1 Investment into energy infrastructure, and in particular, electricity generation and transmission including renewable generation. ✔ Priority #2 Investment into urgent regional road priorities. ✔ Priority #3 Investment into rail, intermodal, port and airport infrastructure to support productivity on supply chains for industry to access markets. ✔ Priority #4 Communications infrastructure improvements across the region including mobile and high speed broadband access. ✔ Priority #5 Planning and solutions for water quality improvements, sustainable access to water and its storage to expand agriculture, grazing and other industries. ✔ Priority #10 Funding opportunities for Local Governments to development community infrastructure for access, health, culture, the arts, sport and recreation. ✔ Priority #17 Coordinated and planned delivery of infrastructure needs for the region
Accelerating the upgrade of Queensland's major transport artery into the north, the Bruce Highway, in conjunction with the Queensland Government.		✔	✔ Priority #2 Investment into urgent regional road priorities.

Commonwealth Government (CG)	Queensland Government (QG)	Northern Queensland Strategy (NQS) (North of the Tropic of Capricorn)	RDA's Regional Roadmap (RR)
Establishing a Cooperative Research Centre (CRC) responsible for Developing Northern Australia. The CRC would foster the collaboration of research bodies, institutions and individuals across Australia, including the involvement of commercial interests in relevant research and development.		✔	✔ Priority #7 Development of the branding, positioning and exporting of Tropical Knowledge and Expertise.
Accelerating the conclusion of a range of bilateral free trade and taxation agreements, as well as the establishment of a greater consular presence and making the coordination of targeted and regular trade missions a government priority.			RDA supports this initiative
Investigating the establishment of a Water Project Development Fund to support the advancement of meritorious proposals for water infrastructure across Northern Australia, including dams and groundwater projects – further discussion will be in the Coalition's Dams and Water Management Discussion Paper.			✔ Priority #5 Planning and solutions for water quality improvements, sustainable access to water and its storage to expand agriculture, grazing and other industries.
Allocating funds from the foreign aid budget to advance tropical health and medical research (centred around Darwin, Cairns and Townsville) and capacity building in training doctors, nurses and all other medical specialists to meet our neighbourhood foreign aid obligations.			✔ Priority #7 Development of the branding, positioning and exporting of Tropical Knowledge and Expertise.
Relocating relevant components of Federal departments and Commonwealth agencies, such as CSIRO and AQIS, to key urban zones in Northern Australia.			✔ Priority #18 Support collaborative arrangements that will strengthen opportunities for the region. Advocate for a larger Australian Government presence throughout the region.

Commonwealth Government (CG)	Queensland Government (QG)	Northern Queensland Strategy (NQS) (North of the Tropic of Capricorn)	RDA's Regional Roadmap (RR)
Examining the range of appropriate private and public education provider options to best develop technical skills in resources, agriculture, tourism, healthcare, infrastructure and education.			✔ Priority #8 Improved education attainment levels to provide more opportunities in the region to ensure the future prosperity of the region.
Opportunities in Northern Australia identified by the Government			
Develop a food bowl including premium produce – Double Australia's agricultural output through developing Northern Australia			✔ Priority #5 Planning and solutions for water quality improvements, sustainable access to water and water storage to enable expansion of agriculture, grazing and other industries. ✔
Expand the tourist economy – 2 million international visitors to Northern Australia			✔
Meet future energy demands sustainably - $150 billion energy export industry for Northern Australia			✔
Defence capabilities in the North – expand defence facilities to support Australia's strategic and regional objectives and allies			✔
Bringing Australia's strengths to Northern Australia			
Develop world-class healthcare and biosecurity strengths, including in research and training - Establish world-class medical centres of excellence in the North			✔
Create education hubs - Further develop leading higher education campuses with world-class strengths in selected areas			✔

Commonwealth Government (CG)	Queensland Government (QG)	Northern Queensland Strategy (NQS) (North of the Tropic of Capricorn)	RDA's Regional Roadmap (RR)
Export technical skills – Grow Australia's exports of technical skills related to resources, agriculture and tropical and urban construction into a $7 billion a year industry			✔

7. Stakeholder Engagement and Collaboration

The following are key stakeholders of importance to RDA. The list is not exhaustive and is regularly reviewed.

Regional Stakeholders

- The 265,000 residents of the region
- All business owners, employers and employees
- Regional Economic Development Organizations
- Industry and business organizations, progress associations and Chambers of Commerce
- Natural Resource Management organisations
- Community organizations including Traditional Owner organisations and individuals
- 15 Councils – Mayors, Councillors, CEO, Staff
- Federal and State MPs and Federal Senators
- Government Departments (Federal and State)
- State Government led alliances/ committees
- Council led alliances/ committees
- Education and research institutions and facilities

External Stakeholders

- MPs and Senators in other areas
- Government Departments (Federal and State)
- National and State Industry, Business and Special Interest organisations
- Education and research institutions and facilities outside the region that have an interest in the region
- Potential investors

The following is a list of key stakeholders and the proposed MAIN methods of engagement and information exchange during the year. RR = consult for Regional Roadmap input.

Organisation	MAIN Methods of engagement								
	1 on 1 meetings	Direct phone calls/ emails	Community Connections Newsletter (target audience within the region)	Townsville & NW QLD Newsletter (target audience external to the region)	RDA Website	RDA Facebook	RDA Linked In	RDA Twitter	Media
REGIONAL STAKEHOLDERS									
The 265,000 residents of the region					✔ RR				✔
All business owners, employers and employees					✔ RR				✔
4 Regional Economic Development Organizations	✔ RR	✔	✔		✔				✔
Industry and business organizations, progress associations and Chambers of Commerce	✔ RR	✔	✔		✔				✔
5 Natural Resource Management organisations	✔ RR	✔	✔		✔				✔
Community organizations including Traditional Owner organisations and individuals, youth and disadvantaged	✔ RR	✔	✔		✔	✔			✔

Organisation	MAIN Methods of engagement								
	1 on 1 meetings	Direct phone calls/ emails	Community Connections Newsletter (target audience within the region)	Townsville & NW QLD Newsletter (target audience external to the region)	RDA Website	RDA Facebook	RDA Linked In	RDA Twitter	Media
15 Councils – Mayors, Councillors, CEO, Staff	✔ RR	✔	✔						✔
Federal and State MPs and Federal Senators located in region	✔ RR	✔	✔						✔
Federal and State Government Departments located in region	✔ RR	✔	✔						✔
State Government led alliances	✔ RR; participate in alliance meetings	✔	✔						✔
Council led alliances	✔ RR; participate in alliance meetings	✔	✔						✔
Education and research institutions and facilities	✔ RR	✔	✔						✔

Organisation	MAIN Methods of engagement								
	1 on 1 meetings	Direct phone calls/ emails	Community Connections Newsletter (target audience within the region)	Townsville & NW QLD Newsletter (target audience external to the region)	RDA Website	RDA Facebook	RDA Linked In	RDA Twitter	Media
EXTERNAL STAKEHOLDERS									
Potential investors into the region	✔				✔				
MPs and Senators in other areas				✔	✔				
Federal and State Government Departments located in Brisbane and Canberra/ elsewhere				✔	✔				
National and State Industry, Business and Special Interest organisations				✔	✔				
Education and research institutions and facilities outside the region				✔	✔				
Residents outside the region who rely on activities within the Townsville and North West Queensland region for their livelihood					✔				

8. Marketing Strategy

Needs Analysis

Target Segment 1: Funders

- **Commonwealth Government -** as represented by the Department of Infrastructure and Regional Development

- **Queensland State Government –** as represented by the Department of State Development, Infrastructure and Planning

Funders' Needs & Wants

- Conforming to contractual obligations
- Alignment of activities between RDA Charter & roles and Australian and Queensland Government priorities
- Promotion of government programs and services
- Promotion of Government (Commonwealth & State) contribution to activities & projects in the region
- Open line of communication with regional stakeholders and advice on regional issues and planned initiatives/solutions
- Collaboration across the 3 tiers of government
- Involvement in strategic priority projects
- Ensuring all Australian's feel valued & have an opportunity to participate fully in the life of our society

Target Segment 2: Regional Stakeholders (those located within the region)

- Commonwealth Government Members of Parliament –MPs and Senators

- Queensland Government Members of Parliament

- Australian Government departments and agencies

- Queensland Government departments and agencies including Government Owned Corporations

- Local Government

- Government alliances

- Regional Economic Development Organisations

- Chambers of Commerce

- Business/Industry Groups

- Natural Resource Management Organisations

- Social services providers

- Community groups including

- Industry and Businesses

- Regional Educational Institutions

- Community members

Regional Stakeholders' Needs & Wants

- Easy access to information on services, funding & programs
- Identifying funding sources and letters of support for funding applications
- Collaboration between the 3 tiers of government to achieve outcomes in priority areas
- Access to government representatives & a conduit for communication with government.
- Regional issues and concerns to be listened to by government.

Target Segment 3: External Stakeholders (those located external to the region)

- Commonwealth Government Members of Parliament –MPs and Senators

- Queensland Government Members of Parliament

- Australian Government departments and agencies

- Queensland Government departments and agencies including Government Owned Corporations

- Local Governments in neighbouring regions

- Government alliances

- Business/Industry Groups

- Industry and Businesses with potential to invest in the region

External Stakeholders' Needs & Wants

- Information about mature and evolving investment opportunities
- Information about regional issues and solutions
- Information about what RDA is doing

Competitors

Within the region, there are several economic development, social/ community and environmental groups which have a mandate to cover specific geographic and/ or sectoral interests. RDA is however the only organisation in the region that covers the broad mandate of all the above areas of interest and is also the only "regional development" organisation in the region that covers the specific area of the 15 local government areas that make up the "Townsville and North West Queensland" region.

There is also a wide representation of Australian and Queensland Governments and 15 local government councils across the region, all with significantly higher budgets than RDA and contesting for funding for priority initiatives. RDA does not compete directly for funding but needs to ensure its activities align and complement those of the governments and other non-government organisations in the region to avoid duplication of effort. It is important for RDA to differentiate itself and to articulate its value adding proposition.

Positional Advantage of RDA

- RDA takes a broad strategic view of developing long term sustainable communities as RDA covers ¼ of Queensland, from Palm Island, Hinchinbrook and Burdekin in the east to Boulia, Burke and Camooweal in the west and to Mornington Island in the north covering 15 local government areas.

- RDA is interested in economic, social and environmental sustainability.

- RDA works collaboratively with all three levels of government.

- RDA Committee members have extensive knowledge, networks and broad advocacy, industry and business experience across the region which assists them in undertaking their RDA role.

- RDA Committee members come from a wide range of geographic locations including Boulia, Ayr, Hughenden, Julia Creek, Mount Isa and Townsville and are aware of local issues and needs.

- RDA, as a small organisation, is flexible in its ability to make quick decisions and take action quickly.

- RDA, as an apolitical organisation, is able to act as a conduit across and between the region's community and governments without bias of potential political interference.

- RDA, as an independent not-for-profit organisation, is able to apply for funding and leverage funding from other organisations for projects.

Promotions and Marketing

The Marketing Plan is focussed on two objectives:

1) To promote the interests of the Townsville and North West Queensland region
2) To promote RDA and its role and achievements

Marketing Action Plan

Target Audience	Activity	Timeline/ Who	Key Performance Indicator
All Regional Stakeholders with special relevance to Councils and community-based organisations Funders	**Website www.rdanwq.org.au** The website will act as a regional portal and will include links to: • Federal and State Governments • the RDA National website • Funding and Grant information • Regional plans and project information • RDA Townsville & North West QLD, staff & committee information • Community surveys The website address will be used on all stationery and promotional material.	Ongoing/ EA	Increase website reach in business year by 5%: 1. From 269,350 hits to 282,817; 2. From 139,742 page views to 146,729; and 3. From 66,915 user sessions to 70,260.
	Development and use of social media • Maintain Facebook home page and utilise for distribution of information. • Regularly contribute RDA news to Linked-In. • Create a strategy to enhance social media reach to key stakeholders • Explore potential for Twitter to be used	Ongoing/ EA – Facebook CEO – Linked In	At least weekly updates of information on Facebook; at least monthly update on Linked-In; increase in user numbers (from a very low base)

Target Audience	Activity	Timeline/ Who	Key Performance Indicator
All Regional Stakeholders with special relevance to Councils and community-based organisations Funders	**RDA E-Newsletter – *Community Connections and Newsflashes*** To be distributed to: - Funders within region - Stakeholders within region Include Information such as: - Programs and grants - Initiatives that RDA is undertaking - Upcoming events hosted by RDA and others that help build capacity - Industry Development opportunities - Information about the region that will help others in planning Plan and execute a survey (use Survey Monkey tool) to be sent to all subscribers.	Ongoing/ EA, CEO	Production and distribution of 10 *Community Connections* newsletters to our RDA subscribers; Increase subscriber database by 5% from 1,145 to 1,202; Promote at least 80 grants/ programs and 80 events. Timely production and distribution of e-newsletter. 80% + stakeholder satisfaction with newsletter (survey to be conducted).
External Stakeholders Funders	**RDA Newsletter – to promote the region to external stakeholders** Develop new externally focussed newsletter for distribution to external stakeholders Include Information such as: - Initiatives that RDA is undertaking and success with RDAF - Profiling of the region including industry and business, with a focus on innovation - Investment opportunities - Events that may attract external stakeholders	Ongoing/ CEO, EA	Produce at least 2 p.a. and distribute to at least 300 targeted stakeholders; increase database to attract more subscribers
All Regional Stakeholders and community members	Public speaking / attendance and networking at relevant events, conferences, workshops	Ongoing/ Chairman, Committee Members and CEO	Response to invitations; number of people presented to; conferences attended (This KPI will be dependent upon budget and responding to the best value opportunities to a target is difficult to set.)

Target Audience	Activity	Timeline/ Who	Key Performance Indicator
All Regional Stakeholders Funders External stakeholders	**RDA Brochures** 1. 2014 Brochure to be distributed in one-on-one meetings 2. One page brochure to be kept up to date for bulk use	Ongoing/ EA, CEO	• Distribute at all meetings • Distribute on our website • Keep up to date
All Regional Stakeholders	**Promotional Tools** Production of mouse pads (with calendar & RDA contact information) These will be distributed to regional stakeholders to make RDA more visible to them and make contact easy.	Distribute the majority between December and January/ EA, CEO	Production on time and within budget and distribution to target audiences by 31 January, 2015
All Regional Stakeholders	Regular column in Business Success Magazine (CEO) Media Opportunities Media releases relating to RDA Projects	Ongoing/ CEO Ongoing/ Chairman and CEO	5 columns in Business Success Magazine At least 10 media releases At least 10 stories/ comments in stories generated

9. Risk Management

In the administration and implementation of its Annual Business Plan and in its use of funding and in-kind support from the Australian and Queensland Governments respectively, the RDA Committee is committed to adhering to best practice in corporate governance. To ensure this occurs, the Committee has implemented and observes a number of guidelines and procedures, including:

- RDA – Commonwealth Government Operational Resource and Funding Contract

- RDA - Commonwealth Government Better Practice Guide (issued in August 2013)

- RDA Townsville and North West Queensland Inc Rules of Association

- RDA Townsville and North West Queensland Inc Corporate Governance Charter

- RDA Townsville and North West Queensland Inc Policies and Procedures Manuals

RDA Townsville and North West Queensland Risk Management Strategy 2013-14

RDA implements a Risk Management Strategy to provide guidelines for the management and operation of the organisation.

The Risk – what it is and how it might happen	Likelihood (a)	Consequence Rating (b)	Risk Rating (a x b)	Strategy to mitigate risk	Timeframe to implement mitigation strategy	Residual Risk Ranking, taking account of mitigation strategy
Resources						
The agreed RDA operational budget is not adhered to.	2 – Unlikely	Major	Medium	Committee members approve and are responsible for regularly reviewing budget performance at each Committee meeting. Any variations or projected variations which may amount to more than 15% at the end of the fiscal year are to be notified by the Treasurer or CEO, discussed, agreed upon and minuted at RDA meetings. The Treasurer's report is a standing agenda item at each Committee meeting. Reports on the Profit and Loss, Statement of Income, Balance Sheet, Transactions and Bank Reconciliation are all tabled along with a report from the CEO with commentary on the budget performance against each line. Changes to the agreed operational budget are agreed to by the Committee and minuted. Variations above 15% from one major budget item to another must be sent to the Commonwealth for approval.	Already in place and managed year round.	Very low
RDA funding/ support withdrawn by the Commonwealth	3 – Possible	Extreme	Severe	The CEO can only enter into contracts for the current fiscal year and within budget and delegations. No contracts will be entered into beyond 30 June, 2016. Ensure liabilities can be paid & accounted for at all times. Ensure adequate funds available in Employee Entitlements Budget should the organisation cease to exist.	Already in place and managed year round.	High

The Risk – what it is and how it might happen	Likelihood (a)	Consequence Rating (b)	Risk Rating (a x b)	Strategy to mitigate risk	Timeframe to implement mitigation strategy	Residual Risk Ranking, taking account of mitigation strategy
Unauthorised expenditure of RDA funds is made.	1 – Rare	Minor	Very low	Delegations schedule implemented to ensure appropriate sign off on expenditure related decisions. Financial statement and most recent bank reconciliation presented at each RDA meeting. Expenditure by cheque/internet banking requires two signatures. Financial reports presented to each Committee meeting for review. Cheques signed by one Committee member and the CEO or in her absence by two Committee members. Online token payments are prepared and authorised by the CEO and then authorised by a Committee member.	Already in place	Very low
Recording of financial transactions to the general ledger is not up to date or undertaken regularly.	2 – Unlikely	Insignificant	Very low	Financial transactions and general ledger entry kept up to date with weekly processing. Staff process invoices and payments each week. In the absence of staff, the CEO will seek extra book-keeping support.	Already in place	Very low
Bank accounts are opened or operated without authorisation.	1 – Rare	Moderate	Low	RDA Committee to approve the opening of a new bank account. Treasurer and CEO to monitor operation of bank account. Bank details are filed and readily available. Banks will not accept opening of an account without formal advice from Committee Minutes and two signatures.	Already in place	Very low
Funds are not expended against identified and agreed to budget items.	2 – Unlikely	Insignificant	Very low	A chart of accounts, based on the Australian Standard, is maintained and reported against. Monthly checks by the CEO of the financial reports. A budget is approved by the Committee and reported against at each Committee meeting. Financial reports to the Committee include a Profit and Loss statement and Statement of Income utilising the Australian Standard Chart of Accounts as well as a list of all transactions.	Already in place	Very low

The Risk – what it is and how it might happen	Likelihood (a)	Consequence Rating (b)	Risk Rating (a x b)	Strategy to mitigate risk	Timeframe to implement mitigation strategy	Residual Risk Ranking, taking account of mitigation strategy
RDA operational funding is used as security.	1 – Rare	Insignificant	Very low	RDA acknowledges that funding is not to be used as security. Annual audit to confirm no inappropriate use of funds.	Already in place	Very low
Financial records are lost.	2 – Unlikely	Major	Medium	Financial records are maintained in both electronic and hard copy formats. QuickBooks software is used online. Electronic back-ups are maintained in-house and off-site. Hard copy financial records are stored in a securely locked cabinet. Financial record keeping is undertaken regularly (at least weekly) and back-up procedures are undertaken with the off-site back up tape being taken home after work each day.	Already in place	Very low
Inappropriate use of petty cash	1 – Rare	Minor	Very low	Petty cash float of $200. QuickBooks petty cash acquittals. CEO signs off on all petty cash payments. Regular acquittals.	Already in place	Very low
Inappropriate travel expenditure	1 – Rare	Minor	Very low	Policies and procedures are in place to ensure appropriate travel expenditure. The CEO approves all travel related expenditure including Committee travel and reimbursements. The CEO is responsible for questioning any claims that do not comply with policy. Reimbursements to the CEO are verified and signed off in the office by the Treasurer or Committee delegate.	Already in place	Very low
Audit reports not prepared by a suitably qualified accountant.	1 – Rare	Minor	Very low	Engage suitably qualified accountant for auditing purposes. An Auditor from a known and respected firm to be engaged. Audit report tabled and accepted by the Treasurer and the full Committee and presented at the AGM.	Already in place	Very low

The Risk – what it is and how it might happen	Likelihood (a)	Consequence Rating (b)	Risk Rating (a x b)	Strategy to mitigate risk	Timeframe to implement mitigation strategy	Residual Risk Ranking, taking account of mitigation strategy
Inappropriate destruction of data or loss of access to data.	2 – Unlikely	Major	Medium	Hard copy files maintained of all financial and key governance documentation. Data back-up system in place with a separate off-site storage hard disc drive being updated each day and taken off site each night.	Already in place	Very low
Vehicles are not comprehensively insured leading to a cost to RDA should a Committee member or staff member have an accident in an RDA related travel situation.	3 – Possible	Moderate	Medium	Insurance cover is taken out for each vehicle by each individual Committee member and staff member. Copy of insurance coverage maintained on file. Each Committee member and staff member must provide a copy of the insurance policy of any car used for RDA purposed including travel to an RDA meeting. This copy needs to show that RDA will not have any responsibility to pay any costs.	Email request sent to all Committee members and staff to provide their up to date insurance document copies	Low
Contents of RDA office are not insured.	2 – Unlikely	Major	Medium	Insurance cover is taken out to cover office equipment, including out of office use for valuable transportable equipment such as cameras, laptops and the data projector. Insurance renewed each year. Copy of insurance coverage maintained on file.	Already in place	Very low
RDA assets removed from RDA premises without authorisation.	2 – Unlikely	Moderate	Low	Assets Register to be maintained and kept up-to-date following any asset purchase or lease agreement.	Already in place	Very low
Leases, including vehicle leases are entered into without the approval of the RDA Committee.	1 – Rare	Major	Low	Lease arrangements to be agreed upon by the Committee. Lease agreements to be approved at a Committee meeting (or ratified at a meeting after a Flying Minute to approve) and documented in the minutes.	Already in place	Very low
No documentation to support calculation of FBT liability.	2 – Unlikely	Minor	Low	CEO to keep logbook as required for taxation purposes relating to use of her private car which attracts a car allowance and for which RDA pays fuel. Motor vehicle logbook used to establish FBT liability.	Already in place	Very low

The Risk – what it is and how it might happen	Likelihood (a)	Consequence Rating (b)	Risk Rating (a x b)	Strategy to mitigate risk	Timeframe to implement mitigation strategy	Residual Risk Ranking, taking account of mitigation strategy
Unauthorised or inappropriate use of RDA facilities and assets.	2 – Unlikely	Insignificant	Very low	Committee members and the CEO are to monitor use of facilities and assets. Committee members or the CEO are to advise any issues of concern to the Chairman.	Already in place	Very low
Security / Compliance						
Australian Tax Office threatens to fine RDA over taxation returns, including BAS.	2 – Possible	Moderate	Medium	BAS returns to be completed quarterly. When ATO communication is received, the EA is to immediately process required forms and payments. If there is likely to be a period in which the CEO is away and cannot sign off on forms, make arrangements for a Committee member to sign. The Treasurer needs to be available to do online fund transfer approvals within a small window of time.	Already in place	Medium
RDA does not adhere to the mandatory obligations under the QLD Associations Incorporation Act 1981, e.g. submission of required reporting.	2 – Unlikely	Minor	Low	Each member to be supplied with a copy of the Rights and Responsibilities under the QLD Associations Incorporation Act 1984. The QLD Associations Incorporation Act 1984 is provided to Committee members through their shared cloud server and a hard copy will be provided if requested. Secretary to have responsibility for monitoring reporting requirements.	Already in place	Very low
Amendments to the RDA Rules are not lodged with the appropriate body or provided to the Commonwealth or State Governments.	2 – Unlikely	Minor	Low	Any amendments will be lodged with the appropriate body. Resolution approving amendments to the RDA Rules will include a directive to lodge the changes with the appropriate authorities and both the Commonwealth and State Government RDA contacts within 30 days. (OFRC39.3)	Already in place	Very low

The Risk – what it is and how it might happen	Likelihood (a)	Consequence Rating (b)	Risk Rating (a x b)	Strategy to mitigate risk	Timeframe to implement mitigation strategy	Residual Risk Ranking, taking account of mitigation strategy
Committee members are not appointed in accordance with the RDA's rules of incorporation.	1 – Rare	Minor	Very low	RDA Chairman and Committee members are provided with the OFRC and Rules of Association which both include responsibilities regarding appointments. The Rules and OFRC are referenced by the Chairman and Committee members.	Already in place	Very low
Meetings are not run in accordance with the RDA Rules.	2 – Unlikely	Insignificant	Very low	All Committee and sub-committee meetings are required to have a formal agenda. All Committee and sub-committee meetings are required to produce minutes against the agenda items. All minutes for Committee and sub-committee meetings are to be endorsed at a subsequent meeting and signed off by the Chairman. All meetings will be held with a quorum and votes recorded as per the Rules. The Chairman follows due process in chairing meetings. Agendas, associated papers and minutes for all Committee and sub-committee meetings are distributed to all Committee members and filed by the CEO/delegated staff member.	Already in place	Very low
Decisions relating to the operation of the RDA are not reflected in the minutes of the meetings.	2 – Unlikely	Minor	Low	All decisions are to be raised, discussed, motioned and minuted in accordance with the Rules. Minutes are open to comment and review by Committee members before being accepted as a true and accurate record and sign off by the Chairman.	Already in place	Very low
Minutes are not authorised as a true and accurate reflection of Committee or sub-committee meetings.	2 – Unlikely	Minor	Low	All minutes for Committee and sub-committee meetings to be endorsed at a subsequent meeting and signed off by the Chairman. All minutes for Committee and sub-committee meetings are to be produced and distributed within 14 days of the meeting. Minutes of Committee and sub-committee meetings are a standing agenda item at subsequent meetings for endorsement. The Chairman is to regularly sign off on the Minutes book.	Already in place	Very low

The Risk – what it is and how it might happen	Likelihood (a)	Consequence Rating (b)	Risk Rating (a x b)	Strategy to mitigate risk	Timeframe to implement mitigation strategy	Residual Risk Ranking, taking account of mitigation strategy
Decisions of the RDA are unable to be verified.	2 – Unlikely	Moderate	Low	All minutes for Committee and sub-committee meetings are to be held on file. Minutes are produced as soon as practicable after each Committee and sub-committee meeting, and copies distributed to participants and Commonwealth and State Govt observers. Filing is kept up to date.	Already in place	Very low
Sub-committees operate without knowledge or authorisation of RDA.	1 – Rare	Minor	Very low	Establishment and powers of sub-committees are to be agreed, endorsed and recorded in the minutes of RDA meetings. There are currently no sub-committees.	Already in place	Very low
Committee members and staff benefit from activities of the RDA.	2 – Unlikely	Moderate	Low	Committee members and staff sign a declaration to advise of any conflict of interest in taking up their role at RDA. Conflict of Interest is a standing item on each meeting agenda. Conflict of Interest Register maintained on file. New members and staff are required to sign a conflict of interest declaration. Committee members ensure any conflict of interest issue is raised and minuted at Committee meetings. RDA Rules contain relevant information relating to Conflict of Interest.	Already in place	Very low
RDA does not comply with the Privacy Act 1988 and privacy requirements are breached.	2 – Unlikely	Moderate	Low	Committee members and staff to be made aware of the requirements of the Privacy Act and implement a policy that supports this. Create a policy in regard to areas of operations that are affected by the Privacy Act. Privacy complaints to be included in the CEO Report to Committee Meetings.	Draft a new policy by Dec 2014 meeting	Very low
RDA engages staff without appropriate process and working conditions.	2 – Unlikely	Moderate	Low	Process for engaging staff clearly defined in OFRC and HR Policy. All staff employed either via a contract or letter stating conditions of employment. Staffing Policy implemented. Employment letters or contracts on file for all staff members.	Review HR policies by Dec 2014 meeting.	Very low

The Risk – what it is and how it might happen	Likelihood (a)	Consequence Rating (b)	Risk Rating (a x b)	Strategy to mitigate risk	Timeframe to implement mitigation strategy	Residual Risk Ranking, taking account of mitigation strategy
RDA staff members do not comply with RDA policies.	2 – Unlikely	Moderate	Low	Ensure that staff members are aware of RDA policies that relate to them and their activities. Induction briefings to include advice on policies and procedures. Staff to complete a Conflict of Interest Declaration and Privacy Statement.	Already in place	Very low
RDA doesn't follow accepted guidelines when dismissing staff.	2 – Unlikely	Moderate	Low	RDA uses standard process for terminating staff that is compliant with Fair Work Australia Act. Process undertaken by the CEO or the Chairman or his delegate as appropriate following the Act and ethical standards.	Review HR policies by Dec 2014	Very low
Commonwealth & State Governments are not acknowledged in line with contract requirements.	2 – Unlikely	Insignificant	Very low	RDA to acknowledge the Commonwealth & State Government on all appropriate material. Committee members cognizant of need to acknowledge Commonwealth & State Government on material.	Already in place	Very low
Reputation						
Committee members are not aware of their roles and responsibilities under the OFRC.	2 – Unlikely	Minor	Low	Committee members supplied with induction papers including copies of relevant RDA documents and those created by the Commonwealth Government. Committee members issued with a folder to contain all relevant documentation and provided with updates as they become available. Documents also made available on a shared cloud server.	Already in place	Very low
Committee members do not perform at a satisfactory level.	2 – Unlikely	Minor	Low	Chairman to brief the Committee on performance expectations. Committee members to feel free to discuss issues with the Chairman. Annual Committee performance review. Chairman to discuss issues of performance one on one with Committee members if an issue arises. Chairman to lead planning for the annual committee performance review with support of CEO.	Already in place	Very low

The Risk – what it is and how it might happen	Likelihood (a)	Consequence Rating (b)	Risk Rating (a x b)	Strategy to mitigate risk	Timeframe to implement mitigation strategy	Residual Risk Ranking, taking account of mitigation strategy
Perpetual register of members is not current.	2 – Unlikely	Minor	Low	Register of members to be kept current and reviewed on a regular basis.

Register is reviewed on quarterly basis or as membership changes.

Commonwealth and State Governments are to be advised of membership changes as per contractual requirements. | Already in place | Very low |
| Chair and/or committee members provide verbal advice on contractual arrangements that breaches contract, leading to litigation. | 2 – Unlikely | Moderate | Low | Committee members and staff are instructed not to provide verbal advice on contractual arrangements. All advice on contractual arrangements is to be in writing from the Chairman or delegate after receiving appropriate advice.

Reference and observance of delegations schedule and Governance Charter | Already in place | Very low |
| Committee members face litigation for financial mismanagement or professional misconduct. | 1 – Rare | Moderate | Low | Professional indemnity and public liability insurance maintained by the Commonwealth Government covers RDA members.

Corporate governance training as required.

Copy of insurance coverage made available to RDA members and maintained on file.

Governance charter and financial delegations schedule in place. | Already in place | Very low |
| Comments not provided on government programs when requested. | 2 – Unlikely | Insignificant | Very low | The CEO will forward enquiry requests to the Committee for their decision on whether a formal submission will be made to an enquiry.

The Committee will decide on what enquiries it wishes to respond.

The CEO will respond to day to day enquiries from the Commonwealth and State Governments and keep the Committee informed on issues of relevance. | Already in place | Very low |

The Risk – what it is and how it might happen	Likelihood (a)	Consequence Rating (b)	Risk Rating (a x b)	Strategy to mitigate risk	Timeframe to implement mitigation strategy	Residual Risk Ranking, taking account of mitigation strategy
Committee has low credibility and poor reputation in its community.	2 – Unlikely	Moderate	Low	Induction of new Committee members. Governance Charter implemented to guide Committee members on their roles and responsibilities including a Code of Ethics. RDA addresses concerns and issues of key stakeholders and clients. Chairman to ensure all Committee members are acting in a way that is in keeping with our Code of Ethics. Effective communication channels maintained between RDA and stakeholders and clients.	Already in place	Very low
Staff do not perform at a satisfactory level.	2 – Possible	Moderate	Medium	Performance review process implemented. Performance agreements to be implemented. Appropriate wording in the contract to deal with performance. Written performance reviews undertaken each year. Discussion on performance at mid year point of cycle. Informal performance feedback given regularly as appropriate.	Performance Agreements to be put in place each year	Medium
Staff member resigns unexpectedly.	2 – Possible	Major	Medium	Recruitment process is established quickly for replacement of staff. Staff job description forms on file for all staff positions. CEO has delegations to recruit and hire staff to ensure speed of process.	Already in place	Medium
Low public awareness of RDA in its community (vs stakeholders who we are closest to)	2 – Possible	Moderate	Medium	RDA Marketing Strategy prepared and implemented within constraints of budget. Chair and Committee members to promote role of RDA at every opportunity.	Already in place	Medium
Inappropriate comments in media interviews	2 – Unlikely	Moderate	Low	All committee members are aware and abide by media policy. Review and observe media policy including the advice to the CEO of any media contact.	Already in place	Very low

Risk rating table

(This table should be used to rank individual risks. Risks rated 'Severe' MUST be mitigated (Controls) to no more than 'High'.

Rating	Consequence				
Likelihood	**1 Insignificant**	**2 Minor**	**3 Moderate**	**4 Major**	**5 Extreme**
5 Almost Certain	11 Low	16 Medium	20 High	23 Severe	25 Severe
4 Likely	7 Low	12 Low	17 Medium	21 High	24 Severe
3 Possible	4 Low	8 Low	13 Medium	18 Medium	22 High
2 Unlikely	2 Very Low	5 Low	9 Low	14 Medium	19 High
1 Rare	1 Very Low	3 Very Low	6 Low	10 Low	15 Medium

Residual risk rank	Action required
Severe	Controls and monitoring processes are inoperative or do not exist and it is likely that the circumstances will occur and cause major disruption to or failure of the Department's ability to deliver a major service. The risk MUST be avoided unless effective controls can be established,
High	If realised, the risk, is likely to cause significant disruption or failure of the Department's ability to deliver a major service. The risk must be mitigated; effective control measures MUST be implemented and monitored, including regular reports to executive management.
Medium	Existing controls and monitoring are not completely effective and may benefit from improvement/replacement. Controls are actively managed as part of an existing process and exception or failure reporting processes to next management level exist.
Low	Existing controls and monitoring are mostly effective and managed (see ALARP). Continuous improvement is an accepted part of monitoring to determine cost effectiveness of additional treatments. Incident reporting is part of normal process.
Very Low	Existing controls and monitoring are effective and actively managed. Additional treatment is unlikely to be cost effective

Event Consequence Table

Rating	Impact description			
	Reputation	**Resources**	**Business Continuity**	**Security/Compliance**
5 **Extreme**	• Formal inquiry • Complete loss of stakeholder confidence • Committee/personnel resignation • Adverse media reports	• Greater than 10% impact on budget • Establishing an indemnity exceeding $100m which is not approved by insurer	• Loss of service capacity for more than 1 week • Destruction or disastrous long-term damage to most assets • Epidemic causes long-term, large scale staff absences, death or disablement	• Breach of Constitution • Security incident causes death and destruction
4 **Major**	• Inquiry • Serious loss of stakeholder confidence • Adverse national media report on inefficiency/ inadequacy • Environmental disaster emergency with incidental adverse media coverage • Serious embarrassment to RDA committee	• Up to 5% impact on budget • Unable to attract any skilled staff • Political decision to cut programs • Death or serious permanent disablement of staff or client • Establishing an indemnity of $20m– $100m which is approved by insurer	• Loss of service capacity for up to 4 days • Loss of large number of staff • Destruction or serious damage to key physical or information assets •	• Breach of law and regulations • Permanent disability to staff/clients because of improper work practices • Undetected long-term fraud (discovered by accident rather than process) • Sensitive information leaks
3 **Moderate**	• Substantial adverse publicity or loss of some stakeholder confidence • Air/Sea/Road accident	• Up to 3% impact on budget • Skilled staff shortages leads to significant additional cost • Work accident leads to staff/client hospitalisation • Establishing an indemnity of $10M $20m which is approved by insurer	• Loss of service capacity for up to 3 days • Permanent loss of key staff • Damage to physical and information assets including backups	• Failure to comply with directions and instructions • Systemic fraud of significant value
2 **Minor**	• Some adverse publicity • Major review of current policies and procedures instigated • Minor loss of stakeholder confidence • Commonwealth response • Managed by existing policies	• Up to 2% impact on budget • Staff member sustains severe sprain or broken bone requiring medical attention • Staff absences increase sufficiently to cause delays • Establishing an indemnity of less than $10m which is approved by insurer	• Loss of service capacity for up to 2 days • Temporary loss of key staff	• Failure to comply with guidelines • Security systems or processes not being adhered to
1 **Insignificant**	• Internal impact only • No adverse publicity or ministerial involvement • No stakeholder conflict	• Staff member sustains minor cuts or abrasions requiring time off work • No impact on targets	• Loss of service capacity for up to 1 day	• Failure to comply with internal instructions

Workplace Health and Safety Plan

Complete A & B for the Annual Business Plan				Complete C for the Annual Report on Outcomes	
A			**B**	**C**	
Risk Assessment for coming year			**Plan for coming year**	**Report for year just ended**	
Type of activity/work undertaken by the RDA committee to fulfil requirements of Funding Agreement	**Who manages/is directly responsible for this activity?**	**What are the WHS risks associated with this activity?**	**Strategies to address these risks**	**Report on implementation of WHS strategies**	**List WHS incidents**
e.g. travelling to an RDA event/forum identified as an activity to fulfil requirement of Funding Agreement	*e.g. RDA committee member or staff member travelling. Person who approved attendance at the event (e.g. RDA Chair and committee members and/or staff managers)*	*e.g. car accident*	*e.g. EO and Chair regularly remind members and staff not to travel when fatigued. For long distances, members and staff encouraged to take breaks, travel with another member/staff person, etc.*	*e.g. members reminded of this at every RDA committee meeting. Staff reminded of this by managers when travelling*	
Working in the office	RDA, Townsville City Council (their premises that we lease)	Unsafe electrical cords used for equipment in the office and also for workshops conducted away from the office. Electrical accident – people being electrocuted or equipment being damaged or a fire at the location	All RDA equipment to be tagged & tested in accordance with standards every 2 years.		

Complete A & B for the Annual Business Plan				Complete C for the Annual Report on Outcomes	
A			**B**	**C**	
Risk Assessment for coming year			**Plan for coming year**	**Report for year just ended**	
Type of activity/work undertaken by the RDA committee to fulfil requirements of Funding Agreement	**Who manages/is directly responsible for this activity?**	**What are the WHS risks associated with this activity?**	**Strategies to address these risks**	**Report on implementation of WHS strategies**	**List WHS incidents**
Working in the office	RDA, Townsville City Council (their premises that we lease)	Fire in the office	Townsville City Council as landlord to ensure fire safety of the office and sprinkler system is in working order. Ensure Emergency & Evacuation Plan identifies where fire extinguishers are located in the building. RDA staff to be aware of fire exits and assembly points. Emergency exits and assembly point information to be placed on walls in the RDA area. Above information to be included in staff induction briefings.		

Complete A & B for the Annual Business Plan				Complete C for the Annual Report on Outcomes	
A			B	C	
Risk Assessment for coming year			**Plan for coming year**	**Report for year just ended**	
Type of activity/work undertaken by the RDA committee to fulfil requirements of Funding Agreement	**Who manages/is directly responsible for this activity?**	**What are the WHS risks associated with this activity?**	**Strategies to address these risks**	**Report on implementation of WHS strategies**	**List WHS incidents**
Working in the office Use of computers		Health risks associated with workplace and work activities. For example work station, vehicles e.g. Headaches, sore eyes or posture problems	Ensure work stations are set up ergonomically. Ensure staff are aware of correct ergonomic set up at desk by putting information in the staff induction kits. Staff are made aware to take regular short breaks from computer work (at least every 2 hours) Advice to be provided in staff induction kits on correct lifting procedures. If an issue arises, staff to inform the CEO. If an issue arises that cannot be resolved internally, arrange a consultation with an Occupational Therapist at the cost of RDA.		

Complete A & B for the Annual Business Plan				Complete C for the Annual Report on Outcomes	
A			B	C	
Risk Assessment for coming year			**Plan for coming year**	**Report for year just ended**	
Type of activity/work undertaken by the RDA committee to fulfil requirements of Funding Agreement	**Who manages/is directly responsible for this activity?**	**What are the WHS risks associated with this activity?**	**Strategies to address these risks**	**Report on implementation of WHS strategies**	**List WHS incidents**
Working in the office		General office layout	Ensure clear passage and walkways through the office Ensure cords are taped down or covered appropriately Clear items from walkways and passage ways and especially emergency passageways and exits.		
Working in the office		General minor injuries i.e. cuts, burns	Use first aid kit Staff to note items removed from the First Aid kit and report to the EA to arrange replacement as appropriate (by email with a copy to the CEO). Staff to complete First Aid Course every 2 years or as deemed appropriate		

Complete A & B for the Annual Business Plan				Complete C for the Annual Report on Outcomes	
A			B	C	
Risk Assessment for coming year			**Plan for coming year**	**Report for year just ended**	
Type of activity/work undertaken by the RDA committee to fulfil requirements of Funding Agreement	**Who manages/is directly responsible for this activity?**	**What are the WHS risks associated with this activity?**	**Strategies to address these risks**	**Report on implementation of WHS strategies**	**List WHS incidents**
Working in the office		Issues of safety Air-conditioning in the office fails, affecting staff & computer equipment.	Ensure staff are kept informed of issues within the building environment that may affect their safety. Report all problems to the TCC and if not within their responsibility, RDA to take action. Set a standard for maximum office temperature for consideration of moving from the office. Relocate to suitably cool environment such as the library or home office if it can be set up to continue work.		

Complete A & B for the Annual Business Plan				Complete C for the Annual Report on Outcomes	
A			B	C	
Risk Assessment for coming year			**Plan for coming year**	**Report for year just ended**	
Type of activity/work undertaken by the RDA committee to fulfil requirements of Funding Agreement	**Who manages/is directly responsible for this activity?**	**What are the WHS risks associated with this activity?**	**Strategies to address these risks**	**Report on implementation of WHS strategies**	**List WHS incidents**
Working in the office		General Office security	Store portable valuable objects in a lockable cabinet when space permits otherwise in an out of sight location. RDA staff working alone should ensure safety awareness when entering and leaving the building. If working late, one's car should be moved to a location near the front door to avoid walking far in the dark. If an intruder approaches with demands, staff are not to put up a fight, are not to be confrontational and are to call police as soon as they are able to.		

Complete A & B for the Annual Business Plan				Complete C for the Annual Report on Outcomes	
A			**B**	**C**	
Risk Assessment for coming year			**Plan for coming year**	**Report for year just ended**	
Type of activity/work undertaken by the RDA committee to fulfil requirements of Funding Agreement	**Who manages/is directly responsible for this activity?**	**What are the WHS risks associated with this activity?**	**Strategies to address these risks**	**Report on implementation of WHS strategies**	**List WHS incidents**
Working in the office		Staff injured at work.	Implement and monitor the Workplace Health and Safety Policy to facilitate development of good work practices. Staff and Committee to adhere to process outlined in the WHS Policy. WHS Standing Item on RDA Meeting Agenda.		

Complete A & B for the Annual Business Plan				Complete C for the Annual Report on Outcomes	
A			B	C	
Risk Assessment for coming year			Plan for coming year	Report for year just ended	
Type of activity/work undertaken by the RDA committee to fulfil requirements of Funding Agreement	Who manages/is directly responsible for this activity?	What are the WHS risks associated with this activity?	Strategies to address these risks	Report on implementation of WHS strategies	List WHS incidents
Travelling by car to an RDA related activity		Staff who drive vehicles get involved in a road accident.	Encouragement and leadership by example to ensure safe driving practices. All staff to ensure adherence to road and driving regulations, regular breaks to avoid driver fatigue (recommended every 2 hours) and avoiding night time driving unless necessary and the member/ staff are comfortable driving at night. All committee member and staff car insurance policies to be held on file.		
Working in the office Attending an RDA related meeting		Employees are injured on the job.	Ensure a safe working environment. Ensure workplace insurance (WorkCover) is in place and maintained. Respond quickly to issues of safety that arise.		

10. Annual Budget

GST Exclusive Amounts	Funding Sources and Budget					
	Commonwealth Operational (incl. All $ in FA & Schedules)	**Commonwealth 3rd Party Projects**	**State/Territory Operational**	**State/Territory Projects**	**Other**	**Total**
INCOME						
Surplus **Operational** Funding c/f from previous period	94,707					94,707
Project Funding c/f from previous period (As outlined in Schedules B & C) Insert new lines- if multiple projects						-
Base Operational Funding for this Period	325,887					325,887
Chair/Deputy (leadership duty)	7,290					7,290
QPIP	25,000					25,000
Other Supplementary Funding (if any) - carry over of one off for office move	672					672
Other (Project 1) - Roads project					1,200	1,200
Other (Project 2)						-
Other (Project 3)						-
Interest on Commonwealth funds	4,000					4,000
Total Income (A)	**457,556**	**-**	**-**	**-**	**1,200**	**458,756**

GST Exclusive Amounts	Commonwealth Operational (incl. All $ in FA & Schedules)	Commonwealth 3rd Party Projects	State/Territory Operational	State/Territory Projects	Other	Total
Expenditure Major Budget Items						
Project Funding c/f from previous period (As outlined in Schedules B, C etc) Insert new lines- if multiple projects						-
Staff Salaries	240,000					240,000
Employee Entitlements	24,000					24,000
Other Staff Expenses	27,000					27,000
Office Lease & Outgoings	7,000					7,000
Vehicle Costs	20,000					20,000
Operational	45,000					45,000
Financial. Legal & Professional	10,000					10,000
Marketing	10,000					10,000
Asset Acquisition.	2,000					2,000
Committee costs	30,000					30,000
Chair/Deputy (leadership duty)	7,290					7,290
QPIP	25,000					25,000
Other Supplementary Funding (if any)						-
Other Project 1 - roads project					10,000	10,000
Other Project 2						-
Other Project 3						-
Total Exp (B)	**447,290**	**-**	**-**	**-**	**10,000**	**457,290**
SURPLUS A-B	**10,266**	**-**	**-**	**-**	**-8,800**	**1,466**

11.   Certification by Chairman

I hereby certify this document as the Regional Development Australia Townsville and North West Queensland Committee's Annual Business Plan.

Paul Woodhouse

Chairman

26th August, 2014